



CHANGING THE COURSE OF
HUMAN HEALTH THROUGH BOLD
PURSUITS IN SCIENCE



2018 Bank of America Merrill Lynch
Healthcare Conference

May 16, 2018



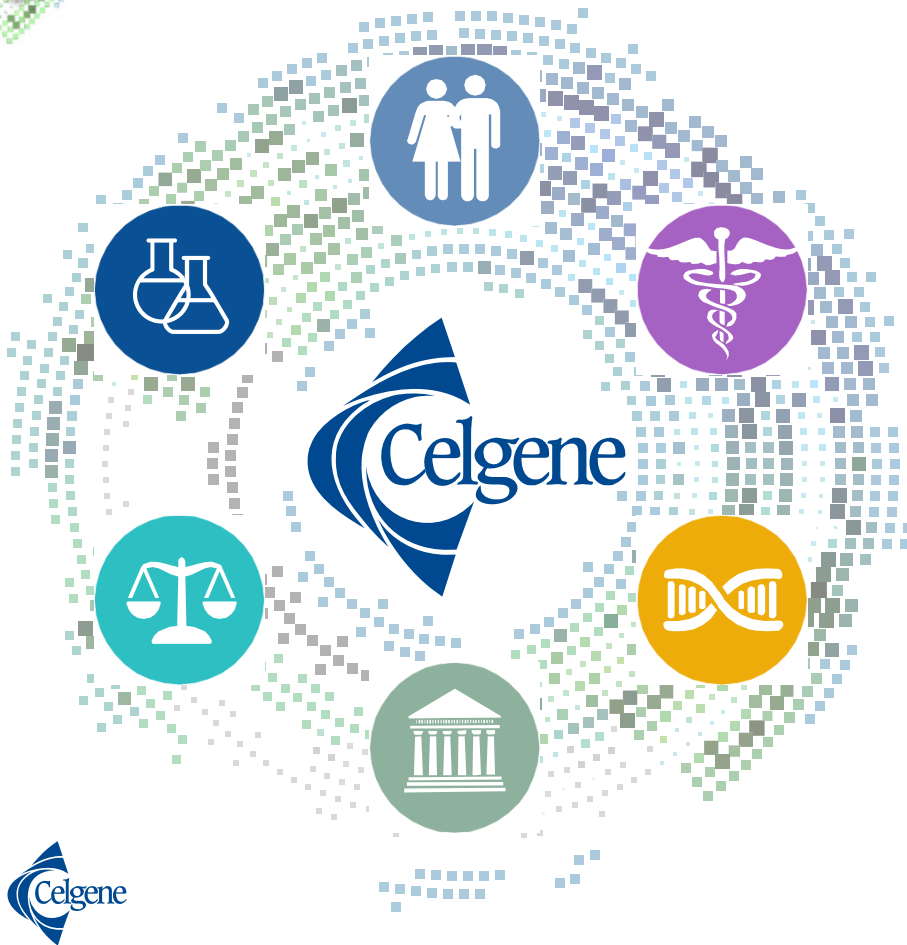
Forward-Looking Statements and Adjusted Financial Information

This presentation contains forward-looking statements, which are generally statements that are not historical facts. Forward-looking statements can be identified by the words “expects,” “anticipates,” “believes,” “intends,” “estimates,” “plans,” “will,” “outlook,” “targets” and similar expressions. Forward-looking statements are based on management’s current plans, estimates, assumptions and projections, and speak only as of the date they are made. We undertake no obligation to update any forward-looking statement in light of new information or future events, except as otherwise required by law. Forward-looking statements involve inherent risks and uncertainties, most of which are difficult to predict and are generally beyond our control. Actual results or outcomes may differ materially from those implied by the forward-looking statements as a result of the impact of a number of factors, many of which are discussed in more detail in our Annual Report on Form 10-K and our other reports filed with the Securities and Exchange Commission.

