



2018  
RESPONSIBILITY  
HIGHLIGHTS  
REPORT

**AMGEN**<sup>®</sup>



# ABOUT AMGEN

Amgen discovers, develops, manufactures and delivers life-changing human medicines that address unmet medical needs and help reduce the social and economic burden of disease in society. Our innovative medicines have reached millions of people in the fight against serious illnesses. These medicines typically address diseases for which there are limited treatment options or provide a viable alternative, such as high-quality biosimilars, to what is otherwise available. We focus on six therapeutic areas: cardiovascular disease, oncology, neuroscience, inflammation, nephrology and bone health.

Amgen combines leading-edge research with world-class biomanufacturing capabilities. Amgen's approach to drug discovery begins with developing a deep understanding of the biology

of a disease first, then selecting the right drug modality, or structural format, best suited for the target. As a worldwide leader in biologics manufacturing, we're proud of our outstanding track record of reliably delivering high-quality medicines to patients who need them.

As you'll read in this report, we are committed to responsible behavior inside our company and in our communities. We are proud to have built an ethical culture rooted in science and innovation that embraces diversity and inclusion. A longstanding commitment to creating positive change in the world drives our contributions in the community, where we are focused on building a healthier, stronger, inspired and more sustainable future.



FOR MORE INFORMATION, VISIT [ABOUT AMGEN ON www.amgen.com](http://www.amgen.com)

*"Since Amgen's founding in 1980, our staff have directed their intelligence and enthusiasm toward a simple, yet powerful mission: to serve patients, especially those suffering from serious illness."*  
—ROBERT A. BRADWAY, CHAIRMAN AND CHIEF EXECUTIVE OFFICER



## SPOTLIGHT ON 2018

Included in Amgen's mission to serve patients is a responsibility to support strong communities where we live and work. Improving patient access to medicines, supporting science education for the next generation of innovators, integrating environmentally sustainable practices throughout our business and giving back through philanthropy and volunteering are just some of the many efforts we are proud to highlight in this report.



MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM



**100% of staff completed**  
Code of Conduct training.



**52%** of our global  
workforce is **female**.



**We've met our 2020  
carbon and water  
environmental targets**  
ahead of schedule.



Amgen Foundation Science  
Education programs **reach  
more than 7 million students**.



Medicines donated through Direct Relief  
reached more than **7,000 patients** in **18  
low- and middle-income countries**.

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*Our 2018 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](http://www.amgen.com).*

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## LEADERSHIP MESSAGE

Thank you for your interest in Amgen and our focus on building a healthier and more sustainable future for people and communities around the world.

Since Amgen's founding in 1980, our staff have directed their intelligence and enthusiasm toward a simple, yet powerful mission: to serve patients, especially those suffering from serious illness. In pursuit of this mission, we have grown over time from a company with a handful of medicines treating hundreds of thousands of patients largely in the U.S. to a company with 20 medicines treating millions of patients in approximately 100 countries around the world. As we seek to have an even greater impact on global health, we invest heavily in research and development to find new treatments—nearly \$19 billion in the past five years alone—resulting in the strongest pipeline in our history.

Our medicines target diseases that place a tremendous burden on individuals and society, including cancer and cardiovascular disease. According to the World Health Organization, cancer claimed an estimated 9.6 million lives worldwide in 2018 and costs society well over

\$1 trillion a year. Nearly 18 million people die every year from cardiovascular disease, which costs approximately \$600 billion annually in the U.S. alone.

We are making progress in expanding patient access to our medicines. In 2018, the commercial value of the medicines provided by the Amgen Safety Net Foundation at no cost to patients in the U.S. who could not afford them exceeded \$1 billion. We also donated nearly \$100 million worth of Amgen cancer treatments and supportive care medicines last year for distribution to patients in 18 developing countries at no cost through the nonprofit organization Direct Relief.

Even as we work to provide innovative treatment options to as many patients as possible, we continuously seek opportunities to contribute to the greater good in other ways. As you'll read in this report, we make many contributions in the areas of environmental sustainability, science education and community assistance.

As an example, in 2018, we met our 2020 carbon and water conservation targets well ahead of schedule. One of the innovations that helped us to achieve these targets is our pioneering next-generation biomanufacturing capability, which uses a fraction of the energy and water of conventional plants. Our first next-generation facility, in Singapore, was licensed by regulators in 2017. In 2018, we broke ground on our second such plant in Rhode Island.

We are in a long-cycle business, and much of the work taking place at Amgen today will be carried forward in the future by those who have yet to even enter the workforce. We are focused, therefore, on inspiring the scientists of tomorrow by increasing access to science, technology, engineering and mathematics education. To this end, the Amgen Foundation has invested nearly \$150 million in a range of hands-on and virtual science, technology, engineering and mathematics education programs that have reached more than 7 million students around the world. It brings us great satisfaction to see many of these students go on to pursue careers in biopharmaceutical research, pushing the boundaries of innovation on behalf of patients.

## LEADERSHIP MESSAGE

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We are committed to being a good neighbor in the communities where we work and live around the world. In 2018, the community surrounding our global headquarters in Southern California faced two nearly simultaneous crises. Following the tragic mass shooting at the Borderline Bar and Grill, which killed 12 people, massive wildfires erupted in and around our community. In addition to financial assistance from the Amgen Foundation, hundreds of Amgen staff members lent helping hands by volunteering, giving blood, donating to relief funds, thanking first responders and opening their homes to colleagues and neighbors who needed to be evacuated.

Our commitment to sustainability and good corporate citizenship is aligned with respected global frameworks, including the UN Global Compact. In this report, we demonstrate our ongoing commitment to the UN principles and communicate our progress. We are proud to see our efforts recognized and in 2018, for the fifth consecutive year, Amgen earned a

spot on the Dow Jones Sustainability Indices World Index. In early 2019, we were named a Best Place to Work for LGBTQ Equality by the Human Rights Campaign Foundation, earning a perfect score on the HRC's Corporate Equality Index for the third year in a row.

We are grateful to our more than 21,000 staff members and the many partners we work with around the world. We value your ideas, questions and comments and ask you to share them through [responsibility@amgen.com](mailto:responsibility@amgen.com). I hope you will follow our progress as we continue to advance as a successful, socially responsible enterprise.

***“Even as we work to provide innovative treatment options to as many patients as possible, we continuously seek opportunities to contribute to the greater good in other ways.”***



*Robert A. Bradway*

Robert A. Bradway  
Chairman and Chief Executive Officer

# COMMITMENT

Corporate responsibility is important to Amgen since making a positive difference in the world is at the heart of what we do—and it goes beyond making vital medicines. Our approach to corporate responsibility encompasses seven key elements: 1) improving access to our medicines, 2) ensuring we operate with the highest standards of business ethics, 3) continuing our corporate philanthropy with a focus on STEM education, 4) enhancing the diversity and inclusion of our workforce, 5) conducting ethical research and development, 6) improving the environmental sustainability of our operations and 7) increasing the diversity and sustainability performance of our suppliers. This 2018 report shows how our corporate responsibility efforts align with the United Nations Sustainable Development Goals (SDGs), a globally recognized platform for advancing sustainability in the public and private sectors.

## Responsibility Governance

Responsibility at Amgen is governed at the highest levels. Our executive leadership reports our progress 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. In 2018, a new, executive-level governance council was established at Amgen to oversee the continuing evolution and enhancement

of our approach to corporate responsibility. This council, chaired by the senior vice president of Corporate Affairs, is designed to ensure that executive management is informed and involved in the implementation of corporate responsibility.

## Engaging With Stakeholders

Amgen strives to continuously align its responsibility programs with the expectations of internal and external stakeholders. In particular, we focus on those issues that are considered to be important priorities for stakeholders and that align with Amgen's mission, values and strategy.

Amgen uses a variety of ways to gauge stakeholder interests, including direct engagement with stakeholders, periodic stakeholder assessments and guidance from relevant frameworks. These frameworks include the UN Global Compact, SDGs and Sustainability Accounting Standards Board standards, as well as external sustainability ratings, such as the Dow Jones Sustainability Index and CDP (formerly known as Carbon Disclosure Project), since they represent the perspectives of key stakeholders. Specific examples of engaging with external stakeholders, including our second annual Stakeholder Summit, can be found throughout this report. The results of our most recent stakeholder perspective assessment can be found in [Reporting and Metrics](#) in Responsibility on [www.amgen.com](http://www.amgen.com).



# COMMITMENT

## Our Commitment to Patients

Our commitment to patients extends beyond delivering innovative medicines to creating healthcare solutions for those we serve. It is also reflected in the following areas of focus:

- Helping patients get access to the medicines they need—see the [Access to Medicine](#) section of this report
- Investing in Research
- Increasing the Value of Healthcare
- Listening to the Voice of the Patient
- Ensuring Global Patient Safety

Amgen invests heavily in **research and development** in search of innovative medicines and tools that may provide breakthrough opportunities for medical needs that are currently unmet. We focus on medicines made using biotechnology, and we aim for medicines that make a difference in patients' lives. We are committed to breakthrough medicines and growing our understanding of human genetics, which we believe can meaningfully aid our ability to discover and deliver medicine to control hard-to-treat diseases.

Our efforts to increase the **value of healthcare** include:

- Revolutionizing the way that biologic medicines can be manufactured through our next-generation biomanufacturing technology, making the process faster and less expensive and reducing our environmental footprint
- Building partnerships that share accountability for health results within the healthcare system and providing options, such as linking the price of our medicines to their performance
- Continuing to develop “biosimilars”—high-quality, more affordable versions of existing biologic medicines—to treat inflammatory disease and certain types of cancer

We continue to listen to the voice of the patient and integrate it into our processes. In October of this year, Amgen convened a gathering of senior leaders from nearly 50 organizations representing professional societies, patient advocacy organizations, employer groups, insurance companies and industry in Washington, D.C., for Amgen's second annual Stakeholder Summit, Elevating the Patient Voice. These kinds of interactions ensure that we can

integrate the perspectives of diverse external stakeholders into the development and execution of corporate responsibility.

