



Passion, Innovation, Courage:
IT'S IN OUR GENES

THE CELGENE STORY



“We are a company of people committed to delivering on aspirational objectives that meaningfully improve the lives of patients in need. We are continuing to build a company where every employee’s best work is supported and celebrated for the impact it has on patients’ lives.”

Bob Hugin, Chairman and CEO

INTRODUCTION

Life starts with a code. A code laid down in a distinct sequence, programmed to unfold over time as it creates what we are and what we will become. A code that forges connections from one generation to the next. A code containing thousands of genes yet one shared mission.

> Our characteristics, our lineage, our history and our future start with a code.

And like the thousands of genes responsible for the creation of a unique individual, so too are the thousands of individuals responsible for the creation of a unique company. A company formed by the passion, innovation and courage of people driven by bold pursuits in science and the advancement of human health. Celgene's genetic code transcribes medical discovery to improving patient lives around the world, and transcribes colleague achievement to lasting value.

This code matters to thousands upon thousands of patients – patients like Hannah.



HANNAH'S STORY

It was four years ago when she first noticed the changes. Hannah (not her real name) felt tired all the time, and not just the typical fatigue brought on by too much coffee or too little sleep. She thought it might be the result of a critical period at work, or perhaps she over-extended herself in planning a surprise birthday party for her husband.

But time and rest did not make her feel better. Instead, Hannah's symptoms grew to include bone pain, weight loss, excessive thirst and almost constant infections. Hannah suffered from a form of blood cancer. She became one of the estimated 100,000 people diagnosed annually with multiple myeloma — the second most common type of blood cancer worldwide.

After the shock of her diagnosis subsided, Hannah sought information and support from doctors, patient support groups and friends. She found a hematologist she trusted. She vowed to do all she could to bring her life back to normal. Hannah's hematologist saw her determination, and he prescribed what he thought was her best treatment option.

> **Hannah found lenalidomide.**

Today Hannah is grateful for her doctor, for lenalidomide and for the company that brought her this medication. She is most grateful for the gift of time; time to work, time to be with her family and friends, time to live.

Her story defines Celgene's purpose, culture and people.

There is an entire group of people behind Hannah's story. A group of people at a company with a distinct culture where principles are valued, extraordinary achievements are expected and delivered, and individuals understand their impact on the greater good. People who value their company's unique history and culture — their DNA — while continuing to build new pathways to medical innovation in immunomodulation, epigenetics, cellular therapies and more.

These are the people of Celgene.

A UNIQUE **GENETIC CODE**

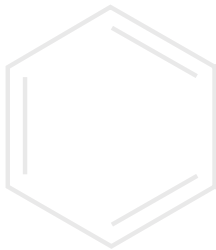
Celgene's genetic code is marked by courageous individuals who were willing to take bold steps in the interest of patients and medical innovation.

> The founders of Celgene were a small team of highly capable, committed people who went in search of solutions to issues where the standard course of action had proven ineffective.

In 1992, Celgene licensed the patent for thalidomide, a controversial anti-nausea drug and sleep aid that was withdrawn from markets around the world in the early 1960s after it was linked to thousands of serious birth defects. The founders of Celgene believed there was still value to be unlocked from this powerful, but notorious, compound. Why? Because they understood the value of medical innovation, especially the value of digging deeper for answers to problems that seem unsolvable.

Three years later, the FDA allowed access to the drug for HIV/AIDS patients suffering from cachexia, also known as “wasting syndrome.” In 1997, the first multiple myeloma patient received Celgene's new thalidomide drug under the compassionate use indication. The following year, Celgene's revolutionary S.T.E.P.S. patient safety program launched as part of the FDA approval of the drug for treatment of erythema nodosum leprosum (ENL), a complication of leprosy.

A desire to treat a life threatening blood cancer through the repurposing of a banned therapy is an incredible example of seeing what others do not see and questioning what others do not ask, with transformational results. It was the first example of Celgene changing a paradigm to achieve extraordinary results. It would not be the last.



A laboratory setting featuring a metal rack of test tubes with various colored caps (green, red, orange, pink). In the background, a beaker contains a red liquid. A white cap is visible on the left. In the bottom left corner, a black pipette is shown next to a faint chemical structure diagram of a heterocyclic compound. The text is overlaid on a semi-transparent white box in the upper center.

