



Pioneering science delivers vital medicines™

Financial Strategy

Jon Peacock

Executive Vice President and CFO

Delivering Our Strategy and Building Value

Over the Past 12 Months

- **We accelerated revenue and earnings growth**
- **We significantly improved the effectiveness of capital employed**
- **We continued to invest in our strategic priorities**
- **We delivered significant value for shareholders**

Looking Forward

- **We have built a plan for growth focused on our strategic priorities while also delivering for shareholders**

We Have Accelerated Growth in Revenue and Earnings in 2012

\$ Billions, Except Earnings Per Share (EPS)

Income Statement	2011	2012	YOY%
Revenues	\$15.6	\$17.3	11%
Product Sales	15.3	16.6	9%
Other Revenues	0.3	0.6	
COS	2.3	2.7	17%
R&D	3.1	3.3	6%
SG&A	4.4	4.7	6%
Operating Income	5.7	6.5	15%
Net Income	\$4.9	\$5.1	5%
EPS	\$5.33	\$6.51	22%
Average Shares Outstanding (M)	912	786	(14%)

All income statement items for FY '12 and/or FY '11, except revenues, are adjusted non-GAAP financial measures—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section. Provided February 7, 2013 as part of an oral presentation and is qualified by such,

contains forward-looking statements, actual results may vary materially; Amgen disclaims any duty to update.

And We Are Delivering Strong Cash Flows and an Improving Return on Equity

Cash Flow and Balance Sheet	FY '11	FY '12
Free Cash Flow (\$B)*	\$4.5	\$5.2
Dividend Paid	\$0.5	\$1.1
Cash Balance (\$B)	\$20.6	\$24.1
Debt Outstanding (\$B)*	\$21.6	\$26.5
Return on Equity*	23%	27%

*Adjusted, non-GAAP financial measure—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section.

Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially; Amgen disclaims any duty to update.

Highlights in 2012

- **Strong commercial execution to drive product sales**
- **Continued pipeline progress, particularly with AMG 145 and AMG 785**
- **Increased focus on Operational Excellence and return on investment, enabling focused investment in our strategic priorities and growth drivers**
- **Acquisitions of Micromet, KAI, MN Pharma, and deCODE**
- **Capital allocation strategy**

Total shareholder return of 36% in 2012

Strategic Acquisitions and Partnerships Have Accelerated Our Growth and Returns Outlook

Pipeline/ Portfolio

- BioVex
- Micromet
- KAI Pharmaceuticals
- deCODE

Geographic Expansion

- Bergamo (Brazil)
- MN Pharma (Turkey)
- PharmEco (Russia)

Strategic Partnering

- AstraZeneca (inflammation)
- Actavis (biosimilars)

Our Capital Allocation Strategy Has Delivered Significant Value for Our Shareholders

We Have Invested Our Excess Capital To:

- Buy Amgen shares
- Pay a growing dividend to shareholders

Since April 2011, Each Shareholder:

- Owns 23% more of Amgen
- Receives a dividend that we have increased on average by 30% in each of the past 2 years

Looking Forward, We Plan to Invest for Growth and Deliver for Shareholders

2013	2015	Longer Term
Building on 2012 <ul style="list-style-type: none">• Revenues \$17.8B–\$18.2B• Adjusted EPS*† \$7.05–\$7.35• Tax rate 12%–13%†‡• Capital expenditures ~ \$700M	Attractive Earnings and Dividend Growth <ul style="list-style-type: none">• Revenues at least the upper end of \$16B–\$18B• Adjusted EPS at least \$8• Investing for growth	Accelerating Growth and Returns <ul style="list-style-type: none">• Accelerating growth through pipeline launches, biosimilars, and international expansion• Improving returns enabled by new manufacturing technologies and our R&D strategy

*Adjusted EPS guidance excludes the impact of stock option expense, certain expenses related to prior acquisitions, and the non-cash interest expense resulting from a change in accounting for our convertible debt.

†Adjusted, non-GAAP financial measure—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section.

