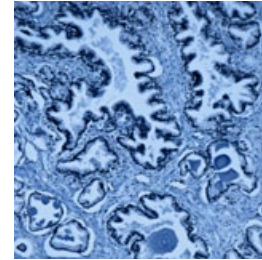


*Amgen 2010
Environmental
Sustainability Report*



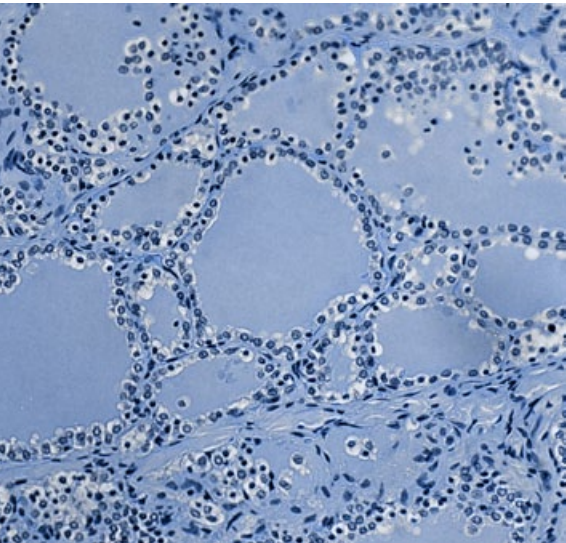


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A message from leadership



Kevin W. Sharer (left) and
Robert A. Bradway

Our primary mission is to serve patients by developing innovative medicines for grievous illnesses. We also strive to be a responsible corporate citizen and good neighbor.

We know that we must all do our part to tackle critical environmental issues, such as the effects of climate change and the depletion of natural resources. We are executing a comprehensive environmental sustainability plan that represents Amgen's long-term commitment to environmental responsibility. Our plan is based on achieving four objectives: measure and reduce our environmental impact, build a culture of environmental awareness, sustain our business, and communicate our results. The passion and enthusiasm of our staff help fuel our maturing enterprise-wide approach to environmental sustainability.

We are proud of the progress we made in 2010, which is highlighted in this report. We've already met several of our conservation targets ahead of schedule. We know we have more to do—specifically, putting an even greater focus on integrating sustainable practices into our business right from the start: in our laboratories, in our manufacturing facilities, and in our supply chain. Environmental sustainability makes good business sense; it's an important investment in our future.

KEVIN W. SHARER
Chairman and Chief Executive Officer

ROBERT A. BRADWAY
President and Chief Operating Officer

2010 Report Highlights

Setting and meeting our targets

Amgen has been implementing projects and initiatives since 2008 to meet 2012 conservation targets in the areas of energy and carbon dioxide, water, waste, and the fuel efficiency of our U.S. sales fleet vehicles. We have already met our water, energy, and waste (recycling) targets, and are on track to meet our remaining conservation targets.

Ensuring the quality of our data

We established a sophisticated data management system in 2010 that we use to gather and assess environmental data from Amgen's major manufacturing, research and development, and distribution facilities representing more than 90 percent of Amgen's operations.

Building environmental sustainability into the business of making medicines

In addition to our conservation efforts, we are beginning to integrate green practices into the core areas unique to the business of medical biotechnology such as how we research, manufacture, and package our medicines.

Contributing to community well-being

Through organized environmental volunteer activities, such as beach and park cleanups, and monetary support of nonprofit groups focused on environmental education and preservation, Amgen and the Amgen Foundation contribute to our communities.

Staff members power our green efforts

Our innovative and motivated staff members engage with green initiatives such as recycling and composting, develop ideas for greater conservation, and share success across the Amgen network to advance our goals for environmental sustainability.

Our report on environmental sustainability



Sharing our performance and our progress

Developing and implementing a multiyear environmental sustainability plan requires commitment from every part of an organization. The results we present in this report reflect the hard work and innovation of our dedicated staff at Amgen. As we look to the future, that drive and dedication are stronger than ever.

—Liam Murphy, Vice President,
Corporate Quality, Environment,
Health, and Safety

This is Amgen’s first annual environmental sustainability report, focused on our actions and performance in 2010.

We have prepared our report in alignment with Global Reporting Initiative (GRI) G3 Guidelines, which were developed to help companies standardize their sustainability reporting. The GRI guidelines offer three levels of company reporting: A, B, and C. We are reporting this year at a GRI Application Level C*, which includes environmental sustainability performance data in the areas of energy and carbon dioxide (CO₂), water, and waste. We also include fuel-efficiency data from our U.S. sales fleet. An index detailing the GRI content included in this report begins on page 21. A third party completed an assessment of our environmental data systems, processes, and controls, which showed that they are sound. As we mature these systems and processes, we will move toward future third-party assurance.

The scope of the environmental data in our report includes 13 manufacturing, research and development, and distribution facilities in North America, Europe, and Puerto Rico, as shown in the table on the right. These facilities represent 93 percent of our operations based on the square footage of our facilities. The remaining square footage primarily includes administrative offices. We do not include environmental data from outsourced activities or suppliers in this report.

The environmental performance highlighted in this report complements the financial performance detailed in our [2010 Annual Report and Financial Summary](#), and the philanthropic activities featured in our [Amgen Foundation Charitable Contributions Report](#). Together, these reports provide a broader, more informative picture of Amgen as a company.

Operational scope of the Amgen 2010 Environmental Sustainability Report

In scope

United States

Thousand Oaks, California	Boulder and Longmont, Colorado
Cambridge, Massachusetts	Fremont, California
West Greenwich, Rhode Island	Juncos, Puerto Rico
Louisville, Kentucky	Seattle and Bothell, Washington
South San Francisco, California	Field Sales—U.S. Fleet

Canada

Burnaby, British Columbia

Europe

Breda, Netherlands

Uxbridge and Cambridge, United Kingdom

Out of scope

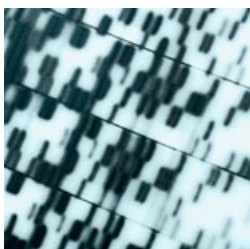
Other global sales and administrative offices with minimal environmental impact

Outsourced activities, such as contract manufacturers and suppliers

We welcome your thoughts on our report through email at esfeedback@amgen.com. Your comments support our ongoing goal of providing transparent communication about our environmental sustainability efforts.

*GRI level check statement on page 28.

A pioneer in developing biotechnology medicines



Since 1980, Amgen has been a pioneer, leader, and innovator in medical biotechnology. Headquartered in Thousand Oaks, California, with facilities and partners in 50 countries, Amgen discovers, develops, and markets medicines that have helped millions of people around the world fight cancer, bone disease, kidney disease, rheumatoid arthritis, and other serious illnesses. We aspire to reflect our mission to serve patients and improve human health in all the ways we conduct our business. Managing our operations in an environmentally sustainable manner is consistent with this vision. We have found that integrating environmental sustainability concepts into our business supports our corporate values and contributes positive benefits in the development of our products and in our company's operations.

2010 company profile metrics

Net sales	\$14.660 billion
"Adjusted" net income*	\$5.024 billion
"Adjusted" R&D expenses*	\$2.773 billion
Number of staff	17,400
Countries in which Amgen operates	50
Political contributions (U.S.)†	\$1.144 million

*"Adjusted" net income and "adjusted" R&D expenses are non-GAAP financial measures. See page 27 for reconciliations to U.S. Generally Accepted Accounting Principles (GAAP). Additional information regarding economic performance by Amgen is available in our [2010 Annual Report and Financial Summary](#).

†Additional information regarding political contributions by Amgen is available in the Summary of data section in this report and in the [Corporate Governance section at www.amgen.com](#).

Recognition

Amgen received several industry awards in 2010. In September, Amgen was awarded the 11th Annual International Prix Galien Prize for Best Biopharmaceutical Research and Development for Nplate[®] (romiplostim). Also, Amgen earned the *Scrip* Award for Best New Drug, Prolia[®] (denosumab). In addition, Amgen was included on *Fortune's* list of the most admired companies and contenders in America.

In the area of environmental sustainability, local municipalities have recognized Amgen with numerous awards over the years in areas such as waste reduction, resource conservation, and wastewater discharge compliance. Details regarding these awards can be found in the [Environmental Sustainability section at www.amgen.com](#).

Products

Aranesp[®] (darbepoetin alfa)
 Enbrel[®] (etanercept)
 EPOGEN[®] (Epoetin alfa)
 Neulasta[®] (pegfilgrastim)
 NEUPOGEN[®] (Filgrastim)
 Nplate[®] (romiplostim)
 Prolia[®] (denosumab)
 Sensipar[®] (cinacalcet)
 Vectibix[®] (panitumumab)
 XGEVA[™] (denosumab)

For additional information about Amgen's products, including important safety information, visit www.amgen.com for links to the product websites.

