

2016
RESPONSIBILITY
HIGHLIGHTS
REPORT



SPOTLIGHT ON 2016

In our 2016 Responsibility Highlights Report, we are expanding the scope of reporting beyond environmental sustainability to share the many ways in which we serve the greater good beyond our medicines. These efforts include supporting science education, volunteering in our communities, providing access to medicines for qualifying patients with a financial need and ensuring that our suppliers hold themselves to high standards. We are proud to showcase our commitment to responsible operations in this report.

Staff contributed more than

26,000
VOLUNTEER
HOURS



\$19M+
INVESTED
WORLDWIDE
to advance science
education and support
our communities

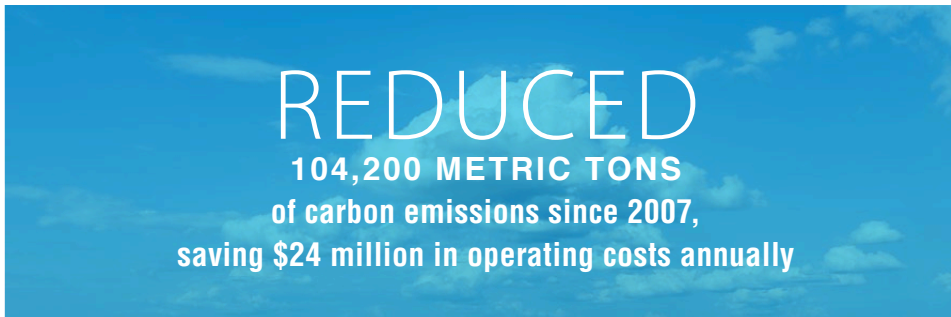


100%
OF STAFF
COMPLETED
“Do the Right Thing”
Training



REDUCED

104,200 METRIC TONS
of carbon emissions since 2007,
saving \$24 million in operating costs annually



9
GLOBAL
EMPLOYEE
GROUPS
at Amgen organized around a
primary diversity dimension



\$3M+
MATCHED
by Amgen Foundation
Matching Gifts Program



MEMBER OF
Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM

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Our commitment extends beyond making vital medicines.



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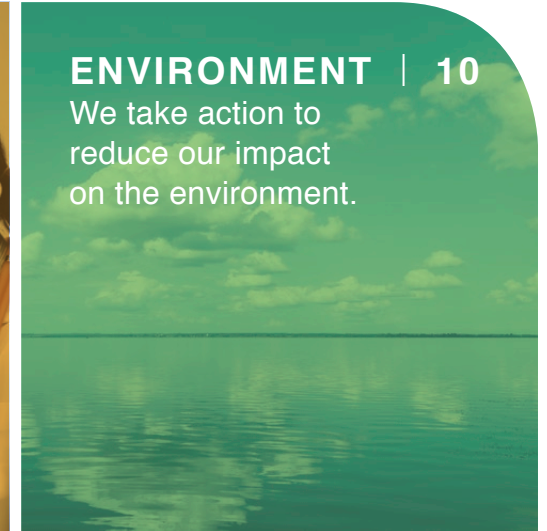
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Our 2016 Responsibility Highlights Report features selected accomplishments in the many areas where we are making positive contributions for patients and beyond. Complete information and full data can be found on www.amgen.com.

LEADERSHIP MESSAGE



At Amgen, our mission to serve patients is at the heart of everything we do. It is central to our strategy, which is focused on investing in innovation to develop medicines that treat the world's most serious diseases. It is through these efforts that we make our greatest contribution to society. Today we operate in six therapeutic areas—oncology/hematology, cardiovascular disease, inflammation, bone health, nephrology and neuroscience. These areas of focus all represent a commitment to addressing serious diseases.

We recognize the great privilege we have to create vital medicines. This privilege is accompanied by a deep sense of responsibility. We know that with every decision we make, we have the ability to make a significant positive difference globally in the lives of those impacted by severe illness. We also have the opportunity to make multiple contributions to the communities in which we operate.

Amgen dedicates significant resources toward building a better tomorrow in a variety of ways. Our company invests billions of dollars annually in research and development in search of innovative therapies that address unmet medical needs and reduce the human and financial burden of disease. We are committed to the health and safety of our patients and to improving access to our medicines.

It is because of our talented staff that we are able to consistently discover, develop and deliver important medicines for society. Innovation is fostered by different perspectives, experiences and backgrounds. The diversity of our patients is reflected in our staff. We continually strive to create an inclusive workplace that values diversity.

Our mission is supported by our commitment to conducting business ethically, in compliance with the laws and regulations that govern our business and industry. We recognize that our suppliers also play an important role in our ability to serve patients. We launched an enhanced Supplier Code of Conduct in 2016 to expressly communicate our expectation that our suppliers adhere to the same high standards we apply to ourselves in areas such as anti-corruption, environmental sustainability and labor conditions.

We are invested in inspiring the next generation of innovators and in supporting initiatives that make positive differences in our communities. The Amgen Foundation seeks to advance excellence in science education with programs for students and teachers. Through grants and giving programs, Amgen commits significant support through a variety of initiatives, including grants to eligible nonprofits, staff volunteerism and corporate sponsorships.

We are committed to conducting our operations in an environmentally responsible manner. We have a 2020 Environmental Sustainability Plan in place, which is enabling us to reduce the environmental impact of our operations. Through this commitment, we have demonstrated that sustainable operations improve efficiency and create value for our business. We are making steady progress toward achieving our 2020 targets to reduce carbon emissions, water usage and waste.

We are also proud to continue to receive external recognition of our progress. Amgen earned placement on the Dow Jones Sustainability Indices (DJSI) World Index for the third consecutive year and on the North America Index for the fourth consecutive year. We were named to *Corporate Responsibility Magazine's* "100 Best Corporate Citizens" and were ranked #23 on the 15th Annual "Top 50 Employers" in *STEM Workforce Diversity Magazine*.

Thank you for your interest in Amgen's efforts to advance innovative medicines to address serious illness. We value your feedback. I invite you to share your thoughts with us at responsibility@amgen.com.

A handwritten signature in black ink that reads "Robert A. Bradway". The signature is fluid and cursive.

Robert A. Bradway
Chairman and Chief Executive Officer

COMMITMENT

Amgen is dedicated to making a positive difference in the world. This conviction extends beyond making vital medicines to address unmet medical needs. We are committed to corporate responsibility, from our mission to serve patients to all aspects of how we operate to the significant resources we dedicate toward building a better tomorrow in the communities where we operate.

Responsibility Governance

Amgen's social and environmental responsibility performance is governed through facility- and corporate-level management reviews. One key component of Amgen's corporate-level governance is the Sustainability Council. The Council, which includes representation by leaders from a wide cross-section of company functions, provides guidance on the implementation of our environmental sustainability plan and areas of social responsibility. In addition, our executive leadership reports our progress in certain of these areas to the Corporate Responsibility and Compliance Committee (CRCC) of our Board of Directors. The CRCC assists the Board in overseeing Amgen's activities in the areas of corporate responsibility and compliance.