‡Including impact of Puerto Rico excise tax credit

Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially;

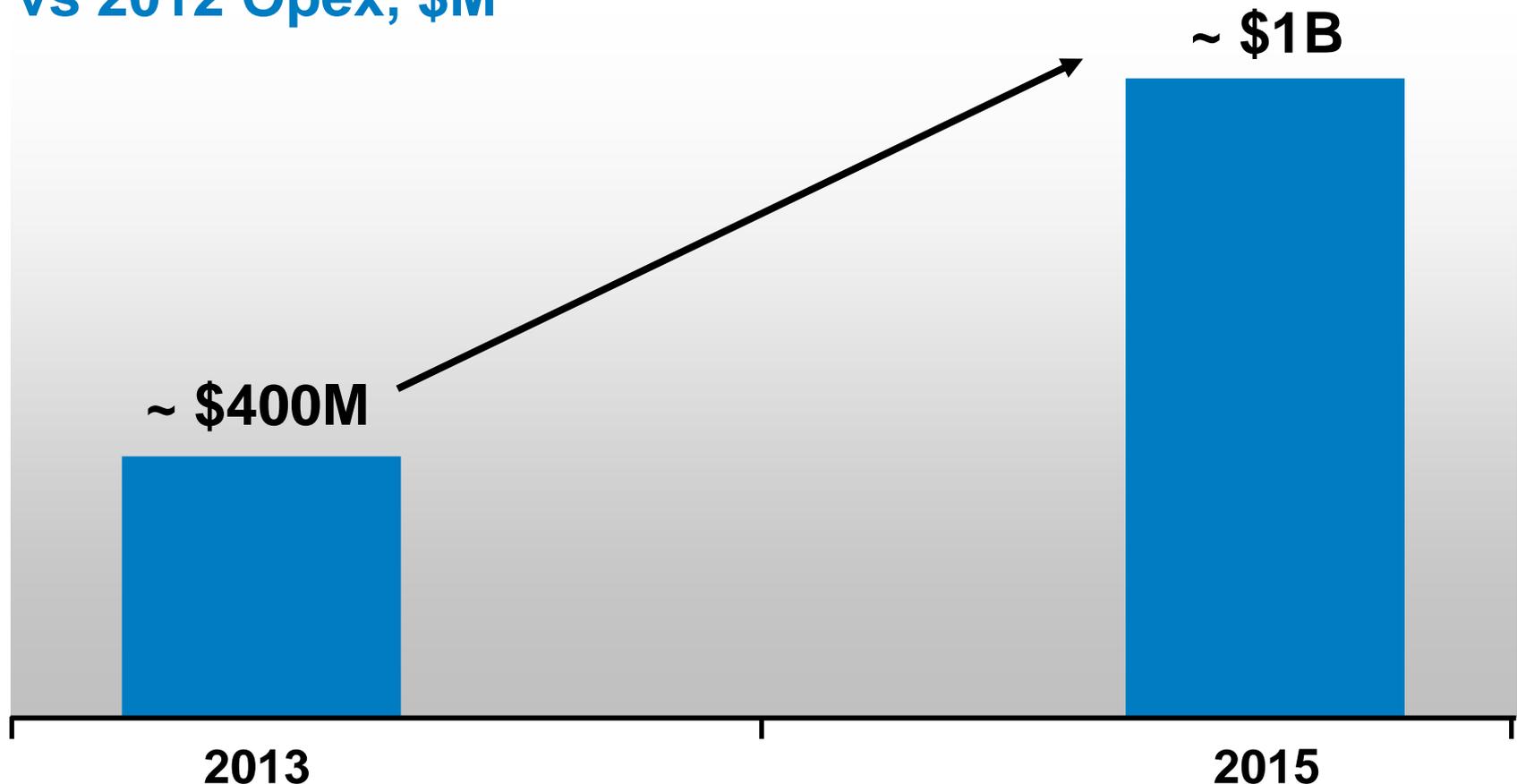
Amgen disclaims any duty to update.

