

MEDTRONIC PLC

Q2 FY21

EARNINGS PRESENTATION
NOVEMBER 24, 2020

- Q2 FY21 CONSOLIDATED RESULTS & GROUP REVENUE HIGHLIGHTS
- FREE CASH FLOW
- FY21 RTG REPORTING STRUCTURE

Medtronic
Further, Together

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are subject to risks and uncertainties, including risks related to the impact COVID-19 has had and is expected to continue to have on our business, operations and production, as well as demand for our offerings, and on our employees, medical professional and healthcare system, communities in which we operate, and our financial results and condition, competitive factors, difficulties and delays inherent in the development, manufacturing, marketing and sale of medical products, government regulation and general economic conditions and other risks and uncertainties described in the company's periodic reports on file with the U.S. Securities and Exchange Commission including the most recent Annual Report on Form 10-K of the company, as filed with the U.S. Securities and Exchange Commission. Actual results may differ materially from anticipated results. Medtronic does not undertake to update its forward-looking statements or any of the information contained in this presentation, including to reflect future events or circumstances.

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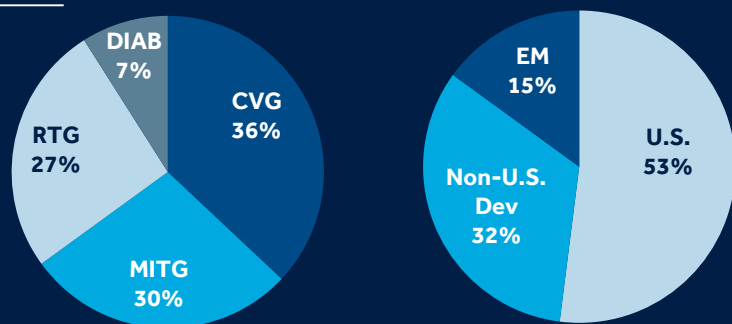
Financial Comparisons

References to results increasing, decreasing, or remaining flat are in comparison to the same period in the prior fiscal year. References to organic revenue growth exclude the impact of significant acquisitions or divestitures and currency. Unless stated otherwise, quarterly and annual rates and ranges are given on an organic basis. All references to share gains or losses are on a calendar quarter basis, unless otherwise stated.

Q2 FY21 CONSOLIDATED RESULTS & GROUP REVENUE HIGHLIGHTS

PROCEDURE RECOVERY FASTER THAN EXPECTED; WINNING SHARE IN A NUMBER OF KEY BUSINESSES

Revenue:



	Revenue \$M ¹	As Rep Y/Y %	Organic ² Y/Y %	As Rep ³ Q/Q %
CVG	2,725	(4.6)	(5.5)	12.0
MITG	2,285	6.7	6.2	26.9
RTG	2,063	(2.3)	(2.9)	20.5
Diabetes	574	(3.7)	(5.0)	2.1
Total	\$7,647	(0.8)	(1.5)	17.5

U.S.	4,054	(1.8)	(1.8)	21.0
Non-U.S. Dev	2,446	5.7	1.3	12.5
EM	1,147	(9.1)	(5.7)	16.9
Total	\$7,647	(0.8)	(1.5)	17.5

Other Financial Highlights:

	Diluted EPS	As Rep Y/Y%	CC ⁴ Y/Y%	YTD Cash Flow from Ops	YTD Free Cash Flow ⁵
GAAP	\$0.36	(64.4%)	N/A	\$2.1B	\$1.5B
Non-GAAP	\$1.02	(22.1%)	(19.1%)		

- REVENUE:** Declined -1.5% but grew 18% sequentially³ reflecting new product launches, share gains in several markets and continued procedure recovery around the globe
 - CVG:** Declined -5.5%; disruptive Micra™ technology generating significant growth and High-Power platform Cobalt™ and Crome™ continue driving new implant share gains
 - MITG:** Grew 6.2% strong ventilator demand drove low-30's RGR growth; share gains in Advanced Energy
 - RTG:** Declined -2.9%; new products driving sequential share gains in Pelvic Health and Pain Stim
 - Diabetes:** Declined -5.0%; 770G & 780G launches underway in US & EU, respectively
 - Geographies:** Sequential improvement across all geographies; growth in Europe, Canada, South Korea, and Southeast Asia
- EPS:** Non-GAAP EPS \$1.02 declined -22.1%
- CAPITAL ALLOCATION & BALANCE SHEET:**
 - 7 acquisitions announced in CY2020 to date: Digital Surgery, Medicrea, Companion Medical, Avenu, Laser Associated Sciences, Stimgenics and AI Biomed; combined present value total consideration ~\$1.6B
 - Issued €6.25B Euro debt; annualized interest expense reduction of approximately \$80M

¹ Data has been intentionally rounded to the nearest million and, therefore, may not sum.

