Our Company

Letter from our CEO

As we celebrate 40 years of transforming patients’ lives, I am proud of the achievements St. Jude Medical and our employees around the world have made, bringing next-generation medical technologies to treat expensive epidemic diseases and improving the quality of life for patients worldwide.

Our mission also encompasses our commitment to addressing the complex issues of operating a global business in environmentally sustainable, socially responsible ways. This means considering the needs of our stakeholders around the globe, ranging from the medical professionals who use our products to improve patient outcomes and reduce costs, to the shareholders who expect us to return value on their investments. They include the agencies we work with so that we can meet or exceed regulatory requirements, and the suppliers we rely on to maintain the high standards we expect. Also important to us are the communities where our employees live and work; we strive to contribute through our financial support of important causes as well as the volunteer projects our employees undertake.

We believe it is essential to solve today’s pressing healthcare challenges without compromising the needs of future generations. Our efforts to protect the environment include reducing energy and water consumption, and encouraging participation in recycling programs. At our Irvine, Calif., manufacturing facility, for example, landscaping changes and irrigation improvements allowed us to cut our water use per unit by half between 2012 and 2015. Also in 2015, we received the Chelsea Santucci Greenovation Award from Kimberly-Clark recognizing a recycling program at three of our Minnesota manufacturing facilities, where we have recycled more than 2 million plastic gloves over the past two years. As always, St. Jude Medical is committed to meeting and exceeding the highest quality and ethical expectations.

As part of our commitment to corporate citizenship, we partner with organizations that work to improve access to health care. The St. Jude Medical Foundation, an independent organization funded by St. Jude Medical, provides funding to improve public awareness of cardiac and chronic pain conditions and the device therapies that change lives. For example, for almost three decades the St. Jude Medical Foundation has partnered with Children’s HeartLink to deliver high-quality complex care for children living with heart disease in underserved parts of the world. Together, we focus on providing clinical training to health care professionals in high-need hospitals.

All of these goals are achieved thanks to the efforts of our employees, a strong team of 18,000 people around the world whose contributions are the foundation for our success. We foster a culture of diversity and inclusion and invest in skills and people development to fuel innovation, nurture careers and drive our company forward.

These are exciting times for St. Jude Medical and our industry. I want to thank our employees, customers and all of our stakeholders for the support and trust they place in us every single day and for being a part of our rich 40-year legacy of saving and improving lives.

Michael T. Rousseau, President and Chief Executive Officer
SELECTED FINANCIAL INFORMATION

Net sales
(in billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>$5.61</td>
<td>$5.50</td>
<td>$5.50</td>
<td>$5.62</td>
<td>$5.54</td>
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</tbody>
</table>

Operating profit
(in billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tr>
<td>Operating profit</td>
<td>$1.12</td>
<td>$1.10</td>
<td>$1.05</td>
<td>$1.15</td>
<td>$1.03</td>
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</table>

Diluted net earnings per share
(in dollars)

<table>
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<tr>
<th>Year</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diluted net earnings per share</td>
<td>$2.52</td>
<td>$2.39</td>
<td>$2.49</td>
<td>$3.46</td>
<td>$3.07</td>
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Research and development expense
(in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Research and development expense</td>
<td>$705</td>
<td>$676</td>
<td>$691</td>
<td>$692</td>
<td>$676</td>
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</tbody>
</table>

2015 Net sales by product category*

- Cardiac Rhythm Management: 46%
- Cardiovascular: 9%
- Atrial Fibrillation: 24%
- Neuromodulation: 2%
- Thoratec**: 20%

2015 Net sales by geography

- United States: 51%
- International: 49%

*Percentages are rounded to the nearest whole number and may not sum precisely.
**St. Jude Medical acquired Thoratec Corporation in October 2015.

Globally, we employ approximately 18,000 people, maintain facilities in eight countries, and sell our products in more than 100 countries. We provide life-saving technologies to patients all around the world. Learn more about our global presence. Meet the people who lead our executive leadership team.
Our Vision and Mission

At St. Jude Medical, we take on some of the world’s biggest health care challenges. We are committed to transforming the treatment of expensive epidemic diseases where medical device innovation can save and improve lives and drive down the overall cost of care. Read more about our vision and mission.

Every business day more than 20,000 people are impacted by our lifesaving technologies. We are laser focused on developing product portfolios and novel, customized disease-management solutions addressing five key areas:

- Atrial fibrillation
- Heart failure
- Neuromodulation
- Traditional cardiac rhythm management
- Cardiovascular

Learn more about what we're doing to address the health and economic challenges of epidemic diseases around the world.

Product Innovation

ATRIAL FIBRILLATION

An estimated 33.5 million people worldwide have atrial fibrillation, the most common type of cardiac arrhythmia. With clinical- and evidence-based expertise in cardiac arrhythmias, we offer unparalleled solutions. Our market-leading technology is the most comprehensive electrophysiology (EP) medical device portfolio in the business. Our new EnSite Precision™ cardiac mapping system (available in Europe and pending 510(k) approval in the United States) is a next-generation platform with sensor-enabled catheters and an advanced user interface. This system was designed in collaboration with key opinion leaders around the world, and the initial feedback validates our confidence in this new system to enable physicians with precise information to treat cardiac arrhythmias.

In 2015, we significantly improved our ablation catheter offerings in our cardiac arrhythmia product portfolio with the commercialization of two new catheters. The TactiCath™ Quartz contact-force sensing irrigated ablation catheter pioneered the ability to give physicians a real-time, objective measure of the force applied to the heart wall during a cardiac ablation procedure to treat paroxysmal AF. Our best-in-class FlexAbility™ ablation catheter was designed with feedback from leaders in the global EP community to enhance the quality of care for patients during ablation procedures. These product introductions have allowed physicians to tailor patient therapy for optimized outcomes and position us as the provider of choice to EP customers.
HEART FAILURE

Heart failure (HF) is one of the most costly diseases in the world, affecting more than 26 million people around the world. St. Jude Medical is developing technologies that position us to become the global medical technology leader in heart failure management. Our portfolio allows us to uniquely enable patient care from early symptoms to advanced stages, regardless of heart failure type.

The CardioMEMS™ HF System is the cornerstone of our heart failure program. We are the only company with an FDA-approved remote hemodynamic monitoring device. In the November 2015 edition of The Lancet, prospective data from the CHAMPION study showed that after a mean of 31 months of follow-up, heart failure patients managed with the CardioMEMS HF system had a 48-percent reduction in heart failure hospitalizations compared to patients managed with the current standard of care. The data confirms the benefits of our pioneering technology and has driven strong clinical acceptance. However, with new innovative technologies, reimbursement can lag behind regulatory approval. We are pursuing a National Coverage Determination from the Centers for Medicare & Medicaid Services to ensure that indicated patients have access to the CardioMEMS HF system. We expect this process to be completed by the end of 2016 and continue to develop this new market by expanding clinical evidence to drive adoption and reimbursement globally.