We Will Deliver the Enbrel® Profit Share Benefits to Shareholders Through Increased Margins

- **ENBREL profit share transitions to a royalty payment in November 2013**
- **After 3 years the royalty payment terminates**
- **This results in:**
 - **An increase of approximately \$800M in operating income in 2014**
 - **A further increase, representing ~ 10% of ENBREL sales, starting in 2017**

In Addition, We Plan to Deliver Significant Operational Efficiency Savings to Improve the Effectiveness of Our Current Business

Yearly Operational Efficiency Savings vs 2012 Opex, \$M



Opex savings presented on an adjusted, non-GAAP basis—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section.

Provided February 7, 2013 as part of an oral presentation and is qualified by such,

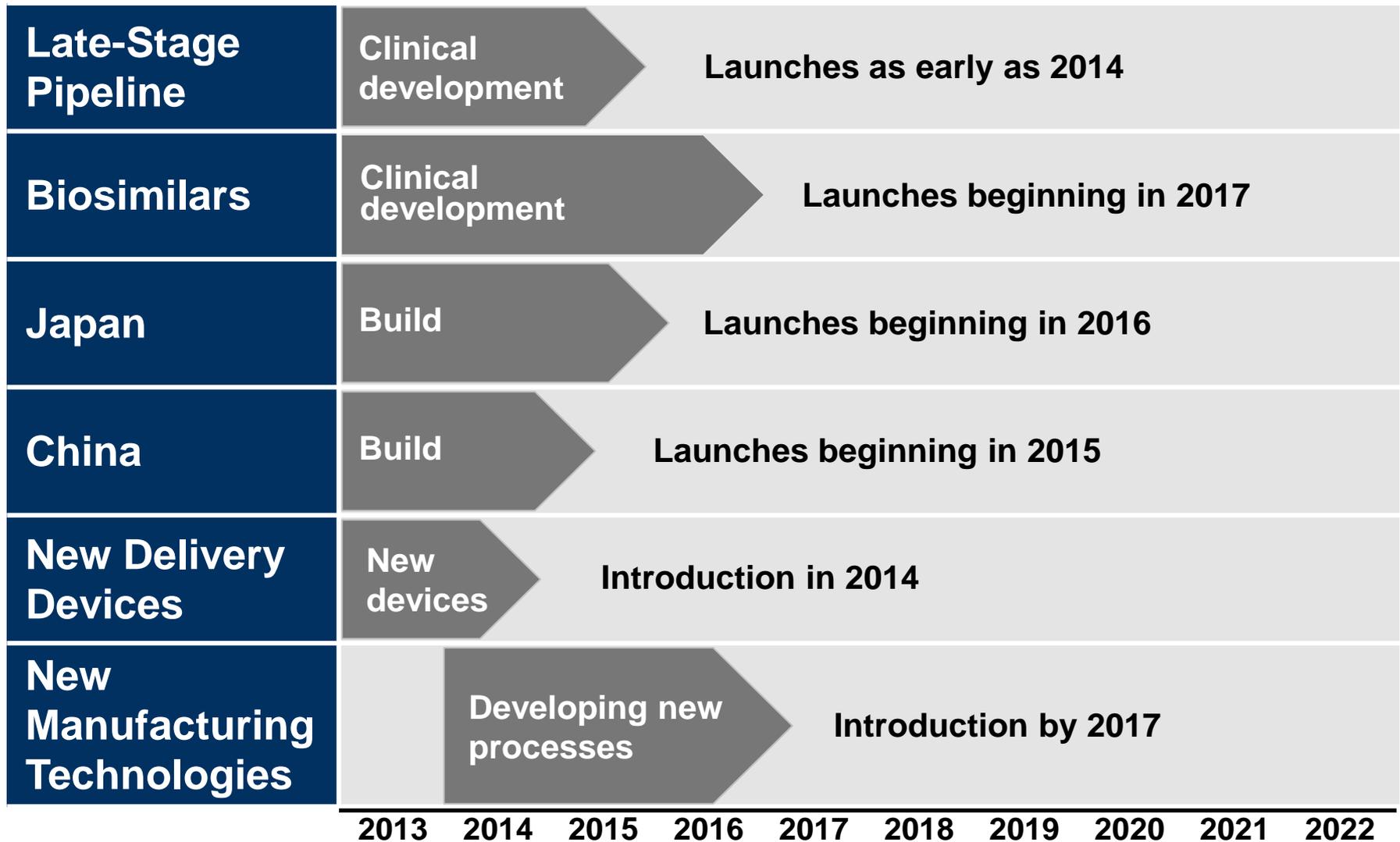
contains forward-looking statements, actual results may vary materially;

