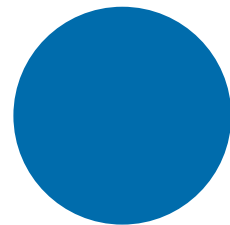


# Our culture

*The system that allows us to do our best work, deliver exceptional results, and achieve our purpose*



## Our values

### PASSION FOR THE PATIENT

We share a belief that what we do matters to the world—that it is essential to the advancement of healthcare. And that how we do it is what sets us apart from those who have come before us, as well as those we will meet in the future.

### COURAGE TO FACE OUR CHALLENGES AND THE UNKNOWN

We willfully face the challenges of the past and the uncertainties of the future. We embrace the unknown, pioneering new science and new ways of doing business. Our willingness to challenge the status quo and take on risk is what enables us to create new standards in medicine, and the broader world of human health.

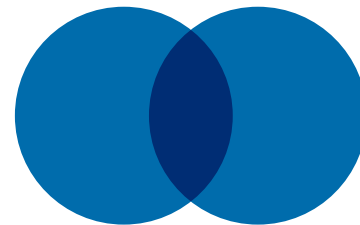
### TRUST IN OUR WORDS AND OUR ACTIONS

We assume the best in each other—in terms of capability and intention—and we treat each other with dignity and respect as we work together to always do what's best for Celgene. We value each individual for the integrity they bring to their work and their relationships, both internal and external.

### EXCELLENCE IN DELIVERING EXCEPTIONAL RESULTS

We hold our work to the highest of standards—quality, scientific, and ethical. We also hold each other to equally high standards in the way we work, encouraging creativity and simplicity in problem-solving, transparency in communicating, and results that are data-driven.

The qualities we look for in our people



## Our behaviors

### WE ASSUME THE BEST

We start from a place of inquiry, honoring diverse points of view, seeking to understand each other and giving everyone a chance to be heard.

### WE DEBATE OPENLY, HONESTLY, AND COMPLETELY

We share our views or disagreements fully in every conversation to encourage the best ideas to emerge.

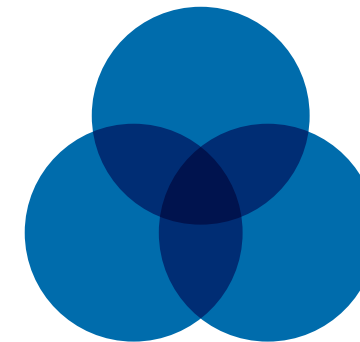
### WE MAKE DECISIONS OBJECTIVELY AND TRANSPARENTLY

We are clear about our roles, include the right people in the conversation, consider the facts, and share our reasoning.

### WE ALIGN AND FOLLOW THROUGH

We carry out the decisions we make as a team, and agree to a process for changing and communicating them.

How we treat each other



## Our community

### A GLOBAL MINDSET *"Big company success, small company feel"*

We engage our global colleagues in the discussions and decisions that shape who we are and how we behave—within Celgene and throughout the world. We honor the decisions that affect our daily work, and respect the process for changing them.

### CLEAR OBJECTIVES *"We are focused on the right things"*

We prioritize our work according to the stated vision and goals of the company. We take ownership of our role in contributing to the success of Celgene—adjusting timelines, budgets, and people—in response to official changes in our corporate priorities.

### AN ALIGNED ORGANIZATION *"We are in this together"*

We coordinate our resources and make trade-offs in ways that benefit the whole. We understand that our decisions and our work have an impact on others and we act accordingly, sharing responsibility for outcomes and avoiding the blame-game. We embrace processes that allow us the freedom to create and the ability to solve problems together.

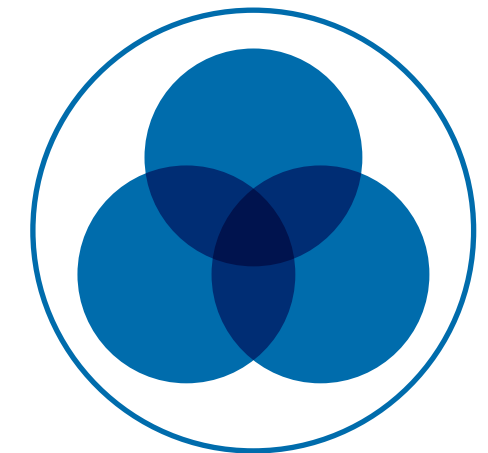
### AN ENGAGED WORKFORCE *"Everybody matters"*

We honor the contribution that each person makes—on the front lines, at the bench, or in the back office. We encourage each other to take on new responsibilities and explore new areas of growth. We respect that people have full lives and do what we can to create work-life balance.

### GOOD COMMUNICATION *"We are all in the know"*

We are accessible to each other and communicate mindfully, respecting cultural norms of tone, time zone, and responsiveness. We ensure that the information people need to do their job is available and accessible.

The environment we create together



## Our purpose

Changing the course of **human health** through bold pursuits in **science**, and a promise to always put **patients** first.

Why we come to work every day