Our acquisition of Thoratec—the largest in our history—positions St. Jude Medical as the market leader in left ventricular assist devices (LVADs). In 2015 we announced CE Mark for the HeartMate 3™ Left Ventricular Assist System, a significant new product for our heart failure portfolio. We expect the LVAD market to continue to be an attractive growth market in 2016, and we expect to continue developing the market, since currently only about 10 percent of eligible patients receive this life-saving therapy. We have been pleased with the results of our HeartMate 3 LVAS launch internationally, and the HeartMate 3 LVAS U.S. IDE clinical study, MOMENTUM, is making good progress with patient enrollment.

Our focus is on providing physicians with the technologies they need to save and improve lives. We received CE Mark approval in 2015 to add magnetic resonance conditional labeling for our Quadra Assura™ CRT-D and Quadra Assura MP™ CRT-D with MultiPoint™ Pacing technology. Adding MRI availability to our market-leading quadripolar technology advances options for patients and ensures future access to diagnostic imaging they may need in their heart failure treatment. With approximately 23 million people worldwide living with congestive heart failure, and 2 million new cases diagnosed each year, development of new treatments is expected to play a major role in managing this complex disease in the future. St. Jude Medical is rising to the challenge, and with our broad heart failure portfolio, is uniquely positioned to be the global leader.
NEUROMODULATION

An estimated 1.5 billion people worldwide struggle with chronic pain—some estimates claim one in five people live with this epidemic disease. We offer the most comprehensive neuromodulation portfolio on the global market for the treatment of chronic pain. Through internal innovation and strategic acquisitions, we have developed therapies including our Axium™ Neurostimulator System (approved by the FDA in February 2016), spinal cord stimulation (SCS) and dorsal root ganglion stimulation. In addition, St. Jude Medical is the only medical device manufacturer to offer radiofrequency ablation. These technologies, supported by compelling clinical data, offer unique proprietary solutions that manage chronic pain in effective new ways.

In 2015, the St. Jude Medical™ Invisible Trial System received approval in the U.S. and Europe. The system is fully wireless and uses Apple™ mobile digital device technology for both the patient and physician controllers. Developed with physician and patient feedback, the system is designed to offer patients an improved and discreet SCS trial experience. Also approved in Europe in 2015, the Proclaim™ Elite Spinal Cord Stimulation System is the first and only upgradeable and non-rechargeable SCS system approved to deliver Burst stimulation. Our proprietary Burst waveform* is designed to mimic the body’s natural pattern of neuron signaling, providing an alternative therapy method for chronic pain. We’re also making our products easier for patients to use by employing familiar Bluetooth® wireless technology and Apple™ mobile digital devices to control the Proclaim Elite SCS system. These technologies allow patients to interact with their devices conveniently and manage their chronic pain treatment with minimal disruption to their daily life.

SUNBURST (Success Using Neuromodulation with BURST) trial results analyzing our Burst technology* demonstrated a reduction or elimination of paresthesia (a tingling or prickling sensation) in 91 percent of patients. Patients also reported superior pain relief with Burst therapy. Our plan to establish Burst as the dominant spinal cord stimulation waveform across rechargeable and rechargeable-free devices is central to our goal of expanding treatment options for patients living with chronic pain.

*CAUTION: Investigational device. Limited by Federal (United States) law to investigational use. Note: Apple is a trademark of Apple, Inc. Bluetooth is a registered trademark of Bluetooth SIG, Inc.
Stakeholder Engagement

Our stakeholders include the people around the world who impact and are affected by our business. Feedback from our stakeholders is important as we continue to expand and focus on our sustainability initiatives and reporting. Topics covered in this report represent the issues that our stakeholders have said are most impactful to our business. We encourage readers of this report to provide comments and suggestions. Contact us about this report: csr@sjm.com.

- Community: We contribute to the communities where our employees live and work.
- Customers: Our customers are physicians, hospital administrators and other medical professionals who serve patients in our areas of focus.
- Employees: The success of our business depends on the contributions and engagement of our employees.
- Environment: As responsible stewards of the environment, we are careful about how we impact the planet and use natural resources in our manufacturing, distribution and offices.
- Investors: The individuals and institutions who own our stock expect us to return value on their investments.
- Patients: Ultimately, our products must be safe and effective to serve their intended purpose of saving and improving lives.
- Regulators: Our industry is heavily regulated and we work with agencies to meet or exceed adherence to standards.
- Suppliers: We partner with a diverse supplier base that maintain the same high level of ethical standards that we expect of our business.

Corporate Governance

St. Jude Medical has a unitary, or one-level board structure, which is currently comprised of 10 directors, including Mr. Daniel J. Starks, who became executive chairman of the board in 2016 following 11 years as the board’s chairman and the company’s chief executive officer, Mr. Michael T. Rousseau, who has served as a member of the board of directors and as St. Jude Medical’s president and chief executive officer since January 2016, and eight independent, non-executive/non-employee directors.

As a publicly traded, NYSE-listed company, St. Jude Medical complies with the New York Stock Exchange (NYSE) listing standards. As stated in our annual proxy, the board undertakes an annual review of director independence. As part of that process, each February the board reviews any transaction or relationship between each director (or any member of his or her immediate family) and the company, including any transaction and relationship described in the responses of the directors to questions regarding employment, business, familial and other relationships with the company and its management. At the conclusion of the most recent such review, the board determined that all directors, except Mr. Starks and Mr. Rousseau, are independent under the company’s Principles of Corporate Governance and bylaws and the NYSE listing standards and have no material relationships with the company other than their positions on the board of directors.

Led by our board of directors, St. Jude Medical takes into account economic, environmental and social factors to guide the manner in which we conduct business. The board of directors believes that sound principles of corporate governance are critical in order to achieve company success and secure the confidence of our shareholders, customers, members of the medical community and employees.

Learn more about St. Jude Medical leadership and governance, or contact our corporate secretary at:

St. Jude Medical, Inc.
Attn: Corporate Secretary
One St. Jude Medical Drive
St. Paul, MN 55117 USA
Public Policy

At St. Jude Medical, we recognize the impact that public policy decisions have on global health care. To advance medical device technology, we advocate for public policies that will position us to be successful over the long term. Because of this, we support the development of sound public policy through direct advocacy. We also support leaders who understand our issues through lawful corporate contributions and sponsorship of the St. Jude Medical Political Action Committee (SJM PAC).