Our mission as a company is to build a major global biopharmaceutical corporation while focusing on the discovery, development, and commercialization of products for the treatment of cancer and other severe, immune, inflammatory conditions.



Celgene has stayed true to its DNA — a genetic heritage based on a promise that runs from generation to generation.

The people of today's Celgene possess the same traits as the company's founders:

- ▶ Independence and an entrepreneurial spirit
- ▶ Creativity and innovation
- ▶ Passion for patients and trust in colleagues
- ▶ Courage to think differently, act boldly and set high aspirations
- ▶ Drive to find and pursue new opportunities
- ▶ Commitment to the highest standards of medical innovation
- ▶ Ambition to create true and lasting value

Since its beginnings, Celgene has experienced tremendous growth and geographic expansion.

The Celgene of today is a global biopharmaceutical company leading the way in medical innovation to help patients live longer, better lives, reducing the burden on healthcare systems and helping economies grow.

Today, Celgene employs world-class biopharmaceutical talent across the globe.

PEOPLE DATA – *Just the Facts* (per company data, June 2013)

Celgene people love to learn:

- > **70%** of Celgene employees are **college graduates** and half of those employees hold post graduate degrees (Master's, PhDs, MDs, PharmDs, other post graduate degrees or their equivalent)

For global employees engaged in science, the numbers are even higher:

- > Over **50%** hold **post graduate degrees**

Celgene's population is "young" in tenure yet still infused with the spirit of our founders:

- > **30%** of global employees have been with Celgene **less than 2 years**
- > **45%** of global employees have been with Celgene **2-5 years**
- > **25%** of global employees have been with Celgene **6 years or more**

Celgene is heavily focused on medical innovation and patient care:

- > **30%** of global employees are **engaged in science**
- > **40%** of global employees are **directly involved in bringing solutions to patients**

Celgene continues to expand to meet the global needs of global patients:

- > **60%** of employees **work in the US**
- > **30%** of employees **work across Europe**
- > **10%** of employees work in **Asia Pacific, Japan, Latin America and the Emerging Markets**

Yet for all its growth and expansion, Celgene has stayed true to its DNA — a genetic heritage based on a promise that runs from generation to generation. A promise to support, nurture and create medical innovation, to think differently, to disrupt, to be bold, to be agile and to persevere. It is a promise to change the course of human health while always putting patients first.

To fully appreciate this promise and what it means to patients, families, doctors, investors and the healthcare industry, one must first appreciate the people of Celgene.

