



CHANGING THE COURSE OF  
HUMAN HEALTH THROUGH BOLD  
PURSUITS IN SCIENCE



Barclays Global Healthcare  
Conference

March 13, 2018



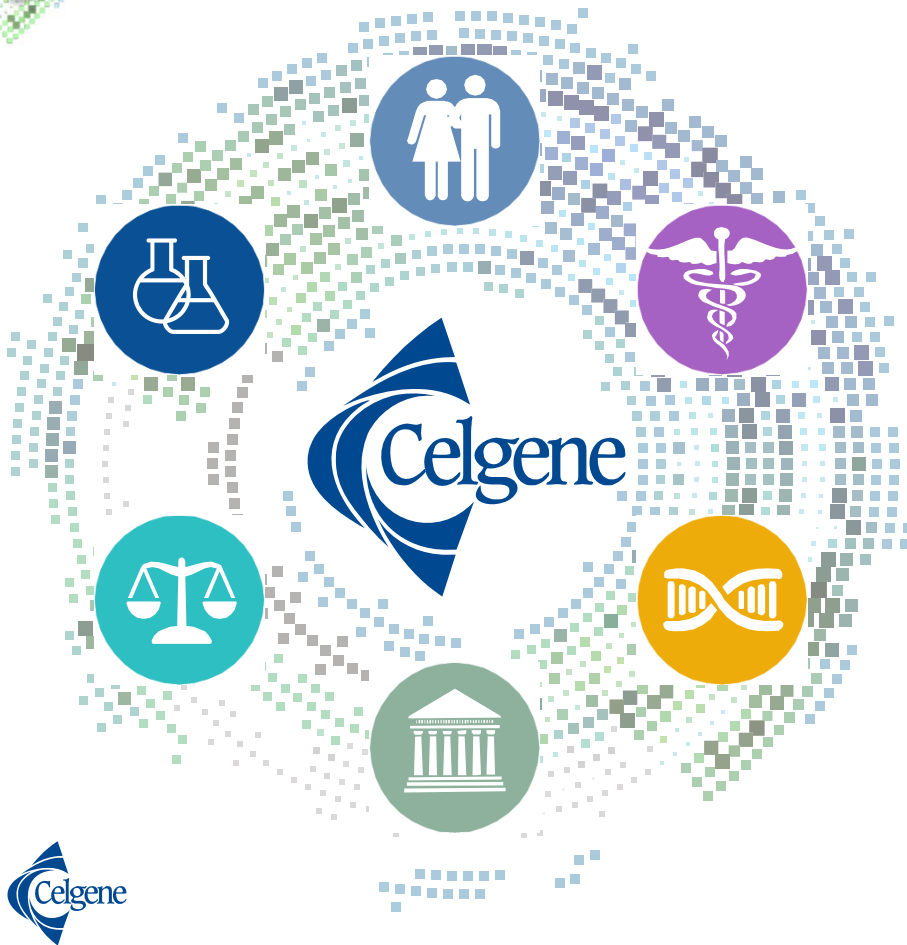
# Forward-Looking Statements and Adjusted Financial Information

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](http://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

Note: Calculation of Y/Y growth is from 2017 measurements to the mid-point of the range.

2018 guidance does not include the impact of our recently announced 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

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

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



## Announced BD Transactions

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

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



## Delivering Industry-Leading Growth Through 2020...

Revenue

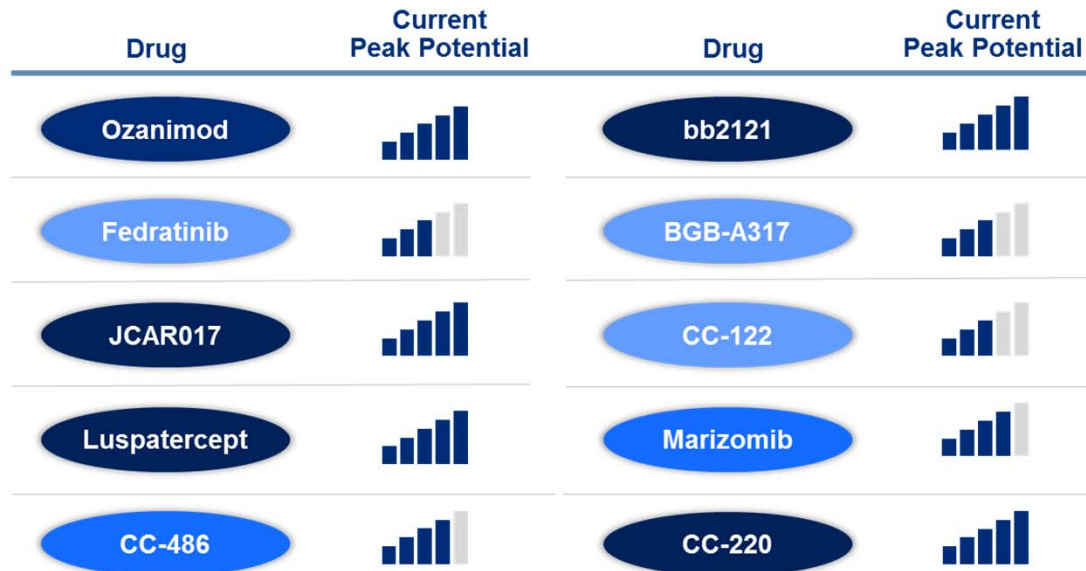
**14.5%**  
CAGR

Adj. Diluted EPS

**~19%**  
CAGR

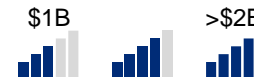
## ...And Positioned to Grow Beyond 2020

Expected to Launch Ten Potential Blockbusters



### 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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