Amgen's plan for environmental sustainability



The power of data integration

In 2010, Amgen accomplished one of the major goals of our environmental sustainability plan—establishing a new online data management system to improve the consistency and ease of data collection related to our environmental performance. This system is part of the essential infrastructure we needed to install in order to report on our progress. This new data system provides greater functionality than our previous system, which utilized multiple spreadsheets, and allows us to better assess and analyze our environmental impact. Supporting documents for data collection, such as utility bills, are also collected in the system, which provides confirmation for the reported data. Our enhanced ability to analyze data is helping us to better target conservation areas and plan future projects.

Our report reflects the efforts of the multiyear environmental sustainability plan that we have been implementing to reduce our environmental impact. In line with our values as a business grounded in research, our environmental sustainability plan is science based and data driven. We have found that advances we make to benefit the environment provide a shared value in helping us to be a more efficient and cost-effective company. Our plan is based on achieving four objectives: measure and reduce our environmental impact, build a culture of environmental awareness, sustain our business, and communicate our results.

Measure and reduce our environmental impact

We established 2012 targets against a 2007 baseline to help focus our conservation efforts and reduce our environmental impact. We have been implementing projects to help us achieve our targets for energy and carbon dioxide, water, waste, and our U.S. sales fleet vehicle fuel efficiency. We have already met our water, energy, and waste (recycling) targets, and are on track to meet our remaining conservation targets. To assist in tracking our progress toward these targets, and to improve our collection and analysis of environmental performance data, we launched a new, online data management system in 2010 (see sidebar).

Build a culture of environmental awareness

Amgen staff members are creating a culture of environmental awareness as they engage in recycling initiatives, energy conservation efforts, volunteering for local cleanups, environmental education, and other activities that support Amgen goals for environmental sustainability. The efforts and enthusiasm of staff members contribute to our maturing enterprise-wide approach to environmental sustainability.

Sustain our business

Our Design for Environment program includes initiatives we are developing in order to use environmental sustainability practices from the outset in multiple areas of our business. These initiatives include the Green Products and Processes program, which is beginning to incorporate environmentally friendly practices in product development from research stages through delivery of medicines, and the Sustainable Design and Construction program, which sets standards for making our facilities greener and more efficient, in line with our business goals.

Communicate our results

We have engaged with internal stakeholders to help shape our environmental sustainability plan. We have gathered feedback externally from healthcare professionals, patient opinion leaders, policy leaders and financial leaders we've identified as being key opinion drivers for stakeholder expectations of Amgen as part of the qualitative and quantitative research we periodically undertake. Our plan addresses stakeholders' views that we should operate in an environmentally sustainable manner and reduce our use of natural resources. As we progress, we intend to take a broader, more deliberate approach to identifying and consulting with additional internal and external stakeholders to help improve our plan and how we report our results.

An Environmental Sustainability Council, with representation from leaders across the company, guides our plan, in alignment with our business, and reports our progress up through our executive leadership to the Corporate Responsibility and Compliance Committee, a sub-committee of our Board of Directors. The Board of Directors consists of 12 members, including Chairman and Chief Executive Officer Kevin Sharer. For more information on Amgen's corporate governance and Board of Directors, visit the [Corporate Governance section at www.amgen.com](http://www.amgen.com).

Our impact on the environment



At the core of managing our impact on the environment is the gathering of reliable, meaningful data on our performance. In accomplishing this work, we face the challenges of understanding and measuring the effects of our conservation progress within the context of our ever-changing business.

Tying our progress to specific actions

We made the choice to tie reporting of our conservation progress to specific projects and initiatives that conserve resources and reduce environmental impact. The results of these projects and initiatives count toward achieving our targets. This approach helps distinguish between the results of the efforts we make to reduce our impact on the environment and the results that occur from changes in our business, such as changes in our production rates.

Measuring our environmental impact

In addition to reporting on our progress toward meeting our conservation targets, we also measure and report on our overall energy and carbon dioxide, water, waste, and U.S. sales fleet fuel efficiency performance data. For reporting on both target progress and overall environmental performance, we include data from our 13 major manufacturing, research and development, and distribution facilities in North America, Europe, and Puerto Rico.

On the following pages, we illustrate areas where we have avoided using resources or creating emissions as a result of our conservation efforts in the context of our absolute performance data. In some cases, our projects and initiatives offset our business growth so that we reduced impact overall, even as our business expanded.



Our focus on compliance

No picture of our impact on the environment would be complete without addressing our compliance record. At Amgen, we are committed to operating in compliance with regulatory requirements at all times. We routinely perform internal audits at our facilities, including our manufacturing, research and development, and distribution facilities. We share the reports and action plans from audits across our global network to make sure appropriate corrective actions are implemented at all applicable locations, not just where the audit was performed. In addition, we have established an environment, health, and safety (EHS) management system, which provides a framework for documenting and continually improving our EHS programs through routine assessments.

When deviations from regulatory requirements occur, Amgen is committed to taking timely and appropriate corrective actions. In 2010, Amgen received three environmental notices of violation as a result of 89 regulatory inspections. These notices were primarily in the area of wastewater management. None of these resulted in monetary fines, and all have since been corrected.

Our conservation targets

Setting and achieving conservation targets are key components of our commitment to environmental sustainability. In 2008 we identified energy and carbon dioxide, water, waste, and the fuel efficiency of our U.S. sales fleet as target areas where reductions and conservation efforts could make the greatest impact.

To measure our progress, we track the results of projects and initiatives against a 2007 baseline. In order to be transparent about our environmental sustainability efforts, we count only projects and initiatives where we have confirmed our results through a formal measurement process. Results that arise from changes in our business outside these projects and initiatives are not counted toward our targets.

In the areas in which we have already achieved our targets, we continue our efforts. We focus on identifying projects and initiatives with a shared value of decreasing our environmental impact and increasing the efficiency of our business.

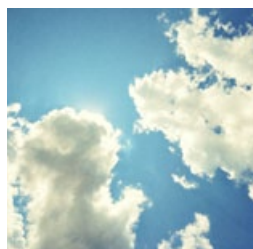
2012 Target

Results of conservation projects through 2010

<p>Energy</p> <p>Conserve 500,000 gigajoules (GJ) of energy* by 2012 *12 percent of 2007 baseline</p>	<p>Target = 500,000 GJ</p> <p>Reduction to date: 520,000 GJ</p> <p>Target met</p>
<p>Carbon dioxide</p> <p>Reduce 75,000 metric tons (MT) of CO₂* by 2012 *18 percent of 2007 baseline</p>	<p>Target = 75,000 MT</p> <p>Reduction to date: 46,000 MT</p> <p>62 percent of target met†</p>
<p>Water</p> <p>Conserve 235,000 cubic meters (m³) of water* by 2012 *7 percent of 2007 baseline</p>	<p>Target = 235,000 m³</p> <p>Reduction to date: 616,000 m³</p> <p>Target met</p>
<p>Recycling</p> <p>Recycle greater than or equal to 40 percent of routine non-hazardous waste* by 2012 *2007 rate was 38 percent</p>	<p>Target ≥ 40 percent</p> <p>Recycling rate to date: 58.5 percent</p> <p>Target met</p>
<p>Waste</p> <p>Reduce 700 metric tons of routinely generated waste* by 2012 *7 percent of 2007 baseline</p>	<p>Target = 700 MT</p> <p>Reduction to date: 435 MT</p> <p>62 percent of target met</p>
<p>Fuel efficiency</p> <p>Improve U.S. fleet vehicle fuel efficiency by 4 miles per gallon (MPG)* to 23 MPG by 2012 *23 percent of 2007 baseline</p>	<p>Target = 4 MPG</p> <p>Improvement to date: 3 MPG</p> <p>75 percent of target met</p>

†Small discrepancies in data are due to rounding.

Energy and carbon dioxide: understanding our carbon footprint



Facing the future challenges brought about by both climate change and the finite reserves of fossil fuels will require a global effort involving many industries. For its part, Amgen has set energy and carbon dioxide (CO₂) targets and has identified opportunities for reduced environmental impact and increased efficiency in operations. We have implemented many conservation projects across the company, from large-scale capital projects, to small-scale projects at individual facilities. An important contribution to our progress is our ability to actively share knowledge gained from these projects across our company.

Energy and CO₂ projects and resulting benefits 2008–2010

Conservation projects	Energy savings* (1,000 GJ)	CO ₂ savings* (1,000 MT)	Cost savings* (\$1,000)
Central utilities efficiencies	72	7	1,190
Building HVAC [†] efficiencies	232	24	3,941
Lighting changes	7	1	218
Process, building, and equipment efficiencies	209	14	3,713
Total	520	46	9,062

*Savings realized in 2010 are from projects implemented 2008 through 2010.

[†]Heating, ventilation, and air-conditioning.

To reduce our energy use and CO₂ emissions, Amgen takes a systematic, science-based approach—asking questions, testing hypotheses, and sharing knowledge. The Amgen Sustainability and Utilities Network (SUN), along with our Global Utilities Network (GUN), manages energy and CO₂ reduction projects and evaluates their feasibility by executing pilot efforts to prove the concept. When successful, projects are implemented globally, and the company benefits from the shared sustainability expertise. In 2010 alone, the SUN supported \$4.1 million worth of projects that were executed by our facilities. These 2010 projects are estimated to result in energy savings of 84,000 gigajoules and a CO₂ reduction of 7,000 metric tons (MT). Results over the past three years are shown in the chart to the left.