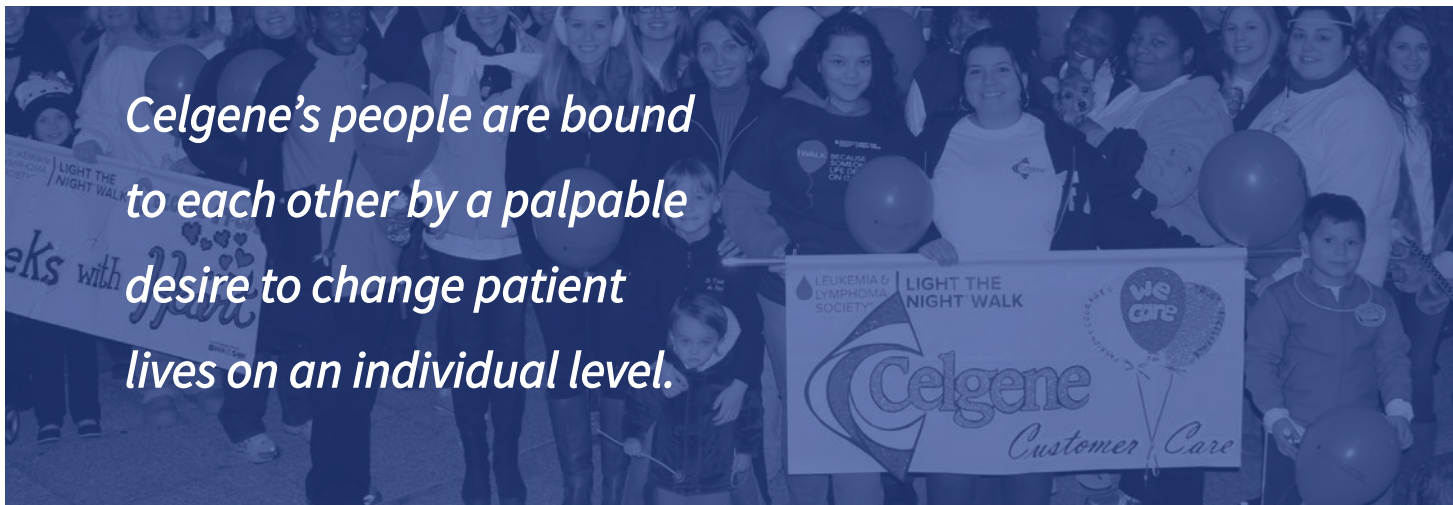


Section I:

NOVEL CHARACTERISTICS

COMMON TRAITS, **COMMON PURPOSE**

Today, Celgene's people are bound to each other by a palpable desire to change patient lives on an individual level. They share a set of traits that sets them apart. The company works hard to bring patients and their experiences directly to colleagues, to humanize the people at the end of the supply chain. Global Town Hall meetings and the Celgene Global News Network regularly feature patients. Employees devote their personal time to support patient advocacy groups and voluntary health associations such as the Leukemia & Lymphoma Society. In 2013, Celgene employee contributions to the Leukemia & Lymphoma Society's "Light The Night" fundraiser exceeded the fundraising goal for this event by nearly 250%.



*Celgene's people are bound
to each other by a palpable
desire to change patient
lives on an individual level.*

Such interaction with those who rely on Celgene to improve, and in many cases, sustain their lives, brings out a highly engaged spirit in Celgene people. This engagement strengthens Celgene's commitment to its characteristics: passion, spirit, commitment, curiosity and the desire to create true and lasting value. These characteristics create a mindset in which making the expected choice is not expected.

COURAGE, REWARD **AND RECOGNITION**

The commitment to take bold steps in the pursuit of medical innovation while putting patients first is seen in everything Celgene does. This commitment was the basis for Celgene's decision to build a global infrastructure to deliver lenalidomide and other therapies to patients around the world. It also bolstered the company's unwavering multi-year commitment to pursue a European Union approval for lenalidomide in the treatment of myelodysplastic syndromes del 5q, a type of blood cancer with limited treatment options that affects a very small patient population – measured in thousands.



The collective efforts of Celgene's people have been recognized by the outside world, across various stakeholders.

MDS del 5q – *The Power of Yes*

> Who spends seven years tirelessly working to change “No” to “Yes?” Celgene does.

In 2006, the Committee for Medicinal Products for Human Use (CHMP), part of the European Medicines Agency, did not recommend approval of lenalidomide for use by patients in the European Union. CHMP requested that Celgene return to them with new data for consideration in a trial comparing lenalidomide with placebo.

Celgene believed that their original clinical data demonstrated the safety and benefits for patients, and they were concerned about the potential disease impact of conducting a trial in which half the study participants would not receive an active treatment. So Celgene’s research and regulatory teams decided to work collaboratively with CHMP in service of helping as many patients as possible. They sought to re-analyze and re-present the data to address CHMP’s concerns, taking care over many years to support good science and good patient care.

In this case, the team’s unwavering certainty in the data and in the therapy’s value for patients, as well as their love for a good challenge and their passion for the welfare of patients won out. In late April of 2013, after many collaborative conversations and rounds of data review, the CHMP adopted a positive opinion for the use of lenalidomide in the treatment of MDS del 5q in Europe, leading to final European Union approval on June 15, 2013. This seven-year pursuit to bring lenalidomide to the very small group of MDS del 5q patients in Europe is just another example of Celgene’s focus on ensuring access to medicines for patients with rare diseases who have few options.



Oncologists Speak

The 2012 Oncology Image Study, conducted by well-known market research firm *MMRx*, surveyed 100 top oncologists in the US on their opinion of 22 leading biopharmaceutical firms specializing in oncology. The survey looked at 27 key attributes including strength of products offered, strength of pipeline, company reputation and ethics, and quality of the field force. In other words, oncologists were asked to rate the companies on the type and quality of services, products and support they receive. Celgene ranked #3 overall, behind long-established Genentech and Novartis.