The SJM PAC is a nonpartisan political action committee of St. Jude Medical employees. The committee seeks to educate and mobilize employee political involvement and support candidates who understand our industry. The SJM PAC is governed by a board of directors comprised of employees representing our operations in the U.S. The SJM PAC guidelines include criteria for disbursements by the SJM PAC to federal candidates. The SJM PAC does not contribute to presidential elections, ballot initiatives or make direct independent expenditures.

Where allowed, St. Jude Medical may make contributions to state and local candidates or party committees. All contributions are evaluated on a case-by-case basis.

St. Jude Medical adheres to all state and federal laws regarding disclosure of corporate political contributions and disclosure of SJM PAC contributions. In the interest of transparency to our shareholders and other interested stakeholders, we have developed an annual Political Contributions and Related Activity Report. This report provides detailed information on U.S. political contributions made by St. Jude Medical and the SJM PAC. Detailed regular disclosure of our SJM PAC contributions is also available at fec.gov.

We submit quarterly reports disclosing our U.S. lobbying activities and support for specific legislation that promotes medical technology innovation, patient access and other relevant issues. The reports are available at disclosures.house.gov.

St. Jude Medical also participates in a number of trade associations that advocate for legal, regulatory and economic initiatives that advance patient access to medical technology.

Questions about SJM PAC or political contributions should be directed to:

St. Jude Medical, Inc.
Attn: VP, Corporate Strategy
One St. Jude Medical Drive
St. Paul, MN 55117 USA

About this Report

St. Jude Medical recognizes the importance of reporting on corporate sustainability to our stakeholders. This is the fifth year we have reported on key sustainability metrics and business practices. During the development of this report, we consulted the Global Reporting Initiative’s (GRI) Sustainability Reporting Guidelines. We intend to apply the same continuous improvement processes to ongoing sustainability reporting that we apply to the other initiatives within our company, and will expand our reporting as our programs further develop.

This report is intended for global use. Some statements in this report about products, procedures or particular regulations and employee benefits may differ by country.

The data presented in this report represent calendar year 2015 information, unless otherwise noted. This report includes information on global St. Jude Medical™ operations. A complete list of our subsidiaries is included in our 2015 Annual Report on Form 10-K for the fiscal year ending January 2, 2016.

For more information about the St. Jude Medical Corporate Sustainability Program, contact us at:

St. Jude Medical, Inc.
Attn: External Communications/Sustainability
One St. Jude Medical Drive
St. Paul, MN 55117 USA
csr@sjm.com
Principles

At St. Jude Medical, we believe in partnering with health care providers, patients and our communities to create medical solutions that save and improve millions of lives worldwide—while reducing health care costs for all.

Our Commitments

- We are committed to meeting and exceeding the highest quality expectations.
- We are committed to pursuing new treatments, efficiencies and ideas that improve the lives of people affected by costly diseases.
- We are committed to maintaining the highest ethical standards in all business practices and are dedicated to doing what is right.
- We are committed to continually adapting to the rapidly changing health care environment.
- We are committed to partnering with physicians, health care administrators and payers to find answers to the challenges they face.

Product Quality and Safety

St. Jude Medical has a strong history of product quality, safety and reliability, and we remain dedicated to developing technologies and products that save and improve the lives of patients. Our goal as a global medical device manufacturer is to produce devices of industry-leading quality that function safely and properly every time. Learn more about our commitment to quality.

Product Lifecycle

St. Jude Medical strives to produce the highest-quality products in an efficient and cost-effective way. This is how we deliver the most value to our business and ensure our customers and patients have what they need, when they need it.

Our integrated end-to-end supply chain structure allows us to leverage global economies of scale and standardize best processes across all operations at every facility. Our work over the last year has created more efficient and effective processes to strengthen our U.S. distribution and logistics, sourcing/purchasing and supplier engagement, and product inventory and flow.

Global Standards

We take responsibility for understanding and managing the environmental risks of our products and work to meet the continually increasing demands of the environmental regulatory landscape. Through a balanced approach of systematically tracking information and the involvement of senior management, we comply with applicable legislation around the world (e.g., EU REACH, Waste streams, Battery, RoHS in EEE, packaging).

RoHS Compliance

All St. Jude Medical™ products placed on the market comply with the provisions of the European Union’s 2015/863/EU Restriction of Hazardous Substances (RoHS) Directive.

Waste Management

St. Jude Medical is dedicated to addressing local, state, national and international legislation for the management of electronic waste, including the European Union’s Waste Electrical and Electronic Equipment (WEEE) Directive 2002/96/EC which regulates the collection, treatment and recycling of electronic products. Our devices, cables and accessories, which depend on electrical current to operate properly, are appropriately labeled with the WEEE symbol indicating that they should be collected separately to a designated recycling service. Additionally, St. Jude Medical ensures that battery suppliers comply with labeling requirements of Directive 2006/66/EC of the European Parliament and of the Council of September 6, 2006.

Packaging Waste Reduction and Electronic Labeling

St. Jude Medical is dedicated to reducing the amount and toxicity of its packaging waste. Our engineers strive to decrease environmental impact through packaging reduction and use of environmentally friendly materials. Our current work is to eliminate paper IFU manuals and use electronic manuals, resulting in considerable paper waste reduction. Additionally, projects are ongoing to eliminate DEHP (Bis(2-ethylhexyl) phthalate) from St. Jude Medical products.
**REACH compliance**

At the direction of senior leadership, specific resources have been assigned to meet the requirements of the Regulation 1907/2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). While maintaining the high quality of our products, we work closely with our suppliers, where possible, to eliminate the use of substances of very high concern (SVHCs) in the production of our devices. However, in the cases where no suitable alternative exists, we have put into place a process to address any safety concerns that may be raised by our customers. In addition, St. Jude Medical products are assessed for biocompatibility.

**Conflict Minerals**

St. Jude Medical is actively complying with its obligations under the conflict minerals legislation and aims to build transparency in its supply chains by identifying vendors who may use conflict minerals in the products they supply to us. [Read our policy.](#)

**California Transparency in Supply Chain Act**

Since our company’s start, St. Jude Medical has always led its business with integrity, focused on complying with applicable laws and regulations. We are committed to conducting business with suppliers who support St. Jude Medical’s high standards of ethical conduct. We support the humanitarian goal of eliminating slavery and human trafficking in supply chains. [Read our policy.](#)

**Ethical Business Conduct**

We believe that ethical business behavior is paramount to a business’s success, integrity and sustainability. The [St. Jude Medical Code of Business Conduct](#) not only serves as the framework for upholding responsible actions and beliefs, but also helps demonstrate our commitment to complying with applicable laws and regulations.

