### THE WORLD’S LEADING MEDICAL TECHNOLOGY COMPANY

With a mission to alleviate pain, restore health, and extend life.

<table>
<thead>
<tr>
<th><strong>OUR MISSION</strong></th>
<th><strong>90,000</strong></th>
<th><strong>11,200+</strong></th>
<th><strong>$28.9 BILLION</strong></th>
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<tbody>
<tr>
<td>To contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life.</td>
<td>EMPLOYEES</td>
<td>CLINICAL PROFESSIONALS</td>
<td>FY20 TOTAL REVENUE</td>
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<td>To direct our growth in the areas of biomedical engineering.</td>
<td></td>
<td>SCIENTISTS ENGINEERS</td>
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<td>To strive without reserve for the greatest possible reliability and quality in our products.</td>
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<td>To make a fair profit.</td>
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<td>To recognize the personal worth of all employees.</td>
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<td>To maintain good citizenship.</td>
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### Key Figures
- **72 MILLION+ LIVES IMPROVED**
- **150+ COUNTRIES OPERATING IN**
- **300 CLINICAL TRIALS IN FY20**
- **49,000+ PATENTS IN OUR PORTFOLIO**
- **$2.3B R&D SPEND IN FY20**
- **$460M+ CLINICAL INVESTMENTS IN FY20**

### Breakdown of Revenue
- **Cardiac & Vascular Group**
  - $14.9B
- **Diabetes Group**
  - $10.5B
- **Minimally Invasive Therapies Group**
  - $8.4B
- **Restorative Therapies Group**
  - $7.7B
- **Emerging Markets**
  - $4.7B
- **United States**
  - $2.4B
- **Non-US Developed**
  - $9.3B
More than 70 conditions in the human body are treated with our therapies, enabling us to address chronic conditions and provide healthcare solutions.
THE PANDEMIC BECAME A CATALYST FOR CHANGE

We worked with others to increase the global supply of ventilators by:

- Increasing our production of ventilators 5X
- Publicly sharing the design specifications for our portable compact ventilator to allow others around the world to join the fight

Within the first few weeks of open-sourcing the design specs of our portable compact ventilator, 200,000 people accessed the design files.
A CATALYST FOR CHANGE

COVID required solutions in **days and weeks** not months and years

By joining forces with other technology companies and suppliers, COVID became a **catalyst** for change and initiated new ways of thinking about how we could partner with other industries.

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OUR VENTILATOR CHALLENGES

**LOGISTICAL**

Constraints

1500 Components

100 Suppliers

14 Countries

**EXPORT/IMPORT**

Restrictions

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THE GLOBAL PANDEMIC
OUR CRISIS MANAGEMENT FRAMEWORK

STRENGTHEN LEADERSHIP TEAM & LEVERAGE TALENT

- Operational Doers
- Tactical Planners
- Strategic Thinkers
- Functional SME’s
  - Supply Chain & Supply Mgmt
  - Engineering & Manufacturing
  - Quality, PMO, EHS, & IT

CLEARLY DEFINE NON-NEGOTIABLES

- Product Quality
- Employee Welfare
- New Hire Training (No Shortcuts)

LEADING IN A CRISIS

Mission Statement
(Tenets focused. Creating a sense of Purpose & Challenge)

Engagement
(One Team - One Fight Quick Wins philosophy)

Program Structure
(Identify Key Constraints Develop Workstream Visual Pathway)

Communication
(Consistency & Transparency)

Simplify and Accelerate
(Funding, Change Control, Systems, leadtime reduction)

Talent Management
(Harness what’s around you, Develop and Discover new leaders)

EMBRACE & UTILIZE CORE LEADERSHIP COMPETENCIES

- Team & Action Orientated
- Connecting/Collaborating & Integrated Thinking
- Strong Communication
- Courage & Perseverance
- Credibility & Authenticity
- Decisiveness
- Strong Situational Awareness
- Agile, Adaptable, Improvising & Adjusting
- Mistakes Will Be Made, Accept It & Move On Quickly

Clearly Define Non-Negotiables

- Product Quality
- Employee Welfare
- New Hire Training (No Shortcuts)
CRITICAL CHALLENGES

MANUFACTURING
- RAW MATERIALS & SUB ASSEMBLIES: Majority of Ventilator Materials were Single Sourced
- PPE/SUPPLIES: Acquisition and Distribution of Supplies were Limited

DISTRIBUTION
- GLOBAL AIR: Passenger Air Capacity was Reduced by 90%
- LAST MILE: Carriers Experienced Staffing Shortages

SUPPORT & USAGE
- FIELD/TECH SUPPORT: Restricted Site Access and Limited PPE
- HCP EXPOSURE: HCP Needed to Minimize Interaction with Patients

NEW CHALLENGE: INDIA CRISIS
- LOCAL AIR: Air Capacity was Reduced
- LAST MILE: Carriers Experiencing Staffing Shortages

OUR CHALLENGES & SOLUTIONS

CHALLENGES

SOLUTIONS

IDENTIFIED NEW VENDORS, INSIDE & OUTSIDE OF THE INDUSTRY, FOR 35 PARTS WITHIN 2 WEEKS
SET UP A DISTRIBUTION HUB TO SUPPORT GLOBALLY SOURCED PPE
SECURED FREIGHT CAPACITY WITH TIER 1 VENDORS AND PULLED 6 WEEKS OF INVENTORY FORWARD WITHIN 48 HOURS + SHIFT TO OCEAN
DEVELOPED DC AND LAST MILE SOLUTIONS AND PRIORITIZATION OF MEDTRONIC PRODUCTS
PROVIDE TECHNICAL SUPPORT TO HOSPITAL IT TO ENABLE REMOTE SUPPORT
PARTNERED WITH INTEL TO ENABLE REMOTE MANAGEMENT OF VENTILATORS (PROTOTYPE COMPLETED IN 10 DAYS)
TRANSITIONED TO LOCAL TRUCK AND RAIL INTO THE MAJOR POPULATION CLUSTERS
LEVERAGE EMERGENCY RESPONSE RESOURCES AS DELIVER DRIVERS (OFFICER PERSONNEL, OWNERS, ETC.), MALAYSIA DRIVERS, AND COURIER SOLUTIONS
WANT TO LEARN MORE ABOUT MEDTRONIC AND OUR COVID RESPONSE?

https://www.medtronic.com/us-en/about.html