> There is more to this ranking.

The company was ranked #1 on Company Reputation & History/Ethical Behavior, a clear indication that physicians respect not only what Celgene's people do, but how they do it. Celgene also ranked #3 in field representatives and as a role model for other biopharmaceutical companies. Such high recognition by medical specialists for a company smaller in size and scale than many on the list speaks to more than just innovative medicines and targeted marketing. It speaks to the passion and commitment running throughout the company to change the course of human health through innovation, patient care support and empowering healthcare professionals to offer the best therapeutic approaches to their patients.

Celgene is also recognized by EURORDIS (a non-profit alliance of organizations and individuals in the field of rare diseases) as the #1 innovator for patients with orphan diseases.





So Do Investors

These differences matter to investors as well. An investor survey conducted in September 2012 by Brendan Woods ranked Celgene #2 in strength of leadership, Board of Directors and financials compared with major competitors across the biopharmaceutical industry.

The company's Chairman and Chief Executive Officer Bob Hugin was recognized as the #1 biotech CEO by The Street.com in 2013, and Chief Financial Officer Jackie Fouse was recognized as the #1 biotech CFO by *Institutional Investor* magazine in 2012.

-
- **Investors have faith in the value of the company's innovation, its ability to set and achieve goals and its desire to lead the market in standards for patient care.**
-


It's no wonder that Celgene and its people hold a unique place among medical innovators in the Life Sciences Industry. To unlock solutions for patients and create a valuable, sustainable reserve of knowledge for future medical innovation, a company needs a spirit of perseverance and passion that is equal parts courage, commitment, entrepreneurial drive and bold vision.

PIPELINE AS **PROMISE**

Celgene holds more than 400 US patents and numerous patent families around the globe. These quality patents, developed through partnership between Celgene scientists and the Intellectual Property (IP) team, create a wealth of new options and innovative derivations that have the potential to drive new healthcare solutions for years to come. In 2012, the Patent Board recognized the strength and quality of Celgene's patents by listing the company at #3 in the industry in its patent survey. One reason for Celgene's patent success is the collaborative link that naturally flows between scientists and the IP team.

Celgene scientists, in addition to their life-enhancing inventions, also are committed to furthering scientific knowledge in general. Between January 2012 and September 2013 alone, Celgene scientists authored or co-authored 373 articles that appeared in publications focused on hematology, oncology, immunology, infectious disease, toxicology, technology and other scientific fields. This achievement illustrates an unwavering commitment to furthering medical innovation that may improve patient longevity, healthcare and the economy.

Beyond patents and publications, though, is the pipeline itself. Celgene's pipeline exemplifies its commitment to build and expand its already incredible scientific base. As of March, 2014, there are 30 programs in pre-clinical development, 21 treatments in clinical trials and 30 pivotal Phase III programs underway, including innovative cellular therapies that illustrate Celgene's continuing dedication to challenging conventional treatment paradigms in the search for a cure. This rich pipeline highlights the company's instinct for looking at scientific innovation from multiple biological and technical angles — angles that may one day overlap to revolutionize medicine.



*This rich pipeline also represents a commitment to patients, demonstrated by an industry-leading investment in research and development. Over the past five years, Celgene has invested approximately **30% of its revenue in research and development**, among the highest levels of any company in any sector. Based on research dollars per employee ratio, Celgene people are the most productive in the biopharmaceutical sector.*

Celgene's pipeline is a promise to patients all over the world who are seeking better treatments in the pursuit of fuller, healthier lives.

FULFILLING A **PROMISE TO PATIENTS**

Discovery, development, commercialization, manufacturing, delivery, safety, access, support ... every Celgene employee's work impacts patients' lives. Two teams in particular touch patients' lives in unique ways: Patient Advocacy and Patient Support.



> Passion for patients is at the heart of what Celgene does.

Celgene's Patient Advocacy team works with nearly 150 patient groups dedicated to supporting and advocating for patients and their families. The team provides program and general support, patient education and policy-related support, all in a spirit of strengthening the care patients receive at every step of their journey. It is less about sponsorship alone and more about building long-term strategic relationships that provide important insights for both partners; insights that influence research and clinical development, access, pro-innovation and pro-patient policies, outreach and education. All this occurs in addition to the countless personal hours Celgene people devote to volunteering in support of activities and events.