Energy and carbon dioxide: understanding our carbon footprint (continued)



Conservation success is shared across the company

A change in ventilation practices that yielded substantial energy savings at our facility in Washington is just one example of how the Amgen Sustainability and Utilities Network process has helped us achieve progress in energy reduction. Based on traditional engineering practices, the ventilation systems in the laboratories of our Seattle facility operated in occupied mode at all hours of the day. Since laboratory space has specialized ventilation requirements, this was a costly practice. Engineering staff suspected there was a more efficient way to ventilate these spaces and installed new instrumentation that could safely regulate ventilation when spaces were either occupied or unoccupied. Since 2009, each year the facility conserves approximately 53,000 gigajoules (GJ) of energy, reduces 3,400 metric tons of CO₂, and saves \$450,000. Through the efforts of our utility networks, Amgen has applied this approach at three other facilities, realizing similar reduction rates.

Above: Donald, a senior engineer, helped implement the energy-saving ventilation project at Amgen's Seattle, Washington facility.

Our energy performance

Energy is important to the manufacture of our vital medicines. Optimizing its use reduces our overall impact on the environment and increases the efficiency of our business.

Reducing our energy use also impacts our carbon dioxide (CO₂) emissions, as these emissions are directly related to the amount and type of energy we use in our operations.

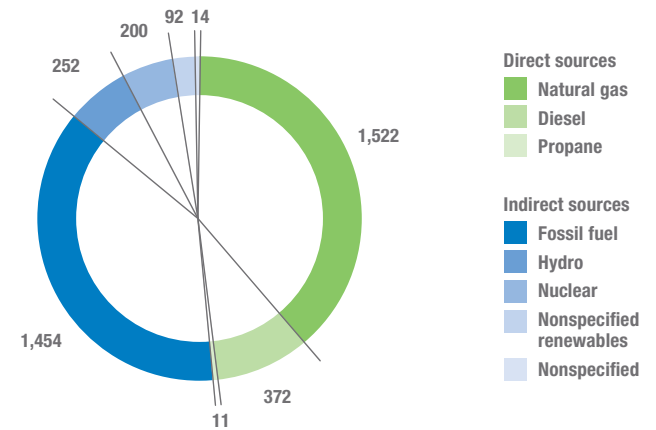
To identify opportunities for reducing energy, we have focused on better understanding how we use energy. We have classified our direct energy usage and resulting Scope 1* CO₂ emissions, and our indirect energy usage and resulting Scope 2* CO₂ emissions, in alignment with the World Resources Institute's Greenhouse Gas (GHG) Protocol.

The sources of direct energy are the diesel, natural gas, and propane we use in boilers and generators at our facilities. Our indirect energy, which we purchase in the form of electricity and steam, is generated from a variety of energy types, as illustrated in the pie chart, to the right. The pie chart also shows that the amounts of energy we use for direct and indirect energy are about equal.

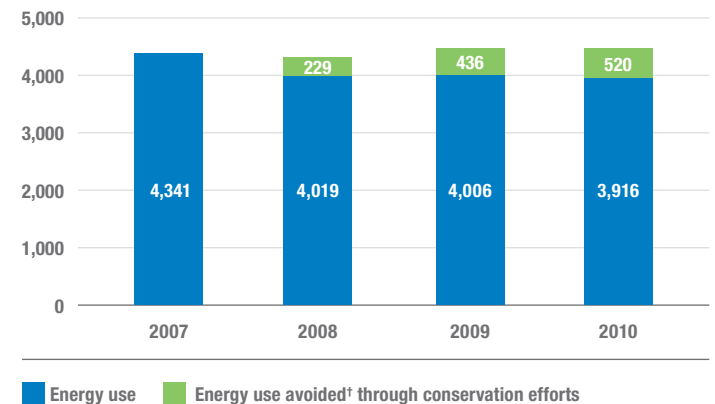
Our overall trend in energy use over the past four years is downward, as shown in the data chart at right. We achieved this result despite increased operations in 2009 and 2010. Our energy conservation projects and resulting efficiencies have mitigated the effect of increased energy use due to our growth in operations and have allowed us to meet our 2012 energy reduction target ahead of schedule.

*Definition can be found in Notes for summary of data on page 25.

2010 Energy use—Direct and Indirect—by source (1,000 GJ)



2007–2010 Energy use and energy use avoided* through conservation efforts (1,000 GJ)



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

Energy and carbon dioxide: understanding our carbon footprint (continued)



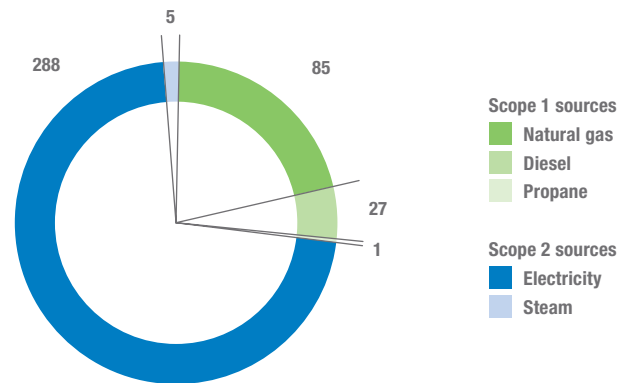
Preparing for potential climate change

Even though we are doing our part to help mitigate climate change, we realize we must plan for its potential risks. Through participation in the [Carbon Disclosure Project](#), we have identified potential risks to our business in the form of extreme weather events, water scarcity, and increasing regulation. Implementing plans to mitigate those risks gives us an opportunity to become a stronger, more sustainable business. We monitor carbon regulations and proactively prepare for them. Our water conservation efforts are helping us find new ways to reduce our water use. If a significant natural disaster, such as a hurricane, were to occur at a manufacturing facility, it could potentially affect the supply of medicines to our patients. To prepare for such a risk, we've put mitigation measures in place through business continuity planning.

Our carbon dioxide performance

Understanding our carbon dioxide (CO₂) emissions is critical to reducing our impact on the environment. We know that changes in our energy use impact our CO₂ emissions. To better understand our Scopes 1 and 2* CO₂ emissions, we completed a carbon inventory in 2010. Using the World Resources Institute's Greenhouse Gas (GHG) Protocol, we confirmed that CO₂ is our primary GHG of concern, constituting approximately 98 percent† of our emissions. Through this inventory, we also analyzed the sources of our CO₂ to better understand the relationship of our energy use to our CO₂ emissions. As shown in the chart below, close to three-quarters of our CO₂ emissions are the result of our purchased indirect energy being mainly sourced from fossil fuels. Energy sources of purchased electricity vary by region.

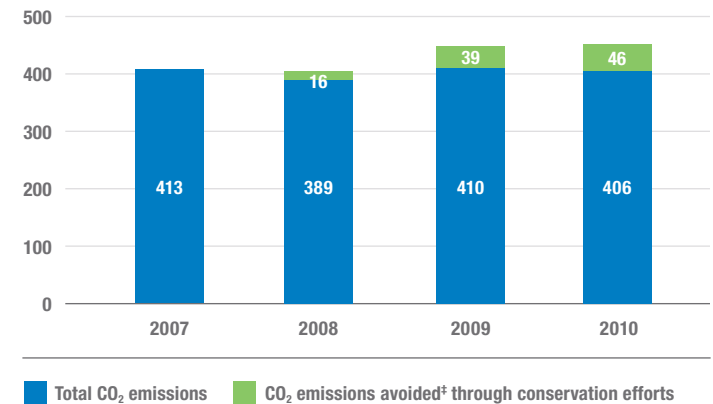
2010 CO₂ emissions—Scope 1 and Scope 2—by source (1,000 MT)



The Scope 3* CO₂ emissions we collect from commercial business travel by our staff, which are not included here, can be found in the Summary of data table at the end of this report. In the future, we plan to expand our inventory to include additional Scope 3 CO₂ emissions, such as those from our outsourced activities.

We know that cleaner fuel sources result in fewer CO₂ emissions. As our business grows, *where* we grow also impacts our CO₂ emissions. For example, in 2009 we expanded operations at a facility where the majority of electricity is generated from fossil fuels. As a result, we saw a slight increase in our CO₂ emissions. In 2010, our CO₂ emissions remained flat as a result of our energy reduction in spite of increased operations. We look for opportunities throughout the company to reduce CO₂, in combination with energy reduction, to counterbalance any increases due to growth in our business.

2007–2010 CO₂ emissions and CO₂ emissions avoided‡ through conservation efforts (1,000 MT)



*Definition can be found in Notes for summary of data on page 25.

†Remaining percentage contains: methane, nitrous oxide, hydrofluorocarbons, and de minimis amounts of perfluorocarbons and sulfur hexafluoride. GHG data presented in this report consist of carbon dioxide only.

‡Value represents year-over-year, cumulative avoidance.