² Figures represent comparison to Q2 FY20 after adjusting for significant acquisitions or divestitures and currency.

³ Figures represent comparison to Q1 FY21 on a reported basis.



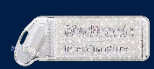













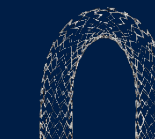


⁴ Figures represent comparison to Q2 FY20 on a constant currency basis.

⁵ Operating cash flows less property, plant, and equipment additions.

MDT

KEY PRODUCT APPROVALS CY2020: OVER 180 PRODUCT APPROVALS IN KEY GEOGRAPHIES¹

JANUARY NOVEMBER

<p>Intellis™ DTM (Stimgenics) (U.S.)</p> 	<p>Percept™ PC (EU)</p> 	<p>InterStim™ Micro (EU)</p> 	<p>Micra™ AV (U.S.)</p> 	<p>McGrath™ Video Laryngoscope (U.S. , EU, Japan)</p>	<p>InterStim™ SureScan MRI Leads (EU)</p>	<p>Cobalt™/Crome™ HP Platform (U.S.)</p> 	<p>Resolute Onyx™ 1- mth DAPT Indication (EU)</p> 	<p>MiniMed™ 780G (EU)</p> 	<p>Extended Wear Infusion Set (EU)</p>	<p>Micra™ AV (EU)</p> 	<p>Evolut™ Bicuspid & Low Risk Indications (EU)</p> 	<p>Percept PC™ (U.S.)</p> 	<p>Arctic Front™ Advance indication for persistent AF (U.S.)</p> 	<p>Signia™ Stapler Real Time Feedback Display (U.S.)</p>	<p>LINQ II™ (U.S. & EU)</p> 	<p>InterStim™ Micro (U.S.)</p> 	<p>Vital Sync™ remote control & access (U.S.)</p> 	<p>MiniMed™ 770G (U.S.)</p> 	<p>Adaptix™ Interbody System (U.S.)</p> 	<p>Abre™ Venous Stent (U.S.)</p> 	<p>NIM® Vital Nerve Integrity Monitor (U.S.)</p> 	<p>Cobalt™ XT (U.S.)</p> 
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¹ Includes U.S. , EU , Japan, and China

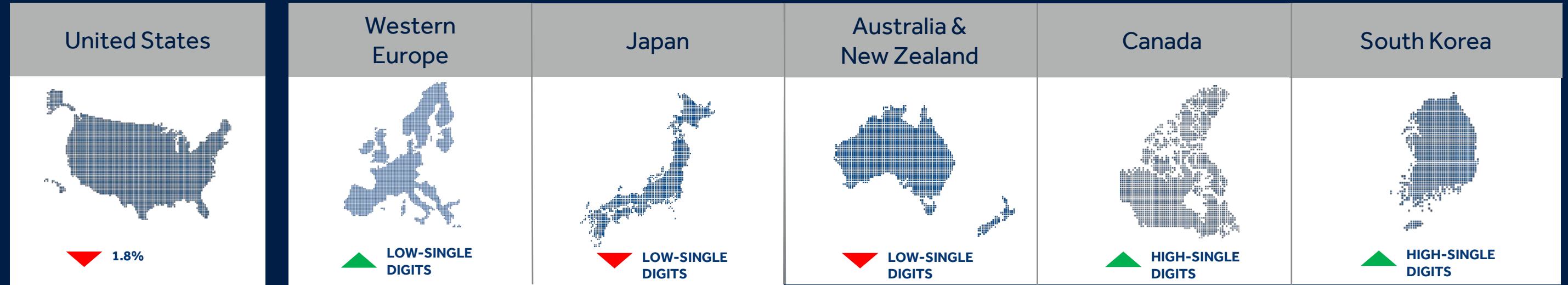
Note: Relative positioning is not intended to signify relative timing.