The Code of Business Conduct applies globally to all St. Jude Medical employees and has been translated into several languages. In addition to conducting our business with integrity, we are committed to complying with laws around the world that apply to our business and working with integrity when dealing with fellow employees, customers, patients, vendors, shareholders, securities analysts, the media or regulators.

Each new employee receives a copy of the St. Jude Medical Code of Business Conduct and can also access it on our web and intranet sites and through annual training. St. Jude Medical has made a concerted effort to promote the Code of Business Conduct internally, including electronic training on relevant topics and cross-referencing in other policies and procedures. All St. Jude Medical employees are expected to be familiar with and adhere to the Code.

Our Code of Business Conduct obligates each employee to do the right thing and report an actual or apparent violation of the law or company policy. Employees and representatives are also encouraged to raise questions pertaining to business integrity, including conduct of a St. Jude Medical employee or anyone else representing the company. Issues should be raised by all St. Jude Medical personnel, regardless of whether they are employees and no matter their job or location. The company strictly prohibits retaliation against anyone who, in good faith, reports possible misconduct, asks a legitimate question or cooperates in an investigation.

In addition to support from in-person resources such as department managers, supervisors or legal and human resource representatives, St. Jude Medical has established a Business Integrity HelpCenter. The HelpCenter includes telephone and online options for reporting potential misconduct or asking questions and is available 24 hours a day, with access to translators who can collectively communicate in over 150 languages. The Business Integrity HelpCenter is also available to contractors, distributors, independent sales representatives and other external stakeholders.

[View the St. Jude Medical Code of Business Conduct](#) or visit the St. Jude Medical Business Integrity HelpCenter.

**ADVAMED AND MDTETCH EUROPE**

St. Jude Medical is a member of the Advanced Medical Technology Association (AdvaMed), the world’s largest medical technology association. AdvaMed advocates for a legal, regulatory and economic climate that advances global health care by assuring that patients have access to the benefits of medical technology. In the U.S., St. Jude Medical supports the [AdvaMed Code of Ethics](#). Outside the U.S., the company supports numerous industry codes of ethics, including [MedTech Europe](#). As a supporter of the AdvaMed Code of Ethics, St. Jude Medical is certified to follow the AdvaMed Code of Ethics on interactions with health care professionals to ensure a high standard of ethical conduct.
RELATIONSHIPS WITH HEALTH CARE PROFESSIONALS

Given the innovative nature of medical devices, it is essential that St. Jude Medical, like other medical technology companies, collaborate with health care professionals. Our work together draws from their experience, expertise and feedback to improve products, develop new therapies, provide training and education, and continue to advance technology and the practice of medicine.

We support transparency in financial relationships among manufacturers, health care providers and teaching hospitals. Adhering to applicable policies and maintaining high ethical standards are critical elements of these relationships. Accordingly, St. Jude Medical has adopted policies and procedures to ensure that we collaborate appropriately.

To further guide behavior regarding daily interactions with health care professionals, St. Jude Medical has implemented a health care compliance program that includes the following:

- Dedicated health care compliance personnel at a senior level to provide program structure and oversight and at the business level to ensure day-to-day implementation and program management.
- Policies and procedures that define appropriate relationships with health care professionals, which range from business meals to consulting relationships to educational outreach programs.
- Education and training for employees who interact with health care professionals.
- An established Global St. Jude Medical Compliance Committee with membership including internal compliance professionals that convenes regularly to address compliance issues and drive compliance initiatives.
- Access to the Business Integrity HelpCenter so employees, associates and stakeholders can ask questions, submit data and report actual or perceived misconduct.
- Continued efforts to monitor, enforce and audit the compliance program; taking corrective action as appropriate.
- Full compliance with the Centers for Medicare & Medicaid Services (CMS) reporting requirements for physician open payments.

Training Initiatives

St. Jude Medical educates and trains health care professionals committed to specialties that align with our company’s key disease state areas. We do this by creating the premier program for future generations to define how to optimize outcomes for patients with current, evolutionary and revolutionary technologies. With physicians, health care administrators and payers we collaborate to establish new standards of care and find cost-effective solutions to today’s health care challenges.

ADVANCED TECHNOLOGY CENTERS

St. Jude Medical’s unique Advanced Technology Centers (ATCs) have been vital as we pursue new ideas in treatments that improve the lives of patients. These centers are designed to provide customized and true-to-life training experiences for physicians as we work together to improve patient outcomes through the adoption of innovative and cost-effective technologies. Customer engagement at the ATCs includes didactic lectures, peer-to-peer education and hands-on simulation for clinicians.

At the ATCs, hospital administrators have the opportunity to learn about improving clinical and business efficiencies across the cardiovascular and neuromodulation care specialties. Our own employees also benefit from clinical and technical training within the ATC environment, preparing them to be a clinically competent resource for physicians and associated health care professionals.

SIMULATOR TRAINING

St. Jude Medical values the benefit of simulation to reinforce skill-based education on the safe and effective use of our technologies. The simulator mirrors much of what a physician would encounter during a typical procedure, such as the need to use X-ray or mapping technology, and helps train physicians to support various procedures that treat expensive epidemic diseases such as heart failure, abnormal heart rhythms or coronary artery disease. This simulation-based training is available both via a stationary model in our ATCs as well as with mobile units that are portable and can be used onsite at hospitals throughout the world. This saves physicians from traveling and allows them to focus their time on what matters most—patient care.
Privacy and Information Security

St. Jude Medical takes a proactive approach to protecting the security of our devices and privacy of confidential personal data.

We will remain vigilant to potential security vulnerabilities of our products and data in light of ever-increasing technological sophistication. St. Jude Medical performs security testing on our medical devices and networked equipment. We continually assess our investments in people, process and technology to protect patient data, our medical devices and the company’s intellectual property and business information.

Given the dynamic and changing nature of cybersecurity, we also partner with experts, others in the industry and regulators, to develop appropriate safeguards for our data and devices. These alliances with security specialists help to make medical devices safe and serve the intended purpose of saving lives.

In our commitment to secure data, our Merlin.net™ Patient Care Network (PCN) is certified globally to meet security standards. This technology gives medical professionals access to cardiac information for patients with St. Jude Medical™ implanted devices. While device information is mainly uploaded via our wireless transmitters, the system also allows patient device data to be uploaded and viewed by clinicians via a web interface accessed securely through the Internet and a compatible browser.