We are dedicated to patient safety. The Global Patient Safety department serves patients by monitoring the safety of Amgen products (medicine, devices and combination products) through the science of pharmacovigilance. Pharmacovigilance refers to the monitoring, reviewing, evaluating and communicating of information on the safety of pharmaceutical products.



### FOR MORE INFORMATION

Visit [Amgen's Commitment to Patients](#) on [www.amgen.com](http://www.amgen.com).

# COMMITMENT

## SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals (SDGs) are a globally recognized framework for advancing sustainability in the public and private sectors. They are designed for participation by many different stakeholders, including countries, communities, businesses and organizations, who support the goals in a variety of ways to tackle global challenges in economic, social and environmental dimensions.

Much of Amgen's approach to responsibility is aligned with the SDGs and helps support their achievement. Throughout this report, you'll see SDG icons to signal how our current actions in an area align with the SDG framework. We are currently focusing on alignment with five SDGs.



Amgen's mission is in alignment with SDG 3: Good Health and Well-Being. See the Access to Medicine section of this report to read about how we try to ensure that as many patients as possible

benefit from our medicines—including a significant donation of medicine that will benefit patients in 18 low- and middle-income countries.



The Community section of this report highlights how the Amgen Foundation's numerous educational programs support fulfillment of SDG 4: Quality Education—Ensure Inclusive and Quality Education for All and Promote Lifelong Learning. The ongoing global expansion of the Amgen Foundation's innovative educational programs is something of which we are particularly proud.



Innovation is core to Amgen's business, meaning a great deal of what we do aligns with SDG 9: Industry, Innovation and Infrastructure. In addition to our innovative medicines, Amgen applies innovation to our manufacturing, pricing and partnerships. With regards to manufacturing, in 2018 Amgen broke ground on our second next-generation manufacturing facility, which employs technology that significantly reduces construction time, costs, physical footprint and environmental impacts.



Amgen's long-term, sustained progress toward our Environmental Sustainability goals demonstrates our support for SDG 12: Responsible Consumption and Production. The Environmental Sustainability section of this report describes how we have significantly reduced the amount of waste and carbon emissions produced from our operations while simultaneously reducing the amount of energy and water used.



Much of what Amgen accomplishes in corporate responsibility is through partnerships that align well with SDG 17: Partnerships for the Goals. In the Access to Medicine section of this report, you can read about the wide range of partnerships we utilize to help improve access to our medicines—from the CDC Foundation to the Union for International Cancer Control.

# ACCESS TO MEDICINE

Amgen's medicines can make a profound difference in the lives of patients with serious illnesses—and we believe patients should have access to them. We have made progress reaching patients in geographies that typically have limited access to biologic medicines through our partnerships, donations and affordability programs. In 2018, in alignment with our mission to serve patients, we continued to evolve our approach by advancing our local partnerships, enhancing programs that strengthen health systems and addressing affordability through innovation.

Our multifaceted Access to Medicine approach encompasses four key areas of activity:

- **Pricing and Patient Support**
- **Health System Strengthening**
- **Product Donations**
- **R&D, Manufacturing and Distribution**

## Pricing and Patient Support

We operate several programs to support patients who may not otherwise be able to afford our medicines.

## Flexible Pricing and Contracting

The prices of our medicines reflect their ability to reduce the burden of disease for individuals and society, but we also recognize that affordability can present challenges to patients accessing our valuable medicines, particularly in low- and middle-income countries (LMICs). To improve the accessibility and affordability of our products, Amgen adopts a flexible approach to pricing to ensure our prices reflect local socioeconomic conditions and ability to pay while also using innovative contracting solutions that tie costs incurred directly to outcomes achieved.



## Patient Assistance Programs

Amgen Safety Net Foundation (ASNF) is an independent nonprofit patient assistance program established in 2001, sponsored by Amgen. ASNF was designed to assist patients who have a financial need and are uninsured, or the insurance plan excludes the Amgen medicine. It has provided nearly \$5.5 billion of support to patients in the United States since 2008. In addition to the ASNF, Amgen supports 12 patient access programs outside the United States, including in Egypt, Thailand and China, designed to help clinically and financially eligible patients obtain the drugs they need.



# ACCESS TO MEDICINE

## Health System Strengthening

Amgen is dedicated to working with global, regional and local stakeholders to improve healthcare systems in LMICs. We help strengthen health systems by creating partnerships and programs, deploying patient support initiatives and supporting science education for the next generation of health innovators.

## Partnerships and Programs to Support Healthcare Systems

Our health system strengthening programs seek to build healthcare capabilities to enhance the way healthcare can be delivered and improve patient outcomes. Programs include collaborations with providers, diagnostic companies, medical societies, digital technology companies, academia, payers and others. Including the progress made in 2018, we are currently implementing programs in 36 countries, including Bulgaria, Colombia, Cuba, India, Mexico and Thailand.

Example programs include:

- Fracture Care Coordination programs to provide the care required to prevent additional fractures in patients who recently broke a bone

- An expanded collaboration in 2018 with the Union for International Cancer Control to support major cities in the design, planning and implementation of integrated cancer treatment solutions
- An Infarct Code program—a partnership with a Mexican state institution to increase diagnosis and treatment of patients with cardiovascular disease following a cardiovascular event
- Cardiovascular Risk Factors Research Partnership—a collaboration with the CDC Foundation and Oxford University to sponsor researchers to conduct observational studies on cardiovascular epidemiology in Cuba, India, Mexico and Russia and advance the availability of a point-of-care testing device to improve lipid testing in over 25 countries

## Patient Programs and Education

Amgen uses patient support programs to help patients with their disease journey. Such programs can include patient education on their disease, administration support of and adherence to treatment, managing side effects and navigating reimbursement processes. We also provide transportation assistance outside of the United States to medical appointments for mobility-impaired patients in certain countries. These

programs are in place in countries including Brazil, Colombia, Mexico, Peru and South Africa. In 2018, Amgen partnered with the Hellenic Society of Hematology to provide air transportation support for patients living on 17 remote islands in Greece to receive treatment at mainland medical centers of excellence.

## Science Education

The Amgen Foundation is dedicated to advancing excellence in science education to inspire the next generation of innovators and has donated nearly \$150 million to advancing science education globally. The Amgen Foundation's initiatives to improve access to science education globally include [LabXchange](#), a partnership with Harvard University, and our collaboration with the [Khan Academy](#). See the [Community](#) section of this report for more information on Amgen's efforts to advance science education.



# ACCESS TO MEDICINE

## Product Donations

We believe that donations of medicine can play a role in meeting an immediate need for patients in LMICs who cannot currently afford biologic medicines. We are therefore committed to finding opportunities to partner with organizations that can meet the unique challenges of distributing and delivering donated biologic medicines in parts of the world with limited access to these medicines.

## R&D, Manufacturing and Distribution

The growing burden of noncommunicable diseases is a pressing global health issue. Amgen medicines and drug candidates in research address noncommunicable disease, such as cancer, cardiovascular disease, osteoporosis, migraines and kidney disease with high prevalence in LMICs.

**Investment in Biosimilars:** Amgen is a leader in developing and manufacturing biosimilars that will enable us to provide more affordable treatment options for patients around the world suffering from certain types of cancers, inflammatory conditions or rare genetic disorders. Three of our biosimilar medicines are listed on the World Health Organization's Model List of Essential Medicines,

demonstrating alignment with well-established global health needs. Recognizing the importance of regulatory systems to review biosimilar products, Amgen is working closely with a wide range of stakeholders to help middle-income countries establish regulatory frameworks to evaluate biosimilars and enable safe use of these potentially cost-saving therapies.

**Access to Investigational Medicines:** We have a process in place to provide access to therapeutics that are still in clinical trials to patients with serious diseases for which no alternate therapy exists. More information can be found on [www.amgen.com](http://www.amgen.com). In 2018, through a corporate donation, Amgen contributed \$2 million to the Lazarex Cancer Foundation's IMPACT (IMproving Patient Access to Cancer Clinical Trials) program, which is focused on improving patient enrollment, retention, minority participation and equitable access in oncology trials.



### TO LEARN MORE

about our biosimilars program, visit [www.amgenbiosimilars.com](http://www.amgenbiosimilars.com).



## PRODUCT DONATIONS TO SUPPORT CANCER CARE IN 18 COUNTRIES

In 2018, Amgen donated US \$93 million of NEUPOGEN® (filgrastim), Neulasta® (pegfilgrastim) and Vectibix® (panitumumab) to Direct Relief to serve approximately 7,400 low-income patients. Direct Relief distributes the medicines through a network of high-quality cancer hospitals and clinics across 18 low- and middle-income countries, including African countries such as Ethiopia, Ghana, Malawi, Senegal, Tanzania and Uganda.

"Direct Relief is deeply appreciative to Amgen for its leadership and initiative in providing critical treatments to underserved cancer patients globally," said Thomas Tighe, president and chief executive officer of Direct Relief. "Cancer patients who would otherwise not be able to access many important therapies will be able to receive these advanced biologic medicines."

# ACCESS TO MEDICINE

## Product Distribution

Product distribution can be challenging in LMICs that have less developed infrastructure. To reach patients in such countries, Amgen uses co-marketing agreements and distributors. Amgen is committed to improve mechanisms for distribution to make products available on a worldwide basis for patients suffering from grievous illness. Amgen also partners with nonprofit organizations, such as Direct Relief, to reach patients through product donations, an example being our 2018 donation for products serving cancer care highlighted in this section. When working with these partners, we support them in developing the capabilities needed to ensure that the transport, handling and administration of these biologic medicines will maintain the quality needed for treatment of patients.