For more information on Amgen's corporate governance and the Board of Directors, visit the [Leadership](#) section of www.amgen.com.

Engaging With Stakeholders

We strive to accommodate a variety of stakeholder needs for information on our environmental and social responsibility performance. Those stakeholders include those who use our products, those from the financial sector and those who are interested in how our business impacts the environment and society, such as community and industry group members and our staff.

Amgen participates in a number of annual surveys, responding with detailed information requested by stakeholders, such as the CDP (formerly known as Carbon Disclosure Project) and the Dow Jones Sustainability Indices (DJSI) in collaboration with RobecoSAM. As evidence of our ability to respond to issues of greatest concern to stakeholders, in 2016, Amgen was selected as a member of the DJSI North America Index for a fourth year in a row and for the highly selective World Index for a third year in a row.

As an example of the kind of stakeholder engagement that brings greater depth to our mission to serve patients and our role as a responsible company, in 2016, Amgen continued its high-level engagement with patient advocacy organizations. This engagement includes our partnership with nonprofits through the *Breakaway from Cancer* and *Breakaway from Heart Disease* initiatives.

In order to ensure that our responsibility-related strategies and communications remain relevant and aligned with internal and external stakeholder expectations, in 2016, we initiated a process to update our assessment of key stakeholder perspectives. In 2017, we will be engaging with those stakeholders to gather updated perspectives to facilitate continuous improvement of our responsibility strategies and communications.



COMMUNITY

The Amgen Foundation

The **Amgen Foundation** seeks to advance excellence in science education to inspire the next generation of innovators and invest in strengthening communities where Amgen staff members live and work.

Ten years ago, we announced our commitment to educating the next generation of scientists through the Amgen Scholars Program (ASP). ASP provides undergraduates with the opportunity to engage in cutting-edge research experiences at world-leading institutions and learn about biotechnology. In 2016, we celebrated this milestone by unveiling the **Amgen Scholars Ten to Watch**, which highlights the best and brightest up-and-comers in science and medicine selected from more than 3,000 Amgen Scholars alumni.

Mission Statement

The Amgen Foundation seeks to advance excellence in science education to inspire the next generation of innovators, and invest in strengthening communities where Amgen staff members live and work.

The Amgen Foundation continued its partnership with Khan Academy in 2016, providing a new three-year, \$3 million grant to develop comprehensive biology content and becoming Khan Academy's Science Partner. Khan Academy is a leading, innovative and effective educational technology platform—with 53 million registered users across the globe—with demonstrated power to shape and transform how we learn, including in science. Previously, the Amgen Foundation provided Khan Academy with a \$700,000 grant and oversight to develop a series of videos, articles and quizzes for students taking biology courses at the Advanced Placement through introductory college levels. That partnership resulted in the creation of more than **450 new biology content items**.

The Amgen Biotech Experience (ABE) engaged nearly 80,000 high school students with a hands-on lab experience in 2016, reaching more than 500,000 students to date. Over 800 teachers bring biotechnology to their classrooms each year through this hands-on molecular biology curriculum that introduces students to the excitement of scientific discovery. The Foundation's support for ABE has surpassed \$14 million.



COMMUNITY

As part of the Amgen Foundation's ongoing commitment to improving science education, in 2016, more than 1,000 educators across 10 European countries participating in **Amgen Teach** doubled their use of Inquiry-Based Science Education (IBSE). In fact, teachers who said they have a high level of IBSE understanding rose from 1 in 3 to 4 in 5 after participating in the program. Amgen Teach is a European program funded by the Amgen Foundation with direction and technical assistance provided by European Schoolnet.

Also, in 2016, Amgen Foundation funding supported the development of a free, online course, "**Making Biologic Medicines for Patients: The Principles of Biopharmaceutical Manufacturing**," through MIT's edX platform. More than 15,000 students aged 14–75 from 138 countries enrolled in the course. More students completed one class of the online course than would complete the residential course at MIT in 21 years.

For more information, see www.amgeninspires.com.



Amgen Biotech Experience
**MORE THAN
500,000
STUDENTS**
reached to date

COMMUNITY

Commitment to Our Communities

Amgen recognizes the importance of giving back to our local communities. Each year, thousands of Amgen staff generously devote their personal time, energy, talents and funds to a variety of charitable organizations nationwide. Amgen encourages staff to become involved in their local communities through Amgen Volunteers, our Matching Gift Program and company-sponsored volunteering.

The Amgen Volunteers program helps staff members find local volunteer opportunities, earn volunteer grants for their charitable organizations of choice and utilize paid time off for volunteering. In 2016, we launched Amgen Impact Day to support staff volunteering efforts. All full- and part-time regular, active staff members are eligible to take up to eight hours of volunteer paid time off per calendar year to support the effort of their choice.

Amgen's Matching Gift Program, established in 1993, provides a 1:1 match for staff donations to eligible nonprofit organizations from \$50 up to \$20,000 annually per staff member. Amgen employees can also donate publicly traded stock for the matching program.

In addition to supporting individual staff efforts, Amgen sponsors company-wide and department team-building volunteering opportunities. For example, Amgen staff from numerous Amgen locations organize volunteer parties to hit their local beaches for the annual International Coastal Cleanup. Staff clear hundreds of pounds of trash from beaches and waterways and document the type and weight of the trash they clear and report the data to the Ocean Conservancy, the worldwide sponsor of this important event.

For more information, see [Staff Engagement in Responsibility on www.amgen.com](#).



PATIENTS

At Amgen, our mission to serve patients is evident in our **unwavering commitment** to deliver breakthrough treatments for unmet medical needs.

We are focused on connecting patients to health innovation in a variety of ways. We invest billions of dollars annually in research and development in our search for therapies. We are part of the effort to develop more affordable therapeutic choices in the form of high-quality and reliably supplied biosimilars. We price our medicines to reflect the value they provide for patients, payers and society. We work with policymakers, patients and other stakeholders to establish a sustainable healthcare system.

Access to Medicine

Amgen's medicines make a difference for those facing serious illnesses, and we believe patients should have access to them regardless of their ability to pay. In addition, when appropriate, we provide access to our investigational medicines. Through Amgen's charitable patient assistance program, Amgen Safety Net Foundation, Amgen supports qualifying patients in the United States who might go without important medicines because of financial barriers. This program provides medicines to patients experiencing financial difficulty at no cost.

Patient Safety

Patient safety is of utmost importance to Amgen. We are committed to compliance with the applicable worldwide regulations regarding collection and review of information regarding adverse events, product complaints and other safety findings experienced by patients and clinical trial subjects taking our approved or investigational products. This information helps us better understand drug safety profiles and deliver safer products to patients.