The commitment to advocating for patients is so engrained in Celgene's DNA that it even influences the kind of people Celgene hires. In fact, at a recent global Human Resources meeting, a patient with multiple myeloma was invited to speak about her experience and encouraged HR professionals to think of her when they screen candidates for jobs. Another example of doing well by doing good.

The difference Celgene people make in partnering with patient groups is recognized and measurable. In 2013, the STAR Report, a syndicated market research survey that measures biopharmaceutical company advocacy efforts across 15 therapeutic areas, ranked Celgene #1 for hematology advocacy, #14 in oncology (a rise of 13 places since 2012) and #11 overall (a rise of 11 places since 2012). For a company with many fewer people than most other ranked companies, these rankings are impressive – and a clear example of the meaning of “passion for patients.”

Patient advocacy is just one way Celgene's people are committed to improving the lives of patients. Another is helping patients gain access to the treatments they need.

Helping Those With Few Options

The Patient Support team was created in 2006 as a staff of three people. Today, the team comprises 35 employees who serve as a dedicated, central point of contact for US patients and their healthcare providers in need of Celgene therapies but who are unable to access them.

> The team, like Celgene itself, is unique.

Few companies possess a dedicated internal team of patient support and reimbursement service professionals. The typical patient support model consists of a call center managed by a third party. True to its lineage, Celgene is different. Celgene's Patient Support function fosters strong, supportive relationships with patients, doctors, nurses or other care providers focused on helping patients receive treatment.

Celgene's Patient Support professionals divide their work by geography, ensuring that they understand their territory's physicians, nurses, patients and insurance companies fully. Their backgrounds are varied, spanning across nursing, social work, pharmacy tech and healthcare reimbursement. They pride themselves not only on helping patients access Celgene therapies but also on helping patients and physicians navigate the healthcare system. Sometimes the team will take additional steps beyond access to the medication to help the patient cope with other challenges associated with cancer treatment. Few companies would allow their colleagues this level of freedom in the name of patient care. The design and management of the team serve as a perfect reflection of Celgene's values.

The members of the Patient Support team are passionate, determined and known for their world-class tenacity. They are also compassionate and collaborative, as well as ready to rally, educate, support, listen and sometimes even cry alongside a patient struggling with the enormity of their condition. They build bonds with patients and their families that are lasting. In support of those bonds, Celgene is a major contributor to community, patient and other non-profit organizations that support the patients Celgene Patient Support serves.

*The members
of the Patient
Support team
are passionate,
determined,
even a little
dogged, and
known for their
world-class
tenacity.*





A PATIENT'S STORY

Being diagnosed with a serious, sometimes fatal, disease can propel a person to an unknown, frightening world. First comes the diagnosis, the recommended treatment and then the reality of the cost. Even for those with insurance, the options are not always clear.

> Helping patients get treated: *“You have to want it.”*

Take the example of a 57-year-old nurse named Susan (not her real name) who was prescribed lenalidomide, a medication her doctor believed was her best option. When speaking to the pharmacy to set up mail order delivery, Susan discovered she was responsible for the full cost of the medicine because she had exceeded the cap on her commercial insurance plan. Susan's plan had a limit on how much it would pay for her prescription medications. Once the limit was exceeded, she would be responsible for the full cost and in this case, it meant she would have to pay the full cost of the lenalidomide and any future medications for the year. Her alternative option to receive full coverage for her treatment was to take an intravenous oncology product, requiring frequent trips to the infusion center. Susan was shocked by this news, but so focused on getting the lenalidomide treatment that she was willing to take on an incredible financial burden in order to use the oral medication her doctor prescribed. Taking on the full cost would have potentially drained her life savings.

Susan's pharmacist suggested she call Celgene's Patient Support Team for help. The representative from the team confirmed her benefit coverage and immediately put in motion a simple application for Celgene's free medicine program to see if she qualified to receive her first treatment for free. She did.

