



Welcome to your CDP Water Security Questionnaire 2023

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Since the late 1940s, Medtronic has been working with others to alleviate pain, restore health, and extend life. Our Mission — to alleviate pain, restore health, and extend life — unites a global team of 95,000+ passionate people across 150 countries. Our technologies and therapies treat 70 health conditions and include cardiac devices, surgical robotics, insulin pumps, surgical tools, patient monitoring systems, and more. Powered by our diverse knowledge, insatiable curiosity, and desire to help all those who need it, we deliver innovative technologies that transform the lives of two people every second, every hour, every day. Expect more from us as we empower insight-driven care, experiences that put people first, and better outcomes for our world. In everything we do, we are engineering the extraordinary. Medtronic reported just over 31 billion in revenue for fiscal year 2023.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	May 1, 2022	April 30, 2023

W0.3

(W0.3) Select the countries/areas in which you operate.

- Australia
- Brazil
- Canada
- China
- Costa Rica
- Dominican Republic
- France
- Germany
- Ireland
- Israel
- Italy

- Mexico
- Netherlands
- Puerto Rico
- Singapore
- South Africa
- Spain
- Switzerland
- Turkey
- United States of America

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which financial control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
Recent acquisitions	The magnitude of this exclusion cannot be accurately determined, however it is not expected to be of significant impact to this overall reporting.
Smaller distribution centers and administration sites	Incomplete data on smaller sites for the reporting year. This exclusion is not considered significant to the overall reporting.
Unmetered Water	Any unmetered water (or water paid as part of the lease) during FY23. This exclusion is not considered significant to the overall reporting.

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, a Ticker symbol	MDT

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Important	Neutral	Our operations have varying dependencies on quality freshwater availability to support production processes and general personnel sanitary water needs. Medtronic routinely uses purified water in operations which is heavy monitored, such as RO, DI, etc... We have conducted water evaluations utilizing the WRI aqueduct tools for our own operations and extended that to our supply chain to better understand the indirect use rating.
Sufficient amounts of recycled, brackish and/or produced water available for use	Not very important	Not very important	Our operations have varying dependencies on quality freshwater availability to support production processes and general personnel sanitary water needs. Medtronic routinely uses purified water in operations which is heavy monitored, such as RO, DI, etc... Medtronic utilizes very little recycled water in our operations involved in manufacturing of products. We have conducted water evaluations utilizing the WRI aqueduct tools for our own operations and extended that to our supply chain to better understand the indirect use rating.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
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Water withdrawals – total volumes	76-99	Monthly	Invoices or metering	90+% of operations included in report. Water withdrawal data volume from utility billing records or ground water metering.
Water withdrawals – volumes by source	76-99	Monthly	Invoices or metering	90+% of operations included in report. Water withdrawal data volume from utility billing records or ground water metering.
Water withdrawals quality	51-75	Monthly	NA	There are no known specific quality determinations at the point of withdrawal, however, Medtronic routinely uses purified water in operations which is heavy monitored, such as RO, DI, etc...
Water discharges – total volumes	76-99	Monthly	Estimates from invoice/metered water minus "consumed" in-process water	Water discharge total volumes are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. Water discharged = Water invoiced/metered minus 10% water lost in-process.
Water discharges – volumes by destination	76-99	Monthly	Estimates from invoice/metered water minus	Water discharge total volumes are measured and monitored in conjunction with those locations having relevant

			"consumed" in-process water	water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. Water discharged = Water invoiced/metered minus 10% water lost in-process.
Water discharges – volumes by treatment method	76-99	Monthly	Estimates from invoice/metered water minus "consumed" in-process water	Water discharge total volumes are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. Water discharged = Water invoiced/metered minus 10% water lost in-process.
Water discharge quality – by standard effluent parameters	76-99	Monthly	Quality limits contained within site discharge permits or POTW agreements	Water discharge total volumes are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. We do not collect this

				information on a global level as water quality is managed at the local level.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	76-99	Monthly	Quality limits contained within site discharge permits or POTW agreements	Water discharge quality parameters are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. We do not collect this information on a global level as water quality is managed at the local level.
Water discharge quality – temperature	51-75	Monthly	Quality limits contained within site discharge permits or POTW agreements	Water discharge quality (including temperature) parameters are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. The percent (%) value provided reflects an estimate of the number of sites measuring and monitoring this aspect. We do not collect this information on a global level as water quality/temperature is managed at the local level.