In addition to unaudited financial information prepared in accordance with U.S. GAAP, this presentation also contains adjusted financial measures. Further information relevant to the interpretation of adjusted financial measures, and reconciliations of these adjusted financial measures to the most comparable GAAP measures, may be found in the Appendix and on our website at www.Celgene.com in the “Investor Relations” section.



Our Mission and Vision



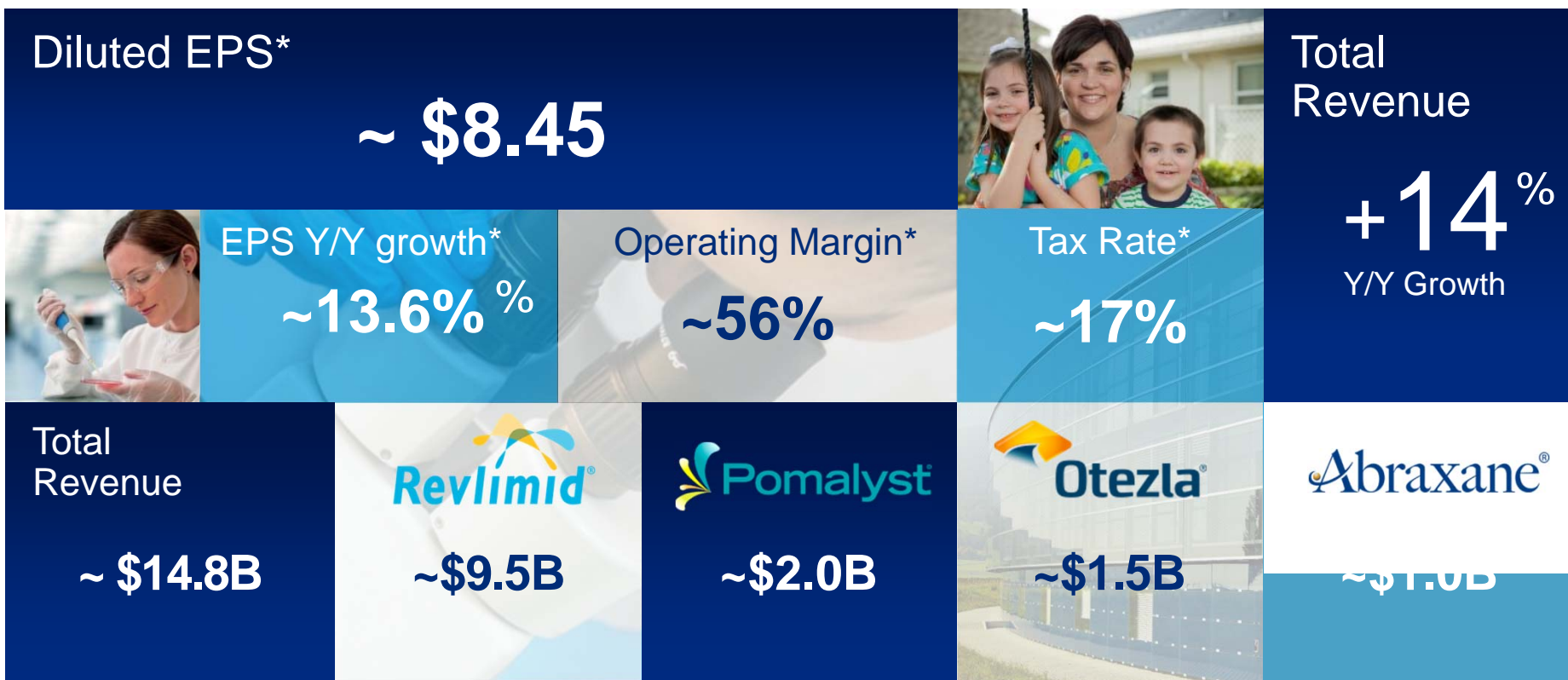
*Celgene is building a preeminent global biopharmaceutical company focused on the discovery, development and commercialization of **innovative therapies** for patients with cancer, immune-inflammatory, and other unmet medical needs*



Deploying a Strategy to Grow Through 2020 and Beyond



Strong Volume-Driven Growth Expected in 2018



*Adjusted financial measure which includes the impact of our acquisition of Juno Therapeutics Inc., which is expected to be dilutive to adjusted diluted EPS in 2018 by approximately \$0.50.