Once the representative knew that Susan could start treatment quickly, she began investigating the situation. Susan resided in one of the 26 US states covered by "Oral Oncology Parity," a law that requires the coverage and patient out-of-pocket cost of an oral oncology treatment be equal to that of an intravenous oncology treatment. The insurance company was not applying the Oral Oncology Parity law properly and despite Susan's best efforts, it did not appear that the decision would be reversed.

Upon learning of this decision, the Patient Support representative worked with local and state advocacy groups and other Celgene employees to help Susan gain coverage under the Oral Oncology Parity law in her state. Susan not only learned her rights, she learned one of the most powerful lessons anyone facing disease can learn — self-advocacy.

> Ultimately, Susan's treatment was fully covered. A triumph for Susan, and an example of the people of Celgene's commitment to ensuring patients receive the best treatments available.

Section II:
STAYING UNIQUELY CELGENE

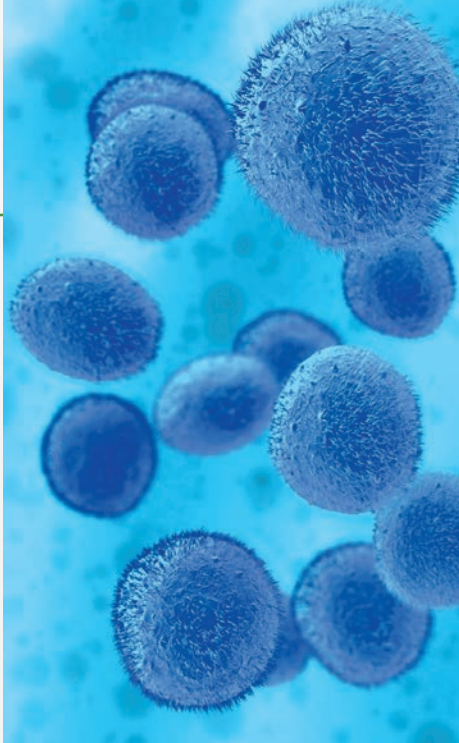


BUILDING ON **STRENGTH**

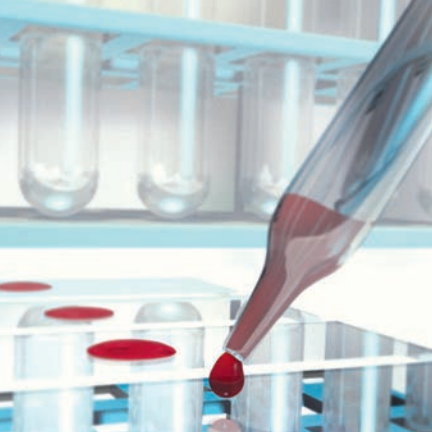
In 2007, Celgene revenue topped \$1 billion for the first time. Five years prior, it was less than half that amount. The past few years have seen an unprecedented string of financial successes — quarter after quarter, year after year — that creates the opportunity to reinvest profits into value-creating research and new medicines.

Since 2000, Celgene has acquired several biopharmaceutical and scientific technology companies leading to new platforms, novel life-enhancing medicines and new opportunities for medical innovation. These were bold investments in the pursuit of changing the course of human health. Celgene also continues to establish productive and innovative collaborations with leading partners, supporting the company's reputation as a partner of choice.

One of the scientific technology acquisitions involved Anthrogenesis in 2003. Anthrogenesis brought an emerging technology in cellular medicine to the company; a placental-derived stem-cell technology poised to change the way diseases are treated and health is restored that raises no ethical issues related to the collection of the cells. The acquisition is another example of Celgene's embrace of medical innovation and willingness to be bold.



*One of the
scientific
technology
acquisitions
involved
Anthrogenesis
in 2003.*



Now Celgene embarks, on its own, to create a new therapeutic reputation in Inflammation & Immunology (I&I). Successfully leveraging its unique science of immunomodulation, the company is moving into a field where great unmet medical needs exist and patients continue to look for more options. For example, based on a recent survey, 85% of patients with psoriasis or psoriatic arthritis reported a need for better therapies.¹

Going it alone, as opposed to partnering with a big, established company in the field, is unconventional for many but the norm for Celgene.

> The company, and its people, do not follow the easy path when they know a different one may result in bringing therapies to patients faster.