Amgen gathers and analyzes safety data throughout a product's lifecycle. Product safety is rigorously evaluated during the development process through clinical trials. Once a product is approved, safety data collection continues through multiple pathways, including additional clinical studies, reports by patients and healthcare professionals, registries, scientific literature and database reviews.

For more information, see **Global Patient Safety in Products** on www.amgen.com.

Donations for Health Education and Promotion

Every year, Amgen donates millions of dollars to organizations that advance medicine and healthcare, promote healthcare professional education, educate the public on diseases and medical conditions and support other philanthropic and charitable causes that ultimately benefit patients. Amgen's corporate giving initiatives are very diverse: research grants and fellowships; medical education grants; donations of cash, product and equipment; community involvement through corporate sponsorships; and cash donations and volunteerism by Amgen staff members.

As part of Amgen's mission to further the advancement of medicine and healthcare, Amgen supports Independent Medical Education ("IME"). IME is professional education given by accredited medical education providers who design and implement programs totally independent of any Amgen influence, as defined by standards such as the Accreditation Council for Continuing Medical Education ("ACCME") guidelines, the FDA's Guidance: Industry-Supported Scientific and Educational Activities and the Pharmaceutical Research and Manufacturers Association (PhRMA) Code.

For more information, see **Grants and Giving and Medical Education Funding** on www.amgen.com.

ENVIRONMENT

Environmental Sustainability at Amgen

At Amgen, we take action to mitigate and reduce our impact on the environment in multiple areas of our global business. We have proven that environmental sustainability is a wise investment, improving efficiency and creating value while supporting a healthy environment.

Our Targets

We established these 2020 targets from our 2012 baseline performance. We created a portfolio of projects and initiatives to achieve the targeted reduction by 2020. We track the results of those projects and initiatives as progress toward the reduction targets, counting results where reduction is confirmed through a formal measurement and verification process.

2020 Target

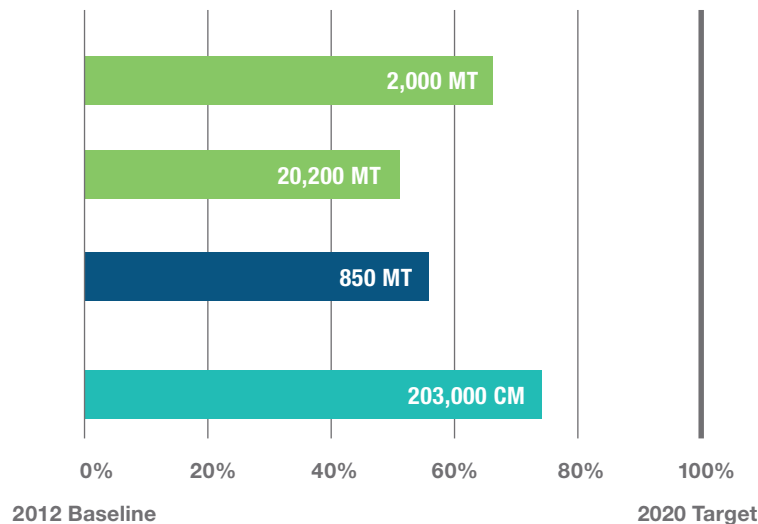
Progress Through 2016

Carbon Reduce 3,000 metric tons (MT) of fleet carbon
20% of 2012 baseline

Carbon Reduce 38,500 metric tons (MT) of facility carbon
10% of 2012 baseline

Waste Reduce 1,490 metric tons (MT) of waste to landfill or incineration
35% of 2012 baseline

Water Reduce 269,000 cubic meters (CM)
10% of 2012 baseline



Environmental Sustainability in Action

Amgen scientists have pioneered a new biomanufacturing paradigm that is leaner, greener, more flexible and productive and less costly to build and operate. At one-sixth the size of a conventional biologics manufacturing facility, this smaller plant also means a reduced impact on the environment. Compared to a large conventional facility, a next-generation biomanufacturing plant cuts carbon emissions and uses less energy and water.

ENVIRONMENT

Reducing Carbon Through Energy Conservation

Amgen implements a comprehensive carbon reduction strategy that focuses on eliminating energy use, increasing energy efficiency and increasing the proportion of energy used from renewable and alternative sources. We complete energy-related projects that provide substantial returns for both energy savings and carbon reduction across our network of facilities around the world. We have realized savings of \$24 million in operating costs annually and reduced carbon emissions by 104,200 metric tons (MT), or 25 percent, from 2007 through 2016 by implementing energy conservation and carbon reduction projects.

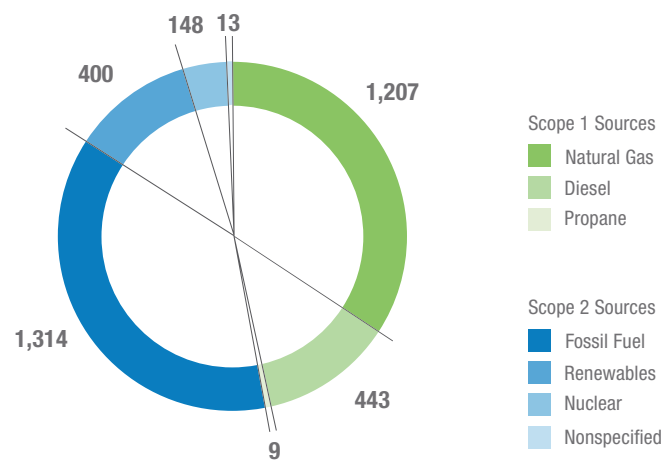
We are making progress toward our sales fleet carbon reduction target by raising the minimum fuel efficiency standard for vehicles year by year.