MDT

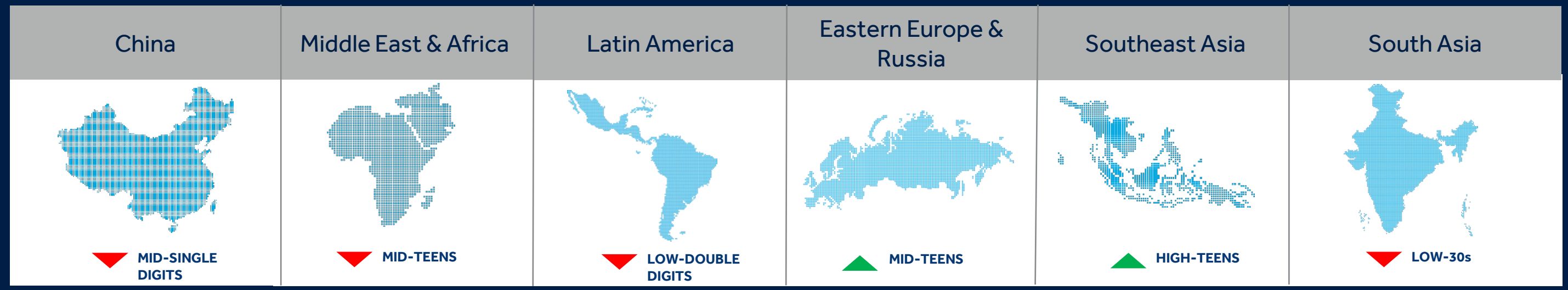
Q2 FY21 ORGANIC REVENUE GROWTH BY REGION*

U.S. ▼ -1.8%

NON-U.S. DEVELOPED ▲ 1.3%



EMERGING MARKETS ▼ 5.7%



*Figures represent comparison to Q2 FY20 after adjusting for significant acquisitions or divestitures and currency.

Q2 FY21 GAAP TO NON-GAAP SELECT FINANCIAL INFORMATION

Non-GAAP Adjustments

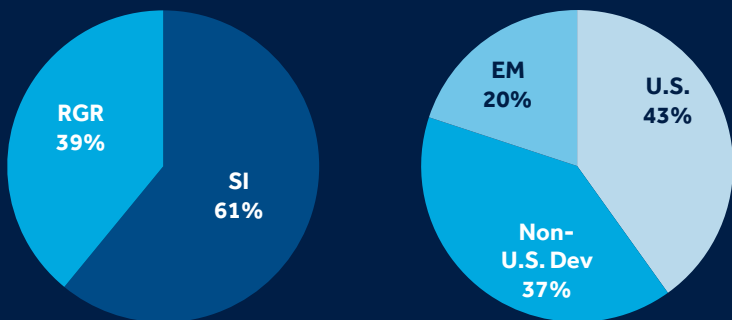
	Q2 FY21 GAAP	Debt Premium	Amortization	Restructuring	Litigation	Acquisition- Related	(Gain)/Loss on Minority Investment	Medical Device Regulations	IPR&D Charges	Certain Tax Adjustments	Q2 FY21 Non-GAAP	Q2 FY20 Non-GAAP	Y/Y Growth / Change
Net Sales (\$M)	7,647										7,647	7,706	-0.8%
Cost of Products Sold	2,705			(32)		(2)		(11)			2,660	2,358	13%
<i>Gross Margin</i>	64.6%										65.2%	69.4%	-420 bps
SG&A	2,600			(49)		(2)					2,549	2,558	0%
<i>% of Sales</i>	34.0%										33.3%	33.2%	-10 bps
R&D	639							(9)			630	597	6%
<i>% of Sales</i>	8.4%										8.2%	7.7%	-50 bps
Other Expense, Net	149					(33)			(10)		106	28	279%
<i>% of Sales</i>	1.9%										1.4%	0.4%	-100 bps
Amortization of Intangible Assets	443		(443)								0	0	0
Restructuring Charges, Net	97			(97)							0	0	0
Certain Litigation Charges	84				(84)						0	0	0
Operating Profit	930	--	443	179	84	37	--	19	10	--	1,702	2,165	-21%
Operating Margin	12.2%										22.3%	28.1%	-580 bps
Other Non-Operating Income, Net	(65)						(1)				(66)	(96)	-31%
Net Income attributable to MDT (\$M)	489	248	373	135	63	31	1	16	8	16	1,380	1,777	-22%
Diluted EPS (\$)	0.36	0.18	0.28	0.10	0.05	0.02	0.00	0.01	0.01	0.01	1.02	1.31	-22.1%