Water:

conserving a vital resource



Sending water back to work instead of down the drain

At our manufacturing facility in Puerto Rico, we use hundreds of cubic meters of water annually to cool utility plant equipment. Thanks to the state-of-the-art water treatment plant Amgen built at this location, the facility now reuses almost 75 percent of the wastewater it generates, sending this water back to work to cool equipment, instead of down the drain. This wastewater treatment plant was built to comply with water discharge permit limits and to accommodate fluctuations in manufacturing, but also provides a secondary benefit of water conservation. The Puerto Rico Aqueduct and Sewer Authority has recognized Amgen for our water recycling achievements, which contribute to the island's overall goals for water conservation.

Above (left to right): Neftali, a senior associate; Ana, a senior maintenance manager; and Edgar, a senior maintenance technician, display pretreated and treated water samples in the water treatment plant at Amgen's facility in Puerto Rico. The treated water is reused on-site to cool equipment.

Water is a precious resource that is vital to our biotechnology enterprise. Amgen uses thousands of cubic meters of water annually to investigate potential new medicines and to manufacture our marketed products. In our laboratories, scientists rely on water's unique chemical properties as a solvent, a reagent, or even a catalyst to perform experiments leading to discovery of molecules as medicines. Manufacturing staff count on specialized purified water, called water for injection (WFI), to both manufacture and prepare our biologic medicines for patient use. We use water to cool utility equipment, clean our process equipment, and support our staff members through their workdays.

Our water performance

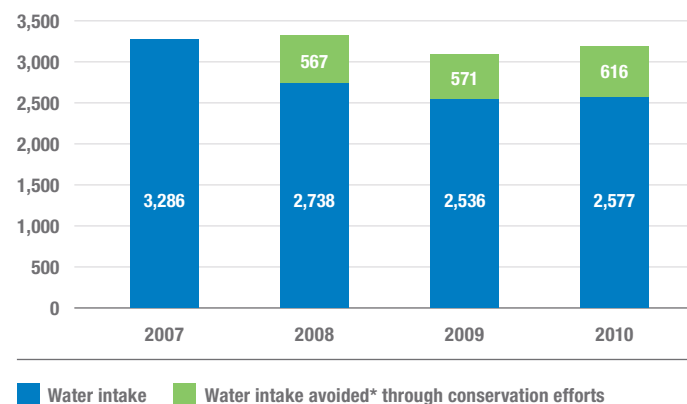
Water is critical not only to our business, but also to the communities in which we operate. Therefore, we continuously challenge ourselves to find new ways to conserve it. At selected facilities, we have built and developed water recycling facilities and features, installed waterless urinals, planted low-impact landscaping, and optimized water purification processes. Through our Sustainability and Utilities Network, we pilot water conservation projects and incorporate them at all facilities where the projects make the greatest difference.

In 2010, we conducted a water inventory to better understand water use at our facilities. As part of this inventory, we found that the majority of the water we use, approximately 2,564 thousand cubic meters (TCM), comes from municipal sources, while a much smaller portion, 14 TCM, comes from groundwater. The inventory allows us to identify the best opportunities to conserve water and reduce our impact on local water sources.

Beginning in 2008, our water use, or intake, has shown an overall downward trend (see water intake chart below). This decrease is almost entirely the result of water conservation projects such as smart irrigation controls and reuse of process water in boilers and cooling towers. These projects, along with the success of our efforts in Puerto Rico (see sidebar), are the main reasons that we have already exceeded our 2012 water conservation target.

Even though we have exceeded our target earlier than expected, we continue to identify and implement ways to further conserve water and increase our awareness of the long-term availability and local concerns surrounding the water we use.

2007–2010 Water intake and intake avoided* through conservation efforts (1,000 m³)



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

Waste:

moving from recycling to reduction



Our strong culture of recycling and waste reduction

Our staff members have stepped up to the challenge of a “less-waste” mind-set. We are building a culture where people think twice before printing a page, using disposable utensils, or tossing recyclables in the trash. Amgen facilities in the United Kingdom were early adopters of a practice to forgo desk-side trash bins and increase use of central recycling and composting stations, a practice that helped our facility in Cambridge achieve a diversion rate of nearly 90 percent in 2010. Some of our facilities in Colorado, California, and Puerto Rico also implemented this method and other practices, and are achieving individual recycling rates of 65 percent or better. Staff-based environmental sustainability teams have made a difference, encouraging staff to adopt reusable coffee mugs and dishes, cut back on paper use, and compost their coffee grounds, among other green practices. Company-wide, in 2010, we recycled 58.5 percent of our waste that would otherwise have gone to a landfill.

As a company that includes scientific research and development, manufacturing operations, and administrative functions, Amgen generates a variety of waste that we handle with great consideration for the environment. Beyond our careful attention to disposal and minimization of hazardous waste, we take action to recycle and reduce our non-hazardous waste. We have installed user-friendly recycling stations at our facilities and implemented composting programs where supported by local municipalities.

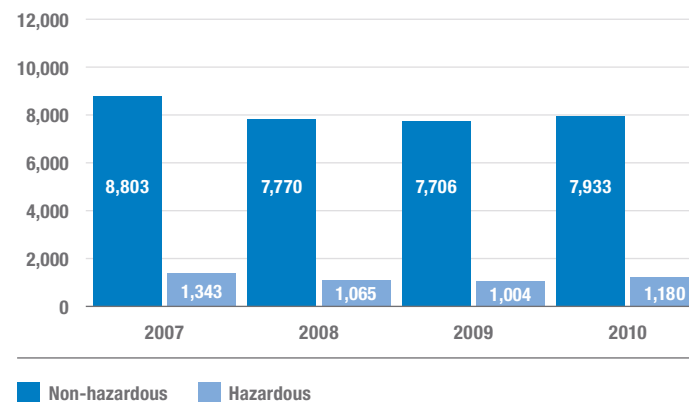
Knowing that the ultimate intent of our waste target is to avoid generating waste in the first place, we are shifting our efforts to waste reduction to move our program further up the waste hierarchy (see graphic and chart on page 14). Waste reduction has the greatest potential to decrease our environmental footprint.

Our waste reduction and recycling performance

The more we know about the types of waste we generate, the more we can target specific waste for recycling and reduction. Through refined data analysis, we have classified over 40 categories of waste. The largest category of our non-hazardous waste is administrative waste, which includes items we routinely generate such as paper, general trash, and packaging material. As shown in the chart at right, to a lesser extent, we generate hazardous waste, which consists mainly of chemical wastes, and is managed according to local, state and federal regulations. We also generate waste from construction activities on a nonroutine basis.*

Generation of administrative waste is variable and depends on the number of Amgen staff members and the extent of our current operations. In 2010 our operations increased, resulting in greater waste generation, as seen in the chart below. Even though operations have increased, we’ve achieved administrative waste reductions through both targeted initiatives and operational improvements. For example, we reduced the cardboard waste at our Louisville Distribution Center in 2008 by nearly 80 metric tons (MT) through improvements in product distribution. We continue investigating our administrative waste to learn more about sources of waste generation and to identify greater reduction opportunities for the company.

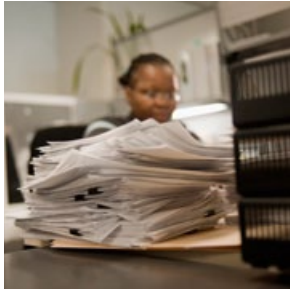
2007–2010 Routine[†] waste generated (MT)



*Our nonroutine waste data, which is mainly construction waste that is sent to landfills, is not included in this section, but may be found in the Summary of data table on page 23.

[†]Routine waste is generated in the normal course of doing business.

Waste: moving from recycling to reduction (continued)



Biopharmaceutical paper trail takes an electronic path

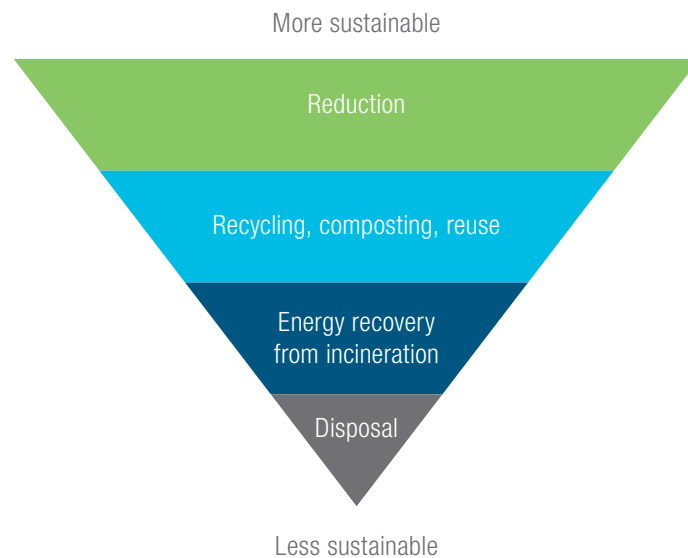
Bringing biotechnology medicines from the research laboratory to patients takes many years—15 on average—and a countless number of scientists and staff members. In the past, careful documentation of every step—from the laboratory bench, to clinical testing, to quality control in manufacturing—meant that drug development traditionally required millions of pieces of paper.