Some of the actions we've taken to reduce energy and carbon include:

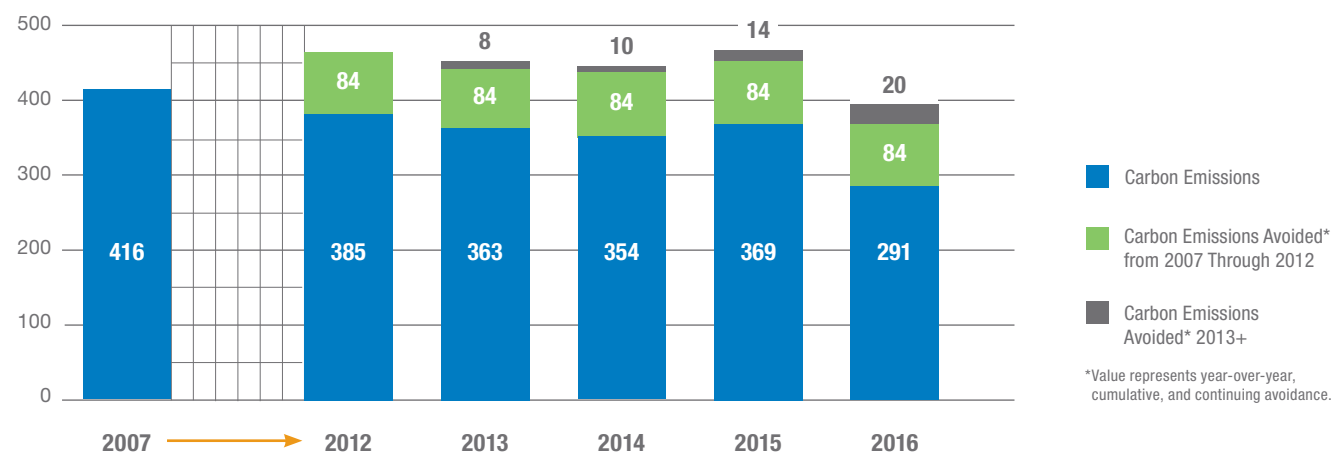
- Optimizing heating, ventilation and air conditioning in clean rooms at two U.S. manufacturing facilities to reduce energy consumption by 27,100 gigajoules (GJ) and carbon emissions by 3,200 MT.
- Upgrading lighting systems to LED technology; reducing energy consumption by 7,000 GJ and carbon emissions by 570 MT.



Additional information can be found in the **Environment** section of Responsibility on www.amgen.com.



2016 Energy Use by Source (1,000 GJ)



Carbon Emissions and Carbon Emissions Reduced Through Conservation Efforts (1,000 MT)

*Value represents year-over-year, cumulative, and continuing avoidance.

ENVIRONMENT

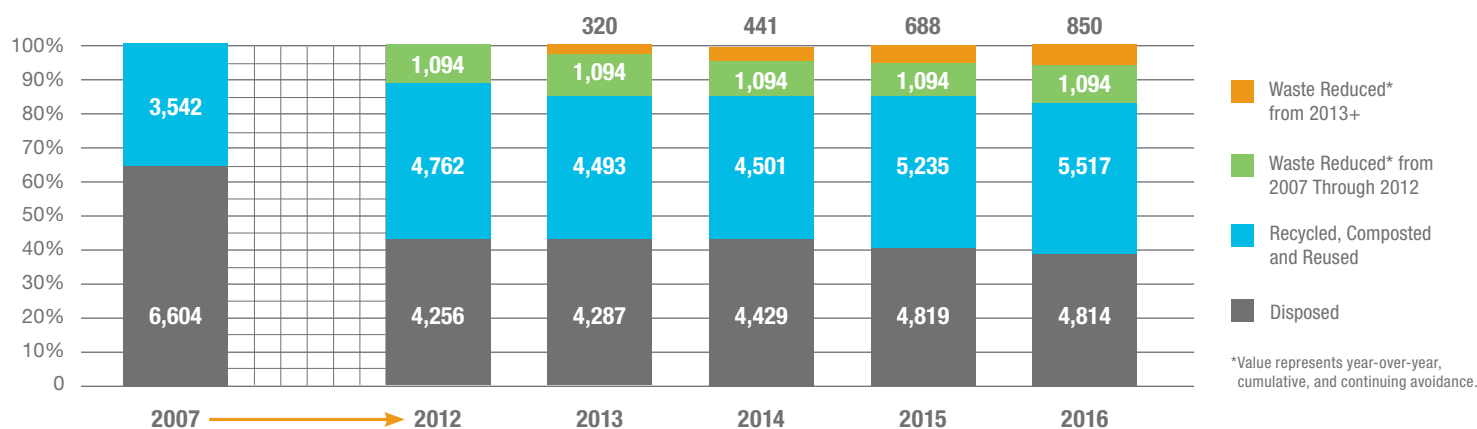
Waste Performance

Total waste generation company-wide in 2016 increased from 2015. In 2016, we added waste generation from our new manufacturing facility in Singapore. This addition was partially offset by two facility closures completed in late 2015 and specific waste reduction and recycling projects. Waste reduction projects implemented in 2016 resulted in an additional 162 metric tons (MT) of annual waste reduction to achieve a total of 850 MT since establishing our **2020 Targets** in 2013. We have reduced waste generation through projects eliminating 1,944 MT, or 19 percent, since 2007.

Reducing Waste

We diligently seek to reduce waste and increase recycling to reduce our environmental footprint. Despite our efforts, total waste generation company-wide in 2016 increased from 2015. Some of the waste reduction practices and projects we implement to drive waste reduction and recycling deeper into our business include:

- Recycling plastics used in manufacturing where possible.
- Composting of food waste, paper towels and landscaping waste where available.
- Efficient chemical management.



Routine Waste by Waste Hierarchy (MT)

Additional information can be found in the **Environment** section of Responsibility on www.amgen.com.

