



**2024 Annual Meeting of Shareholders  
Tuesday, May 7, 2024**

**Rules of Conduct and Procedures**

**Welcome to the virtual 2024 Annual Meeting of Shareholders (the “2024 Annual Meeting”) of Bristol-Myers Squibb Company. To ensure a fair and orderly meeting, participants are required to honor the following Rules of Conduct and Procedures:**

1. The only business to be conducted at the 2024 Annual Meeting are the matters set forth in the Notice of 2024 Annual Meeting of Shareholders and Proxy Statement dated March 28, 2024.
2. Our Company’s bylaws set forth the requirements for meetings of our shareholders, and the Chair of the 2024 Annual Meeting will conduct the meeting consistent with those requirements.
3. Only shareholders as of the close of business on March 14, 2024, the record date, or their duly authorized proxies, are entitled to submit questions and vote at the 2024 Annual Meeting. To vote or submit questions, please login as a shareholder by entering the 16-digit control number found on your proxy card, voting instruction form or notice. If you have voted your shares prior to the start of the 2024 Annual Meeting, your vote has been received by the Company’s inspector of elections and there is no need to vote those shares during the meeting, unless you wish to revoke or change your vote.
4. During the presentation of the shareholder proposals, the presenter will have three minutes to present the proposal. The presenter should restrict their comments to the shareholder proposal being presented. A shareholder should not address the meeting until recognized by the Chair or Secretary of the 2024 Annual Meeting set forth in the Company’s Bylaws.
5. Questions or comments relating directly to the issues being considered can be submitted before or during the 2024 Annual Meeting. To submit a question before the meeting, visit [www.proxyvote.com](http://www.proxyvote.com) with your 16-digit control number and select the “Submit a Question for Management” option. To submit a question during the meeting, visit [www.virtualshareholdermeeting.com/BMY2024](http://www.virtualshareholdermeeting.com/BMY2024), enter your 16-digit control number and type your question into the “Ask a Question” field and click “Submit”.
6. To allow the Company to answer questions from as many shareholders as possible, please keep questions succinct and covering only one topic per question. Questions from multiple stockholders on the same topic or that are otherwise related will be grouped, summarized and answered together.
7. If any shareholder would like to make a comment regarding any of the proposals, please submit your comment through the web portal and note the proposal number to which it relates.

8. The Company will not address questions and will stop discussions that:
  - a) are irrelevant to the business of the Company;
  - b) require discussion of matters viewed by the Company as confidential;
  - c) relate to personal grievances;
  - d) are references to individuals or that are otherwise disrespectful; or
  - e) are not a matter of interest to shareholders generally.
  
9. Questions pertinent to matters in the Agenda that are not answered during the 2024 Annual Meeting will be addressed and posted online within four business days at [www.bms.com](http://www.bms.com). Responses posted online will be available for ten business days.
  
10. Questions or comments unrelated to the 2024 Annual Meeting or that are of individual concern rather than of concern to stockholders may be submitted by contacting Stockholder Services at [stockholder.services@bms.com](mailto:stockholder.services@bms.com).
  
11. Recording of the 2024 Annual Meeting is prohibited. A webcast playback will be available after the completion of the meeting.

If you encounter any difficulties accessing the virtual meeting during the check-in or meeting time, please call the technical support number that will be posted on the Virtual Shareholder Meeting log in page.

**Thank you for your cooperation and for joining Bristol Myers Squibb's virtual 2024 Annual Meeting of Shareholders.**