Thanks in large part to dramatic improvements in information management technology implemented at Amgen in recent years, we've been able to replace a number of paper documents associated with developing medicines—such as laboratory notebooks, clinical study documentation, maintenance records, and filings with drug approval agencies—with paperless, electronic tools and processes. Changes like these helped Amgen reduce its paper use by nearly half—53 million sheets—from 2007 through 2010.

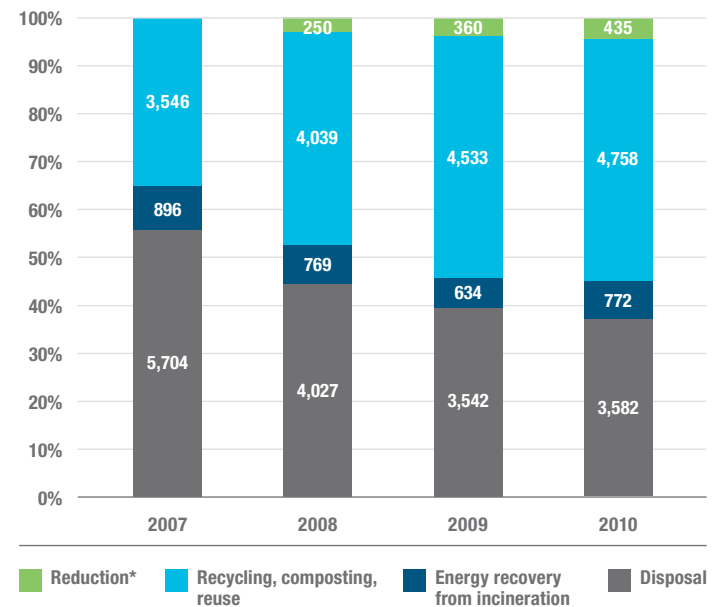
Since 2007, Amgen has recycled more than 16,000 metric tons (MT) of waste, which represents approximately 3,200 garbage trucks full of recyclables. Amgen now recycles paper, plastic, metal, cardboard, glass, and wood at our facilities and is composting food and landscaping waste at more than 70 percent of facilities.

Many of our facilities are also donating used equipment and materials, which contributes to our recycling efforts. With staff participation, our recycling rate improved by 53 percent from 2007 through 2010.

The waste hierarchy as a model for our waste-reduction goals



Routine waste by waste hierarchy category (MT)



*Value represents year-over-year, cumulative reductions.

We use the waste hierarchy pyramid, which illustrates sustainable management of waste, as a model for maturing our waste management program. As shown in the chart above, right, which includes routine hazardous and non-hazardous waste, since 2007 the percentage of waste we send for disposal has steadily decreased, while the percentage of waste that we recycle has progressively increased. While our efforts to reduce our waste have also improved since our baseline year, we are working to move our company solidly into the upper level of the waste hierarchy—waste reduction—by improving processes and changing our work culture to use fewer materials overall.

U.S. sales fleet: driving a more fuel-efficient fleet



Amgen staff member helps accelerate fuel efficiency

Our mobile staff, which includes sales and regional medical liaison staff members in the United States, drove a fleet of just over 1,800 vehicles more than 41 million miles in 2010. Ariane, a senior regional medical liaison based in Santa Monica, California, values the fact that she can drive a hybrid car to log miles in an environmentally responsible way.

“I do most of my driving on busy Southern California streets, which is how the majority of cars burn excess fuel—idling in bumper-to-bumper traffic,” says Ariane, who travels within a 50-mile radius educating clinicians about Amgen medicines. “I love my hybrid because it is the most fuel efficient when it idles and the electric power kicks in.”

Ariane continues, “I think it’s quite progressive for Amgen to provide hybrid vehicles for our use.”

Above: Senior Regional Medical Liaison Ariane has driven a hybrid fleet vehicle since 2006.

Adding more fuel-efficient vehicles to our fleet conserves fuel, reduces carbon dioxide emissions, and decreases Amgen’s fuel costs, which is especially important as we grow our sales force to accommodate new medicines.

We set a target to improve the average fuel-efficiency rating of the more than 1,800 vehicles in our U.S. sales fleet. We identified our U.S. fleet as the focus for this target because this fleet, which represents more than half of our total sales fleet, has substantially lower average fuel efficiency compared with our sales fleets outside the United States.

Our performance in U.S. sales fleet fuel efficiency

Over time, we’ve given our mobile staff more choices of fuel-efficient vehicles in the United States. For example, in 2007, 3 percent of cars in our U.S. vehicle fleet were hybrid models, and 70 percent were Sport Utility Vehicles (SUVs). We increased the number of fuel-efficient vehicle choices in our fleet in 2008. By 2010, more fuel-efficient models achieving 23 miles per gallon (MPG)* or higher, like hybrids and partial zero emissions vehicles (PZEVs), represented approximately 34 percent of the total fleet, while the less fuel-efficient varieties of SUVs made up approximately 3 percent of our fleet.

In addition to rotating less fuel-efficient vehicles out of the fleet to reduce our impact on the environment, Amgen encourages fleet drivers to adopt fuel-efficient driving habits, such as avoiding idling.

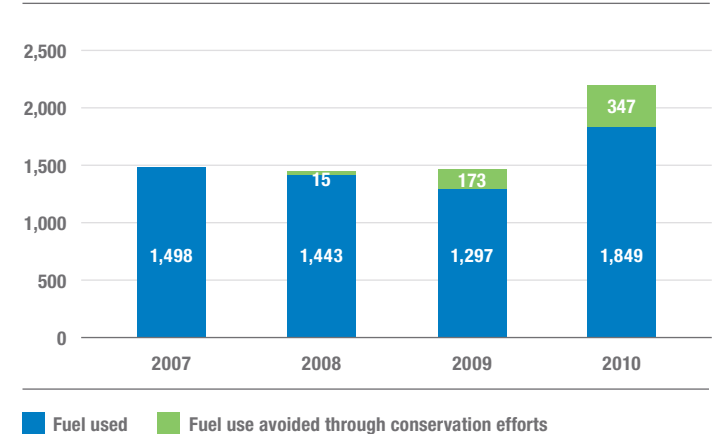
In 2009 we began to see the results of the improvements we set in place—through both an increase in fuel efficiency and the resulting avoidance of fuel use. Despite an increase of 500 vehicles in 2010, to support our expanding business, we continue to make progress in this area.

The average fuel efficiency of our U.S. sales fleet vehicles was 22 MPG in 2010, representing a savings of 347 thousand gallons of fuel. With year-by-year improvements, we are in a good position to meet our 2012 target to increase the average fuel efficiency of vehicles in our U.S. sales fleet by 4 MPG to 23 MPG.*

2007–2010 U.S. sales fleet fuel efficiency (MPG)

2007	19
2008	19
2009	21
2010	22

2007–2010 U.S. fleet fuel use and fuel use avoided through conservation (1,000 Gal)



*Measurement equivalents: 23.0 MPG-U.S. = 27.6 MPG-Imperial = 10.2 L/100KM = 9.78 KM/L

Sustaining our business



Green chemistry: safer chemistry, reduced energy, higher efficiency

Just like an architect can design a building to have cleaner air quality and use fewer resources, scientists can create chemical processes that are better for the environment and conserve resources when they're developing small-molecule medicines. This more environmentally friendly approach to chemical process development is called green chemistry.

In 2010, Amgen began a Green Chemistry program in selected research areas. With this heightened environmental awareness, Amgen scientists have been finding ways to use safer chemicals, less energy, and more efficient practices. Although our work in this area is just beginning, Amgen scientists have already made significant progress. Through efforts to achieve both sustainability and scientific innovation, Amgen's Green Chemistry program can reap rewards for the environment while supporting Amgen's overall mission to serve patients.

Above: John, a Green Chemistry team leader in Small Molecule Product and Process Development, is a published author of leading articles in green chemistry.

Our plan aims to build environmental sustainability considerations into our processes and facilities from the beginning—to conserve resources, increase efficiency, and lower costs. As we integrate this principle in a more comprehensive and systematic way through our Design for Environment program, we are confident that it will help to make us a better, stronger company in the years to come.

Green products and processes

In 2010, we established a Green Products and Processes program with the goal of integrating environmental sustainability into the development life cycles of our products, from research through delivery to patients. This program contains three pillars: Green Chemistry, Green Biology, and Green Packaging. Research staff members have developed Green Chemistry teams to incorporate guidelines and approaches that reduce the environmental footprint of our processes during the development cycle of our small-molecule medicines (see sidebar). We have created a team to drive similar considerations for our large-molecule medicines development processes through a Green Biology program. Additionally, through our Green Packaging program, we are starting to look at how our products are packaged, and we are considering more environmentally sustainable approaches. In 2010, we established a process to integrate green considerations into new package designs, evaluated our existing product packaging designs, and prioritized areas where we can make our packaging more environmentally sustainable.