We respect and protect personally identifiable information that we collect and maintain. As part of our commitment, our company works to ensure that all data transfers to the U.S. from the European Union and Switzerland are appropriate and allowed under applicable laws, regulations, certifications, contractual agreements and consent forms. This policy describes the principles we follow with respect to transfers of personal information of our employees, customers and patients. Learn more about the European Union and Switzerland Data Handling and Transfer Policy.

St. Jude Medical is certified by the U.S.-European Union Framework and U.S.-Swiss Safe Harbor Framework agreements for Merlin.net personal patient information. This certification demonstrates St. Jude Medical’s ongoing commitment to satisfying the EU and Swiss law requirements for adequate protection of personal information transferred from the EU and Switzerland to the U.S. The certification includes yearly audits and an annual renewal. St. Jude Medical continues to work with the Department of Commerce, Federal Trade Commission and the European Directive 95/46/EC frameworks for adherence for onward transfer of sensitive personal employee information and clinical trial data.

In addition, Merlin.net PCN has an ISO/IEC 27001:2013 certification, a stringent worldwide information security standard. Merlin.net PCN is also the only telemedicine device located outside of France to be granted approval by the French governing body of ASIP Santé/CNIL.

Inquiries about the security of our medical devices or confidential patient data can be directed to St. Jude Medical Product Security.
People

The success of our business relies on our having an engaged, talented and diverse workforce, and fostering goodwill in the communities where our employees live and work. We have a workforce of 18,000 talented people around the globe.

Diversity, Inclusion & Culture

At St. Jude Medical, we strive to save and improve lives by creating cost-effective medical technologies. We realize our mission through our people: by hiring, developing, advancing and retaining a diverse team because we recognize that the best decisions are informed by diverse perspectives.

We define diversity broadly, encompassing a rich blend of organizational and human characteristics, experiences, skills and traditions. Inclusion is defined as a workplace culture where all employees have a sense of belonging; where diversity is leveraged to create a sustained competitive business advantage.

Looking ahead, we are working to develop the skills of talented professionals, preparing them to deliver results based on the current and future needs of our organization, influenced and motivated by leaders who are committed to bringing out the best in each individual. Our success depends on creating a company that values diversity in its workforce and leadership, that offers a respectful, supportive environment and that appreciates and rewards a variety of perspectives.

Diversity is making sure we have a variety of voices at the table. Inclusion is making sure all voices at the table are heard.
Employees by Category
- Professional: 9%
- Production: 2%
- Middle Management: 26%
- Senior Management: 64%

Employees by Region
- North America: 54%
- EMEA: 11%
- Latin America: 11%
- Asia-Pacific: 20%
- Japan: 4%

Total Employees by Gender
- Female: 48%
- Male: 52%

Executive Leadership by Gender
- Female: 15%
- Male: 85%

Learn more about working at St. Jude Medical.
Employee Health, Safety and Development

At St. Jude Medical, we are dedicated to providing a safe and healthy workplace for our most valuable resources: our employees. Resources across the company help prevent and reduce the number of work-related injuries and illnesses through a variety of programs, targeted prevention efforts, training and leadership. Employee safety and health is a key component of our culture and is recognized as critically important in a strategy geared to a sustainable workforce.

FOSTERING HEALTHY LIFESTYLES

Our employee benefits are designed to provide resources to help protect and support our employees and their families. While our benefit packages vary by country, in all cases, St. Jude Medical offers competitive benefits that demonstrate our commitment to employees. We continually review our overall benefits package to ensure we continue to offer competitive benefits that are affordable and meet the needs of our employees.

HEALTH AND WELLNESS PROGRAM

Our goal is to offer programs that demonstrate our commitment to the health and well-being of our employees. We are committed to providing programs that help our employees and their families maintain and improve their health. We continually look for ways to offer a comprehensive range of valuable programs. In addition to programs, St. Jude Medical continues to expand its onsite fitness centers. St. Jude Medical is recognized by the American Heart Association with the Fit-Friendly Company Gold Level Award.

EMPLOYEE ASSISTANCE PROGRAM

U.S. employees are also offered access to a work/life assistance program. This is a confidential resource and referral service that provides support, education and information to assist employees and their families in both their personal and work lives.

EMPLOYEE DEVELOPMENT

As part of an ongoing effort to engage, retain and continuously train employees, St. Jude Medical offers a variety of educational programs ranging from tuition assistance for educational degrees to global leadership development programs for all levels of management. Various programs are provided at a professional level for specialized skills training. Operations employees are trained and certified on manufacturing processes to assure they build quality products. Additionally, they are trained on various quality and environmental procedures to assure best practices and compliance.

U.S. employees working more than 30 hours a week qualify for yearly tuition reimbursement of up to $5,250 for job-related college courses taken either online or in a classroom. Other locations offer similar country-specific tuition reimbursement programs.

Orientation for new employees is offered monthly at all St. Jude Medical facilities around the globe. The program engages new employees, introduces them to the company’s history, business objectives, customers and products using videos, animations and hands-on product samples.

The Learning Management System at St. Jude Medical, known as My Learning, delivers supplemental online modules to employees on key topics to support new employee onboarding and continuous employee development—both in terms of required and suggested training for career development. The My Learning system communicates training requirements, tracks individual training and development activities and helps to ensure compliance across the company.

Our Global Leadership Development philosophy is to provide development opportunities to leaders at key turning points in their company leadership lifecycle and to equip them with the tools to effectively manage and grow. A sample of current global leadership development programs include:

- Harvard Manage Mentor Online Learning: This resource is provided to global managers to develop and enrich knowledge and application of management and leadership skills. With 44 topics in five languages, courses support development in managing self, managing others and managing the business.
Strategic Management Series: This program provides a variety of courses for managers of individual contributors that support development of leadership skills. Courses such as the Adaptive Manager, Situational Leadership and Dynamic Teams are facilitated at U.S. and global sites by St. Jude Medical. Human resource business partners facilitate courses as needed such as Leading Organizational Change, Retaining and Keeping Your Talent and Career Development Conversations.

Strategic Leadership Series: This program is designed for global leaders of managers and provides courses regionally. The key programs, Creating Partnership Across Boundaries (CPAB) and Maximizing Your Impact (MYI), are offered several times a year in multiple geographies for nominated leaders. The goals of CPAB are to understand the nature and value of partnership within organizations and increase the impact of a mid-level leader as they create and maintain those partnerships. The goal of MYI is for leaders to understand the key accountabilities that define highly effective leaders and the behavioral shifts required to fully execute the role of leading those who lead others.