Water consumption – total volume	76-99	Monthly	Estimated	Water withdrawal data volume from utility billing records or ground water metering. Estimated 10% of invoiced/metered water lost in process. Water composition is 90% of invoice/metered water.
Water recycled/reused	26-50	Monthly	Internal site survey	Individual sites manage and keep records of their water recycle/reuse/recirculation processes. We do not centrally track this information.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Monthly	Required and annually assessed.	Medtronic requires full compliance with all laws and regulations wherever we operate, and fully functioning WASH services are required at all of our facilities by both local regulation and Medtronic Environmental, Health and Safety program requirements.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	2,050.9	Lower	Increase/decrease in efficiency	Lower	Increase/decrease in efficiency	Despite an increase in water source reporting (monitoring

						<p>systems added to 3 well water sources) and post - Covid water demand (sanitary water and food prep water), we saw reductions in our total withdrawals in comparison to FY22 and or FY20 (baseline).</p> <p>Decreases are due to energy/water technology projects, water efficiency efforts and water reduction practices.</p>
Total discharges	1,854.8	Lower	Increase/decrease in efficiency	Lower	Increase/decrease in efficiency	Total consumption is approximately 10 megaliters more than total withdrawn

						<p>considering a rainwater collection system at one of our Costa Rica sites.</p> <p>While the majority of our water usage is for sanitary and production, an estimated 10% of our water is evaporated via cooling towers that are used for cooling and dehumidifying our manufacturing spaces. As we see reductions in total water consumption, we will see proportional reductions in total discharges.</p> <p>In addition, we continue to invest in water efficiency and water reduction</p>
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						<p>projects at our sites.</p> <p>Total Discharges = (Total withdrawal + 10 megaliters rainwater collected) x 0.9</p>
Total consumption	2,060.9	Lower	Increase/decrease in efficiency	Lower	Divestment from water intensive technology/process	<p>Total consumption is approximately 10 megaliters more than total withdrawn considering a rainwater collection system at one of our Costa Rica sites.</p> <p>Our total water consumption decreased in FY23 despite improved water withdrawal reporting and more employees on site post-COVID. This is our FY23</p>

							energy/water technology projects, water efficiency efforts and water reduction practices resulted an overall decrease from FY22 levels.
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W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	26-50	Lower	Increase/decrease in efficiency	Lower	Increase/decrease in efficiency	WRI Aqueduct	In FY22, Medtronic performed its third biannual WRI Aqueduct analysis for all sites meeting a minimum usage threshold. Of those 33 MDT locations, and 13 fall within the



							<p>high, or extremely high categories based on current water stress. 25.8% of Medtronic's FY23 water withdrawal comes from these 13 sites.</p> <p>Of the remaining facilities, 10 are predicted to move to high or extremely high stress categories by 2040.</p> <p>In addition, we assessed 22 contract manufacturing locations relevant to Medtronic and found that 9 currently fall within high or extremely high water stress</p>
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								<p>categories.</p> <p>An additional 7 contract manufacturing locations relevant to Medtronic are predicted to move from low stress to high or extremely high stress by 2040. (Stress equals the amount of annual withdrawal versus annual supply.)</p> <p>We continue to apply energy/water technology projects, water efficiency efforts and water reduction practices at our High or Very High water stress locations.</p>
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W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	10	About the same	Other, please specify NA	Costa Rica sites collect an average of 10 megaliters/year of rainwater
Brackish surface water/Seawater	Not relevant				No brackish water withdrawals are utilized at Medtronic sites
Groundwater – renewable	Relevant	27.5	Higher	Change in accounting methodology	In FY23, we added 3 metered wells to our withdrawal source inventory which have previously gone unreported (amounting to approximately 27.5 megaliters).
Groundwater – non-renewable	Not relevant				Accounted for all of our groundwater wells in the renewable section.

Produced/Entrained water	Not relevant				No significant produced water withdrawals are utilized at Medtronic sites
Third party sources	Relevant	2,023.4	Lower	Increase/decrease in efficiency	Despite an increase in water source reporting and water demand, our FY23 energy/water technology projects, water efficiency efforts and water reduction practices resulted an overall decrease from FY22 levels.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Relevant but volume unknown				There are no significant discharges to surface water from Medtronic site. Data for these discharges are captured at a site level and

					not centrally tracked.
Brackish surface water/seawater	Not relevant				There are no known water discharges from Medtronic sites to Brackish water
Groundwater	Not relevant				There are no known water discharges from Medtronic sites to groundwater
Third-party destinations	Relevant	1,854.8	Lower	Increase/decrease in efficiency	As we see reductions in total withdrawals we will see proportional reductions in total discharges. In addition, we continue to invest in water efficiency and water reduction projects at our sites.