Designing sustainable facilities

Another element of the Design for Environment aspect of our environmental sustainability plan is our Sustainable Design and Construction program. This program provides guidelines for major remodeling projects as well as new facility construction. We apply this practice, which incorporates industry-standard green principles such as [Leadership in Energy and Environmental Design \(LEED\) guidelines](#) to new projects in design and execution stages. Through the practice, we consider how to remodel and build construction projects with the optimal conservation performance over the entire life span of the structure. This practice lessens the impact of our buildings on the environment, saves money, and can also create a pleasant work atmosphere for staff members.

Caring for the environment in our communities



Above and below: Teachers and students visit the beach to explore marine science through the National Oceanic and Atmospheric Administration's MERITO Academy.

Through organized environmental volunteer activities and monetary support of environmental education programs, Amgen and the [Amgen Foundation](#) contribute to the well-being of our communities.

The Amgen Foundation supports environmental sustainability education

The Amgen Foundation seeks to advance science education, improve quality of care and access for patients, and support resources that create sound communities where Amgen staff members live and work. The Amgen Foundation invests in environmental education programs that improve science literacy among students and support environmental and community health. The following are snapshots of environmental education programs the Foundation supported in 2010.

National Marine Sanctuary Foundation

Building Ventura County's Marine and Environmental Scientists of Tomorrow

The National Marine Sanctuary Foundation supports the National Oceanic and Atmospheric Administration's MERITO Academy (Multicultural Education for Resource Issues Threatening Oceans) to educate Ventura County's students and their teachers about earth and ocean sciences, key ocean threats, and the concept of ocean stewardship. The MERITO Academy provides high-quality science programming, integrating earth and ocean sciences into fourth through seventh grade public education and extended learning programs, helping a new generation understand and actively contribute to ocean protection.



National Wildlife Federation

Eco-Schools USA: Creating Strong, Sustainable Schools

Eco-Schools USA is an internationally acclaimed program that helps educators integrate the principles of sustainability throughout their schools and curricula. The United Nations has endorsed Eco-Schools as a comprehensive model for sustainable development. The Eco-Schools program strives to model environmentally sound practices, provide support for "greening" of curricula, and enhance science and academic achievement. Additionally, it works to foster a greater sense of environmental stewardship among youth. Amgen Foundation funding supports the development and delivery of professional development workshops for educators and volunteers for pilot schools in Seattle, Washington, and in Ventura County, California.

"e" inc.

Planet Protectors

Planet Protectors is a science and social leadership program that serves up to 700 low-income children in 10 inner-city after-school programs in the Boston metropolitan area. Teams of up to 20 students meet weekly and participate in active learning—from animal observation, experiments, artwork, demonstrations, journal writing, and field collections, to data analysis, animal simulations, storytelling, and writing. Sessions include leadership training and service activities that help students build self-confidence and learn to apply their new knowledge where they live. "e" inc. also engages and trains after-school program staff.

Caring for the environment in our communities (continued)



Amgen staff rid natural areas of trash through coastal cleanups

Water is vital to Amgen's business and an essential component of our medicines. A number of Amgen facilities are also located near important and scenic coastal areas and waterways. Through International Coastal Cleanup Day events, our staff members not only remove debris from natural areas—0.5 metric tons in 2010—but also document their findings as part of a worldwide research project: the Ocean Conservancy's annual marine debris report. The International Coastal Cleanup is just one example of an environmental cleanup activity our staff members engage in each year.



Top left: Staff members Vicki (left) and Michaelann participate at an International Coastal Cleanup Day activity at the Brunette River in Burnaby, British Columbia. Bottom left: Jeremy, a staff member, cleans debris from the beach at Marina Park in Ventura, California.

Right: As part of Earth Day at our Thousand Oaks, California, headquarters, Jeff, a staff member, shares his enthusiasm for his electric car.

Educating staff members on Earth Day

Thousands of staff members from Amgen facilities around the world attend annual Earth Day events. Staff organizers bring in local experts on the environment and share conservation practices that staff can implement at work and at home to reduce their individual environmental footprint. Events include games that teach proper waste recycling and composting techniques, e-waste collection centers, and electric car demonstrations, among many other activities. Staff members also organize cleanup events in their communities in celebration of Earth Day.



Our greatest resource

At Amgen, our staff members are our most important resource. We are committed to creating an environment that encourages and enables staff members to stay healthy and safe.

Our culture of safety

Amgen maintains a safety record that is among the very best in our industry, or any industry.

Our safety record is supported by a culture that encourages staff to do the right thing and to feel empowered to report and correct any safety incidents or unsafe conditions and behaviors they observe. To enhance this culture, we have put in place a risk management program that focuses on the highest potential safety risks to staff in our manufacturing, research and development, and distribution facilities. We started by identifying and prioritizing tasks with significant, inherent risk—such as working at heights, with chemicals, or with pressurized systems—and then conducted comprehensive risk assessments. Finally, we implemented control measures to minimize the risk. We regularly conduct follow-up inspections to ensure that accurate procedures are in place, staff members are trained, and safety controls are used appropriately.

It's about people, not numbers

Staff members at Amgen are aware that a safety incident is not just a data point on a chart: It represents a fellow staff member being injured. Our culture requires that staff members be vigilant about their own safety as well as the safety of others around them. This is true whether preparing for activities such as working at heights or just walking down the hall. Working together, we ensure that safety remains one of our fundamental, core practices.

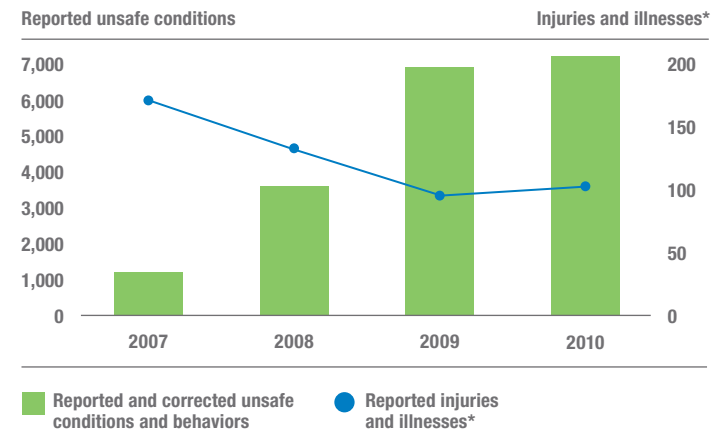
Above: Facilities staff members help each other assemble fall protection equipment as they prepare to work near the edge of a roof at Amgen's Thousand Oaks, California, facility.



This program, combined with the culture of safety we have created, has resulted in decreased injuries to our staff. Further contributing to our culture is increased awareness among our staff members to recognize and report unsafe conditions and behaviors. Through proactively identifying and correcting unsafe conditions and behaviors, we create a safer environment at work, as evidenced in the charts below.

Safety metrics	2007	2008	2009	2010
Injury and illness* rate†	0.82	0.76	0.55	0.56
Lost day case rate‡	0.25	0.28	0.19	0.17

2007–2010 Injuries and illnesses* decrease overall as reports of unsafe conditions and behaviors increase



*Injuries and illnesses beyond first aid.

†Rate based on number of injuries and illnesses per one hundred staff members.

‡Rate based on number of injury and illness cases with days away from work per one hundred staff members.

Our greatest resource (continued)



Stepping out for good health

To support our participation in the Arthritis Foundation's Arthritis Walk®, Amgen created the Walk to Wellness program in 2008 that encourages participants to complete at least 10,000 steps a day. Last year, more than 2,000 staff took part by counting their steps and submitting results as they walked alone and with colleagues at home and on Amgen's scenic grounds. Amgen also suggests that staff take "walking meetings" when possible.

Above: Staff members enjoy some sun and exercise at headquarters in Thousand Oaks, California.

Our commitment to wellness

As a company devoted to improving human health, we are committed to helping our staff members improve their own health. In 2010, Amgen became tobacco free globally and provided tobacco-cessation resources for staff and their spouses or domestic partners. Also in 2010, Amgen rolled out a new online wellness program that provides tools and resources for staff to assess their health risks, select customized goals based on those risks, and take steps to eliminate or lower those risks. The program is guided by physician and healthcare professional staff members who help ensure wellness programs are evidence based.

In addition to providing a comprehensive online educational and assessment component, we have also aligned our various wellness partners—including the Vitality Health Enhancement program, Amgen's Occupational Health Services, Plus One fitness services vendor, Amgen's commercial organization for all Amgen products, staff affinity groups, and our healthcare vendors—to offer a coordinated array of preventive-care services and educational programs for staff. Each month, Amgen promotes awareness of various diseases in correlation with nationally recognized health observances. We tap into our own inside network of healthcare professionals or invite subject-matter experts from the community to speak on featured diseases such as colorectal cancer, breast cancer, prostate cancer, and other grievous illnesses.

Amgen has long maintained a variety of facilities, programs, and services to encourage physical and mental wellness. Amgen provides fitness centers or supports fitness center memberships for all staff whether working on-site or working remotely. Thousands of staff members participate in company-sponsored events and friendly competitions such as Walk to Wellness (see sidebar) and a weight-loss challenge program. We provide access to registered dietitians, personal counseling through a Personal Effectiveness program, and other services.