1 The data in this table has been intentionally rounded and, therefore, may not sum.

VENTILATOR DEMAND DRIVES RAPID RECOVERY

SURGICAL PROCEDURES SHOWING STRONG REBOUND

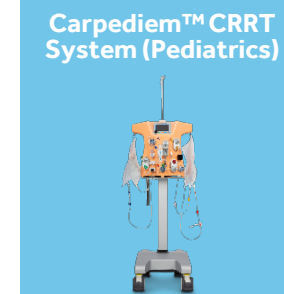
Robust Sequential Momentum Across Products and Geographies



	Revenue \$M ¹	As Rep Y/Y %	Organic ² Y/Y %	As Rep ³ Q/Q %
SI	1,393	(4.2)	(4.9)	29.0
RGR	893	29.8	29.7	24.0
Total	\$2,285	6.7	6.2	26.9

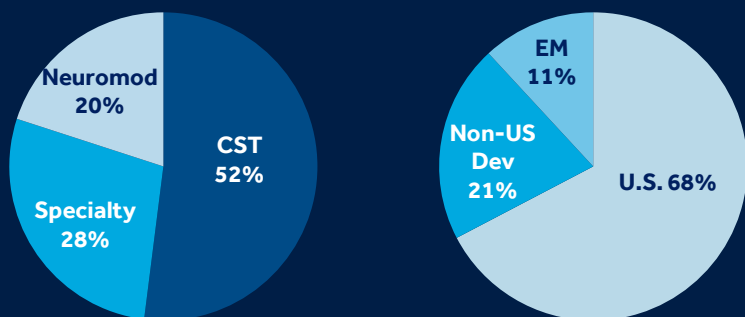
U.S.	996	8.0	8.0	38.0
Non-U.S. Dev	837	7.0	3.1	16.4
EM	452	3.2	8.0	25.9
Total	\$2,285	6.7	6.2	26.9

- Respiratory, Gastrointestinal, & Renal (RGR): 29.7% growth** driven by increased manufacturing capacity and demand in Respiratory Interventions
 - Respiratory Interventions:** Low 100s growth as ventilator revenues nearly quadrupled Y/Y
 - Meeting global COVID-19 ventilator needs with rapid manufacturing expansion
 - PB980 driving strong performance in premium/high acuity segment
 - Airways LDD growth driven by McGRATH™ MAC Video Laryngoscope
 - Patient Monitoring:** HSD growth driven by procedure recovery
 - Strong pulse oximeter sensor growth due to higher procedure volumes and some hospital stocking
 - Renal Care Solutions:** LDD growth driven by US and China demand for acute catheters and renal access
 - Carpediem™ Pediatric System driving incremental U.S. growth in acute therapies
 - GI Solutions:** LSD decline, benefitting from faster than expected recovery of procedures
 - Esophageal Diagnostic products (EndoFlip™, Bravo™) returned to growth
- Surgical Innovations (SI): -4.9% decline** with continued recovery in surgical procedures including backlog of previously delayed procedures; new products driving growth and share gains in Advanced Energy
 - Advanced Surgical:** LSD decline improving sequentially with volume recovery; LSD growth in Advanced Energy and MSD decline in Advanced Stapling
 - Winning share in Advanced Energy with Ligasure™ RF & Sonicision™ Curved Jaw; share recapture from instrument reprocessors
 - Developed markets leading procedure recovery with emerging markets lagging



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 2 Figures represent comparison to Q2 FY20 after adjusting for significant acquisitions or divestitures, and currency.
 3 Figures represent comparison to Q1 FY21.