ENVIRONMENT

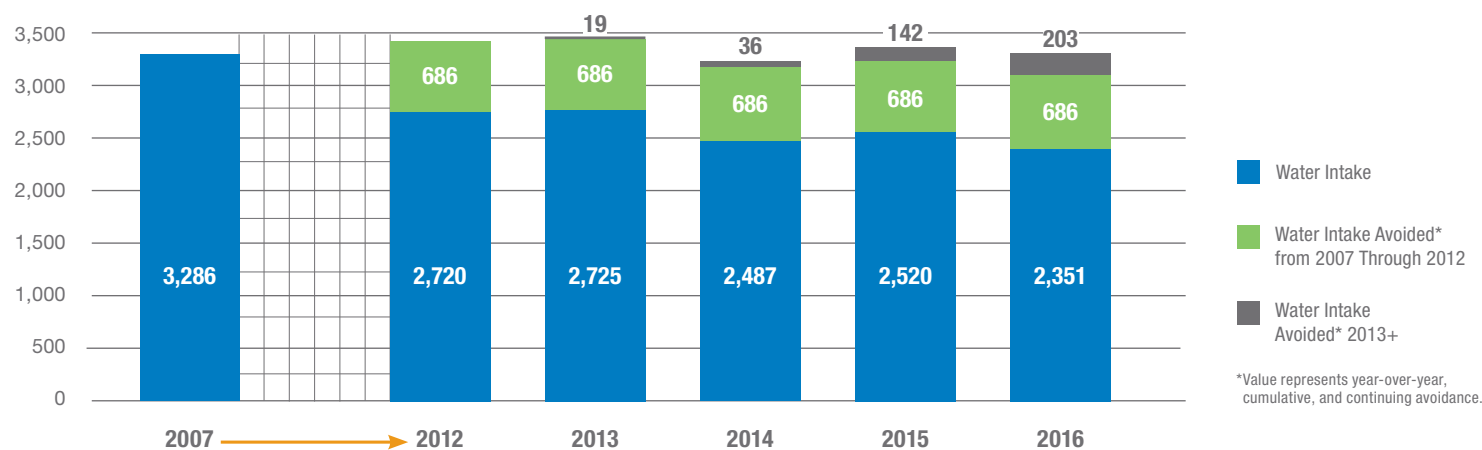
Water Performance

Total water usage company-wide in 2016 decreased from 2015. In 2016, we added water usage from our new manufacturing facility in Singapore. This addition was offset by two facility closures completed in late 2015 and specific water conservation and recycling projects. Water conservation projects implemented in 2016 resulted in an additional 61,000 cubic meters (CM) of annual water reduction to achieve a total of 203,000 CM since establishing our **2020 Targets** in 2013. We measure progress toward our targets by quantifying results of projects independent of growth or contraction of the business. We do not count facility or building closures in our target progress. We have reduced water usage through projects eliminating 889,000 CM, or 27 percent, since 2007.

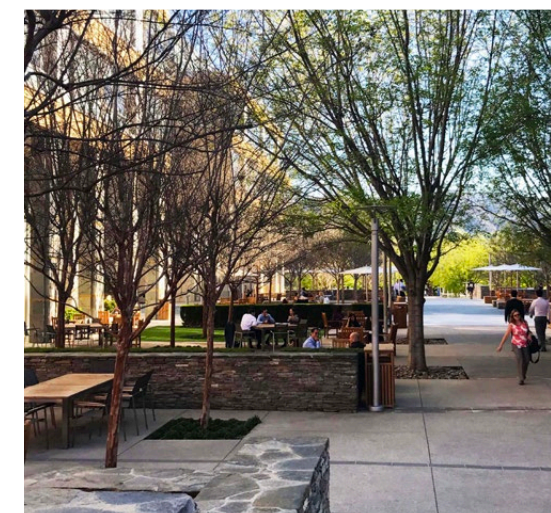
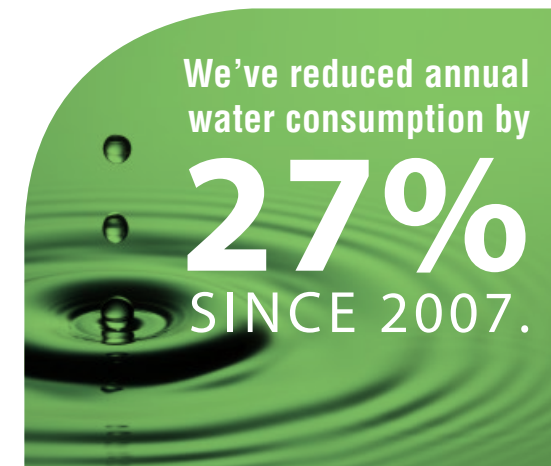
Conserving Water

Water is a precious natural resource that is vital to Amgen's business and to the communities in which we operate. Some of the projects and technologies we implement strategically at various sites to drive water conservation results include:

- Water-efficient fixtures for restrooms, breakrooms and other facilities.
- Drought-tolerant landscaping.
- Smart irrigation technology and water-wise irrigation.



Water Intake and Intake Avoided Through Conservation Efforts (1,000 CM)



Additional information can be found in the **Environment** section of Responsibility on www.amgen.com.

WORKPLACE

Our staff are vital to our mission to serve patients. We strive to create an inclusive, safe and healthy work environment.

Our Safety Culture

Amgen leadership encourages staff members to work at the “speed of safety.” Our entire organization is engaged in fostering an environment where safety is a deliberate consideration each and every day. Through our strong safety culture, we’ve earned a safety record that is among the best in the industry. Governmental health and safety inspectors found no regulatory violations at Amgen’s facilities in 2016. To sustain and further enhance our safety culture, we focus on safe practices in the workplace and encourage identification of additional ways to mitigate risks. We are proud to report that in 2016 the number of serious near-miss incidents, ergonomic injuries, contractor safety incidents and pressure incidents declined.

While we saw continued decline in the injury rate in our Research and Development arm in 2016, we saw a slight uptick in recordable injuries in Manufacturing. We are committed to addressing this trend and are undertaking rigorous analyses to understand the causes and take action.

Wellness at Amgen

As a company that creates innovative human therapeutics, we are committed to providing resources and facilities for staff to pursue healthy lifestyles, including fitness facilities or memberships, healthy eating options and many fitness-oriented events throughout the year.

We are creating healthy and inspiring office and lab environments modeled on activity-based working. These workspaces contain abundant natural light and a choice of flexible work areas adapted to the variety of tasks staff perform throughout the day. Ergonomic equipment helps promote a safe and comfortable work environment for staff.

For more information, see **Safety and Wellness** in Responsibility on www.amgen.com.



76%



ERGONOMIC
INJURIES
REDUCED



1.2 BILLION
STEPS TAKEN
for Walk to Wellness

WORKPLACE

Diversity

Diversity matters at Amgen. We believe that an environment of inclusion fosters innovation, which drives our ability to serve patients.

With endorsement from senior management and engagement with senior leaders across the organization, Amgen has implemented a global diversity and inclusion strategy designed to leverage our diversity and create a more inclusive workplace.

This new strategy is intended to help Amgen successfully navigate a complex global marketplace as we bring more medicines to more patients around the world. Amgen is setting diversity and inclusion goals in order to improve our focus on inclusion; these goals will also serve as a baseline for measuring our progress toward a more inclusive workplace.

Employee Resource Groups are a tool we use to promote and support diversity and inclusion as well as illustrate the impact and value that diversity and inclusion has on our business. There are currently nine Global Employee Resource Groups at Amgen, all with executive sponsorship, that are organized around a primary diversity dimension. We provide leaders and managers with training and tools to lead a diverse workforce and create an inclusive environment.



35%
MINORITY
population in
U.S. workforce

51%
WOMEN
in global
workforce

74%
U.S. MANAGERS
trained in leading
inclusive teams

OPERATING RESPONSIBLY

It's a privilege to work at a company focused on helping patients with serious diseases, and this is a privilege we do not take lightly. Our business is built on an unwavering commitment to integrity and compliance, which is demonstrated by our staff members every day through their words, decisions and actions.

Ethical Business Standards

At Amgen, each of us knows and understands the responsibility we have in the healthcare industry. Our mission, to serve patients, is supported by our commitment to conducting business ethically and ensuring compliance with the laws and regulations that govern our business and industry. Amgen's leadership, including its Board of Directors, is committed to promoting an ethical culture.

Amgen's Board of Directors, CEO and senior financial officers and staff are guided by Business Conduct Standards. As a company, we have developed rigorous Codes of Conduct, Policies, Committees and Charters to guide us in responsible operations, which collectively we view as our tools to ensure that we "Do the Right Thing."