Executive Leadership Program: This four-day program for nominated high potential senior leaders focuses on teamwork and collaboration in a time of significant change within our industry and business, resulting in better strategy and decision making across our global organization.

Health Care Reform and Economics Fundamentals: A two-and-a-half-day course offered to management and select sales representatives and clinical personnel, this training helps educate participants on the changing landscape of health care in the U.S. This training offers strategies to enable field personnel to partner with customers to address their priorities in the changing health care environment.

Corporate Citizenship

At St. Jude Medical, we challenge ourselves to make a difference every day—in the lives of patients and their families, in our experiences as colleagues at work and play, and in the vibrancy of our communities. Alongside the activities of the St. Jude Medical Foundation, we fulfill that challenge by sharing our resources through grants and volunteerism in three key areas:

- Education
- Patient Support
- Healthy Communities

In 2015, St. Jude Medical and the St. Jude Medical Foundation provided more than $23 million in cash and in-kind product donations to important causes and organizations worldwide.

2015 Giving Summary

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>PATIENT SUPPORT</th>
<th>HEALTHY COMMUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>54%</td>
<td>39%</td>
<td>7%</td>
</tr>
</tbody>
</table>

EDUCATION

St. Jude Medical recognizes that science advances quickly, new technologies and innovations are created each and every day, and information and data are available in real-time. As part of an ever-changing health care system, we understand the need to support global health care professionals in pursuit of continuing their education to transform the treatment of expensive epidemic diseases.

Our various continuing education programs assist fellows in receiving the training they need to become future physician thought-leaders and ultimately improve patient care. To further the advancement of medicine and deliver new and better ways to help patients live longer, healthier lives, we encourage and support health care professionals to continue their education through grants and funding to hospitals and other organizations.
The St. Jude Medical Foundation also supports the next generation of inventors and health care professionals through targeted initiatives in science, technology, engineering and mathematics (STEM) for students in primary through secondary school. The unique programs we support help ensure the professionals of tomorrow receive the education and encouragement they need today.

PATIENT SUPPORT

As a company, we are committed to saving and improving lives. As a member of the global community, and along with the St. Jude Medical Foundation, we take that commitment to heart—by dedicating our time and other resources from around the world to support patients affected by expensive epidemic diseases.

Our patient support programs provide funding for patient education events, public health activities and programs aimed at improving and enhancing the lives of patients.

We also support patients through our Product Assistance Donation Program, which gives patients who otherwise wouldn’t have access to life-saving technology and health care they need.

HEALTHY COMMUNITIES

St. Jude Medical helps build healthy communities in the places we live and work by supporting events to promote healthy lifestyles and by funding programs aimed at awareness and prevention of epidemic disease.

Our talented employees at St. Jude Medical are an essential component to building healthy communities. Their compassion, creativity, competitive nature and integrity affect positive change in our communities. Employees continuously challenge themselves and by doing so, experience firsthand that helping others has a transforming power for both the giver and the receiver.

Learn more about our Giving and Corporate Citizenship.

Global Mission

We work and live in a global community. Our pledge to corporate citizenship stretches from company-wide sponsorships through the St. Jude Medical Foundation, to local employee-driven initiatives that volunteer our time, talent and resources to positively impact the communities and people who need help most. Below are various examples of local and global programs where we are making a difference around the world.

CHILDREN’S HEARTLINK INTERNATIONAL: WORLDWIDE

For nearly 30 years, Children’s HeartLink and the St. Jude Medical Foundation have shared a unique partnership built on the shared commitment to elevate and transform health care in underserved parts of the world. Together, this partnership focuses on improving access to high quality cardiac care and treatment for children living with heart disease in underserved regions of the world by providing clinical training to health care professionals in high-need hospitals. A video highlighting this partnership earned top honors in the eighth annual Boston College Center for Corporate Citizenship Film Festival Awards. The event highlights corporate citizenship initiatives that are forging progress and changing lives across the globe.

“GET WITH THE GUIDELINES – HEART FAILURE” AND AMERICAN HEART ASSOCIATION: U.S.

The St. Jude Medical Foundation announced a partnership with the American Heart Association to commit $1 million in support of “Get With The Guidelines” – Heart Failure,” an initiative that aims to improve outcomes for patients with heart failure. The sponsorship program will provide on-site staff in hospitals to implement the program, which includes training for hospital staff, access to clinical tools and patient education resources, and quality-improvement data analysis—all designed to help hospitals provide the best care for patients living with heart failure.
MENDED LITTLE HEARTGUIDE: U.S.

More than 1.35 million babies worldwide are affected by some form of congenital heart disease. St. Jude Medical has long recognized the need for solutions and educational resources to support pediatric patients. As part of our commitment to support patients and their families, St. Jude Medical partnered with Mended Little Hearts to create a one-of-a-kind, digital resource guide for parents and caregivers of children with congenital heart disease. Medical professionals and parents worked together on this guide to provide accurate and honest information that addresses the tough feelings, questions and concerns parents and caregivers may have. Our hope is that this guide empowers families to feel confident as they care for their child with congenital heart disease. Learn more about the We Heart Kids™ program.

FOX 9 GIRLS, SCIENCE & TECHNOLOGY: MINNESOTA

According to U.S. Census Bureau, women only make up 26 percent of the science workforce. The Fox 9 Girls, Science & Technology event was created 13 years ago to encourage female involvement in fields of science and technology. The annual community event is designed to foster girls’ enthusiasm for science by showcasing female scientists in wide-ranging fields of science and technology. St. Jude Medical is a proud co-sponsor of this event and holds three interactive exhibits where girls can explore the inside of a heart and practice saving lives using the same devices doctors use. In 2015 St. Jude Medical volunteers shared their passion and knowledge of the sciences at the event with more than 10,000 students and parents.

OXFAM INTERNATIONAL: SPAIN

St. Jude Medical employees in Madrid, Spain walked 100 kilometers (62 miles) in 29 hours to raise money for Oxfam International, a charity that fights poverty and hunger across the world. The team raised more than €1,000 ($1,100) with the help of fellow co-workers.

TOYS FOR TOTS: U.S.

Employees across 14 U.S. St. Jude Medical facilities joined in a nationwide effort to collect toys for the U.S. Marine Corps Reserve Toys for Tots™ Program. Toys for Tots is a nonprofit organization that collects donated, new, unwrapped toys and delivers them to children who would otherwise not receive gifts during the holidays. Thanks to the outstanding generosity of St. Jude Medical employees, children throughout America found joy during the 2015 holiday season. St Jude Medical employees donated 6,158 toys during the month of December. Additionally, for each toy donated, the St. Jude Medical Foundation contributed $5 to Toys for Tots—adding $30,790 to our overall contribution to this initiative.

