

BRISTOL-MYERS SQUIBB COMPANY
CONSOLIDATED STATEMENTS OF CASH FLOWS
Dollars in Millions

	Year Ended December 31,		
	2016	2015	2014
Cash Flows From Operating Activities:			
Net earnings	\$ 4,507	\$ 1,631	\$ 2,029
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Depreciation and amortization, net	382	376	467
Deferred income taxes	(204)	(347)	(542)
Stock-based compensation	205	235	213
Impairment charges	108	192	401
Pension settlements and amortization	169	245	971
Divestiture gains and royalties, net	(1,187)	(490)	(760)
Asset acquisition charges	274	983	148
Other adjustments	(44)	15	(21)
Changes in operating assets and liabilities:			
Receivables	(803)	(942)	(252)
Inventories	(152)	97	(254)
Accounts payable	104	(919)	(44)
Deferred income	(64)	218	613
Income taxes payable	(545)	47	171
Other	100	491	8
Net Cash Provided by Operating Activities	2,850	1,832	3,148
Cash Flows From Investing Activities:			
Sale and maturities of marketable securities	4,809	2,794	4,095
Purchase of marketable securities	(3,089)	(3,143)	(5,719)
Capital expenditures	(1,215)	(820)	(526)
Divestiture and other proceeds	1,334	708	3,585
Acquisition and other payments	(359)	(1,111)	(219)
Net Cash Provided by/(Used in) Investing Activities	1,480	(1,572)	1,216
Cash Flows From Financing Activities:			
Short-term borrowings, net	125	(449)	244
Issuance of long-term debt	—	1,268	—
Repayment of long-term debt	(15)	(1,957)	(676)
Interest rate swap contract terminations	42	(2)	105
Issuance of common stock	181	266	288
Repurchase of common stock	(231)	—	—
Dividends	(2,547)	(2,477)	(2,398)
Net Cash Used in Financing Activities	(2,445)	(3,351)	(2,437)
Effect of Exchange Rates on Cash and Cash Equivalents	(33)	(95)	58
Increase/(Decrease) in Cash and Cash Equivalents	1,852	(3,186)	1,985
Cash and Cash Equivalents at Beginning of Year	2,385	5,571	3,586
Cash and Cash Equivalents at End of Year	\$ 4,237	\$ 2,385	\$ 5,571

The accompanying notes are an integral part of these consolidated financial statements.