In addition to the Staff Code of Conduct, we have a number of resources available for staff members in particular to help them "Do the Right Thing,"

including compliance websites and training courses; Amgen's compliance policies; guidance from managers and dedicated compliance professionals; and Amgen's Business Conduct Hotline.

Fighting serious illness takes more than pioneering science and vital medicines; it also requires collaborating with people and organizations around the world who advance science and provide quality healthcare for patients. These relationships are built upon ethical and responsible business conduct and reliable disclosure of information and are conducted with guidance from a number of **Policies, Practices and Disclosures** as published on Amgen.com.

Business Ethics and the Amgen Values

Amgen's Worldwide Compliance & Business Ethics Program is grounded in the Amgen Values. Our values form a deeply held belief system that guides our behavior, helps us make the right decisions and builds the framework for our daily interactions with each other. We value people, integrity and results. This combination is essential in accomplishing our mission, which is to serve patients.

For more information, see [How We Operate on www.amgen.com](#).

AMGEN'S VALUES

BE SCIENCE-BASED

COMPETE INTENSELY
AND WIN

CREATE VALUE FOR
PATIENTS, STAFF AND
STOCKHOLDERS

BE ETHICAL

TRUST AND RESPECT
EACH OTHER

ENSURE QUALITY

WORK IN TEAMS

COLLABORATE,
COMMUNICATE AND
BE ACCOUNTABLE



OPERATING RESPONSIBLY

Supplier Sustainability

Amgen's extensive global network of suppliers is vital to our ability to provide high-quality medicines to patients reliably and efficiently. We have developed a Supplier Sustainability Program designed to support our expectation that our suppliers not only address quality, cost and reliability requirements but also a wide range of sustainability and social responsibility considerations, such as business ethics, labor and human rights and environmental impacts.

In 2016, considerable progress was made in advancing Amgen's Supplier Sustainability Program. Amgen issued an enhanced **Supplier Code of Conduct** that addresses a wide range of environmental sustainability and social responsibility performance expectations. In addition, we initiated a Supplier Sustainability Assessment to evaluate the performance of our key suppliers against the requirements of our Supplier Code of Conduct.

Addressing Conflict Minerals

Amgen is also addressing a number of specific issues associated with its supply chain. In the area of conflict minerals, Amgen will seek to identify, reduce and ultimately eliminate the use in its products of conflict minerals that directly or indirectly finance armed groups in the Democratic Republic of the Congo



and surrounding countries. In addition, Amgen has issued public statements with regards to its efforts to address concerns about modern slavery in its supply chain.

For more information, see **Supplier Sustainability in Responsibility** on www.amgen.com.

We've updated our Supplier Code of Conduct to include

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DIFFERENT ASPECTS.



REPORTING

Amgen communicates its progress in environmental sustainability and social responsibility in a variety of ways. We provide information on our website, participate in industry conferences and workshops, provide information to external organizations and produce annual reports. In prior years, we have issued an annual Environmental Sustainability Report. This year, our 2016 Responsibility Highlights Report represents a step to broaden our reporting to include our progress in the areas of both environmental and social responsibility.

Amgen is committed to aligning our reporting with respected global standards. As we have done in previous Environmental Sustainability reports, this Responsibility Highlights Report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. The GRI guidelines offer a useful framework to help companies standardize their sustainability reporting.

Selected commitments to reporting include the following:

- **Donations and grants** made by the company and the Amgen Foundation.
- **Political contributions** in the U.S.
- **Disclosures** in alignment with the European Federation of Pharmaceutical Industries and Associations codes of practice.
- Securities and Exchange Commission–required **financial reporting**.
- We provide information as part of CDP's (formerly Carbon Disclosure Project) investor requests for **climate change and water**.
- Complete **environmental data**, which is available in the Environment section of Responsibility on Amgen.com.

Selected Company Performance Data

Type	Unit	2007	2012	2013	2014	2015	2016
Total Energy (a)	1,000 GJ	4,341	3,849	3,817	3,706	3,812	3,535
Total Carbon From Energy (a)	1,000 MT CO ₂ Eq	416	385	363	354	369	291
Total Water Withdrawal (a)	1,000 CM	3,286	2,720	2,725	2,487	2,520	2,351
Total Routine Waste (a)	MT	10,146	9,018	8,780	8,929	10,054	10,330
Environmental Notices of Violation (NOVs) (b)	1 NOV	8	2	2	6	1	1
Staff Injury and Illness Rate	Incidents per 100 workers	0.81	0.56	0.57	0.42	0.37	0.43
Staff Lost Day Case Rate	Incidents per 100 workers	0.25	0.17	0.11	0.12	0.11	0.14
Amgen Staff (FTE)	People	17,500	17,900	20,000	17,900	17,900	19,200
Net Sales	\$ Millions	14,311	16,639	18,192	19,327	20,944	21,892
Non-GAAP Net Income (c)	\$ Millions	4,804	5,119	5,814	6,700	7,954	8,785
Non-GAAP R&D Expenses (c)	\$ Millions	3,064	3,296	3,929	4,121	3,917	3,755

For additional environment, safety and financial performance data, please see www.amgen.com.

REPORTING

Data Notes

a) Please see Responsibility/Environment on amgen.com for an Independent Verification Statement for this data. Amgen has included data from 19 facilities covering energy and carbon, water, and waste. The facilities represent approximately 94 percent of Amgen's worldwide facility space based on total square feet. Included facilities are in Thousand Oaks, California, U.S.; West Greenwich, Rhode Island, U.S.; Longmont, Colorado, U.S.; Bothell, Washington, U.S.; Juncos, Puerto Rico, U.S.; Louisville, Kentucky, U.S.; South San Francisco, California, U.S.; Cambridge and Woburn, Massachusetts, U.S.; Burnaby, Canada; Breda, Netherlands; Dun Laoghaire, Ireland; Uxbridge, Abingdon, and Cambridge, United Kingdom; Sao Pãolo, Brazil; Yenibosna and Sekerpinar, Turkey; and Tuas, Singapore. This includes leased buildings where we have operational control over building infrastructure, including utilities.

b) Environmental notices of violation (NOVs) reported that resulted from agency inspections.

c) Amgen Inc. Reconciliations of GAAP to Non-GAAP Measures

(Unaudited)

(\$ In millions)