Amgen also provides flexible work arrangements to help staff achieve work-life balance including flexible work schedules, telecommuting, remote work, part-time work, and job-sharing options.

Thank you for reading our 2010 environmental sustainability report. We're proud of the progress we've shared in this report, and we welcome your thoughts through email at esfeedback@amgen.com

Global Reporting Initiative index–Level C

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	2.2	Primary brands, products, and/or services	5	www.amgen.com (product websites)
	2.3	Operational structure and major divisions	5	
	2.4	Location of headquarters	5	www.amgen.com (fact sheet)
	2.5	Countries of operation	4, 5	www.amgen.com (locations)
	2.6	Nature of ownership	5	
	2.7	Markets served	5	www.amgen.com (fact sheet)
	2.8	Scale of the reporting organization	5	
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	Report parameters Note: 3.2, 3.10, and 3.11 are not applicable	3.1	Reporting period	4
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Global Reporting Initiative index–Level C (continued)

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Social: society	SO 6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions	5, 24	www.amgen.com (corporate governance)

Summary of data

Category	Type	Unit	2007	2008	2009	2010
Energy ^a	Combustion on site (Direct) ^c	1,000 GJ	2,151	1,914	1,941	1,905
	Purchased energy (Indirect) ^d	1,000 GJ	2,190	2,104	2,065	2,011
	Total energy	1,000 GJ	4,341	4,019	4,006	3,916
	Total energy normalized to net sales	1,000 GJ/\$B net sales	303	274	279	267
	Confirmed results of energy reduction projects ^b	1,000 GJ	-	229	436	520
Carbon dioxide ^a (CO ₂)	CO ₂ combustion on site (Scope 1) ^e	1,000 MT	126	112	115	113
	CO ₂ purchased energy (Scope 2) ^f	1,000 MT	287	276	295	292
	Total CO ₂ from energy	1,000 MT	413	389	410	406
	Total CO ₂ normalized to net sales	1,000 MT/\$B net sales	28.9	26.5	28.6	27.7
	Total CO ₂ normalized to total energy	MT/GJ	0.0952	0.0967	0.1023	0.1036
	Confirmed results of CO ₂ reduction projects ^b	1,000 MT	-	16	39	46
Other carbon dioxide ^g (CO ₂)	CO ₂ U.S. sales fleet (Scope 1)	1,000 MT	13	13	11	16
	CO ₂ executive air fleet (Scope 1)	1,000 MT	4.7	5.0	5.2	6.8
	CO ₂ business travel—commercial (Scope 3) ^{h, i}	1,000 MT	-	-	31	36
Water ^a	Total water intake ^j	1,000 m ³	3,286	2,738	2,536	2,577
	Total water intake normalized to net sales	1,000 m ³ /\$B net sales	230	186	177	176
	Confirmed results of water reduction projects ^b	1,000 m ³	-	567	571	616
Waste ^a	Recycling rate ^k	%	38	49	57	58.5
	Total routine waste	MT	10,146	8,835	8,710	9,112
	Hazardous waste	MT	1,343	1,065	1,004	1,180
	Recycled	MT	255	268	226	210
	Incinerated for energy recovery	MT	464	318	293	347
	Incinerated not for energy recovery	MT	431	387	406	519
	Landfilled	MT	118	81	73	98
	Treated ^l	MT	76	11	6	6

Summary of data (continued)

Category	Type	Unit	2007	2008	2009	2010
Waste^a	Non-hazardous waste	MT	8,803	7,770	7,706	7,933
	Composted	MT	260	317	408	524
	Reused	MT	32	88	88	58
	Recycled	MT	2,999	3,367	3,812	3,966
	Incinerated for energy recovery	MT	432	451	341	426
	Incinerated not for energy recovery	MT	194	190	128	131
	Landfilled	MT	4,885	3,358	2,930	2,827
	Total routine waste normalized to net sales	MT/\$B net sales	709	602	607	622
	Confirmed results of routine waste reduction projects ^b	MT	-	250	360	435
	Total nonroutine waste ^m	MT	31,400	54,800	80,000	23,600
Fleet	U.S. sales fleet fuel efficiency ⁿ	MPG-U.S.	19	19	21	22
	U.S. sales fleet fuel use avoided	1,000 Gal	-	15	173	347
	U.S. sales fleet fuel use	1,000 Gal	1,498	1,443	1,297	1,849
Business profile	Net sales	\$B	14.311	14.687	14.351	14.660
	"Adjusted" net income ^o	\$B	4.804	4.885	5.014	5.024
	"Adjusted" R&D expenses ^o	\$B	3.064	2.910	2.739	2.773
	Corporate political contributions (U.S.) ^p	\$Mil	0.584	0.777	0.424	1.144
	Staff	Number of staff	17,500	16,900	17,200	17,400
Health and safety	Absenteeism ^q	Percent days away	2.4	2.1	2.1	2.0
	Injuries and illnesses rate ^r	Number of injuries per 100 staff members	0.82	0.76	0.55	0.56
	Lost day case rate ^s	Injuries with days away from work per 100 staff members	0.25	0.28	0.19	0.17
	Severity rate ^t	Number of days away from work per 100 staff members	8.20	10.31	6.84	5.84
	Fatalities	Number of fatalities	0	0	0	0
Compliance^a	Environmental notices of violations (NOV) ^u	Number of NOVs	8	0	2	3

Notes for summary of data

General

- a Amgen has included data from 13 facilities for energy and carbon dioxide, water, and waste. These facilities represent approximately 93 percent of Amgen's worldwide facility space based on total square feet. Included facilities are in Thousand Oaks, California U.S.; Greenwich, Rhode Island U.S.; Boulder and Longmont, Colorado U.S.; Seattle and Bothell, Washington U.S.; Juncos, Puerto Rico U.S.; Louisville, Kentucky U.S.; South San Francisco, California U.S.; Fremont, California U.S.; Cambridge, Massachusetts U.S.; Burnaby, Canada; Breda, Netherlands; Uxbridge and Cambridge, United Kingdom. This includes leased buildings where we have operational control over building infrastructure, including utilities.
- b Measurement and verification of conservation and reduction projects for energy and carbon dioxide, water, and waste are based on the adaptation of the International Performance Measurement and Verification Protocol (IPMVP), Concepts and Options for Determining Energy and Water Savings Volume 1, EVO 10000-1.2007, April 2007. Project measurements are conducted using reasonable means, including direct measurements and scientific estimations as appropriate.

Energy

- c Direct energy use results from operating equipment that is owned or controlled by Amgen at the facilities listed in note (a). Data on the use of natural gas, propane, and diesel in boilers, furnaces, and HVAC are recorded from utility bills. Data on the use of diesel in emergency generators are recorded from purchase records or meter readings and, in some cases, estimated from run-hours. Utility bills recorded in units of volume are converted to energy by using the Global Reporting Initiative Version 3.0, EN3 table, to convert volumes of primary sources (natural gas, diesel), and the U.S. Energy Information Administration/Annual Energy Review Table A1 (propane). Energy from emergency generators recorded as run-hours is estimated using the manufacturer's specified fuel-feed rate for each generator.
- d Indirect energy use results from purchased energy in the form of electricity and steam at the Amgen facilities listed in note (a). Data on the use of electricity and steam is recorded from utility bills. Utility bills for purchased steam that are recorded in units of mass (i.e., 'lb steam') are converted to energy by using the latent heat of evaporation from the saturated steam tables, then dividing by the efficiency of the supplier's steam generator.

Carbon dioxide

- e Scope 1 CO₂ emissions result from direct energy sources defined in note (c). CO₂ emissions from our U.S. sales fleet and executive air fleet are found in the Other Carbon Dioxide category in this data summary. CO₂ data from direct energy sources are calculated using emission factors from the Greenhouse Gas Protocol Cross-Sector Tools—Stationary Combustion—V.1.0 (Jul 2009). Scope 1 emissions that are not included in this data summary include fugitive emissions from chillers, coolers, and HVAC, as well as process-related emissions from cell respiration (CO₂ as a by-product) and pH adjustments (CO₂ injection). Analysis of these sources in 2009 showed that our fugitive emissions are less than 1 percent of the total carbon emissions when compared with other sources such as energy use and that cell respiration and emissions from pH adjustments are negligible (less than 0.1 percent of our total CO₂ emissions).
- f Scope 2 CO₂ emissions result from indirect energy sources defined in note (d). CO₂ data from purchased electricity are calculated using emission factors from U.S. EPA eGRID2007 Version 1.1 (2005 data: eGRID subregion annual CO₂ output emission rate) for all U.S. locations (eGrid2007 HICC subregional factor is applied to Amgen Puerto Rico), from the Greenhouse Gas Division, Environment Canada (2006 data)—V.1.0 (April 2009) for Amgen's Facility in Burnaby, Canada, and from specific utility provider's annual reports for Amgen facilities in the United Kingdom (Uxbridge and Cambridge) and the Netherlands (Breda). CO₂ data from purchased steam are calculated using the Emission Factor for Natural Gas as identified in the Greenhouse Gas Protocol Cross-Sector Tools—Stationary Combustion—V.1.0 (Jul 2009).
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Notes for summary of data (continued)

Other carbon dioxide

- g The category “Other Carbon Dioxide” contains Scope 1 and Scope 3 CO₂ emissions that are tracked, but are not included in our current CO₂ reduction target. CO₂ emissions from our executive air fleet are calculated using emission factors from the Greenhouse Gas Protocol Cross-Sector Tools—Mobile-Fuel—V.1.0 (Jul 2009). CO₂ emissions from our U.S. sales fleet are calculated using emission factors from the GHG Protocol Emission Factors for Petrol passenger cars (volume) (GHG Protocol) = 2.327 kg/L, which is further converted to 19.4199 lb/gal (US). Fuel use and mileage data are collected at the pump for each vehicle. CO₂ emissions from our commercial business travel are calculated by Amgen’s travel provider using the Defra tool.
- h Scope 3 CO₂ emissions are a consequence of the activities of the company, but occur from sources not owned or controlled by the company. The Scope 3 CO₂ emissions that are currently tracked include emissions from Amgen’s commercial business travel (air and rail.)
- i Commercial business travel was not tracked in 2007 or 2008.