EMPLOYEES DONATE TO HELP CHILDREN: GREECE

Employees at our office in Athens, Greece, donated clothing, toys and educational materials such as books, colored pencils and crayons for a local children’s shelter. Helping children from 6 months to 6 years old, one St. Jude Medical employee said: “We feel very fortunate to give a little joy to children who have faced difficult situations.”

AHA HEART WALK: U.S.

St. Jude Medical supports local American Heart Association (AHA) walks around the nation. Our engagement varies to meet the needs of each specific walk event with employees participating as walkers and others as volunteers handing out water at St. Jude Medical sponsored Hydration Stations. In 2015, St. Jude Medical employee teams raised $306,200 for the AHA.
INTERNATIONAL SCIENCE FAIR: PENANG, MALAYSIA
St. Jude Medical employees in Penang participated in the Penang International Science Fair (PISF). More than 5,000 visitors attended the two-day event where employees held an exhibit introducing to St. Jude Medical™ products to attendees and hosting a “protect the heart” game for children as an effort to promote curiosity in the sciences in young children.

MEALS ON WHEELS: SOUTH CAROLINA
Employee volunteers from our Liberty, South Carolina, site were recognized as community champions by the local Meals on Wheels™ organization. Meals on Wheels enlists volunteer drivers to deliver healthful meals to senior citizens and individuals with disabilities. For more than 15 years, Liberty employees have volunteered with Meals on Wheels and in 2015 more than 30 employees participated in the program. One employee said: “The joy and gratitude the seniors show when we arrive with that warm meal and a kind word at times is overwhelming. It warms the heart and encourages us to do more.”

CELEBRATING CHILDREN WITH MEDICAL DEVICES: COSTA RICA
St. Jude Medical employees in Costa Rica welcomed families of children who have St. Jude Medical™ heart devices to a celebration picnic. This is the second year the employees have hosted the event, giving both parents and their children an opportunity to connect with one another. Families were given a tour of the St. Jude Medical facility in Costa Rica and employees demonstrated how the devices are manufactured and how they function. Employees also facilitated outdoor games, face painting and lunch for attendees. The employee team worked with a physician from the local children’s hospital to arrange the event.

TOUGH MUDDER CHARITY EVENT: UNITED KINGDOM
St. Jude Medical employees in the United Kingdom participated in the Tough Mudder™: Mud Run obstacle course to raise money for Scope, the largest charity in the U.K. supporting people with cerebral palsy, their families and caregivers. The team completed the mud-laden, 11.2 mile-course in four hours. The team has raised almost £2,100 ($3,253) for their chosen charity.
Patients

Chronic pain affects 1 in 5 people globally. After a work accident, Christian Wübbena of Recklinghausen, Germany, tried many forms of treatment before receiving a St. Jude Medical neurostimulator. This is his story of redemption.

A LIFE TRANSFORMED

Life was good for Christian Wübbena in his late 30s. He had close friends and a loving wife, Tanja. A resident of Recklinghausen, Germany, he liked his job as supervisor of a scaffolding crew. And he was in top physical shape, a professional athlete who took runner-up in the fitness category at the 2007 German bodybuilding championship.

But the following year, Christian's life changed in an instant. He was standing on a scaffold. A coworker tossed him a metal bar. When Christian twisted to try to catch it, he heard a snap. The twist had injured his spine. Surgery to repair the injury resulted in nerve damage. Christian was left in chronic pain, a condition that affects 1.5 billion people worldwide—more than heart disease, cancer and diabetes combined.


His condition kept deteriorating. Christian was unable to stand up straight. By 2011, he needed crutches to walk. A couple of years later he was using a wheelchair when the pain and cramps were particularly severe. The former athlete worried he might become quadriplegic. He withdrew from social activities and sought treatment for insomnia. Despite the support he received from Tanja and his friends, Christian found himself in a dark and depressed state.

"I worked so very hard to get my body in shape and I had to sit and watch how all this was being destroyed," he recalls. "I didn't know where it would end."
ABOUT SPINAL CORD STIMULATION

Then his doctor suggested one more possibility: neurostimulation therapy with the Prodigy™ Chronic Pain System with Burst technology* from St. Jude Medical. Implanted near the base of the spine by a physician, the Prodigy chronic pain system generates electrical pulses that stimulate the spinal cord and interrupt the pain signals before they reach the brain. The Prodigy™ implantable pulse generator (IPG) is the first such device to offer the electrical pulses in two different waveforms: conventional stimulation, called tonic, and a new proprietary waveform called Burst waveform, which has been found effective for treating pain that is not fully managed by tonic stimulation.

After having endured years of failed therapies, Christian was skeptical. But he had run out of other options and was losing hope. So he agreed to the surgery and had the device implanted.

Once again, his life was transformed. With the Prodigy IPG, Christian's pain is almost fully controlled. He paints, cooks and plays with his two cats. Though not able to return to his job, he hopes eventually to work part-time and volunteers to help others in his community. Not only can he stand straight and walk again, he hikes in Westruper Heath, a beautiful nature reserve near Haltern am See, Germany, in the Recklinghausen District not far from his home.

"I am the happiest person on earth, just being able to walk again on my own and enjoy nature, to meet with friends and family," says Christian, who is now 45.

Most important, he shares time with Tanja, and looks for ways to repay her for the support she gave him during those years of suffering. Among other things, he obtained a horse-drawn carriage and staged a romantic second marriage proposal.

"Tanja is the most important person to me," he says. "I am very grateful to call her my wife."

After enduring years of pain and mobility problems, Christian credits his neurostimulator with improving his life.

"The chronic pain was dominating my life so much that I often felt desperate about my situation," he says. "Now, the sun is shining on my life again and I am very grateful for that."

*Investigational device. Limited by Federal (or United States) law to investigational use.

Actual patient story. The patient story above is the experience of this individual only. Although this patient did not experience complications, there can be risks and potential complications associated with the use of this device. If you are interested in learning more about the device, please consult your physician. Information related to indications, contraindications and precautions can be found at SJM.com.
Planet

Environmental Stewardship

Acting as proactive stewards of the environment, it is important to demonstrate how we continue to strengthen our current environmental management policies and procedures while planning programs for the future.

Our environmental management programs are designed to systematically monitor and measure the following:

- Electricity consumption
- Water consumption
- Greenhouse gas emissions
- Recycling of generated waste

We make it a priority to engage and create awareness of our environmental programs with our global workforce and valued suppliers. Our goals are to continually reduce energy and water consumption, and to encourage participation in recycling and energy-saving programs.