	Years ended December 31,					
	2016	2015	2014	2013	2012	2007
GAAP research and development expenses	\$ 3,840	\$ 4,070	\$ 4,297	\$ 4,083	\$ 3,380	\$ 3,266
Adjustments to research and development expenses:						
Acquisition-related expenses (a)	(78)	(89)	(124)	(142)	(50)	(100)
Certain charges pursuant to our restructuring and other cost savings initiatives (b)	(7)	(64)	(49)	-	(12)	(19)
Stock option expense	-	-	(3)	(12)	(22)	(83)
Total adjustments to research and development expenses	(85)	(153)	(176)	(154)	(84)	(202)
Non-GAAP research and development expenses	\$ 3,755	\$ 3,917	\$ 4,121	\$ 3,929	\$ 3,296	\$ 3,064
GAAP operating income	\$ 9,794	\$ 8,470	\$ 6,191	\$ 5,867	\$ 5,577	\$ 3,980
Adjustments to operating income:						
Acquisition-related expenses (a)	1,510	1,377	1,546	986	470	1,016
Certain charges pursuant to our restructuring and other cost savings initiatives (b)	37	114	596	71	347	739
Expense/(benefit) related to various legal proceedings	105	91	(3)	14	64	34
Expense resulting from clarified guidance on branded prescription drug fee (c)	-	-	129	-	-	-
Write-off of inventory (d)	-	-	-	-	-	90
Write-off of manufacturing asset (e)	-	-	-	-	-	30
Stock option expense	-	-	16	34	59	181
Total adjustments to operating income	1,652	1,582	2,284	1,105	940	2,090
Non-GAAP operating income	\$ 11,446	\$ 10,052	\$ 8,475	\$ 6,972	\$ 6,517	\$ 6,070
GAAP net income	\$ 7,722	\$ 6,939	\$ 5,158	\$ 5,081	\$ 4,345	\$ 3,078
Adjustments to net income:						
Adjustments to operating income	1,652	1,582	2,284	1,105	940	2,090
Non-cash interest expense associated with our convertible notes	-	-	-	12	140	219
Bridge financing costs associated with the Onyx business combination	-	-	-	22	-	-
Income tax effect of the above adjustments (f)	(525)	(496)	(717)	(376)	(329)	(491)
Other income tax adjustments (g)	(64)	(71)	(25)	(30)	23	(92)
Non-GAAP net income	\$ 8,785	\$ 7,954	\$ 6,700	\$ 5,814	\$ 5,119	\$ 4,804

(a) The adjustments related primarily to non-cash amortization of intangible assets acquired in business combinations. 2007 also included the non-cash expense associated with writing off the acquired in-process R&D.

(b) The adjustments related primarily to asset impairments, accelerated depreciation and other charges related to the closure of our facilities, as well as severance. 2015 also included gains recognized on the sale of assets related to our site closures.

(c) The adjustments related to the recognition of an additional year of the non-tax deductible branded prescription drug fee, as required by final regulations issued by the Internal Revenue Service.

(d) The adjustment related primarily to changing regulatory and reimbursement environments.

(e) The adjustment related to the write-off of the cost of a semi-completed manufacturing asset that was not used due to a change in manufacturing strategy.

(f) The tax effect of the adjustments between our GAAP and non-GAAP results takes into account the tax treatment and related tax rate(s) that apply to each adjustment in the applicable tax jurisdiction(s). Generally, this results in a tax impact at the U.S. marginal tax rate for certain adjustments, including the majority of amortization of intangible assets, whereas the tax impact of other adjustments, including restructuring expense, depends on whether the amounts are deductible in the respective tax jurisdictions and the applicable tax rate(s) in those jurisdictions.

(g) The adjustments related to certain prior period items excluded from non-GAAP earnings, as well as resolving certain non-routine transfer-pricing and acquisition-related issues with tax authorities, as applicable.

REPORTING

Global Reporting Initiative Index

Strategy and Analysis

Number	Disclosure	Reported	Response
G4-1	CEO statement: relevance of sustainability to the company	●	www.amgen.com (Responsibility/2016 Responsibility Highlights Report)

Organizational Profile

Number	Disclosure	Reported	Response
G4-3	Name of the organization	●	Amgen
G4-4	Primary brands, products and services	●	www.amgen.com (Product websites)
G4-5	Location of headquarters	●	Thousand Oaks, CA
G4-6	Number of countries of operation	●	www.amgen.com (Amgen Fact Sheet)
G4-7	Nature of ownership and legal form	●	www.amgen.com (Amgen Fact Sheet)
G4-8	Markets served	●	www.amgen.com (Amgen Fact Sheet)
G4-9	Scale of organization (number of staff, number of operations, net sales, debt/equity, quantity of products provided)	◐	www.amgen.com (Amgen Fact Sheet)
G4-10	Staff information: number, region, gender, etc.	◐	www.amgen.com (Amgen Fact Sheet)
G4-13	Any changes during reporting period	●	Amgen facilities in Washington and Colorado were scheduled to close at the end of 2015. While two facilities did close, our Bothell, Washington, and Longmont, Colorado, facilities remained in operation in 2016.

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Global Reporting Initiative Index (continued)

Identified Material Aspects and Boundaries			
Number	Disclosure	Reported	Response
G4-17	Entities covered by the report	●	<p>Amgen facilities within the scope of this report are as follows:</p> <p>United States: Thousand Oaks, California; Cambridge, Massachusetts; Woburn, Massachusetts; West Greenwich, Rhode Island; Louisville, Kentucky; South San Francisco, California; Longmont, Colorado; Juncos, Puerto Rico; Bothell, Washington; Field Sales U.S. Fleet</p> <p>Canada: Burnaby, British Columbia</p> <p>Europe: Breda, Netherlands; Uxbridge, Abingdon and Cambridge, United Kingdom; Dun Laoghaire, Ireland</p> <p>Brazil: Sao Paulo</p> <p>Turkey: Yenibosna and Sekerpinar</p> <p>Singapore: Tuas</p>
G4-18	Process for defining report content and determining boundaries for aspects	◐	<p>www.amgen.com (Responsibility/2016 Responsibility Highlights Report)</p> <p>www.amgen.com (Responsibility/Environment/Commitment)</p>
G4-19	List all material aspects	◐	www.amgen.com (Responsibility/Environment/Commitment)
G4-22	Effects of any restatements from information provided in previous reports	●	None
G4-23	Significant changes from previous reports in scope or aspect boundaries	●	Data from our facility in Singapore is now included in the 2016 report.
Stakeholder Engagement			
Number	Disclosure	Reported	Response
G4-24	Stakeholder groups engaged by the organization	◐	<p>www.amgen.com (Responsibility/2016 Responsibility Highlights Report)</p> <p>www.amgen.com (Responsibility/Environment/Commitment)</p>

REPORTING

Global Reporting Initiative Index (continued)