W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	Primary reason for comparison with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Not relevant					We do not conduct

						secondary or tertiary treatment at any Medtronic facility. Discharges go to a third party for treatment under the appropriate operational permits and parameters
Secondary treatment	Not relevant					We do not conduct secondary or tertiary treatment at any Medtronic facility. Discharges go to a third party for treatment under the appropriate operational permits and parameters
Primary treatment only	Relevant but volume unknown					Several Medtronic facilities conducts pH adjustment

						t primary treatment on-site. Discharges go to a third party for treatment under the appropriate operational permits and parameters.
Discharge to the natural environment without treatment	Not relevant					We do not discharge to the natural environment.
Discharge to a third party without treatment	Relevant	1,854.8	Lower	Increase/decrease in efficiency	91-99	Discharges go to a third party for treatment under the appropriate operational permits and parameters. However, several Medtronic facilities conduct pH adjustment primary treatment on-site

						prior to being discharged go to a third party for treatment under the appropriate operational permits and parameters.
Other	Not relevant					Some Medtronic facilities have septic systems. Should we reach capacity, these systems are pumped out and transported to a third party for treatment under the appropriate operational permits and parameters.

W1.2k

(W1.2k) Provide details of your organization’s emissions of nitrates, phosphates, pesticides, and other priority substances to water in the reporting year.

	Emissions to water in the reporting year (metric tonnes)	Category(ies) of substances included	Please explain
Row 1	0		Water discharge quality parameters are measured and monitored in conjunction with those locations having relevant water discharge monitoring and reporting regulatory/permit requirements. We do not collect emissions to water information on a global level as water quality is managed at the local level. We would expect the emissions to water of these pollutants to be negligible.

W1.3

(W1.3) Provide a figure for your organization’s total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	31,227,000,000	2,050.9	15,225,998.3421912	We are expecting to meet our FY25 water reduction goals while we are growing our operations. Medtronic FY25 goal is to reduce water intensity (CuM/\$M revenue) by 15% with a baseline of FY20.

W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances
Row 1	Yes

W1.4a

(W1.4a) What percentage of your company’s revenue is associated with products containing substances classified as hazardous by a regulatory authority?

Regulatory classification of hazardous substances	% of revenue associated with products containing substances in this list	Please explain
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Candidate List of Substances of Very High Concern for Authorisation above 0.1% by weight (EU Regulation)	21-40	We comply with all chemicals regulations (including EU Regulation for Substances of Very High Concern) for our medical devices. Our product stewardship team estimates that these apply to 21-40% of our products by revenue.
Other, please specify EU Medical Device Regulations & Directives	Less than 10%	We comply with all medical device Regulations and Directives. Our product stewardship team estimates that less than 10% of our products by revenue fall under the EU Medical Device Regulations & Directives.
Other, please specify CA Proposition 65	21-40	We comply with all chemicals regulations (including CA Prop 65) for our medical devices. Our product stewardship team estimates that these apply to 21-40% of our products by revenue.

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement
Suppliers	Yes
Other value chain partners (e.g., customers)	Yes

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

Assessment of supplier impact

No, we do not currently assess the impact of our suppliers, but we plan to do so within the next two years

Please explain

We engage with our suppliers on several environmental areas including water consumption and water reduction efforts. We are continuously working with our customers on sustainability related issues such as water stewardship and engage with them to foster continuous learning and improvement opportunities. We have plans to for this year to update our supplier ESG fundamental expectations which will include water consumption, quality and security.

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?

	Suppliers have to meet specific water-related requirements	Comment
Row 1	No, but we plan to introduce water-related requirements within the next two years	As part of the Environmental Stewardship section of the Medtronic's Global Supplier Standards, we establish expectations for our Suppliers to conduct business in ways that help preserve and protect the environment, and demonstrate accountability and transparency in sustainability performance. We engage with our suppliers on several environmental areas including water consumption and water reduction efforts. We have plans to for this year to update our supplier ESG fundamental expectations which will include water consumption, quality and security.