Return to growth in Pelvic Health, Neurovascular, and Brain Modulation



	Revenue \$M ¹	As Rep Y/Y %	Organic ² Y/Y %	As Rep ³ Q/Q %
CST	1,071	(4.1)	(4.6)	13.5
NeuroMod	411	(2.1)	(3.1)	30.9
Specialty	581	1.0	0.3	28.3
Total	\$2,063	(2.3)	(2.9)	20.5

U.S.	1,397	(3.0)	(3.0)	23.0
Non-U.S. Dev	426	2.4	(1.7)	13.3
EM	240	(6.3)	(4.7)	20.6
Total	\$2,063	(2.3)	(2.9)	20.5

NEW PRODUCT LAUNCHES DRIVE ABOVE MARKET RECOVERY

■ Cranial & Spinal Technologies: -4.6% decline; gained share in WW Enabling Technologies

- **Core Spine** : WW LSD decline; LSD growth in US; double-digit growth for Titan™ Spine products
- **Enabling Technologies**: HSD decline; share gains resulting from continued demand for our differentiated capital equipment despite challenging environment

■ Neuromodulation: -3.1% decline led by strength in Brain Modulation

- **Pain Therapies**: MSD Decline; Pain Stim share gains led by strong adoption of DTM™, particularly among competitive accounts
 - New Pain Stim US implants grew HSD
 - Strong trialing for the quarter, supported by favorable DTM™ 12-month data
- **Brain Modulation**: LSD growth resulting from high customer interest for Percept™ with BrainSense™ technology

■ Specialty Therapies: 0.3% growth; strength in Pelvic Health and Neurovascular

- **Neurovascular**: LSD growth; share gains driven by Aspiration, Coils, Liquid Embolic, and Access products
 - LSD decline in Acute Ischemic Stroke associated with COVID-19 safeguards; procedural stabilization exiting quarter
 - Hemorrhagic: MSD growth driven by backlog of previously delayed procedures
- **ENT**: HSD decline; October FDA clearance of NIM Vital™ for nerve monitoring
- **Pelvic Health**: MSD growth and sequential share gains following launch of InterStim™ Micro neurostimulator, world's smallest rechargeable SNM device, and InterStim™ SureScan™ MRI leads
 - Drove 8 point sequential share gain in US and 2 points in Europe
 - Share of US rechargeable market increased from 0% to over 50% in three months

Percept™ PCDBS



Titan™ Spine



InterStim™ Micro & InterStim™ SureScan™ MRI Leads



DTM™ SCS Therapy on Intellis™ Platform

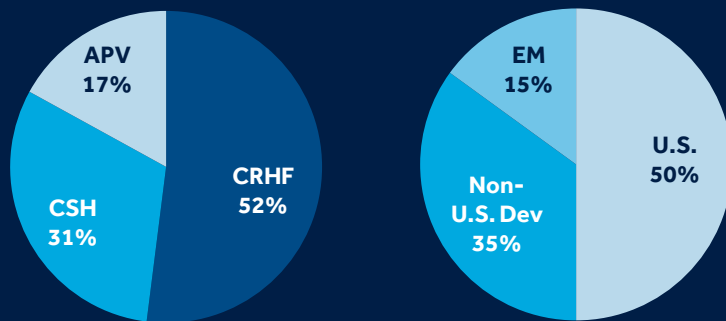


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³ Figures represent comparison to Q1 FY21.

Growth in Micra™, CRT-D and TYRX™



	Revenue \$M ¹	As Rep Y/Y %	Organic ² Y/Y %	As Rep ³ Q/Q %
CRHF	1,426	0.0	(1.3)	14.4
CSH	831	(13.0)	(13.6)	6.5
APV	468	(1.3)	(1.9)	15.6
Total	\$2,725	(4.6)	(5.5)	12.0

U.S.	1,377	(5.4)	(5.4)	14.2
Non-U.S. Dev	945	6.2	1.6	10.8
EM	404	(20.8)	(17.8)	8.0
Total	\$2,725	(4.6)	(5.5)	12.0

Cardiac Rhythm & Heart Failure: -1.3% decline; strong implant recovery strengthened by continued adoption of remote capabilities

- **Arrhythmia Management:** LSD decline
 - MSD Pacing growth; strong, mid-70s WW leadless pacing growth and Q/Q growth in China at low-50s and high-teens U.S.; disruptive Micra AV™ continues strong launch
 - HSD ICD decline; Cobalt™/Crome™ expands to new geographies; SmartSync™ remote programming accounts low-20s sequential increase; continued replacement headwinds
 - LSD CAS decline; Arctic Front™ Advance persistent AF indication drove Q/Q U.S. share gains
 - HSD Diagnostics decline; strong U.S. implant recovery; LINQ™ II gaining momentum
- **Heart Failure:** LSD decline; CRT-D MSD growth; CRT-P flat; LVADs mid-20s decline

Coronary & Structural Heart: -13.6% decline; TAVR procedure recovery continues; headwinds from China DES National Tender