Water

- j Water intake in 2010 includes 2,564 thousand cubic meters from municipal sources and 14 thousand cubic meters from groundwater.

Waste

- k Recycling rate is the proportion of waste that is recycled and reused compared with the total volume of routine, non-hazardous waste generated with potential for landfill disposal.
- l Treatment means the physical, thermal, chemical, or biological processes that change the characteristics of the waste in order to reduce its volume or hazardous nature, facilitate its handling, or enhance recovery.
- m Nonroutine waste constitutes waste generated outside the normal operations of our facilities and consists mainly of construction and demolition waste.

Fleet

- n Measurement equivalents: 23.0 MPG-U.S. = 27.6 MPG-Imperial = 10.2 L/100KM = 9.78 KM/L

Business profile

- o “Adjusted” net income and “adjusted” R&D expenses are non-GAAP financial measures. See page 27 for reconciliations to U.S. Generally Accepted Accounting Principles (GAAP).
- p Corporate political contributions represent Amgen Inc.’s aggregate contributions among those states where these are permissible. Corporate political contributions to certain candidates for state and local elected offices are permissible in accordance with applicable laws and Amgen policy. Additional information may be found in the [Corporate Governance section at www.amgen.com](http://www.amgen.com).

Health and safety

- q Absentee rate is based on U.S. staff members, including full-time, part-time, management, and nonmanagement. Hours recorded for family medical leave are divided by hours staff members were expected to work to calculate the absenteeism rate (percent).
- r Injury and illness rate is calculated based on the number of reported Amgen staff member injuries and illnesses beyond first aid. The rate is based on the number of injuries and illnesses per 100 Amgen staff members. Data as of March 31, 2011.
- s Lost day case rate is the number of injury and illness cases involving days away from work per 100 Amgen staff members. Data as of March 31, 2011.
- t Severity rate is the actual number of days away from work due to injury or illness per 100 Amgen staff members. Data as of March 31, 2011.

Compliance

- u Notices of Violation (NOV) reported that resulted from agency inspections.
-

Amgen Inc.**Reconciliation of GAAP Net Income to "Adjusted" Net Income (Unaudited) (\$ in billions)**

Results for the years ended December 31,	2010	2009	2008	2007
GAAP net income	\$4.627	\$4.605	\$4.052	\$3.078
Adjustments to GAAP net income:				
Amortization of acquired intangible assets, product technology rights	0.294^(a)	0.294 ^(a)	0.294 ^(a)	0.295 ^(a)
Incremental non-cash interest expense	0.266^(b)	0.250 ^(b)	0.235 ^(b)	0.219 ^(b)
Stock option expense	0.124^(c)	0.115 ^(c)	0.103 ^(c)	0.181 ^(c)
Asset impairment charge	0.118^(d)	—	—	—
Amortization of acquired intangible assets, research and development (R&D) technology rights	0.070^(e)	0.070 ^(e)	0.070 ^(e)	0.071 ^(e)
Legal settlements	(0.001)^(f)	0.033 ^(f)	0.288 ^(f)	0.034 ^(f)
Restructuring and related costs	—	0.070 ^(g)	0.148 ^(g)	0.739 ^(g)
Write-off of inventory	—	—	0.084 ^(h)	0.090 ^(h)
Write-off of acquired in-process R&D	—	—	—	0.590 ⁽ⁱ⁾
Other merger-related expenses	—	—	0.001 ^(j)	0.036 ^(j)
Write-off of manufacturing asset	—	—	—	0.030 ^(k)
Other	—	—	—	0.024
	0.871	0.832	1.223	2.309
Tax effect of the above adjustments	(0.318)^(l)	(0.293) ^(l)	(0.390) ^(l)	(0.491) ^(l)
Tax settlement	(0.151)^(m)	(0.087) ^(m)	—	(0.092) ^(m)
Tax benefit resulting from prior-period charges	(0.005)⁽ⁿ⁾	(0.018) ⁽ⁿ⁾	—	—
California tax law change	—	(0.025) ^(o)	—	—
"Adjusted" net income	\$5.024	\$5.014	\$4.885	\$4.804

Reconciliation of GAAP R&D Expense to "Adjusted" R&D (Unaudited) (\$ in billions)

Results for the years ended December 31,	2010	2009	2008	2007
GAAP R&D expense	\$2.894	\$2.864	\$3.030	\$3.266
Adjustments to GAAP R&D expense:				
Stock option expense	(0.051)^(e)	(0.049) ^(e)	(0.046) ^(e)	(0.083) ^(e)
Amortization of acquired intangible assets, R&D technology rights	(0.070)^(e)	(0.070) ^(e)	(0.070) ^(e)	(0.071) ^(e)
Restructuring and related costs	—	(0.006) ^(g)	(0.003) ^(g)	(0.019) ^(g)
Other merger-related expenses	—	—	(0.001) ^(j)	(0.029) ^(j)
"Adjusted" R&D expense	\$2.773	\$2.739	\$2.910	\$3.064

Notes:

- (a) To exclude the ongoing, non-cash amortization of acquired product technology rights, primarily ENBREL, related to the Immunex Corporation acquisition in 2002.
- (b) To exclude the incremental non-cash interest expense resulting from a change in the accounting for our convertible notes effective January 1, 2009.
- (c) To exclude stock option expense.
- (d) To exclude an asset impairment charge associated with the transaction announced in January 2011 involving our manufacturing operation in Fremont, California.
- (e) To exclude the ongoing, non-cash amortization of the R&D technology intangible assets acquired with alternative future uses with the 2006 acquisitions of Abgenix, Inc. (Abgenix) and Avidia, Inc. (Avidia).
- (f) To exclude loss accruals or awards for legal settlements.
- (g) To exclude restructuring and related cost savings initiative charges.
- (h) To exclude the write-off of inventory resulting from, in 2008, a strategic decision to change manufacturing processes and, in 2007, changing regulatory and reimbursement environments.
- (i) To exclude the non-cash expense associated with writing off the acquired in-process R&D related to the acquisitions of Alantos Pharmaceutical Holding, Inc. (Alantos) and Ilypsa, Inc. (Ilypsa) in 2007.
- (j) To exclude merger-related expenses incurred due to the acquisitions of Alantos, Ilypsa and Abgenix and, also for 2007 Tularik Inc. These expenses related primarily to incremental costs associated with retention and integration.
- (k) To exclude the write-off of the cost of a semi-completed manufacturing asset that will not be used due to a change in manufacturing strategy.
- (l) To exclude the tax effect of the above adjustments. The tax provision (benefit) for the adjustments between our GAAP and "Adjusted" 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 amortization of intangible assets and non-cash interest expense associated with our convertible notes, whereas the tax impact of other adjustments, including impairments, stock option expense and restructuring-related items, depends on whether the amounts are deductible in the tax jurisdictions where the asset is located or the expenses are incurred and the applicable tax rate(s) in those jurisdictions.
- (m) To exclude the net tax benefit recognized as the result of resolving certain transfer pricing issues with tax authorities for prior periods.
- (n) To exclude the tax benefit related principally to certain prior-period charges excluded from "Adjusted" earnings.
- (o) To exclude the net tax benefit resulting from adjustments to previously established deferred taxes, related primarily to prior acquisitions and stock option expense, due to changes in California tax law effective in 2011.



Statement GRI Application Level Check

GRI hereby states that **Amgen** has presented its report "Amgen 2010 Environmental Sustainability Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 9 May 2011

A handwritten signature in blue ink, appearing to read "Nelmara Arbex".

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 27 April 2011. GRI explicitly excludes the statement being applied to any later changes to such material.



*“Environmental sustainability makes good business sense;
it’s an important investment in our future.”*

—Kevin Sharer, Chairman and CEO, Amgen
Robert Bradway, President and COO, Amgen



MAY 2011

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