W1.5d

(W1.5d) Provide details of any other water-related supplier engagement activity.

Type of engagement

Other

Details of engagement

Other, please specify

Engage with suppliers to advocate for responsible water stewardship and resource management

% of suppliers by number

Unknown

Rationale for your engagement

We engage whenever the opportunity arises with suppliers to discuss environmental sustainability.

Impact of the engagement and measures of success

Currently not measured.

Comment

The Medtronic's Global Supplier Standards states that our Suppliers are to conduct business in ways that help preserve and protect the environment, and demonstrate accountability and transparency in sustainability performance. We engage with our suppliers on several environmental areas including water consumption and water reduction efforts. We have plans to for this year to update our supplier ESG fundamental expectations which will include water consumption, quality and security.

W1.5e

(W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

Type of stakeholder

Customers

Type of engagement

Education / information sharing

Details of engagement

Share information about your products and relevant certification schemes

Rationale for your engagement

We engage with customers on environmental sustainability and resource conservation opportunities.

Impact of the engagement and measures of success

Not yet measured

Type of stakeholder

Investors & shareholders

Type of engagement

Education / information sharing

Details of engagement

Educate and work with stakeholders on understanding and measuring exposure to water-related risks

Rationale for your engagement

Ensure all stakeholders are educated on our plans for environmental sustainability and resource conservation

Impact of the engagement and measures of success

Not yet measured

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Fines, enforcement orders, and/or other penalties	Comment
Row 1	Yes	Enforcement orders or other penalties but none that are considered as significant	Medtronic received one Notice of Violation (NOV) in FY23 at our Tijuana Lago, Mexico facility for a waste water permit exceedance for oil and grease. There was no fine associated with this NOV.

W3. Procedures

W3.1

(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

	Identification and classification of potential water pollutants	Please explain
Row 1	No, we do not identify and classify our potential water pollutants	All Medtronic products are evaluated for environmental, health and safety impacts associated with the manufacturing of these products prior to production. Medtronic facilities conducts periodic risk assessments to identify risks/impact to employees and environment and manage their discharges through compliance with our appropriate third party operational permits and parameters.

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed as part of an established enterprise risk management framework

Frequency of assessment

Every two years

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market

Tools and methods used

WRI Aqueduct

Contextual issues considered

- Water availability at a basin/catchment level
- Water quality at a basin/catchment level
- Stakeholder conflicts concerning water resources at a basin/catchment level
- Water regulatory frameworks
- Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

- Customers
- Employees
- Investors
- Local communities
- NGOs
- Regulators
- Water utilities at a local level

Comment

In FY22, Medtronic performed its third bi-annual WRI Aqueduct analysis for all sites meeting a minimum usage threshold. Of our 66 manufacturing facilities, 33 locations were reviewed as part of this analysis and 13 fall within the high, or extremely high categories based on current water stress. Of the remaining facilities, 7 are predicted to move to high or extremely high stress categories by 2040. The next WRI Aqueduct analysis is scheduled for FY 24.

W3.3b

(W3.3b) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision-making process for risk response
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Row 1	Water risks are assessed as part of an established enterprise risk management framework.	Medtronic's Environmental Sustainability Standard provides direction for the responsible use of natural resources by conserving water wherever feasible. The standard calls for locations to conduct a facility water supply and use evaluation to identify opportunities for water conservation, where feasible, implementing projects that will result in eliminating, reusing, and/or recycling water, and improving the quality of water discharges. Medtronic also has procedures that incorporate water related issues and uses in the manufacturing, design, transfer process and an annual objective setting process for each site to evaluate and reduce water use.	Employees, Community, Government, Investors, Customers, Patients	Periodic updates are made to our Sustainability standard based on changes to the risk profile revealed through the risk management process.
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W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Medtronic Enterprise Risk Management (ERM) uses a structured risk identification and assessment process that incorporates both quantitative and qualitative factors to score and prioritize identified risks. Medtronic ERM assesses established and emerging enterprise risks based on scoring criteria that includes the potential for negative impacts to Medtronic, the likelihood of risk occurrence, the preparedness of the organization to address potential risks, and the velocity or speed of onset for which Medtronic will realize the potential impact(s) of the risk event. Each of the scoring criteria include supporting evaluation elements that, when considered collectively, produce an overall inherent score as well as a residual risk score after considering the effectiveness of Medtronic's preparedness/risk mitigation plans.