- **TAVR:** HSD decline; maintained market share and leadership in Europe; stable sequential implant share in U.S.
 - U.S. field force expansion on track; continue to open new TAVR accounts
 - Announced head-to-head SMART trial vs EW to evaluate hemodynamic superiority
- **Cardiac Surgery:** LDD decline with strong ECMO demand and Avalus™ momentum in the U.S.
- **Coronary:** Low-20's decline; -\$26M reserve from the China DES National Tender; Resolute Onyx™ received FDA approval for one-month DAPT treatment for high bleeding risk patients
- **Renal Denervation:** Granted Green Channel priority review in China

Aortic, Peripheral & Venous: -1.9% decline

- LSD decline in Peripheral Vascular, strengthened by HSD DCB growth from continued paclitaxel recovery and IN.PACT™ AV DCB penetration bolstered by 6-month data publication in NEJM
- LSD Aortic growth; faster than expected recovery in AAA; mid-teens TAA growth driven by Valiant Navion™ resulting in Q/Q share gains
- HSD Venous decline as volume recovery continues; DD growth in VenaSeal™

Micra™ AV Transcatheter Pacing System



Cobalt™ & Crome™ ICDs & CRT-Ds



CoreValve™ Evolut™ PRO+



Resolute Onyx™



Valiant Navion™



IN.PACT™ AV DCB



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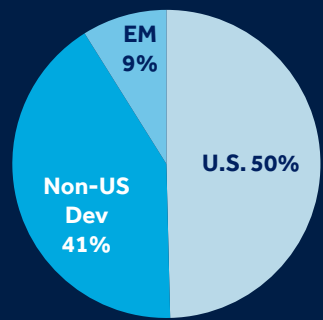
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³ Figures represent comparison to Q1 FY21.

DIABETES

Q2 FY21 RESULTS

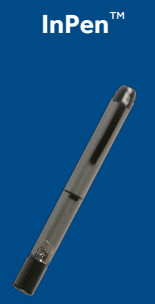
Continued WW CGM Growth;
New Patient Pump Starts
Pressured by COVID-19



	Revenue \$M ¹	As Rep Y/Y %	Organic ² Y/Y %	As Rep ³ Q/Q %
U.S.	284	(8.7)	(8.7)	(1.0)
Non-U.S. Dev	238	5.3	0.0	5.3
EM	51	(13.6)	(6.8)	6.3
Total	\$574	(3.7)	(5.0)	2.1

EXPANDING PRODUCT OFFERINGS NEXT GEN INSULIN PUMPS; SMART PEN INTEGRATED WITH CGM

- Companion Medical Acquisition Closed:** Manufacturer of the InPen™, the only U.S. FDA-cleared smart insulin pen system
 - InPen™ system now integrated with real-time Guardian Connect™ CGM data
- International Revenue:** Accounts for approximately half of total sales, saw -1.1% decline due to COVID-19 pressure
 - Strong EU launch of MiniMed™ 780G
- U.S. Revenue:** -8.7% decline, due to delayed new patient starts and competitive challenges
- CGM:** Growth driven by strength in both Stand Alone and Integrated CGM
 - Stand Alone CGM:** Guardian™ Connect Smart CGM system continues momentum with strong growth despite COVID-19
 - Integrated CGM:** Global growth driven by increased CGM penetration & new patient starts, partially offset by COVID-19 impacts
 - Completed Synergy sensor pivotal trial
 - Filed Zeus sensor with FDA in October
- Insulin Pumps:** COVID-19 continues to delay new patient starts; competitive pressures persist in the U.S.
 - Minimed™ 770G Insulin Pump System with smartphone connectivity for people with type 1 diabetes approved for ages 2+; limited release



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 3 Figures represent comparison to Q1 FY21.