Amgen disclaims any duty to update.

We Have Developed a Broad Set of Operational Efficiency Programs

R&D	<ul style="list-style-type: none">• Clinical productivity acceleration• External capacity optimization• Lab supply management
Commercial	<ul style="list-style-type: none">• Increased return on investment focus• Supplier productivity initiatives
Operations	<ul style="list-style-type: none">• Network utilization• Process and yield improvements
G&A	<ul style="list-style-type: none">• Streamlining, centralization, and supplier productivity actions
Working Capital	<ul style="list-style-type: none">• Inventory reductions• Improved collections• Competitive payment terms with suppliers

We Plan to Reinvest These Savings in Our Strategic Priorities, All of Which Offer an Attractive Return on Investment



Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially; Amgen disclaims any duty to update.

We Will Continue to Focus on Strategic Acquisitions and Partnerships

Pipeline	Emerging Markets	Strategic Partnerships
Micromet <ul style="list-style-type: none">• Blinatumomab: Late-stage lead asset• Novel BiTE[®] platform• Amgen protein engineering expertise creates synergies	MN Pharma <ul style="list-style-type: none">• Leading branded generics company in Turkey• Products sold in multiple worldwide markets• Quality reputation• Supports growth in the region	AstraZeneca (AZ) <ul style="list-style-type: none">• Complementary capabilities• Leveraging AZ experience• Increases potential of inflammation portfolio• Risk and cost sharing

BiTE = bispecific T-cell engager

Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially;

Amgen disclaims any duty to update.

And We Remain Committed to Returning Capital to Shareholders

- **We plan to return, on average, more than 60% of adjusted net income to shareholders**
- **Over the next few years our focus will be on growing the dividend meaningfully with more moderate share repurchases**

Adjusted net income is an adjusted, non-GAAP financial measure—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section.

Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially; Amgen disclaims any duty to update.

Capital Allocation Strategy

Our objective is to optimize the efficiency of our balance sheet to maximize return on equity, subject to:

- **Preserving flexibility to invest in our strategic priorities**
- **Maintaining a credit rating that enables full access to the capital markets; we view this as a solid investment grade rating**

Summary

2013	2015	Longer Term
Building on 2012 <ul style="list-style-type: none">• Revenues \$17.8B–\$18.2B• Adjusted EPS*† \$7.05–\$7.35• Tax rate 12%–13%†‡• Capital expenditures ~ \$700M	Attractive Earnings and Dividend Growth <ul style="list-style-type: none">• Revenues at least the upper end of \$16B–\$18B• Adjusted EPS at least \$8• Investing for growth	Accelerating Growth and Returns <ul style="list-style-type: none">• Accelerating growth through pipeline launches, biosimilars, and international expansion• Improving returns enabled by new manufacturing technologies and our R&D strategy

*Adjusted EPS guidance excludes the impact of stock option expense, certain expenses related to prior acquisitions, and the non-cash interest expense resulting from a change in accounting for our convertible debt.

†Adjusted, non-GAAP financial measure—if this slide is in hard copy, see reconciliations accompanying the presentation, or if this slide is delivered electronically, see reconciliations available at: www.amgen.com within the Investors section.

‡Including impact of Puerto Rico excise tax credit

Provided February 7, 2013 as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially; Amgen disclaims any duty to update.