IMPACT

Although the impact score includes ratings based on financial impact, there are other considerations that drive the risk review including: organizational impacts relating to reputational/brand, quality, regulatory/legal/compliance, operations and ability to achieve strategic objectives.

Attributes defining the conditions that associate each of the impact categories with a rating and score have been documented. Scoring impact can be challenging because precise quantification at a point in time may be speculative or based on estimates with incomplete knowledge. Combining the attributes as guidance with business acumen and experience support a reasoned risk score. The final impact score is the highest score across the scored categories.

LIKELIHOOD

The likelihood score assesses the probability that an event, error or anomaly will occur without consideration of controls in place.

PREPAREDNESS

Preparedness is added to the calculation to incorporate the impact of management activities and/or control effectiveness.

VELOCITY

The speed of onset for which Medtronic will realize the impact of the risk event. Velocity is a component of inherent risk that can be leveraged to differentiate between risks with similar impact and likelihood ratings.

In scoring each of the categories, the model combines quantitative factors with business acumen and expertise to determine risk scoring.

For example, although the impact score includes ratings based on financial impact, there are other considerations that drive risk assessments, including organizational impacts relating to reputational / brand, quality, regulatory / legal / compliance, operations, and the ability to achieve strategic objectives and maximize beneficial outcomes based on managed risks. Medtronic's Business Continuity Management (BCM) program focuses on operational risk - the risk of loss resulting from interruptions of critical processes, supply, people, and systems or from internal or external events – including climate risks associated with natural disasters such as hurricanes and wildfires. The BCM program prioritizes Medtronic's critical products and services end-to-end value streams, focusing on resiliency and the identification and effective management of key operational risks. Product and service criticality is evaluated based on patient and commercial market impact. The program includes an annual risk assessment to determine and prioritize top risks and align on mitigation options and business continuity and resiliency strategies. Medtronic has integrated physical climate risk into its BCM risk assessment platform.

The BCM Program is governed by the ERM Steering Committee (comprised of Executive Committee leaders) and the Audit Committee of the board of directors. It is the collective responsibility of these groups to ensure that Medtronic's critical operations are resilient and that key operational risks are being effectively assessed and managed.

The Enterprise Sustainability Program leads periodic materiality assessment conducted by external experts to identify priority sustainability/ESG issues based on input from internal leadership, external customers, investors, NGOs and industry associations. The most recent assessment was completed in 2020 and included identification of a broad range of potential issues that could impact Medtronic's long-term business success – including climate risk and resilience. Each identified issue was individually scored based on inputs from interviews, surveys, and the external expert's analysis and insights. Factors assessed included importance

to business based on revenue generation, operational efficiency / cost savings, regulatory risk, credibility, trust or reputation, innovation and growth and employee productivity, hiring, or retention and impact on stakeholders. This assessment focused on both risks and opportunities.

Results were presented to the Sustainability Steering Committee for determination of the top risks and mitigation strategies. Medtronic will complete a double materiality assessment to refresh our priority issues this fiscal year (FY24).

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	We do not have operations that are believed significantly affected by being located in areas of water-related risk as defined by issues of water scarcity, capacity issues, flooding, poor water quality, poor enforcement of regulations, tightening of regulations, access to water supply and sanitation or access to adequate water infrastructure.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	<p>We are not currently aware of our supply chain being significantly affected by being located in areas of water-related risk as defined by issues of water scarcity, capacity issues, flooding, poor water quality, poor enforcement of regulations, tightening of regulations, access to water supply and sanitation or access to adequate water infrastructure.</p> <p>Medtronic has conducted a supply chain water stress assessment utilizing the WRI Aqueduct tool to better determine whether any substantive risks exists and potential impacts. No substantive risks were discovered.</p>

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities but are unable to realize them

W4.3b

(W4.3b) Why does your organization not consider itself to have water-related opportunities?