*“Reaching patients around the world who can benefit from our therapies and enabling patient access to our products are integral components of Amgen’s mission and long-term strategy.”*

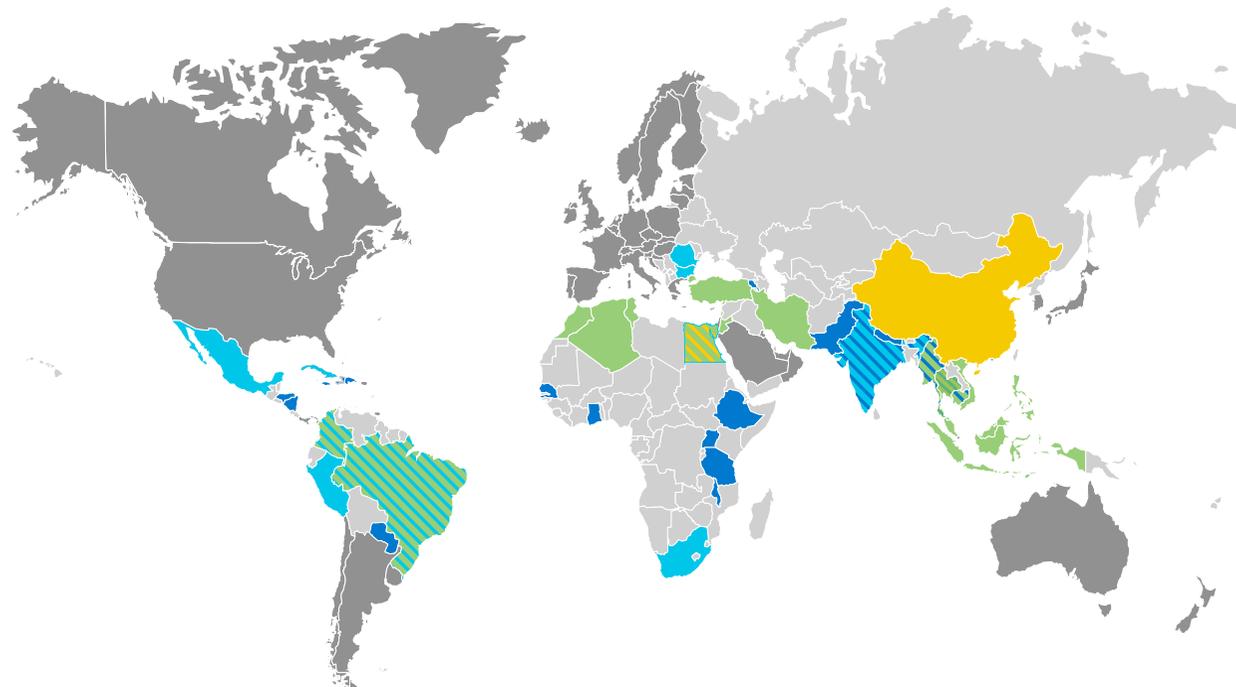
—CLAES HORNSTRAND, VICE PRESIDENT, GLOBAL VALUE, ACCESS AND POLICY



### FOR MORE INFORMATION

on Amgen’s [Access to Medicine](#) approach and the many ways we serve patients, please see [Access to Medicine, Our Approach to Pricing, Access and Affordability](#) and [Amgen’s Commitment to Patients](#) on [www.amgen.com](http://www.amgen.com).

## Amgen Access to Medicine Programs in Low- and Middle-Income Countries



### Pricing and Patient Support

China, Egypt, Thailand

### Product Donations

Armenia, Cambodia, Dominican Republic, Ghana, Honduras, India, Jamaica, Malawi, Nepal, Nicaragua, Pakistan, Paraguay, Senegal, Tanzania, Uganda

### Health System Strengthening

Brazil, Bulgaria, Colombia, Cuba, India, Mexico, Peru, Romania, Thailand

### R&D, Manufacturing and Distribution

Algeria, Brazil, Cambodia, Colombia, Egypt, Jordan, Indonesia, Iran, Lebanon, Malaysia, Morocco, Myanmar, Philippines, Thailand, Tunisia, Vietnam

Amgen has numerous programs to help patients access our medicines who otherwise couldn’t afford them. This map specifically shows Amgen’s programs to improve access to our medicines in certain low- and middle-income countries.

Low- and Middle-Income Countries (with no programs) High-Income Countries (programs not mapped)

# BUSINESS ETHICS

Doing the right thing is central to our mission to serve patients. At Amgen, doing the right thing means more than just following our compliance policies. It also means truly living the Amgen values, which include being ethical, trusting and respecting each other, ensuring quality and being science-based. 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.

## Compliance Governance

Our ethical culture starts at the highest levels of leadership and is integrated at every level of our business. To guide us, Amgen has created a tiered compliance governance structure, to ensure a company-wide commitment to compliance. The Corporate Responsibility and Compliance Committee (CRCC) of the board of directors has ultimate oversight for the company's compliance program. An internal Compliance Committee, chaired by Amgen's chairman and chief executive officer and comprised of Amgen's Operating Team, ensures Amgen's steadfast culture of compliance and business ethics are the foundation of the company's strategy, goals and objectives.

This Compliance Committee oversees the operations of a Compliance Council and ensures that compliance performance is part of executive management reviews. The Compliance Council, chaired by the chief compliance officer, is a cross-functional body that analyzes compliance obligations and activities, implements program improvements and provides information to the CRCC. The Compliance Council is comprised of senior level compliance professionals who are selected by the Compliance Committee to represent each functional area. The chief compliance officer, who reports directly to Amgen's chairman and chief executive officer and who oversees Amgen's Worldwide Compliance & Business Ethics Program, oversees the ongoing operations of the company's Compliance program and reports on the effectiveness of the program to the CRCC.

## Supporting and Reinforcing Our Compliance Culture

As Bob Bradway, our chairman and chief executive officer, reminds us, conducting ourselves in principled ways is core to our mission. There are no shortcuts. The Worldwide Compliance & Business Ethics Program facilitates Amgen's success by diligently partnering with functions across our business to create effective solutions within the framework of regulatory requirements in order to provide clear and practical rules and guidelines.

Amgen provides a framework for successful implementation of its compliance program based on core elements from the [OIG Compliance Program Guidance for Pharmaceutical Manufacturers](#), such as a designated compliance officer and compliance committee, written policies and procedures and providing effective training and education. We augment these elements with additional tenets we believe to be important, such as elevating compliance leadership to be an integral part of executive performance reviews.

These tenets are put into action through Amgen's [Code of Conduct](#) and [Business Conduct Hotline](#), compliance websites and training courses, Amgen's [compliance policies](#), guidance from managers and dedicated compliance professionals, internal monitoring and auditing and investigating detected problems, undertaking corrective actions and applying disciplinary measures where appropriate.



### FOR MORE INFORMATION

Visit [Business Ethics](#) on [www.amgen.com](#).

# BUSINESS ETHICS

## Promoting Ethical Business Practices

At Amgen, we understand that promoting a culture of compliance and ethical operations is a continuous process. So, in addition to our [Policies, Practices and Disclosures](#), we implement a wide range of activities and programs to promote ethical business practices.

In 2018, highlights of those activities included:

- Code of Conduct training completion by 100% of staff
- Global Ethics & Compliance Declaration Program, which calls for leaders in selected roles to execute an ethics and compliance engagement plan and sign an annual declaration

- Internal communications on business ethics, including an Ethics Quarterly Newsletter, targeted communications campaign on the topic of “Speaking Up” and internal Amgen portal on Ethical Leadership
- Manager trainings on special responsibilities for promoting and supporting ethical and compliant conduct
- Periodic surveys to measure employee perceptions of the compliance program and ethical culture

These activities serve to reinforce Amgen’s commitment to operating in a compliant and ethical manner.

*“At Amgen, maintaining a culture of integrity and ethics is critical to the success of our business. Our commitment to these values, as well as our focus on serving patients, ensures we make sound decisions that fulfill our responsibilities.”*

—CYNTHIA M. PATTON, SENIOR VICE PRESIDENT AND CHIEF COMPLIANCE OFFICER



### FOR MORE INFORMATION

Visit [How We Operate](#) on [www.amgen.com](#).



# BUSINESS ETHICS

## Supplier Sustainability and Supplier Diversity

As part of Amgen's commitment to sustainability and diversity, we require our suppliers to conduct their business in alignment with our mission and values. Amgen's Supplier Sustainability Program is not only focused on suppliers' commitment to quality, cost and reliability but also on a wide range of sustainability and social responsibility considerations, such as business ethics, labor and human rights and environmental impacts.

Amgen, through a third-party service, annually assesses and monitors sustainability performance of key suppliers and continues to expand the program, reflecting our global growth. This annual assessment provides Amgen insights into our suppliers' sustainability-related activities and facilitates a dialogue with suppliers about opportunities to further enhance or focus their sustainability activities.

In the area of conflict minerals, Amgen will continue to seek to identify, reduce and ultimately eliminate the use of conflict minerals—those that directly or indirectly finance or benefit armed groups in the Democratic Republic of the Congo and surrounding countries—in its products. The identification of potential use of conflict minerals in our supply chain is integrated into our Supplier Sustainability Program.

Amgen also has a Supplier Diversity Program that is designed to provide opportunities to small and diverse businesses. One of the key efforts within our Supplier Diversity Program is participation in events that are designed as a platform for connecting corporations with small and diverse businesses. Amgen is a corporate member of various national and local organizations that support supplier diversity, such as the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), Diversity Alliance for Science (DA4S), Diversity: IN and National LGBT Chamber of Commerce (NGLCC). Supplier Diversity professionals at Amgen are actively serving on the board of directors and various committees of the above-mentioned organizations. Amgen's Supplier Diversity Program leader Jinus Moghbeli Pashai is the current president of Diversity Alliance for Science and was recognized as the Spirit of Diversity Award recipient by Southern California Minority Supplier Development Council (SCMSDC) in 2018.



### FOR MORE INFORMATION

Visit [Supplier Sustainability](#) in Responsibility on [www.amgen.com](http://www.amgen.com).

# COMMUNITY

Amgen is a values-based company, engaged in discovering and developing medicines for patients with serious illnesses. By extension, Amgen, along with our philanthropic arm the Amgen Foundation, contributes to the greater good in communities around the world.

The Amgen Foundation, the main channel for Amgen's corporate philanthropy efforts, has helped to make the excitement of the sciences, the promise of science, technology, engineering and mathematics (STEM) education and the provision of essential social services more accessible to members of our communities. To date, the Foundation has contributed more than \$300 million to local, regional and international nonprofit organizations that reflect Amgen's core values and complement the company's dedication to positively impacting lives.

