

# **Geoff Martha**

# **Chief Executive Officer Remarks**

## Selected Graphics

**Medtronic**

**2020 Institutional Investor & Analyst Day**

October 14, 2020

# Medtronic

2020 Institutional Investor & Analyst Day

ACCELERATING  
GROWTH

# Going on the Offensive and Taking Share

# Creating & Disrupting Big Markets

# Double-Digit Total Shareholder Return

# LEGACY OF CREATING NEW MARKETS



# LEGACY OF CREATING NEW MARKETS





# STRONGEST PIPELINE IN COMPANY HISTORY

## Launching Now

Micra™ AV



Cobalt™ and Crome™



Touch Surgery™ Enterprise



Evolut™ PRO+ System



# STRONGEST PIPELINE IN COMPANY HISTORY

## Launching Now

Intellis™ Platform  
with DTM™ SCS



InterStim™  
Micro System



MiniMed™  
780G System



Percept™  
PC DBS



# STRONGEST PIPELINE IN COMPANY HISTORY

## Coming Years

EV-ICD™ System



PulseSelect™  
Pulsed Field Ablation  
(PFA) System



Soft-Tissue  
Robotic-Assisted  
Surgery System



PillCam™ Genius



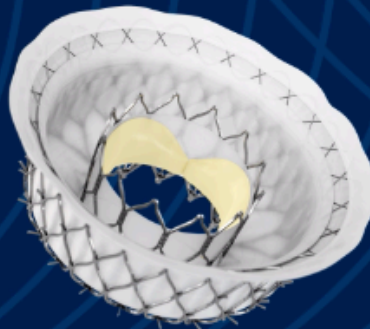
# STRONGEST PIPELINE IN COMPANY HISTORY

## Coming Years

Symlicity Spyral™  
Multi-Electrode Renal  
Denervation Catheter



Intrepid™  
Transcatheter Mitral  
& Tricuspid Valve  
Replacement System



Synergy™ CGM Sensor



# Putting the Tech in MedTech

Wafer scale  
manufacturing

Big data sets

Robotics

Sensor  
technology

Computational  
power

Artificial  
intelligence

A dark blue world map with several light blue dots indicating emerging markets. The dots are located in South America, Africa, Asia, and Oceania. The text "Driving Emerging Market Growth" is overlaid on the map in white.

# Driving Emerging Market Growth

# Making Transformative Changes

# Reduced Large Customer Orders



# Increased Cadence of Tuck-In M&A

# Renewed Focus on Competitiveness and Speed

# New Operating Model

# 20 EMPOWERED OPERATING UNITS

## Cardiovascular Portfolio

- Cardiac Ablation Solutions
- Cardiac Rhythm Management
- Cardiac Surgery
- Cardiovascular Diagnostics & Services
- Coronary & Renal Denervation
- Mechanical Circulatory Support
- Peripheral & Endovenous
- Structural Heart & Aortic

## Medical Surgical Portfolio

- Gastrointestinal
- Patient Monitoring
- Renal Care Solutions
- Respiratory Interventions
- Surgical Innovations
- Surgical Robotics

## Neuroscience Portfolio

- Neuromodulation
- Cranial & Spinal Technologies
- Neurovascular
- Ear / Nose / Throat
- Pelvic Health

## Diabetes

- Diabetes

# 20 EMPOWERED OPERATING UNITS

- Full P&L responsibility
- Control product development and clinical resources
- Direct own sales organizations in larger geographies

**Hold accountable**

**Reward growth**

# New Operating Model

Playing small

Playing **BIG**



# LEVERAGE ENTERPRISE SCALE

- Core advanced technologies
- Manufacturing
- Strategic account sales

# Employee Morale At All-Time Highs

# INVESTING IN THE PIPELINE

- Organic investment in R&D
- Minority investments
- Tuck-In M&A
- R&D funding partnerships



Environmental  
Social &  
Governance

# OUR MATERIAL SUSTAINABILITY ISSUES

## Mission

**Tenet 1:** Contribute to human welfare by alleviating pain, restoring health, and extending life

**Tenet 2:** Direct growth in areas of biomedical engineering through education and knowledge assimilation

**Tenet 3:** Strive without reserve for the greatest possible reliability and quality in our products and being recognized as a company of dedication, honesty, integrity, and service

**Tenet 4:** Make a fair profit by meeting our obligations, sustaining our growth, and reaching our goals

**Tenet 5:** Recognize the personal worth of all employees by advancing opportunity

**Tenet 6:** Maintain good citizenship as a company

## Material issue

- Innovation and Access
- Integrated Care

- Product Quality and Safety
- Technology and Device Security
- Data Privacy and Security
- Ethics in Sales and Marketing
- Corruption and Bribery
- Transparency

- Affordability and Fair Pricing
- Climate Risk and Resilience
- Responsible Supply Management
- Product Stewardship

- Inclusion and Diversity
- Talent

As a good corporate citizen we use all of our resources, including philanthropy and community investment, to address our material ESG Issues.

## UN Sustainability Development Goal



# INCLUSION & DIVERSITY

## Diversity Networks

- Medtronic Women's Network
- PRIDE
- African Descent Network
- Hispanic Latino Network
- Asian Impact @ Medtronic

# INCLUSION & DIVERSITY

## Management Representation Goals

2015: 5 year goals

FY20: Results

**20% +**  
**Ethnically Diverse**  
Manager and above  
(US)



**23%**

**40% +**  
**Women**  
Manager and above  
(Global)



**39%**

**Goal:**  
Carbon Neutral  
in Operations  
by 2030





Environmental  
Social &  
Governance

# ACCELERATING GROWTH

- Pipeline coming to fruition
- Increased R&D investment
- Faster, more nimble organization
- Adding “hate to lose” attitude
- Addressing underperforming businesses

ACCELERATING  
GROWTH