	Primary reason	Please explain
Row 1	Opportunities exist, but we are unable to realize them	While we continually strive to evaluate and implement opportunities for water conservation, our businesses are not believed to be significantly water intensive. We are not aware of any water-related opportunities that have the potential to generate a substantive change in our organization.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of the scope (including value chain stages) covered by the policy Description of business impact on water Commitment to align with international frameworks, standards, and widely-recognized water initiatives Commitment to prevent, minimize, and control pollution Commitment to reduce water withdrawal and/or consumption volumes in direct operations Commitments beyond regulatory compliance	A link is provided below to the Medtronic EHS Policy which is also publicly available on Medtronic.com. https://www.medtronic.com/us-en/about/corporate-governance/ehs-policy.html In addition, publicly stated goals around water are available on Medtronic.com Integrated Performance Report. https://www.medtronic.com/us-en/about/citizenship/integrated-performance-reports.html

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual or committee	Responsibilities for water-related issues
Board-level committee	The Board's responsibilities include, among other responsibilities, risk oversight (both as a full Board and through its committees), evaluation of the Company's strategic direction, and attention to matters affecting the Company's corporate governance and shareholder relations. Our Sustainability Steering Committee (SSC) of the Board oversees our sustainability program including strategic plans related to environmental, social and governance (ESG) performance, risk, engagement and disclosure, and recognition. Among other responsibilities, the SSC reviews, and approves material ESG issues, metrics, commitments, and performance aspirations/targets. For example, the SSC engages on our corporate environmental strategy, including our long-term targets for energy use/greenhouse gas emissions reduction, renewable energy and water conservation.
Chief Financial Officer (CFO)	Executive sponsor of the Medtronic Sustainability Steering Committee. The CFO has ultimate responsibility for Operations, and this is one of the metrics/assessments reported to the position and staff on a regular cadence and is built into the process of operational footprint considerations.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Reviewing and guiding annual budgets Reviewing and guiding business plans Reviewing and guiding corporate responsibility strategy	Medtronic operates in a complex, dynamic, highly competitive, and regulated environment. The business and affairs of the Company are governed by a Board of Directors. The Board's responsibilities include, among other responsibilities, risk oversight (both as a full Board and through its committees), evaluation of the Company's strategic direction, and attention to matters affecting the Company's corporate governance and shareholder relations. The board is scheduled to meet 4x/year but may meet more frequently if necessary. In setting the

		<p>Reviewing and guiding major plans of action</p> <p>Reviewing and guiding risk management policies</p> <p>Reviewing and guiding strategy</p> <p>Reviewing innovation/R&D priorities</p>	<p>agenda for Board meetings, the Chairman, Lead Independent Director, and CEO, as applicable, focus on topics related to the Company’s strategic direction, the creation of long-term shareholder value, management of risk, and subjects recommended by Board members – including climate related issues as appropriate. The Nominating and Governance Committee of the board oversees our environmental, social, and governance practices, however other committees may engage in climate related discussions as well. For example, the Enterprise Risk Management leadership led a discussion with the Audit Committee on the strategy and approach for addressing Medtronic’s climate risks relating to natural disasters – including hurricanes.</p> <p>Officers of the Company are invited to attend the general session of Board meetings as appropriate. Directors have full and free access to members of management and employees of the Company.</p> <p>Environmental-related issues that pose a significant risk to the company’s ability to meet our strategic goals and financial targets are escalated to the Medtronic board through our Enterprise Risk Management framework.</p>
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W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Primary reason for no board-level competence on water-related issues	Explain why your organization does not have at least one board member with competence on water-related issues and any plans to address board-level competence in the future
Row 1	No, but we plan to address this within the next two years	Other, please specify We have not completed a Board member competency assessment, however, does not mean there are no board member with competency on water related issues.	We have not completed a Board Member competency assessment; however, this does not mean that there are no board members with competency on water-related issues. We planned to assess the need for a competency criterion for our Board Members within the next two years.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Chief Financial Officer (CFO)

Water-related responsibilities of this position

Frequency of reporting to the board on water-related issues

Quarterly

Please explain

The CFO has ultimate responsibility for Operations, and this is one of the metrics/assessments reported to the position and staff on a regular cadence and is built into the process of operational footprint considerations. Our Sustainability Steering Committee (SSC) oversees our sustainability program including strategic plans related to environmental, social and governance (ESG) performance, risk, engagement and disclosure, and recognition. Among other responsibilities, the SSC reviews, and approves material ESG issues, metrics, commitments, and performance aspirations/targets. For example, the SSC engages on our corporate environmental strategy, including our long-term targets for energy use/greenhouse gas emissions reduction, renewable energy and water conservation.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	While environmental metrics are part of overall goals and performance, we are not aware of incentives directly for water related issues. All C-suite members are held accountable to our public goals which include water reduction goals.