## Support of Science Education

The Amgen Foundation is primarily focused on inspiring the scientists of tomorrow and advancing scientific literacy. The Foundation advances this vision through a number of hands-on and virtual experiences for students and teachers. The Foundation is especially committed to reaching diverse and underserved populations that might not otherwise have access

to scientific education and resources. The following are highlights of existing and new science education programs for 2018:

- The Amgen Foundation became the founding sponsor of the new **LabXchange online platform**, awarding \$6.5 million to Harvard University to develop, launch and grow this platform [that increases student access to online lab-based learning](#). Amgen scientists will play key advisory roles to enhance the impact of the platform with a virtual lab that integrates dynamic experimental simulations with background curriculum and social networking.
- **The Amgen Scholars Program** expanded with a new four-year, \$21 million commitment, bringing the program to a total of 24 elite institutions across the United States, Europe, Asia and, for the first time, Australia and Canada. Through a 16-year, \$74 million commitment from the Amgen Foundation, Amgen Scholars enables young scientists from across the globe to engage in cutting-edge research experiences and learn more about biotechnology and drug discovery. For the past two years, 30 percent of Amgen Scholars have self-reported as being Pell Grant recipients.
- **The Amgen Biotech Experience**, now available in 20 regions around the world, has reached nearly 700,000 students, 1,500 teachers and 850 schools

since its inception almost 30 years ago. The program empowers teachers to bring biotechnology into their classrooms by providing hands-on molecular biology curricula, tools and professional development training.

- Nearly 200 educators participated in an Amgen Foundation-sponsored webinar from **Khan Academy**. As a Science Partner of Khan Academy, the Amgen Foundation has provided \$3.7 million in funding to date, contributing to the creation of more than 300 videos, 123 deep practice exercises and 243 articles on the topic of biology. The free, online resource provides access to educational content in multiple subjects, including biology, to 70 million users across more than 190 countries.



# COMMUNITY

- The Amgen Foundation provided a \$100K grant to advance STEM priorities for **Teach For All** network partners in Brazil, Colombia and Mexico. Teach For All is a global network of 48 independent, locally led and governed partner organizations that each work to recruit and develop promising future leaders to teach in their nations' under-resourced schools and communities.
- Along with the Carnegie Corporation of New York, the Amgen Foundation sponsored a major new [National Academies report](#) on how investigation and design can improve student learning in science and engineering.

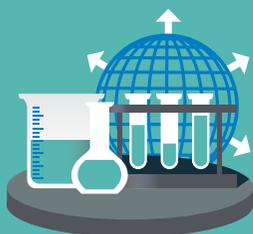
Details of these and other Amgen Foundation-sponsored programs that improve access to science education around the world can be found on [www.amgeninspires.org](http://www.amgeninspires.org).

## Supporting Communities Around the World

In addition to the strategic science education programs developed and implemented by the Amgen Foundation, Amgen and Amgen staff contribute to a variety of charitable organizations and efforts throughout the world.

A major highlight of Amgen's charitable giving in 2018 was a joint initiative in which we donated \$93 million worth of Amgen cancer treatments and supportive care medicines for distribution to patients in 18 developing countries through the nonprofit organization Direct Relief. This is in addition to the programs Amgen provides to support access to our medicines for clinically and financially eligible patients in the United States (through the Amgen Safety Net Foundation) and abroad. See the [Access to Medicine](#) section for more information on these efforts.

The Amgen Foundation provides programs and resources to empower individual Amgen staff in their charitable giving. These programs include Amgen Volunteers, through which volunteering by staff in the United States and Puerto Rico triggers a donation from the Amgen Foundation, a Matching Gifts Program, which provides a 1:1 match for staff donations to eligible nonprofit organizations from \$50 up to \$20,000 annually per staff member, and Amgen Impact Day, which gives all full- and part-time regular active staff members up to eight hours of paid time off per calendar year to volunteer in support of an effort of their choice. Staff donations plus matching funds from the Amgen Foundation totaled \$4 million in 2018. Staff volunteered more than 19,000 recorded hours overall in 2018.



7 MILLION+  
STUDENTS

reached through compelling hands-on and virtual experiences in science



# COMMUNITY

As a multifaceted, global company, Amgen's charitable giving efforts are numerous and diverse. Some of the many and varied global charitable efforts in 2018 included:

- Support by our site in Canada of the Advanced Coronary Treatment Foundation, which has provided free, life-saving CPR and defibrillator skills to 4.2 million youth at 1,790 high schools across the country
- Collection and donation of aluminum can tabs by staff at our Singapore manufacturing site to be made into prosthetic limbs by the [Prostheses Foundation of H.R.H. the Princess Mother](#), an NGO that collects and processes these tabs in combination with other strong metals to produce prosthetic legs that are provided to amputees of all races and religions free of charge
- Nearly 100 percent participation by staff at our manufacturing site in Dun Laoghaire, Ireland, in their Helping Hands staff philanthropy program
- A 500-kilometer bike ride from London to Paris by 15 dedicated riders from our Dublin, Uxbridge and Cambridge offices over four days in September, raising more than £25,000 for myeloma research

We were proud to be recognized with the Corporate Social Responsibility Program of the Year award for a second year in a row by the Ireland Pharma Industry organization.

## Responding to Crisis and Recovering From Disasters

2018 was a year that tested the resolve of many Amgen staff. The community of our global headquarters, Thousand Oaks, California, was impacted with a mass shooting at a local establishment and with fires that erupted in the surrounding hills and burned for many days. Amgen's strong and supportive culture shone through as staff rose in support of the Thousand Oaks community.

Many staff gave blood to local hospitals and wrote hundreds of cards and notes to victims of disaster, both within the company and in the community. Some staff, trained in emergency first response, served as volunteers in local areas impacted by the fires.

After the shooting tragedy, the Amgen Foundation made a direct donation of \$250,000 to the Ventura County Community Foundation for the Conejo Valley Victims Fund to support the victims, families and

organizations providing help. The Amgen Foundation then pledged \$500,000 to support victims of the local wildfires in Ventura and Los Angeles counties. Staff made additional donations through the Amgen Disaster Relief program totaling nearly \$105,000 of support in response to these tragic circumstances, which were also matched by the Amgen Foundation's Disaster Relief Matching Gifts program.



# COMMUNITY

## *Puerto Rico Se Levanta: Puerto Rico Rises*

In 2018, Puerto Rico, home to Amgen's largest manufacturing facility, continued its slow recovery from Hurricane Maria, which devastated the island in the fall of 2017. Directly following the disaster, Amgen committed \$3 million in immediate relief, which went to the International Medical Corps, Direct Relief, Americares, the CDC Foundation, the Puerto Rico Community Foundation and the American Kidney Fund. Amgen also committed up to \$2 million to support recovery efforts.

In 2018, Amgen Foundation representatives met with members of the Puerto Rican government to determine the most strategic and impactful ways to focus its \$2 million commitment to recovery and rebuilding in Puerto Rico. Through this coordinated work, the Foundation directed the first \$1 million toward the reconstruction of educational institutions in Amgen's hometown of Juncos: the **Juana Sánchez Montessori School**, **Roberto Silva School** and **Pedro Bosh School**. The Foundation also provided a grant to the **Mayagüez and Humacao campuses of the University of Puerto Rico** to rebuild and improve student science laboratories and academic facilities.

The Foundation will continue this strategic process to distribute the remaining dedicated funds toward recovery efforts.

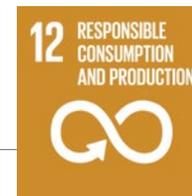
The hurricane had lasting impacts not only to major institutions in Puerto Rico but also to staff, their families and their communities. Staff at our site in Juncos along with Amgen's Government Affairs team coordinated a community relief effort in partnership with SOMOS, Inc. and members of the New York State Assembly that helped more than 40 families in the La Hormiga sector, an isolated area in Juncos that was severely impacted by the hurricane. Amgen staff and their family members made an [especially strong showing](#) for the International Coastal Cleanup volunteering event in September.

*"Amgen's philanthropic efforts have expanded along with the company's growing presence around the world. We are proud to bring the promise of science education and numerous community support programs to more people."*

—EDUARDO CETLIN, PRESIDENT AMGEN FOUNDATION AND HEAD OF PHILANTHROPY



# ENVIRONMENT



At Amgen, we have a strong commitment to environmentally sustainable operations and have met three of our 2020 targets ahead of schedule. The 2020 targets are our second set of environmental targets since 2008. We integrate sustainable practices throughout our business in alignment with our 2020 Environmental Sustainability Plan. Our staff work to reduce Amgen’s environmental footprint through strategic thinking, technology and sustainable practices. We have demonstrated that environmentally sustainable operations benefit our overall operations.

### Our Targets

We set our 2020 environmental targets by establishing reduction quantities based on our 2012 baseline performance. We have created a portfolio of projects and initiatives that we implement to achieve the targeted reductions. We track progress toward our targets through verified results from these improvement projects, without influence from growth or contraction in our business. With achievement of all of our 2020 targets on the horizon, in 2018 we began preparing for our next set of environmental targets.