With I&I, Celgene is following its own path, pushing forward with clinical and regulatory development for debilitating immunological diseases like psoriasis, psoriatic arthritis, ankylosing spondylitis and Behçet's disease. Some of these conditions, like Behçet's, affect small patient populations. Celgene people see the value in pursuing treatment options in all disease areas where the unmet medical need is highest, regardless of the size of the patient population.

Moving forward with conviction and speed, Celgene I&I is its own business unit and its people are getting ready to launch their answer for patients looking for better treatments. Just as Celgene's founders courageously pursued the therapeutic value of thalidomide in areas of great unmet medical need, this current generation of Celgene people embody the spirit of independence, innovation, entrepreneurial spirit and passion that keeps Celgene unique.

¹ Data presented at the 22nd Annual Meeting of the European Academy of Dermatology and Venereology (EADV); October 2-6, 2013, Istanbul, Turkey.

OTEZLA® (Apremilast) – *We Built It Here*

For well over a decade, numerous biopharmaceutical companies and researchers investigated the broad anti-inflammatory potential of PDE4 inhibitors, but many abandoned their research after early challenges.

Celgene discovered a specific PDE4 molecule and believed there was something unique about the compound. They saw a door that could be opened to a new world of therapeutics for seriously ill patients. Over a period of 10 years, the researchers at Celgene unlocked the molecule's potential in psoriasis and psoriatic arthritis. Data gathered from multiple Phase III trials provided evidence that Celgene had discovered something new.



Once again, the company's unique genetic code came through.

The DNA code not only came through in what was created but in how it was created. First was the undertaking of the largest trial ever done for psoriatic arthritis – the multi-year, Phase III PALACE trials. Then came the question of building a new franchise. Celgene had no infrastructure to support this new therapeutic area, no people with I&I experience, no global distribution system, no deep knowledge of the marketplace. So Celgene people created it, building new resources and capabilities along the way. This approach to innovation and this answer to challenge is designed to bring patients new options to help alleviate the burden of disease on themselves, their families and society.

Smart science, courageous action and a spirit to challenge existing models has potentially created a new treatment paradigm; a paradigm which will be marketed as OTEZLA.

Celgene has grown tremendously in a short period of time. Change of this scope and intensity could cause any organization to veer off course.

In Celgene's case, this growth became another strand of its DNA, another way to pursue new opportunities, be bold, execute with excellence and work tirelessly for patients. How did Celgene and its people evolve in such a focused and successful fashion? Through their commitment to true medical innovation that transforms the practice of medicine and passion for patients, and through a commitment to values and people.

CULTURE AND VALUES **MATTER**

In 2009, Celgene debuted its Values Framework, the result of many months of global conversation and work by a broad group of colleagues. The goal was to codify Celgene's purpose and values. The group focused on clearly articulating Celgene's purpose, its values, how its people act in support of that purpose and the kind of community mindset the company wanted to foster. The effect was profound.

-
- > People embraced the Celgene Values Framework, not only for what it expressed but because it was an honest reflection of what the people of Celgene were all about.**
-

The official launch of the Values Framework was a global event. Every Celgene employee participated in small group sessions designed to share the framework and reinforce the way the values could drive decision making and behavior, as well as support an environment of courage, commitment, curiosity and growth. Celgene Europe took the step of designing their headquarters in Switzerland around the Values Framework in a sign of how integrally Celgene people incorporate values into their work day by day. At Celgene, the values embody the cultural heritage of the company and lay bare how people can keep the culture strong and vibrant over time.



What is the Values Framework and how does it guide the culture?
Let's start by first looking at how Celgene defines its
Purpose and Values.

> PURPOSE

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

> OUR VALUES

***Passion for the patient.** Courage to face our challenges and the unknown. Trust in our words and our actions. Excellence in delivering exceptional results.*

Defining the Values Framework and speaking of it openly helps keep it upfront in colleagues' minds. What they themselves say about the framework illustrates just how deeply relevant the values, behaviors and community pillars are to the culture and the company's growth strategy.



At Celgene, culture does not just happen.

It is supported and guided purposefully because its role in the success of the company is a critical factor.

Celgene formally defines culture as “the system that allows us to do our best work, deliver exceptional results and achieve our purpose.”