Report Profile			
Number	Disclosure	Reported	Response
G4-28	Reporting period	●	January 1, 2016, to December 31, 2016
G4-29	Date of most previous report	●	May 2016
G4-30	Reporting cycle	●	Annual
G4-31	Contact for questions regarding report	●	responsibility@amgen.com
G4-32	GRI content index	●	www.amgen.com (Responsibility/Reporting and Metrics)
G4-33	Scope and basis of external assurance	●	www.amgen.com (Responsibility/Reporting and Metrics)
Governance			
Number	Disclosure	Reported	Response
G4-34	Governance structure of the organization	●	www.amgen.com (About/How We Operate/Corporate Governance)
Ethics and Integrity			
Number	Disclosure	Reported	Response
G4-56	Organization's values, principles, standards and norms of behavior	●	www.amgen.com (About/Mission and Values)
Economic			
Number	Disclosure	Reported	Response
G4-EC1	Direct economic value generated and distributed	●	www.amgen.com (2016 Annual Report and Financial Summary)
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	●	We're actively working to conserve energy and reduce greenhouse gas emissions that result from our operations. We have also considered potential risks to our business associated with climate change, such as extreme weather events and increasing regulation. Financial impact is considered as part of our risk management processes. Having plans in place to mitigate these risks increases the overall sustainability of the business.
G4-EC8	Significant indirect economic impacts, including the extent of impacts	◐	www.amgen.com (Responsibility/Amgen Foundation)







REPORTING

Global Reporting Initiative Index (continued)

Environmental			
Number	Disclosure	Reported	Response
G4-EN3	Energy consumption within the organization	●	www.amgen.com (Responsibility/Environment/Energy Performance)
G4-EN4	Energy consumption outside the organization	●	www.amgen.com (Responsibility/Environment/Energy Performance)
G4-EN6	Reduction of energy consumption	●	www.amgen.com (Responsibility/Environment/Energy Performance)
G4-EN8	Total water withdrawal by source	●	www.amgen.com (Responsibility/Environment/Water Approach)
G4-EN10	Percentage and total volume of water recycled and reused	●	www.amgen.com (Responsibility/Environment/Water Approach)
G4-EN15	Direct Greenhouse Gas Emissions (Scope 1)	●	www.amgen.com (Responsibility/Environment/Carbon Performance, Summary of Data)
G4-EN16	Energy Indirect Greenhouse Gas Emissions (Scope 2)	●	www.amgen.com (Responsibility/Environment/Carbon Performance, Summary of Data)
G4-EN17	Other Indirect Greenhouse Gas Emissions (Scope 3)	◐	www.amgen.com (Responsibility/Environment/Summary of Data)
G4-EN19	Reduction of Greenhouse Gas Emissions	●	www.amgen.com (Responsibility/Environment/Carbon Performance and Approach)
G4-EN23	Total weight of waste by type and disposal method	●	www.amgen.com (Responsibility/Environment/Summary of Data)
G4-EN24	Total number and volume of significant spills	●	There were no significant spills in 2016.
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	◐	www.amgen.com (Responsibility/Environment/Product Sustainability)
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	◐	www.amgen.com (Responsibility/Environment/Product Sustainability)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	●	\$1,000 USD One Notice of Violation in 2016
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations and transporting members of the workforce	◐	www.amgen.com (Responsibility/Environment/Summary of Data)

REPORTING

Global Reporting Initiative Index (continued)

Social			
Number	Disclosure	Reported	Response
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		www.amgen.com (Responsibility/Safety and Wellness)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		www.amgen.com (Careers/Training and Development)
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indications of diversity		www.amgen.com (Careers/Diversity)
G4-SO4	Communication and training on anti-corruption policies and procedures		www.amgen.com (Corporate Compliance Policies)
G4-SO6	Total value of political contributions by country and recipient/beneficiary		www.amgen.com (Political Contributions)
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		www.amgen.com (Medicine Safety)

REPORTING

Forward-Looking Statements

This communication contains forward-looking statements that are based on the current expectations and beliefs of Amgen. All statements, other than statements of historical fact, are statements that could be deemed forward-looking statements, including estimates of revenues, operating margins, capital expenditures, cash, other financial metrics, expected legal, arbitration, political, regulatory or clinical results or practices, customer and prescriber patterns or practices, reimbursement activities and outcomes and other such estimates and results. Forward-looking statements involve significant risks and uncertainties, including those discussed below and more fully described in the Securities and Exchange Commission reports filed by Amgen, including our most recent annual report on Form 10-K and any subsequent periodic reports on Form 10-Q and Form 8-K. Unless otherwise noted, Amgen is providing this information as of the date of this communication and does not undertake any obligation to update any forward-looking statements contained in this document as a result of new information, future events or otherwise.

No forward-looking statement can be guaranteed and actual results may differ materially from those we project. Our results may be affected by our ability to successfully market both new and existing products domestically and internationally, clinical and regulatory developments involving current and future products, sales growth of recently launched products, competition from other products including biosimilars, difficulties or delays in manufacturing our products and global economic conditions. In addition, sales of our products are affected by pricing pressure, political and public scrutiny and reimbursement policies imposed by third-party payers, including governments, private insurance plans and managed care providers and may be affected by regulatory, clinical and guideline developments and domestic and international trends toward managed care and healthcare cost containment. Furthermore, our research, testing, pricing, marketing and other operations are subject to extensive regulation by domestic and foreign government regulatory authorities. We or others could identify safety, side effects or manufacturing problems with our products after they are on the market. Our business may be impacted by government investigations, litigation and product liability claims. In addition, our business may be impacted by the adoption of new tax legislation or exposure to additional tax liabilities. If we fail to meet the compliance obligations in the corporate integrity agreement between us and the U.S. government, we could become subject to significant sanctions. Further, while we routinely obtain patents for our products and technology, the protection offered by our patents and patent applications may be challenged, invalidated or circumvented by our competitors, or we may fail to prevail in present and future intellectual property litigation. We perform a substantial amount of our commercial manufacturing activities at a few key facilities and also depend on third parties for a portion of our manufacturing activities, and limits on supply may constrain sales of certain of our current products and product candidate development. In addition, we compete with other companies with respect to many of our marketed products as well as for the discovery and development of new products. Discovery or identification of new product candidates cannot be guaranteed and movement from concept to product is uncertain; consequently, there can be no guarantee that any particular product candidate will be successful and become a commercial product. Further, some raw materials, medical devices and component parts for our products are supplied by sole third-party suppliers. Certain of our distributors, customers and payers have substantial purchasing leverage in their dealings with us. The discovery of significant problems with a product similar to one of our products that implicate an entire class of products could have a material adverse effect on sales of the affected products and on our business and results of operations. Our efforts to acquire other companies or products and to integrate the operations of companies we have acquired may not be successful. We may not be able to access the capital and credit markets on terms that are favorable to us, or at all. We are increasingly dependent on information technology systems, infrastructure and data security. Our stock price is volatile and may be affected by a number of events. Our business performance could affect or limit the ability of our Board of Directors to declare a dividend or our ability to pay a dividend or repurchase our common stock.



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