W6.5


(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Yes (you may attach the report - this is optional)

 MDT (Medtronic plc.) (10-K) 2023-06-22.pdf_.pdf

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	5-10	Water risks have been determined for both short-term (existing) and long-term risk (10 year). Results are considered as one of many factors towards future operational footprint planning. This includes mergers and acquisitions, growth and expansions, site consolidations and manufacturing centers of excellence.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	5-10	Water risks have been determined for both short term (existing) and long-term risk (10 year). Results are considered as one of many factors towards future operational footprint planning. This includes mergers and acquisitions, growth and expansions, site consolidations and manufacturing centers of excellence.
Financial planning	Yes, water-related issues are integrated	5-10	Water risks have been determined for both short term (existing) and long-term risk (10 year). Results are considered as one of many factors towards future operational footprint planning. This includes mergers and acquisitions, growth and expansions, site consolidations and manufacturing centers of excellence. Cost analysis of water risk is factored into operational decisions.

W7.2

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

1

Anticipated forward trend for CAPEX (+/- % change)

2

Water-related OPEX (+/- % change)

5

Anticipated forward trend for OPEX (+/- % change)

5

Please explain

Medtronic has dedicated funds that are used for energy/climate/water process improvements each year. Numerous projects are in process that will improve water efficiency. Medtronic has numerous water reduction CAPEX projects in the pipeline for the next few years to meet our long-term water reduction targets. Medtronic is anticipating a 5% per year change in OPEX.

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	Yes	<p>During FY22, we continued to incorporate scenario analysis into our climate-related strategies by conducting a water stress assessment using the World Resources Institute Aqueduct Water Risk Atlas.</p> <p>With the Aqueduct online tool, we were able to assess current and future water stress – through 2040 – at Medtronic locations around the globe. The assessment, which was limited to Medtronic facilities that use 3 million gallons of water or more annually, leveraged the Aqueduct Risk Atlas “optimistic,” “business as usual” and “pessimistic” scenarios that are based on specific global temperature pathways. We conducted a similar analysis of our top 22 contract manufacturers, scoping the assessment to locations relevant to Medtronic.</p> <p>This analysis will support our understanding of the impacts of water stress on our business and the associated business strategies to address any significant</p>

	issues.
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W7.3a

(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization’s business strategy.

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Water-related Climate-related	Ref.: Operational Water Stress FY22 Analysis	Recommendations from Operational Water Stress FY22 Analysis: <ul style="list-style-type: none"> - Set water use reduction goals at all MDT locations facing current and future extreme or high stress - Execute a water usage assessment to determine efficiency and conservation opportunities - Seek Certified Water Efficiency Professional (CWEP) certification for employees managing key locations at extreme or high stress - Assess water stress during integration of acquired locations and establish conservation objectives as appropriate - Engage contract manufacturers facing extreme or high current and future stress on their conservation strategies/preparedness - Factor water stress information into future facility consolidation and location decisions - Leverage enterprise climate risk assessment and scenario analysis tools for future water 	The executive sponsor of the SSC is our Chief Financial Officer, who serves on the company's Executive Committee and is responsible for leading the Medtronic global finance organization and key supporting functions, including Treasury, Controller, Tax, Internal Audit, Investor Relations, Corporate Strategy, Business Development, Enterprise Excellence and IT. The SSC membership also includes other executive committee members and senior leaders of key operations and business functions that provide a broad range perspectives and expertise for risk management; finance; legal, government affairs; investor relations; compliance; corporate governance; human resources; communications; philanthropy; quality; procurement; operations and supply chain; and environmental, health, and safety.

			stress analyses	
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W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

Yes

Please explain

Medtronic utilizes both invoiced water and has established an internal cost of water that considers other water treatments to make it usable for operations such as reverse osmosis, de-ionization, sewer, cooling tower treatment, etc. The true cost of water methodology is utilized by Operations teams in determining operational changes.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, and we do not plan to address this within the next two years	Other, please specify We will evaluate the need for additional measures to classify our product/services as low water impact	CDP water disclosure annually is how we evaluate our water impact. Classifying our life saving medical devices as low water impact is not an immediate priority.

W8. Targets

W8.1

(W8.1) Do you have any water-related targets?