FREE CASH FLOW

<i>\$ Billions</i>	FY16	FY17	FY18	FY19	FY20	FY21 YTD
Operating Cash Flow	\$5.2	\$6.9	\$4.7	\$7.0	\$7.2	\$2.1
CAPEX	(\$1.0)	(\$1.3)	(\$1.1)	(\$1.1)	(\$1.2)	(\$0.6)
Free Cash Flow	\$4.2	\$5.6	\$3.6	\$5.9	\$6.0	\$1.5
<i>Included in Operating Cash Flow:</i>						
Pre-Tax Certain Litigation Payments, net ^{1,2}	\$0.2	\$0.3	\$0.3	\$0.5	\$0.2	\$0.0
Restructuring Payments ¹	\$0.2	\$0.2	\$0.2	\$0.4	\$0.5	\$0.2
Other Payments ^{1,3}	\$0.2	\$0.3	\$0.3	\$0.2	\$0.2	\$0.0
Puerto Rico IRS Pre-Payment	--	--	\$1.1	--	--	--
Certain Other Tax Payments	\$0.8	\$0.4	\$0.4	\$0.4	\$0.1	\$0.2

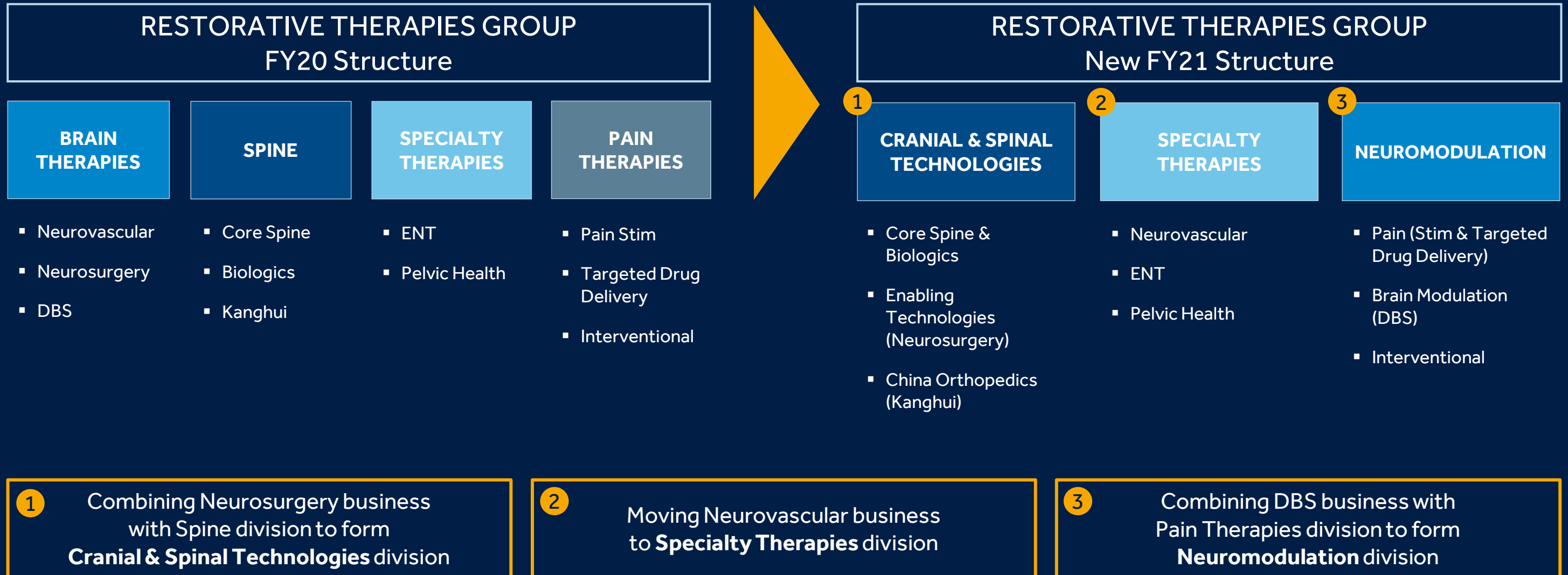
¹ Cash flow impact does not reflect associated tax cost / benefit, as timing and amount are difficult to estimate.

² Includes payments accrued as "Non-GAAP" charges, as well as COV acquisition opening balance sheet adjustments.

³ Includes acquisition-related, divestiture-related, and European Union medical device regulations charges, as well as contributions to the Medtronic Foundation.

FY21 RTG REPORTING STRUCTURE

FY21 REVENUE REPORTING CHANGES – RESTORATIVE THERAPIES GROUP



See following slide for restated historical revenue

FY21 RTG REVENUE REPORTING CHANGES – RESTATED HISTORICAL REVENUE

Note: No Change from Q4 FY20 Communication

Recast to reflect new RTG reporting structure

All figures in \$millions¹

World Wide

	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY20
Cranial & Spinal Technologies	1,050	1,117	1,117	798	4,082
Specialty Therapies	563	575	588	420	2,147
Neuromodulation	398	420	406	272	1,497
Restorative Therapies Group	2,012	2,112	2,111	1,490	7,725

U.S.