Accelerating Diversification by Advancing Medicines to Transform the Treatment of Diseases



HEMATOLOGY & ONCOLOGY



INFLAMMATION & IMMUNOLOGY



Source: Market size projections are for 2022 from Evaluate Pharma, December 2017 and Decision Resources Disease Landscape and Forecast; Epidemiology is for 2018 from Decision Resources Disease Landscape and Forecast, Kantar Health CancerMPact database and Putnam Associates

Building a Pipeline of Next-Generation Growth Drivers



Internal Innovation Engine

Advancing 8 New Programs into the Clinic

<p>CC-92480</p> <ul style="list-style-type: none"> Next-Gen CELMoD® Ph I for MM 	<p>CC-93269</p> <ul style="list-style-type: none"> BCMA T cell engager Ph I for MM
<p>CC-90010</p> <ul style="list-style-type: none"> BET inhibitor Ph I for solid tumors 	<p>AG-270</p> <ul style="list-style-type: none"> Mat2A inhibitor Ph I for solid tumors
<p>bb21217</p> <ul style="list-style-type: none"> BCMA CAR T Ph I for MM 	<p>GEM333</p> <ul style="list-style-type: none"> CD3xCD33 bispecific Ph I for AML
<p>MSC-1</p> <ul style="list-style-type: none"> Anti-LIF1 MAb Ph I for solid tumors 	<p>RPC8844</p> <ul style="list-style-type: none"> GLP-1R modulator Targeted for NASH

■ Protein Homeostasis ■ Epigenetics
■ Inflammation & Immunology ■ Immuno-Oncology



Announced BD Transactions

<p>Liso-cel CD19 CAR T</p>	<ul style="list-style-type: none"> Clinical data supports a potentially best-in-class profile providing an anchor therapy in NHL Pivotal program in DLBCL under way Broad clinical development plan to maximize clinical and commercial potential of JCAR017
<p>Fedratinib JAK2 kinase inhibitor</p>	<ul style="list-style-type: none"> Myelofibrosis clinical program completed to date: <ul style="list-style-type: none"> Ph III trial in treatment-naïve patients Ph II trial in patients resistant or intolerant to Jakafi® NDA submission for myelofibrosis planned in 2018 Accelerate ongoing myelofibrosis program with luspatercept, in addition to early Protein Homeostasis and Epigenetic programs
<p>BGB-A317 Anti-PD-1 mAb</p>	<ul style="list-style-type: none"> Demonstrated anti-tumor activity in a range of solid tumors with an acceptable safety profile to support continued development Pivotal program plan initiated in hepatocellular carcinoma (HCC), non-small cell lung cancer (NSCLC) and esophageal cancer Exploring combinatorial potential with existing drug classes and emerging I/O agents



Late-stage Pipeline with Potential to Add Over \$16B in Incremental Peak Revenue Through 2030



Delivering Industry-Leading Growth Through 2020...

Revenue

14.5%
CAGR

Adj. Diluted EPS

~19%
CAGR

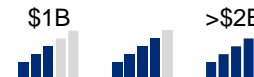
...And Positioned to Grow Beyond 2020

Expected to Launch Ten Potential Blockbusters

Drug	Current Peak Potential	Drug	Current Peak Potential
Ozanimod		bb2121	
Fedratinib		BGB-A317	
JCAR017		CC-122	
Luspatercept		Marizomib	
CC-486		CC-220	

LEGEND

Current Estimate of Peak Sales Potential:



Note: CAGR calculation is from 2017 measurements to the midpoint of the 2020 total revenue range
\$16 billion represents sum of individual potential peak sales for each illustrated product, which may not coincide.



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