### 2020 Target

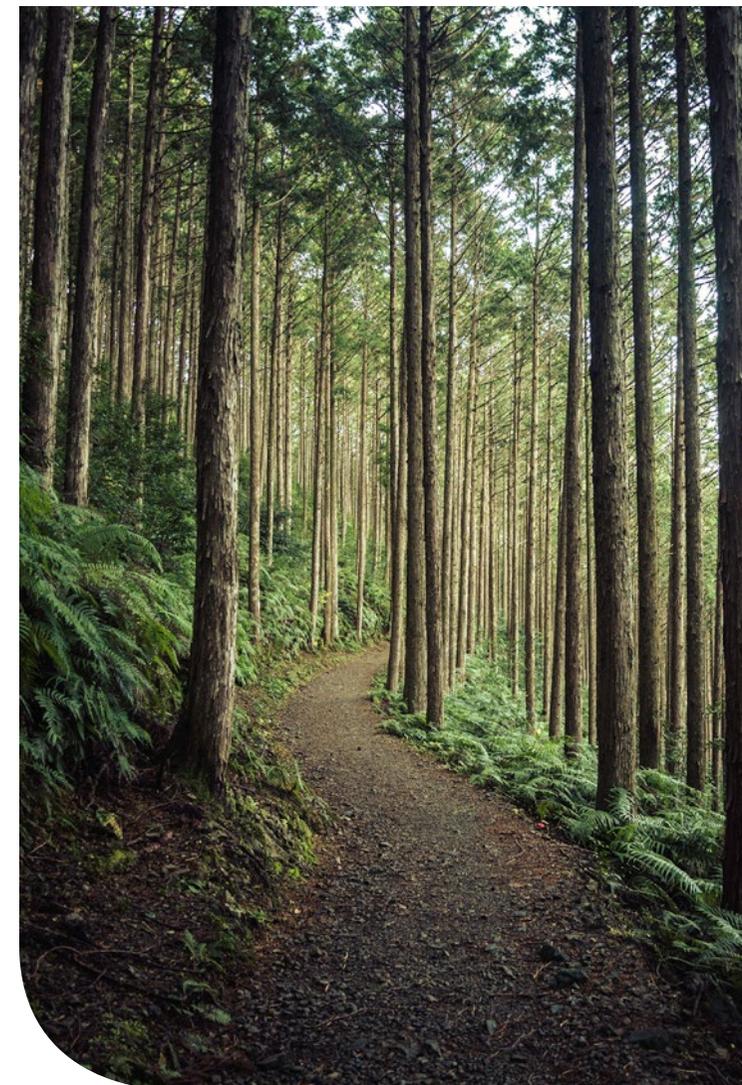
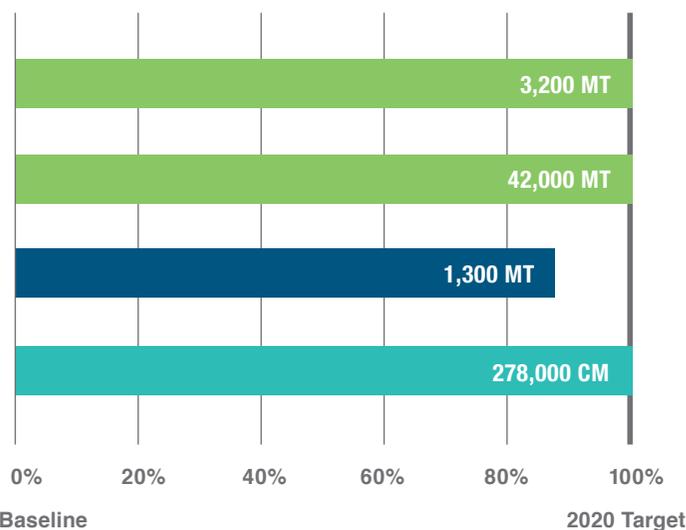
### Progress Through 2018

**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



# ENVIRONMENT

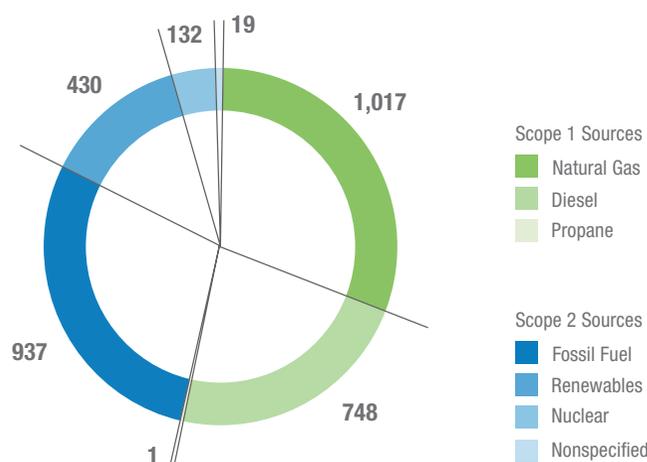
## Reducing Carbon Through Energy Conservation

Amgen implements a comprehensive carbon reduction strategy that encompasses strategic elimination of energy use, increasing energy efficiency and increasing the proportion of energy used from renewable and alternative sources. We complete projects and incorporate innovations that provide substantial returns for both energy savings and carbon reduction across our network of facilities around the world. We have realized savings of \$30 million in operating costs annually and reduced carbon emissions by 126,000 metric tons (MT), or 30 percent, from 2007 through 2018, by implementing energy conservation and carbon reduction projects. In addition to operations-

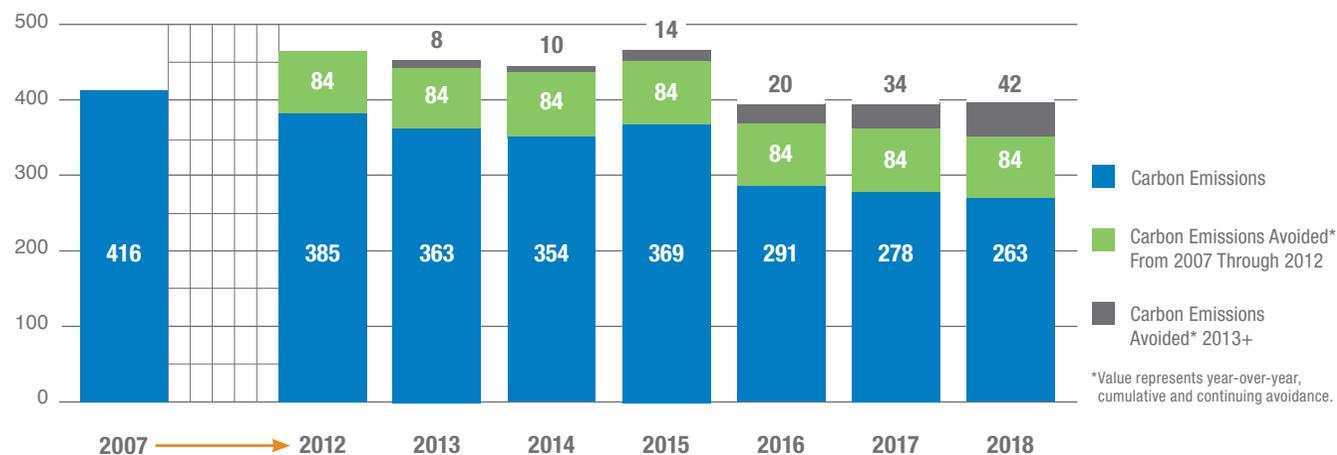
based projects, we also take steps to reduce carbon output from our business by encouraging alternative methods of commuting to work, such as carpooling and providing electric vehicle charging stations at some facilities. At the end of 2018, we had exceeded our 2020 carbon targets for fleet vehicles and facility operations. We are continuing to work through our portfolio of identified carbon reduction opportunities for 2019 as we finalize our next generation of environmental targets.

Highlights of our energy and carbon program in 2018 include:

- Expansion of our smart and integrated facility monitoring system to six Amgen sites. This award-winning system has helped our engineers identify conservation opportunities that reduced 83,000 gigajoules (GJ) of energy, reduced 5,400 MT of carbon and saved \$1.3 million.
- Installation of latest-generation, high-efficiency chillers at our site in Ireland are conserving 2,700 GJ of energy per year and reducing 315 MT of carbon.
- Optimization of the heating, ventilation and air conditioning system at our laboratories in San Francisco resulted in annualized savings of 28,600 GJ of energy and 1,300 MT of carbon and saved \$418,000.



2018 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

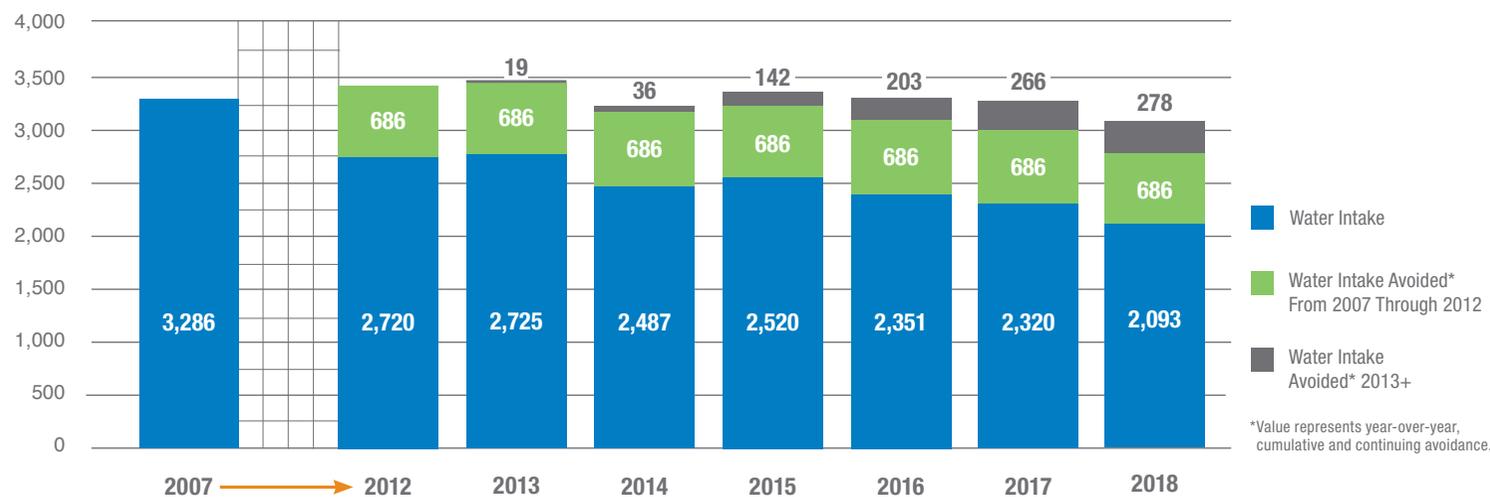
## Conserving a Precious Resource

We strive to conserve water—a vital component in the manufacture of our medicines. We have developed water-saving practices and strategic projects based on assessments of our water use and available opportunities for conservation. Our total water use company-wide in 2018 decreased from 2017. Water conservation projects implemented in 2018 resulted in an additional 12,300 cubic meters (CM) of annual water reduction to achieve a total reduction in water use of 278,000 CM since establishing our 2020 targets.