GLOBAL STANDARDS

The environmental management programs at St. Jude Medical make it a priority to understand the impact that our facilities have on the environment. These programs require adherence to global standards and consistent leadership guidance. Periodically throughout the year meetings are held with senior operational leadership to review the environmental management process and help ensure proper resources, objectives and targets are in place to support our environmental efforts.

We continually pursue the certification of our significant manufacturing and distribution locations around the world on the environmental management standard ISO 14001. This internationally recognized certification process creates a strategic platform for compliance and continuous improvement of environmental policies and activity.

Through our rigorous efforts in ISO 14001, we establish internal targets for key environmental indicators and measure performance against these targets. We continue to use ISO 14001 as our standard for planning, control, measurement and improvement.

We will continue to design and modify our facilities based on the principles of sustainable design and lifecycle expense of the supporting equipment. We also work to maintain certification for a number of locations using the internationally recognized Leadership in Energy and Environmental Design (LEED) certification guidelines. We attained LEED EB (LEED for existing buildings) certification in our facility in Plano, Texas, in 2010, and also achieved LEED “Gold Certification” for our Technology Center in St. Paul, Minnesota, in 2009.

MONITORING AND MEASURING

Our manufacturing locations each specialize in unique product lines that require different production techniques and processes. As a result, we measure and monitor environmental metrics in absolute amounts to produce a more meaningful comparison of historical data to ensure continuous improvement. Our goal is to enhance the consistency, accuracy and completeness of the information from the ISO 14001 implementation.
Environmental Data

Environmental data used in this report are derived from significant manufacturing, distribution and research and development sites at St. Jude Medical as well as our St. Paul, Minnesota, campus (inclusive of manufacturing and administrative facilities) for a total of 21 sites.

WATER WITHDRAWAL

In 2015 our water withdrawal includes the volume of water from municipal water utilities, surface and groundwater used for production and by employees. It does not include rainwater that is collected and used at a small number of our sites. Our consumption would be offset by the water we return from our production. The table below represents water withdrawn by St. Jude Medical during 2015 in m³ in absolute terms.

2015 Water Consumption  515,248 (m³)

Employees at our Belo Horizonte, Brazil, manufacturing facility implemented a number of measures to reduce the site’s water consumption during the latter half of 2015 through a variety of flow reduction, usage and recirculation efforts. Water use from July through December decreased more than 20 percent compared to the same period the prior year.

At our Plymouth, Minnesota, facility, removal of a cooling tower resulted in water savings of nearly 1.2 million gallons (4,542 m³) annually, equivalent to the annual water use of more than 10 U.S. households.

Landscaping changes and irrigation improvements made at our Irvine, California, manufacturing facility over the past three years contributed to a 50 percent reduction in water used per unit.

ENERGY CONSUMPTION

The table below represents natural gas and electricity usage by St. Jude Medical during 2015 in absolute terms.

<table>
<thead>
<tr>
<th>Energy Source</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 Natural Gas (Therms)</td>
<td>1,252,392</td>
</tr>
<tr>
<td>2015 Electricity (MWh)</td>
<td>149,585</td>
</tr>
</tbody>
</table>

Equipment upgrades at our Caguas, Puerto Rico, manufacturing facility resulted in an annual reduction in electricity consumption of approximately 450,000 kWh, equivalent to the annual electricity use of 121 European households.

At our St. Paul, Minnesota campus, recommissioning of the Building Automation System and performance tuning of the HVAC system resulted in annual electricity savings of 270,000 KWh and natural gas savings of 24,340 therms.

Enhancements to our chiller system at our Scottsdale, Arizona, manufacturing facility will save an estimated 300,000 kWh of electricity per year.
CARBON DIOXIDE EMISSIONS
In an effort to understand our greenhouse gas footprint, we have taken great care to measure, calculate and report our largest sources of Scope 1 and Scope 2 emissions. We consulted the Greenhouse Gas Protocol published by the World Business Council for Sustainable Development and the World Resource Institute for the definition of Scope 1 and Scope 2 emissions. Appropriate conversion factors were obtained from the Environmental Protection Agency (EPA) Emissions & Generation Resource Integrated Database (eGRID), the International Energy Agency (IEA) and energy source providers (where possible) when calculating our CO₂ emissions from electricity and natural gas.

The table below represents Scope 1 and Scope 2 CO₂ emissions by St. Jude Medical during 2015 in absolute terms.

2015 CO₂ Consumption

<table>
<thead>
<tr>
<th></th>
<th>CO₂ (metric tons) from Electricity</th>
<th>CO₂ (metric tons) from Natural Gas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 2015 CO₂</td>
<td>80,864</td>
<td>6,645</td>
</tr>
<tr>
<td>Electricity</td>
<td>74,219</td>
<td></td>
</tr>
<tr>
<td>Natural Gas</td>
<td>6,645</td>
<td></td>
</tr>
</tbody>
</table>

Upgrading a compressor at our Woodridge manufacturing facility in St. Paul, Minnesota, resulted in a reduction in electricity use of approximately 280,000 kWh annually. This energy savings will reduce associated CO₂ emissions by nearly 181 metric tons annually, the equivalent of removing 38 cars from U.S. highways.

RECYCLED WASTE
During 2015 we recycled waste across recycling streams that included comingled paper, cardboard, plastic, metal, glass and other materials.

The table below represents the amount of waste recycled by St. Jude Medical during 2015 in metric tons in absolute terms.

2015 Recycled Waste   2,080 (metric tons)

We chose to report only the recycled waste amounts. The geographic span of our operations presents some challenges for reporting other waste stream data consistently across every location. While we currently monitor all waste streams, further analysis of the reporting processes must occur before we can normalize the waste data and present meaningful information.

At our Costa Rica manufacturing facility, many of our employees who are not able to recycle at home bring their waste to work where we combine their recyclables with our own. In 2015 this facility recycled more than a metric ton of employees’ household waste. Our Portland, Oregon, facility also encouraged employees to bring in paper, including 20-year-old bank statements and phone records they were storing in their basements, for shredding and recycling.

Implementation of a manufacturing execution system at our Liberty, South Carolina, facility has eliminated the need to print and store more than 850,000 pieces of paper annually.

In 2015, we received the Chelsea Santucci Greenovation Award from Kimberly-Clark in recognition of our plastic glove recycling program at three of our Minnesota manufacturing facilities. These facilities have recycled more than 2 million gloves over the past two years.
Rx Only

Brief Summary: Prior to using these devices, please review the Instructions for Use for a complete listing of indications, contraindications, warnings, precautions, potential adverse events and directions for use.

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