Ask our leaders to define culture and their response reflects a nuanced chain linking people to patients to purpose.

CULTURE IN OUR OWN WORDS

“(Celgene is) all about creating life-changing therapies for the patients who need them. And not just creating the therapies but also making sure that the patients have access to those important therapies for their disease.”

> **Shawn Tomasello**

SVP and General Manager, U.S. Hematology & Oncology

“For me, at Celgene, that means looking difficult problems in science in the eye and saying we’ll solve them.”

> **Tom Daniel, MD**

EVP/President, Global Research & Early Development

“We like to say we have big company success with small company feel ... where each of us comes to work every day understanding our unique role that we play and firmly believing that we not only can make a difference but we make the difference to patients every day, worldwide.”

> **Alan Colowick, MD**

President, EMEA

“In this era of change and innovation, it’s critically important that we continue to challenge each other and ourselves with respect to what we are doing.”

> **Kevin Lynch, MD**

VP, Clinical Development and Medical Affairs, Asia-Pacific

“Exceptional results are the by-product of exceptional individuals.”

> **Joe Melillo**

VP and General Manager, Japan

“Everybody matters. We honor the contributions that every person makes and we encourage people to take new responsibilities, explore areas of growth. We also respect that everybody has full lives and does whatever they can to create a work/life balance. That’s what we mean by engagement.”

> **Philippe Van Holle**

SVP, Global Human Resources

“We have such great opportunities to make a difference in patients’ lives all around the world, every day of the year.”

> **Bob Hugin**

Chairman, CEO



*Talent, in all its forms,
is Celgene's greatest
advantage.*

Celgene's Values Framework is reinforced through performance measurement and recognition as a matter of course. The "Living Our Values" and "Excellence in Achieving Exceptional Results" awards celebrate employees whose actions exemplify the many ways that the Values Framework creates growth and engagement.

The culture thrives on people who love what they do, love the impact their work has on patients and on medical innovation, and love the environment they share. Maintaining this culture – this love of making a positive impact – is supported by Celgene's People Strategy. Simply put, the People Strategy is centered on understanding the talent Celgene people possess implicitly, making purposeful decisions on when and how to develop those talents and looking at what is needed both today and for the future. Talent, in all its forms, is Celgene's greatest advantage.

CELGENE'S APPROACH TO PEOPLE

A strong culture, life-changing medicines and transformational scientific innovation must be carefully cultivated if they are to yield the right outcomes. Each one of these Celgene strengths is created, influenced and sustained by people. It stands to reason, then, that sustaining and supporting the people is critical.

Designing the organization to work optimally and fluidly, bringing in the best people who embrace the mission, helping people grow in their jobs and their skills, and supporting this unique culture is a carefully constructed architecture of people and talent strategies. As Celgene grew, the scope and sophistication of these strategies grew as well, culminating in the robust suite of programs underpinning the company's people strategy today. Like Celgene itself, these programs honor the unique essence of the company and are flexible enough to evolve and expand as the company grows. They form the growth and engagement ecosystem needed to keep the culture and its people ever progressive.



NEVER ENDING PROMISE **TO PATIENTS**

The story of Celgene is a story of the collective effort of extraordinary people. People who have achieved the impossible again and again. People who are not afraid to challenge the norm. People who devote themselves to the betterment of patients' lives.

This desire for more left in its place a special genetic code. A code that has evolved over the years in pursuit of bold innovations in science and a passion for patients, and a code infused with an entrepreneurial spirit. A genetic code that the people of this company want to preserve and grow.

We know the traits that built this company. And those are the same traits that will keep it vibrant.

Patient Focus. Innovative Science. Courageous Action. Entrepreneurial Spirit. Finding and Pursuing Opportunity. Operational Excellence. People and Culture. Creating Value.

These are the traits, held in trust by Celgene people, that will find new solutions, create bold new scientific breakthroughs and reach new patients in areas of unmet medical need. These are the traits of the next generation of Celgene – it's who we are.

> It's in our genes.



**CELGENE INTERNATIONAL
HEADQUARTERS**

Route de Perreux 1, 2017
Boudry Switzerland

**CELGENE GLOBAL
HEADQUARTERS**

86 Morris Avenue
Summit, NJ 07901 USA

www.celgene.com