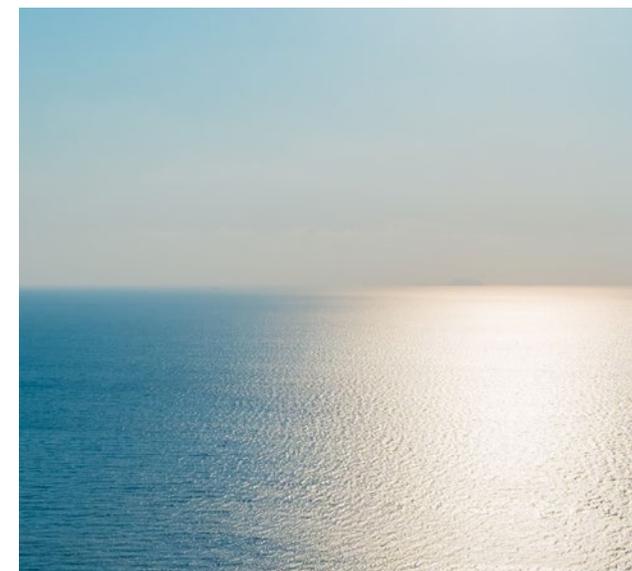
We have reduced annual water usage through projects eliminating 964,000 CM, or 29 percent, since 2007. As of the end of 2018, we have exceeded our 2020 target for water conservation. We are continuing to work through our portfolio of identified water reduction opportunities for 2019 as we finalize our next generation of environmental targets.

Highlights of our water conservation program in 2018 include:

- Ongoing use of next-generation biomanufacturing technologies that reduce the volume of water required to maintain manufacturing equipment and spaces
- Conservation of approximately 6,000 CM of water per year, resulting from a systems cooling tower upgrade



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



# ENVIRONMENT

## Increasing Recycling, Reducing Waste

We strive to recycle and eliminate waste within the constraints of our regulated biopharmaceutical business and availability of municipal services. Our staff have identified and implemented innovative, creative ways to reduce and eliminate waste, including practices to increase recycling of plastics used in manufacturing, changing packaging and shipping systems and increasing composting. Total waste generation company-wide decreased slightly in 2018 compared with 2017. Waste reduction projects implemented in 2018 resulted in an additional 259 metric tons (MT) of

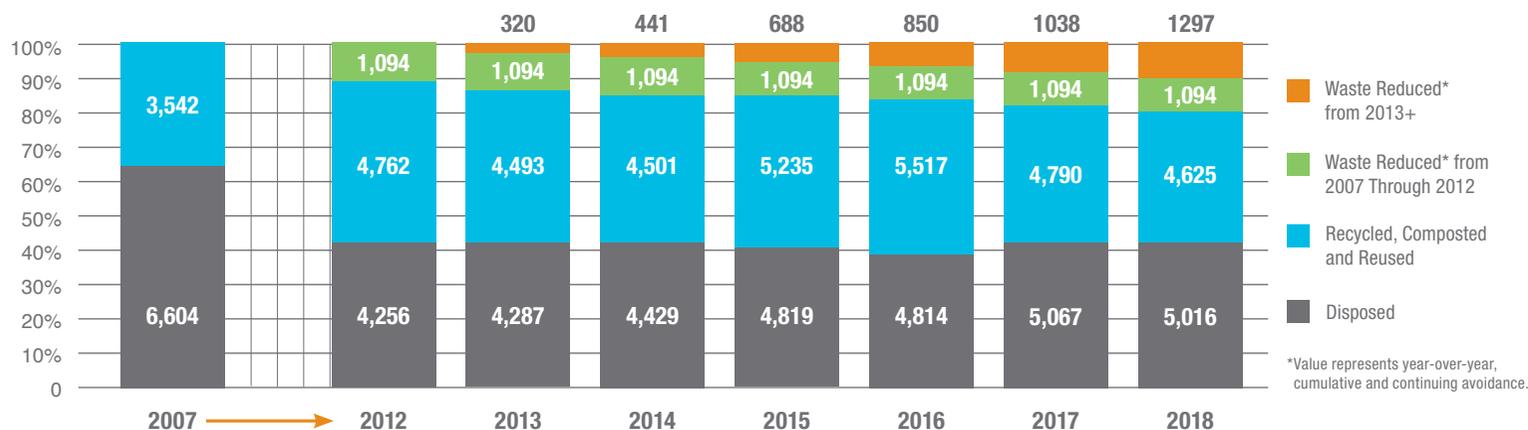
annual waste reduction to achieve a total of 1,297 MT since establishing our 2020 targets. We have reduced annual waste generation through projects eliminating 2,400 MT, or 24 percent, since 2007.

Highlights of our waste reduction and recycling program for 2018 include:

- Expansion of our program to recycle plastics used in labs and manufacturing at our Cambridge, Massachusetts, research facility. Overall, this program, in place at three of our sites, diverted 468 MT of these plastics from the landfill and repurposed

them for industrial uses, including benches in use at these sites.

- In 2018, our use of reusable packaging systems reduced solid waste by 98 percent compared to using disposable packaging systems associated with our clinical shipments. While this does not directly impact Amgen's waste generation, it does help to reduce waste generated at locations where these medicines are shipped.



Routine Waste by Waste Hierarchy (MT)



# ENVIRONMENT

## Sustainable by Design

In line with our 2020 Environmental Sustainability Plan, we've integrated environmentally sustainable practices throughout our complex, global business.

## Data Science Approach to Energy

### Conservation Evolves

Amgen is a pioneer in our industry in the use of a data collection and monitoring system to assess performance of the utilities that consume the most energy in our buildings. This system, an Association of Energy Engineers 2017 Energy Project of the Year award winner, allows us to collect and scan hundreds of thousands of data points from utilities, such as heating, ventilation and air conditioning. This form of artificial intelligence helps us spot inefficiencies and problems with utilities and identify opportunities to make fixes and improvements that lead to large energy, water and financial savings. In implementation since 2016, the longer we use this system, the more we learn. The opportunities we have identified through 2018 have resulted in conservation of 189,000 gigajoules of energy and reductions of 12,000 metric tons of carbon.

## A Reusable Shipping Solution for Amgen's Precious Cargo

Amgen medicines are precious cargo that require specialized packaging to maintain specific temperatures and product quality when they are shipped for distribution to patients. To create superior temperature controls and to reduce packaging waste from disposable packaging systems, Amgen implemented a system using reusable packaging cubes. These durable systems—in use in more than 90 percent of our clinical network and in 5 percent of our commercial network as of the end of 2018—can be reused multiple times, which makes them far more environmentally friendly. In 2018, through this innovative approach, Amgen reduced solid waste that would have formerly been generated at locations receiving the medicine.

## Collaborating With the Community to Expand Composting

In 2018, Amgen stepped up its commitment to the practice of composting at its Thousand Oaks, California, headquarters. Amgen staff worked with the city of Thousand Oaks and the city's franchise waste hauler to evaluate compost infrastructure and expand composting services in the community. As a result of this collaboration and service expansion, Amgen is

evaluating the feasibility of significantly expanding its compost program at the Thousand Oaks location. To raise awareness about composting among staff, we created and installed a demonstration garden and compost site where we are composting landscape waste and coffee grounds from break rooms for use as a soil amendment on adjacent plants and trees.

"I am pleased that we have been able to elevate the visibility of sustainability among our Thousand Oaks staff and also engage with the city to improve services that will help us make greater progress towards our environmental targets. We continually search for ways to become a more environmentally friendly company," said Margaret Faul, vice president, Drug Product.



# WORKPLACE

**Amgen aspires** to be the world's best human therapeutics company. In support of this goal, we place significant value on fostering and enabling growth for staff, both personally and professionally. We are committed to providing a safe, healthy, innovative and diverse work environment for our staff.

## Building a Culture of Diversity and Inclusion

At Amgen, we have long understood the importance of creating an environment in which people from diverse backgrounds can do great things together. Our first product, EPOGEN®, was discovered in 1983 by a team led by a young Taiwanese immigrant to the United States named Fu-Kuen Lin. Our first patent was awarded in 1985 to Dr. Margery Nicolson, a trailblazing female scientist and researcher, helping to pave the way for NEUPOGEN®, Amgen's second product. Today, 52 percent of our staff globally are women, and 35 percent of our staff in the United States are minorities.

With the firm belief that an environment of inclusion fosters innovation and drives our ability to serve patients, in 2018 we expanded our approach to creating a diverse and inclusive work environment. We set new goals and have implemented a strategy to leverage our diversity and create a more inclusive workplace. Globally, we have prioritized increasing the percentage of women in management and executive roles. In the United States, we are also focused on increasing the percentage of African Americans in scientific positions and the percentage of African Americans and Hispanics in executive director and above roles. In addition, we are looking for ways to increase the participation of disabled persons and veterans in our workforce.

We have an Executive Diversity & Inclusion (D&I) Council that is chaired by our CEO, Bob Bradway, and is composed of his direct reports. Each member of the Executive D&I Council has a sponsorship role with the company's nine Employee Resource Groups (ERGs), in which approximately 4,000 staff members participate. In 2018, the ERGs evolved from a site-based to a global program, with

local chapters at Amgen's sites around the world. This new structure is meant to amplify the program's reach among staff across the globe and allow for program consistency and scale.

In addition to our new D&I structure, we reinforced our D&I program with a number of panels, leadership forums, workshops and small-group sessions in 2018 aimed at building bridges, increasing communication and broadening perspectives. With topics that included "Race in the Workplace" and "Courageous Conversations," these forums were intended to raise awareness of the importance of diversity and an inclusive environment and better integrate diverse people and viewpoints at Amgen.



# WORKPLACE

## A Commitment to Diversity Extends Beyond the Workplace

We are also committed to improving equity in society, particularly at the intersection of healthcare and diversity. In 2018, through a corporate donation, Amgen contributed \$2 million to the Lazarex Cancer Foundation's IMPACT (IMproving Patient Access to Cancer Clinical Trials) program, which is focused on improving patient enrollment, retention, minority participation and equitable access in oncology trials. We are also working to bring Science, Technology, Engineering and Math (STEM) resources to diverse and low-income student populations in the United States and in developing nations in the world through online and in-the-classroom programs. You can learn more about these efforts in the [Community](#) and [Access to Medicine](#) sections of this report.