	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY20
Cranial & Spinal Technologies	742	802	790	546	2,879
Specialty Therapies	336	351	350	217	1,253
Neuromodulation	261	287	270	172	990
Restorative Therapies Group	1,338	1,440	1,409	935	5,122

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FY20 RTG ORGANIC REVENUE GROWTH SCHEDULE

Recast to reflect new RTG reporting structure

World Wide

	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY20
Cranial & Spinal Technologies	5.4%	6.9%	3.7%	-31.1%	-4.5%
Specialty Therapies	10.0%	9.2%	8.6%	-28.3%	-1.0%
Neuromodulation	-4.5%	0.0%	-3.5%	-40.6%	-12.8%
Restorative Therapies Group	4.5%	6.0%	3.5%	-32.3%	-5.3%

U.S.

	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY20
Cranial & Spinal Technologies	6.2%	7.2%	3.1%	-34.1%	-5.2%
Specialty Therapies	8.0%	6.0%	6.7%	-39.6%	-5.8%
Neuromodulation	-8.1%	-2.0%	-3.2%	-44.0%	-14.9%
Restorative Therapies Group	3.4%	4.9%	2.5%	-37.5%	-7.4%

This slide was updated on November 29, 2020 to exclude the inorganic Titan spine revenue during FY20

APPENDIX

ACRONYMS / ABBREVIATIONS

Growth

DD	Double Digit
HSD	High-Single Digit
LDD	Low-Double Digit
LSD	Low-Single Digit
MSD	Mid-Single Digit

Other

~	Approximately
\$M	Millions of Dollars
AF	Atrial Fibrillation
AI	Artificial Intelligence
bps	Basis Points
CAPEX	Capital Expenditures
CAS	Cardiac Ablation Solutions
COVID-19	Coronavirus Disease 2019
CY	Calendar Year
Dev	Developed
EM	Emerging Markets
EMEA	Europe, the Middle East & Africa
EW	Edwards Lifesciences Corp
EPS	Earnings Per Share
EU	European Union

Other

Euro	European
FDA	Food and Drug Administration
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
IPR&D	In-Process Research & Development
IRS	Internal Revenue Service
N/A	Not Applicable
NEJM	New England Journal of Medicine
Ops	Operations
PLC	Public Limited Company
Q	Quarter
Q/Q	Quarter-over-Quarter
R&D	Research & Development
Rep	Reported
SEC	U.S. Securities & Exchange Commission
SG&A	Selling, General & Administrative
Tech	Technology
U.S.	United States
WW	Worldwide
YTD	YTD
Y/Y	Year-over-Year

Business Specific

AAA	Abdominal Aortic Aneurysm
APV	Aortic, Peripheral & Venous
CGM	Continuous Glucose Monitoring
CRHF	Cardiac Rhythm & Heart Failure
CRRT	Continuous Renal Replacement Therapy
CRT-D	Cardiac Resynchronization Therapy - Defibrillator
CRT-P	Cardiac Resynchronization Therapy - Pacemaker
CSH	Coronary & Structural Heart
CVG	Cardiac & Vascular Group
DAPT	Dual Antiplatelet Therapy
DBS	Deep Brain Stimulation
DCB	Drug Coated Balloon
DES	Drug Eluting Stents
DIAB	Diabetes
DTM	Differential Target Multiplexed Waveform
ECMO	Extracorporeal Membrane Oxygenation

Business Specific

ENT	Ear, Nose, & Throat
GI	Gastrointestinal
HP	High Power
ICD	Implantable Cardioverter Defibrillator
LVAD	Left Ventricular Assist Device
MDT	Medtronic
Med	Medical
MITG	Minimally Invasive Therapies Group
MRI	Magnetic Resonance Imaging
RDN	Renal Denervation
RGR	Respiratory, Gastrointestinal, & Renal
RTG	Restorative Therapies Group
SCS	Spinal Cord Stimulation
SI	Surgical Innovations
SNM	Sacral Neuromodulation
Stim	Stimulation
TAA	Thoracic Aortic Aneurysm
TAVR	Transcatheter Aortic Valve Replacement