Yes

W8.1a

(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain

Water pollution	No, and we do not plan to within the next two years	At this time, we have determined that water pollution is not a material issue for Medtronic. We plan to re-evaluate our Water Consumption and Conservation program this year to establish beyond 2025 goals. Should water pollution be determined as relevant, we will establish targets in this category.
Water withdrawals	Yes	
Water, Sanitation, and Hygiene (WASH) services	No, and we do not plan to within the next two years	At this time, we do not have a separate WASH. However, as part of our environmental sustainability targets, we conduct water & energy site assessments to identify water reduction projects. To date, we have implemented several low-flow faucets/toilettes sanitary water reduction projects. We plan to re-evaluate our Water Consumption and Conservation program this year to establish beyond 2025 goals. Should WASH targets be determined appropriate, we will establish targets in this category.
Other	No, and we do not plan to within the next two years	We plan to re-evaluate our Water Consumption and Conservation program this year to establish beyond 2025 goals. Should other water-related targets (such as landscape irrigation; rainwater capture; recycled process water) be determined as relevant, we will establish targets in this category.

W8.1b

(W8.1b) Provide details of your water-related targets and the progress made.

Target reference number

Target 1

Category of target

Water withdrawals

Target coverage

Company-wide (direct operations only)

Quantitative metric

Reduction in withdrawals per revenue

Year target was set

2020

Base year

2020

Base year figure

13,964,934

Target year

2025

Target year figure

16,059,675

Reporting year figure

15,225,998

% of target achieved relative to base year

60.2014282434

Target status in reporting year

Underway

Please explain

We are using water withdrawal as a surrogate for water consumption. The Medtronic's current water intensity goal reduction is 15% by FY2025 (baseline year FY2020). In addition, Medtronic set internal annual targets to achieve this FY2025 target. (FY21 target 3%; FY22 target 6%; FY23 target 9%; FY24 target 12%; FY25 target 25%we have annual targets from baseline FY20).

Baseline year (FY2020) withdrawal per revenue = (\$28.913B/ 2070.4 megaliters) = 13.965USD\$/megaliter. Target year (FY2025) withdrawal per revenue = 15% efficiency times FY2020 withdrawal per revenue or \$16.060USD\$/megaliter. Our reporting year figure was calculated in question 1.3 (15.226 USD\$/megaliters). This amounts to a 9.03% reduction of water withdrawal from baseline year 2020 (or a 60.2% of target achieved).

Medtronic met its FY23 target and is on track to achieve the FY2025 goal.


W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

Yes

 ERM CVS - Assurance Report for Medtronic FY23_CDP Water Security.pdf

 MDT (Medtronic plc.) (10-K) 2023-06-22.pdf_.pdf

W9.1a

(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Disclosure module	Data verified	Verification standard	Please explain
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W1 Current state	Total water withdrawal: third party sources	ISAE 3000	International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Standards Board.
W8 Targets	Total water withdrawal: third party sources	ISAE 3000	International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Standards Board.

W10. Plastics

W10.1

(W10.1) Have you mapped where in your value chain plastics are used and/or produced?

	Plastics mapping	Please explain
Row 1	Not mapped – and we do not plan to within the next two years	At this time, we have not mapped plastics in our value chain . We plan to re-evaluate our Waste, Water, and Plastics programs to establish beyond 2025 goals. Should other a Plastics target (purchased, produced, used, recycled) be determined as relevant, we will establish targets in this category.

W10.2

(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?

	Impact assessment	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	

W10.3

(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.

	Risk exposure	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	

W10.4

(W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Please explain
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Row 1	No – and we do not plan to within the next two years	At this time, we have not mapped plastics in our value chain . We plan to re-evaluate our Waste, Water, and Plastics programs to establish beyond 2025 goals. Should other a Plastics target (purchased, produced, used, recycled) be determined as relevant, we will establish targets in this category.
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W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	No	
Production / commercialization of durable plastic goods (including mixed materials)		
Production / commercialization of plastic packaging		
Production of goods packaged in plastics		
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)		

W11. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

Medtronic received a 3rd party limited verification for our FY23 Water Security submittal. Letter of Assurance from ERM CVS dated July 24th is attached in W9.1

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Senior Director Environmental, Health and Safety	EHS manager

SW. Supply chain module

SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	31,227,000,000

SW1.1

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?

No facilities were reported in W5.1

SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
Row 1	No, this is confidential data	

SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services.

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public



Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

Yes, CDP may share our Main User contact details with the Pacific Institute

Please confirm below

I have read and accept the applicable Terms