*"All of us have such an important role to play in shaping a culture that shows trust and respect for all and demonstrates our true belief in the strength we have in our diversity. It is through our collective actions, large and small, that we will continue to do our best to serve patients."*

—ROBERT A. BRADWAY, CHAIRMAN AND CHIEF EXECUTIVE OFFICER

## Our Culture of Safety

We embrace our culture of safety and, in doing so, protect one of our greatest assets—our staff. We strive to integrate safety throughout our business processes. We are building a culture of reliability and resilience based on a foundation of established safety management practices supported by the latest research in behavioral safety. As of 2018, all of our manufacturing sites are using a behavior-based safety approach, focused on reinforcing desired safety behaviors and diminishing unsafe behavior through the practice of positive reinforcement. We implemented a revitalized campaign to focus on safety behaviors across the organization, looking not only at how we work but also how we get around day to day, such as driving and walking in parking structures on our campuses.

In addition to our safety programs and campaigns, we also set goals and measure against them. In 2018, we set a safety goal of 0.27 incidents or less per 100 staff. Though we fell short of meeting that goal (with a rate of 0.41), we continue to focus on new and improved ways to promote staff safety. We surpassed our goal for contractor safety of 0.7 incidents or less per 100 contractors, ending the year with a rate of 0.42. This was a marked improvement over our 2017 rate of 0.73.

At our annual Safety Summit, which brings together leaders from Research and Development (R&D) and Operations, we were proud to host Dr. Scott Geller, Alumni Distinguished Professor of Psychology at Virginia Tech. A world-renowned safety expert, he spoke to our leadership on his research involving the concept of "Actively Caring." Leaders incorporated Dr. Geller's safety leadership principles as part of their annual safety plans for 2019.

*"Evolving into a safety culture of resilience requires engagement at all levels so that looking out for each other is what we instinctively do."*

—DAVID REESE, EXECUTIVE VICE PRESIDENT, RESEARCH AND DEVELOPMENT



# WORKPLACE

## Wellness and the Work Environment

### [We empower staff to pursue healthy lifestyles,](#)

providing access to health promotion resources and facilities, including fitness facilities and memberships, healthy eating options and many wellness-oriented promotions and events throughout the year.

Our science-based healthy eating and movement program for staff intersects with our innovative activity-based office and lab design model. In 2018, we completed the rollout of this design model at our Thousand Oaks, California, world headquarters. Globally, renovations and new building construction are adopting this design approach. Our activity-based workspaces contain abundant natural light for all occupants and a choice of flexible work areas with ergonomic equipment adapted to the variety of tasks staff perform throughout the day. This combination of state-of-the-art technology and flexible working environment is intended to foster innovation and collaboration with a focus on quick decision-making.

As an extension of our focus on a healthy workplace culture, CEO Robert Bradway is a member of the American Heart Association (AHA) CEO Roundtable, a leadership collaborative of more than 35 CEOs dedicated to improving cardiovascular health in their workplaces and in local communities. The CEO Roundtable is helping to scale up evidence-based standards and best practices to support the AHA's goal of achieving a 20 percent improvement in the cardiovascular health of all Americans by 2020. In 2018, Amgen was recognized with the AHA's Gold Level Workplace Health Achievement award.

## Workplace Accolades

Amgen earned a number of [prestigious recognitions](#) for workplace culture in 2018, including achieving 100 percent on Human Rights Campaign's Corporate Equality Index and inclusion in *Fortune* magazine's Most Admired Companies; *Forbes* magazine's Best Large Employers, Best Employers for Diversity and Best Place for Millennials lists for 2018; *Forbes* Magazine and Just Capital's "JUST 100" America's Most Just Companies; and CareerBliss Happiest Companies in America.



# 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 determining what and how we report externally, Amgen considers a wide range of international standards and guidelines, including those developed by the Global Reporting Initiative, CDP (formerly Carbon Disclosure Project), Sustainability Accounting Standards Board (SASB), the United Nations Global Compact and Sustainable Development Goals (SDGs). Since there is no single, universally accepted standard for reporting, Amgen has aligned the communication in this report with the

most global of guidelines: the United Nations Global Compact and Sustainable Development Goals. Throughout this report, there are references to the relevant SDGs, and within this section there is a table showing alignment with the Global Compact. In addition to this report, we communicate additional information through our corporate website:

- [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](#)
- Responses to [CDP](#) climate change and water surveys
- [Environmental data](#)

Our environmental data include annual reporting on our overall energy and carbon, water, waste and sales fleet fuel efficiency performance. We include data gathered from 16 manufacturing, research and development and distribution facilities in North America, South America, Eurasia, Asia and Europe, representing approximately 88 percent of our operations—based on our facilities' square footage. The remaining square footage includes primarily administrative offices. Recently acquired facilities are outside the scope of our reporting. Our 2018 environmental and safety data have undergone limited assurance by Bureau Veritas North America.

## Selected Company Performance Data

Type	Unit	2007	2012	2013	2014	2015	2016	2017	2018
Total Energy (i)	1,000 GJ	4,341	3,849	3,817	3,706	3,812	3,535	3,709	3,284
Total Carbon From Energy (i)	1,000 MT CO <sub>2</sub> Eq	416	385	363	354	369	291	278	263
Total Water Withdrawal (i)	1,000 CM	3,286	2,720	2,725	2,487	2,520	2,351	2,320	2,093
Total Routine Waste (i)	MT	10,146	9,018	8,780	8,929	10,054	10,330	9,856	9,642
Environmental Notices of Violation (NOVs) (ii)	1 NOV	8	2	2	6	1	1	1	3
Staff Injury and Illness Rate	Incidents per 100 workers	0.81	0.56	0.57	0.42	0.37	0.44	0.36	0.41
Staff Lost Day Case Rate	Incidents per 100 workers	0.25	0.17	0.11	0.12	0.12	0.14	0.13	0.14
Amgen Staff (FTE)	People	17,500	17,900	20,000	17,900	17,900	19,200	20,800	21,500
Net Sales	\$ Millions	14,311	16,639	18,192	19,327	20,944	21,892	21,795	22,533
Non-GAAP Net Income (iii)	\$ Millions	4,804	5,119	5,814	6,700	7,954	8,785	9,246	9,573
Non-GAAP R&D Expenses (iii)	\$ Millions	3,064	3,296	3,929	4,121	3,917	3,755	3,482	3,657

For additional environment, safety and financial performance data, please see [www.amgen.com](http://www.amgen.com).

# REPORTING

## Data Notes

i) Please see Responsibility/Environment on www.amgen.com for an Independent Verification Statement for this data. Amgen has included data from 16 facilities covering energy and carbon, water and waste. The facilities represent approximately 88 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.; 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 and Cambridge, United Kingdom; São Paulo, Brazil; Yenibosna and Sekerpinar, Turkey; and Tuas, Singapore. This includes leased buildings where we have operational control over building infrastructure, including utilities.

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

iii) Amgen Inc. Generally Accepted Accounting Principles (GAAP) to non-GAAP Reconciliations (In millions) (Unaudited)

	Years ended December 31,							
	2018	2017	2016	2015	2014	2013	2012	2007
<b>GAAP research and development expenses</b>	\$ 3,737	\$ 3,562	\$ 3,840	\$ 4,070	\$ 4,297	\$ 4,083	\$ 3,380	\$ 3,266
<b>Adjustments to research and development expenses:</b>								
Acquisition-related expenses (a)	(78)	(77)	(78)	(89)	(124)	(142)	(50)	(100)
Certain charges pursuant to our restructuring and other cost savings initiatives (b)	(2)	(3)	(7)	(64)	(49)	-	(12)	(19)
Stock option expense	-	-	-	-	(3)	(12)	(22)	(83)
<b>Total adjustments to research and development expenses</b>	<b>(80)</b>	<b>(80)</b>	<b>(85)</b>	<b>(153)</b>	<b>(176)</b>	<b>(154)</b>	<b>(84)</b>	<b>(202)</b>
<b>Non-GAAP research and development expenses</b>	<b>\$ 3,657</b>	<b>\$ 3,482</b>	<b>\$ 3,755</b>	<b>\$ 3,917</b>	<b>\$ 4,121</b>	<b>\$ 3,929</b>	<b>\$ 3,296</b>	<b>\$ 3,064</b>
<b>GAAP operating income</b>	<b>\$ 10,263</b>	<b>\$ 9,973</b>	<b>\$ 9,794</b>	<b>\$ 8,470</b>	<b>\$ 6,191</b>	<b>\$ 5,867</b>	<b>\$ 5,577</b>	<b>\$ 3,980</b>
<b>Adjustments to operating income:</b>								
Acquisition-related expenses (a)	1,557	1,594	1,510	1,377	1,546	986	470	1,016
Certain charges pursuant to our restructuring and other cost savings initiatives (b)	12	88	37	114	596	71	347	739
Expense/(benefit) related to various legal proceedings	-	-	105	91	(3)	14	64	34
Stock option expense	-	-	-	-	16	34	59	181
Expense resulting from clarified guidance on branded prescription drug fee (c)	-	-	-	-	129	-	-	-
Other	25	3	-	-	-	-	-	120
<b>Total adjustments to operating income</b>	<b>1,594</b>	<b>1,685</b>	<b>1,652</b>	<b>1,582</b>	<b>2,284</b>	<b>1,105</b>	<b>940</b>	<b>2,090</b>
<b>Non-GAAP operating income</b>	<b>\$ 11,857</b>	<b>\$ 11,658</b>	<b>\$ 11,446</b>	<b>\$ 10,052</b>	<b>\$ 8,475</b>	<b>\$ 6,972</b>	<b>\$ 6,517</b>	<b>\$ 6,070</b>
<b>GAAP net income</b>	<b>\$ 8,394</b>	<b>\$ 1,979</b>	<b>\$ 7,722</b>	<b>\$ 6,939</b>	<b>\$ 5,158</b>	<b>\$ 5,081</b>	<b>\$ 4,345</b>	<b>\$ 3,078</b>
<b>Adjustments to net income:</b>								
Adjustments to operating income	1,594	1,685	1,652	1,582	2,284	1,105	940	2,090
Adjustments to other income (d)	(68)	-	-	-	-	34	140	219
Income tax effect of the above adjustments (e)	(362)	(538)	(525)	(496)	(717)	(376)	(329)	(491)
Other income tax adjustments (f)	15	6,120	(64)	(71)	(25)	(30)	23	(92)
<b>Total adjustments to net income</b>	<b>1,179</b>	<b>7,267</b>	<b>1,063</b>	<b>1,015</b>	<b>1,542</b>	<b>733</b>	<b>774</b>	<b>1,726</b>
<b>Non-GAAP net income</b>	<b>\$ 9,573</b>	<b>\$ 9,246</b>	<b>\$ 8,785</b>	<b>\$ 7,954</b>	<b>\$ 6,700</b>	<b>\$ 5,814</b>	<b>\$ 5,119</b>	<b>\$ 4,804</b>

(a) The adjustments related primarily to noncash amortization of intangible assets acquired in business combinations. For the years ended December 31, 2018 and 2017, the adjustments to operating income also included impairments of intangible assets acquired in business combinations.

(b) The adjustments related to headcount charges, such as severance, and to asset charges, such as asset impairments, accelerated depreciation and other charges related to the closure of our facilities.

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

(d) For the year ended December 31, 2018, the adjustment related to the net gain associated with the Kirin-Amgen share acquisition. For years ended December 31, 2012 and 2007, the adjustments related primarily to noncash interest expense associated with our convertible notes.

(e) 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.

(f) The adjustments related to certain acquisition items and prior-period items excluded from GAAP earnings. For the year ended December 31, 2017, the adjustment related primarily to the impact of U.S. Corporate tax reform, including the repatriation tax on accumulated foreign earnings and the remeasurement of certain net deferred and other tax liabilities.

### Amgen Inc. Reconciliation of GAAP to non-GAAP Financial Measures

The non-GAAP financial measures are derived by excluding certain amounts, expenses or income, from the corresponding financial measures determined in accordance with GAAP. The determination of the amounts that are excluded from these non-GAAP financial measures is a matter of management judgment and depend upon, among other factors, the nature of the underlying expense or income amounts recognized in a given period. Historically, management has excluded the following items from these non-GAAP financial measures, and such items may also be excluded in future periods and could be significant:

- Expenses related to the acquisition of businesses, including amortization and/or impairment of acquired intangible assets, including in-process research and development, adjustments to contingent consideration, integration costs, severance and retention costs and transaction costs;
- Charges associated with restructuring or cost saving initiatives, including but not limited to asset impairments, accelerated depreciation, severance costs and lease abandonment charges;
- Legal settlements or awards;
- The tax effect of the above items;
- Non-routine settlements with tax authorities; and
- The impact of the adoption of the U.S. Corporate tax reform.

# REPORTING

## UN Global Compact Communication on Progress

This 2018 Responsibility Highlights Report serves as Amgen's Communication on Progress for the United Nations Global Compact (UNGC). The statement from our chief executive officer at the beginning of the report reaffirms our commitment to the principles of the UNGC, and much of the content throughout the report highlights progress in the four key areas of the UNGC: Environment, Labor, Human Rights and Anti-Corruption. In addition, this section includes a summary of our progress in 2018 most relevant to the UNGC, as well as a table that provides a listing of where additional information about relevant programs and policies can be found.

### Highlights of Progress

Many of Amgen's programs, procedures, policies and reporting are well aligned with the UNGC principles, and we continue to work to enhance our approaches and performance in alignment with those principles. Over the last 12 months, some of the progress that has been achieved includes the following:

- **Amgen contributed \$2 million to Lazarex's IMPACT** (IMproving Patient Access to Cancer Clinical Trials) program, which is focused on improving patient enrollment, retention, minority participation and equitable access in oncology trials. (See the Access to Medicine section of this report for more details.)
- **Amgen met its 2020 targets for reducing carbon emissions and water use two years ahead of schedule.** (See the Environment section of this report for more details.)
- **The Amgen Foundation continued global expansion of the Amgen Biotech Experience**, which provides hands-on STEM education and to date has reached nearly 700,000 students, 1,500 teachers and 850 schools around the world. (See the Community section of this report for more details.)
- **Amgen donated \$93 million of NEUPOGEN®, Neulasta® and Vectibix® to Direct Relief** to provide access to these medicines to approximately 7,400 patients across 18 low- and middle-income countries, such as Ethiopia, Ghana, Haiti, Nepal, Senegal, Tanzania and Uganda. (See the Access to Medicine section of this report for more details.)
- **Amgen's Employee Resource Groups evolved from a site-based to a global program, with local chapters at Amgen's sites around the world.** This new structure is meant to amplify the program's reach among staff across the globe and allow for program consistency and scale. (See the Workplace section of this report for more details.)
- **Amgen implemented a Global Ethics & Compliance Declaration Program** that calls for specific leaders to execute an ethics and compliance engagement plan and sign a Declaration (includes a conflict of interest certification) annually demonstrating commitment to ethics and compliance by Amgen and its leaders. (See the Business Ethics section of this report for more details.)
- **Amgen expanded health system strengthening collaborations with providers, diagnostic companies, medical societies, digital technology companies, academia, payers and others.** Currently programs are being implemented in 36 countries, such as Bulgaria, Colombia, Cuba, India, Mexico and Thailand. (See the Access to Medicine section of this report for more details.)

# REPORTING

## Communication on Progress Summary of Relevant Reporting

In addition to this report, Amgen provides extensive reporting on policies and progress aligned with the UNGC on our website. Below is a summary table providing links to existing reporting aligned with the major categories of UNGC principles.

Amgen Policies, Programs and Reporting	UNGC Principles Categories			
	Human Rights	Labor	Environment	Anti-Corruption
<a href="#">Responsibility Highlights Report</a>	●	●	●	●
<a href="#">Commitment to Corporate Social Responsibility</a>	●	●	●	
<a href="#">Staff Code of Conduct</a>	●	●		●
<a href="#">Diversity and Inclusion</a>		●		
<a href="#">Access to Medicine</a>	●			
<a href="#">Staff Health and Safety</a>	●	●		
<a href="#">Staff Wellness</a>	●			
<a href="#">Environment, Health and Safety Policy</a>	●		●	
<a href="#">Non-Discrimination</a>		●		
<a href="#">Environmental Sustainability Commitment</a>			●	
<a href="#">Environmental Sustainability Performance</a>			●	
<a href="#">Amgen Foundation</a>	●			
<a href="#">Supplier Sustainability</a>	●	●	●	●
<a href="#">California Supply Chain Transparency Act</a>	●	●		
<a href="#">Conflict Minerals Policy</a>	●	●		
<a href="#">Conflict Minerals Report</a>	●	●		
<a href="#">Supplier Diversity</a>		●		
<a href="#">Anti-Corruption and U.S. Foreign Corrupt Practices</a>				●
<a href="#">Interactions with Healthcare Providers</a>				●

# REPORTING

Communication on Progress Summary of Relevant Reporting (continued)

Amgen Policies, Programs and Reporting	UNGC Principles Categories			
	Human Rights	Labor	Environment	Anti-Corruption
<a href="#">Counterfeit Drugs</a>	●			●
<a href="#">Global Patient Safety</a>	●			
<a href="#">Grants and Giving</a>	●			
<a href="#">Antitrust and Unfair Competition Policy</a>				●
<a href="#">Dealing with the Government Policy</a>				●
<a href="#">Compliance Reporting and Non-Retaliation</a>		●		●
<a href="#">Insider Trading Policy</a>				●
<a href="#">Protection of Personal Information Policy</a>	●			
<a href="#">Awards and Accolades</a>	●	●	●	●

# REPORTING

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## 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 its most recent annual report on Form 10-K and any subsequent periodic reports on Form 10-Q and current reports on 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 Amgen project. Amgen's results may be affected by its 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 its products and global economic conditions. In addition, sales of Amgen's 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, Amgen's research, testing, pricing, marketing and other operations are subject to extensive regulation by domestic and foreign government regulatory authorities. Amgen or others could identify safety, side effects or manufacturing problems with its products, including its devices, after they are on the market. Amgen's business may be impacted by government investigations, litigation and product liability claims. In addition, Amgen's business may be impacted by the adoption of new tax legislation or exposure to additional tax liabilities. While Amgen routinely obtains patents for its products and technology, the protection offered by its patents and patent applications may be challenged, invalidated or circumvented by its competitors, or Amgen may fail to prevail in present and future intellectual property litigation. Amgen performs a substantial amount of its commercial manufacturing activities at a few key facilities, including in Puerto Rico, and also depends on third parties for a portion of its manufacturing activities, and limits on supply may constrain sales of certain of its current products and product candidate development. We rely on collaborations with third parties for the development of some of our product candidates and for the commercialization and sales of some of our commercial products. In addition, Amgen competes with other companies with respect to many of its marketed products as well as for the discovery and development of new products. Discovery or identification of new product candidates or development of new indications for existing products cannot be guaranteed and movement from concept to product is uncertain; consequently, there can be no guarantee that any particular product candidate or development of a new indication for an existing product will be successful and become a commercial product. Further, some raw materials, medical devices and component parts for Amgen's products are supplied by sole third-party suppliers. Certain of Amgen's distributors, customers and payers have substantial purchasing leverage in their dealings with Amgen. The discovery of significant problems with a product similar to one of Amgen's products that implicate an entire class of products could have a material adverse effect on sales of the affected products and on its business and results of operations. Amgen's efforts to acquire other companies or products and to integrate the operations of companies Amgen has acquired may not be successful. A breakdown, cyberattack or information security breach could compromise the confidentiality, integrity and availability of Amgen's systems and Amgen's data. Amgen's stock price may be volatile and may be affected by a number of events. Amgen's business performance could affect or limit the ability of the Amgen Board of Directors to declare a dividend or its ability to pay a dividend or repurchase its common stock. Amgen may not be able to access the capital and credit markets on terms that are favorable to it, or at all.



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