



STRYKER

Katherine Owen

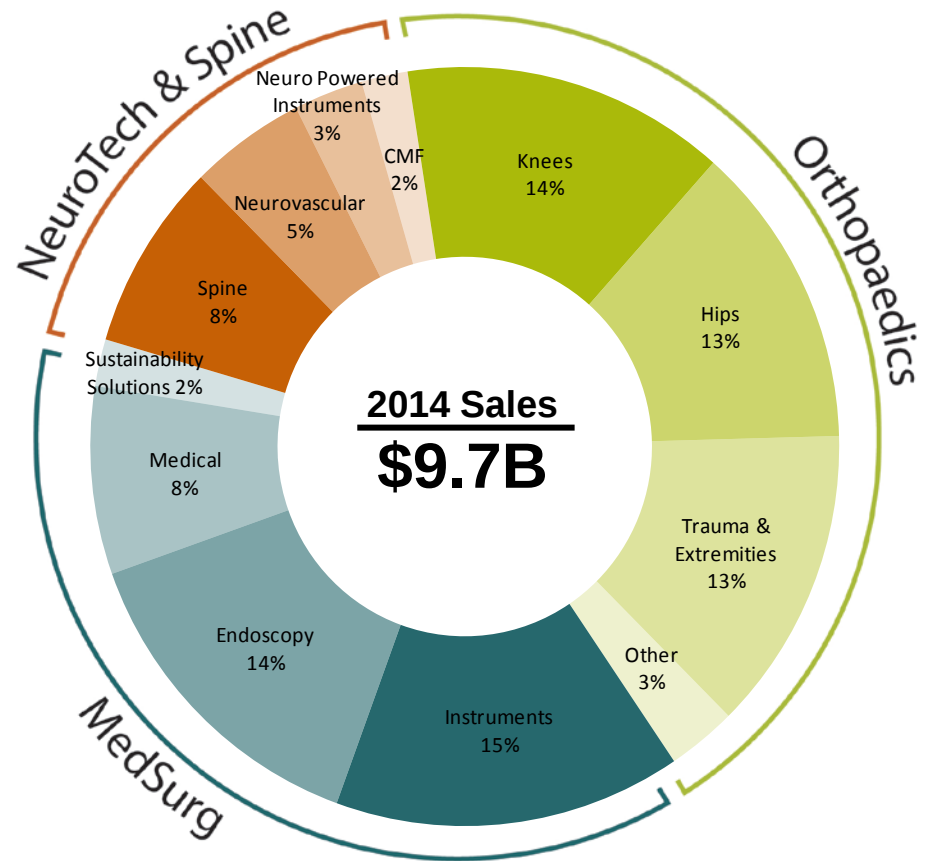
Vice President, Strategy & Investor Relations

FORWARD LOOKING STATEMENT

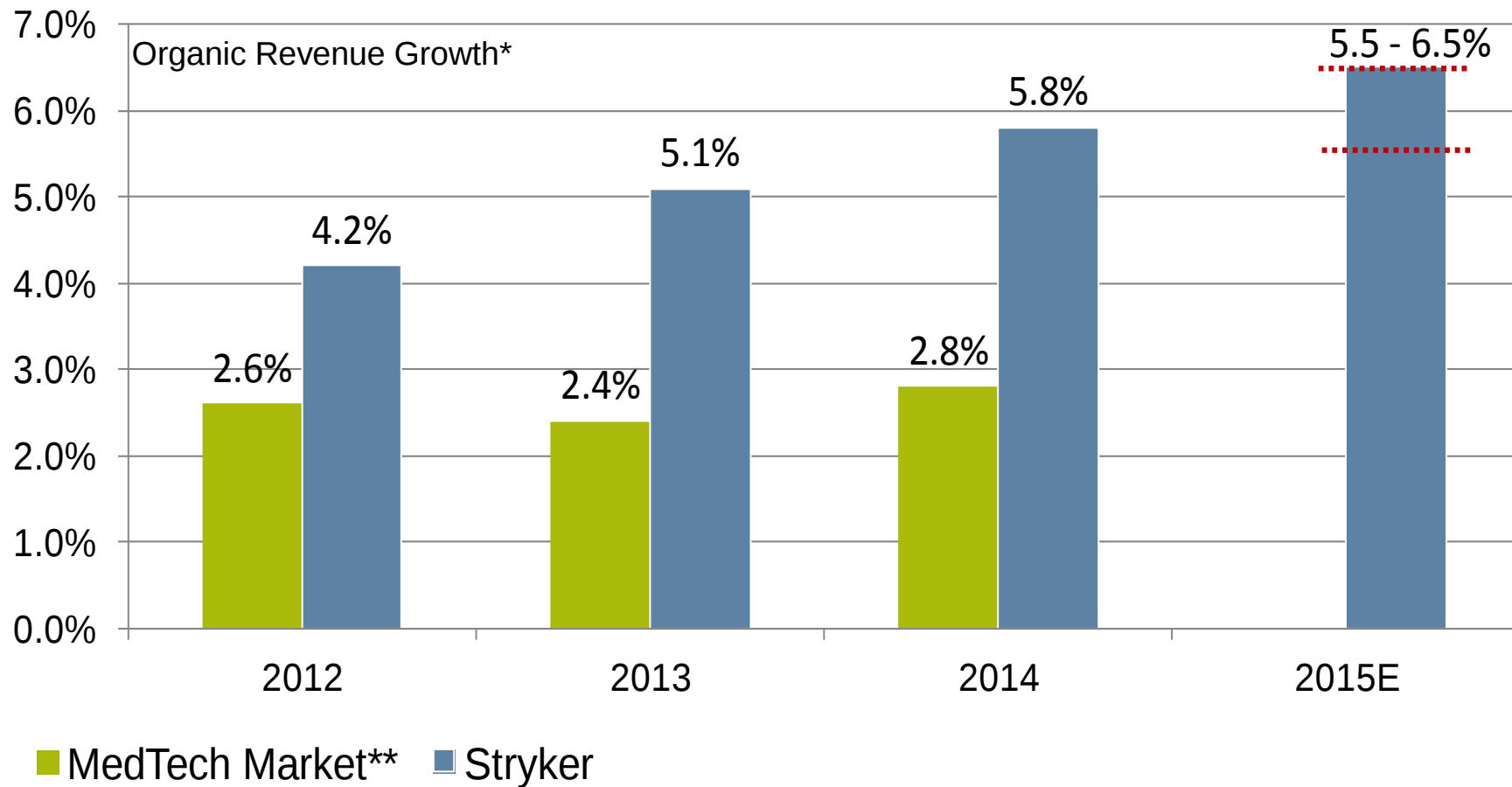
Certain statements made in the presentation may contain information that includes or is based on forward-looking statements within the meaning of the federal securities law that are subject to various risks and uncertainties that could cause our actual results to differ materially from those expressed or implied in such statements. Such factors include, but are not limited to: weakening of economic conditions that could adversely affect the level of demand for our products; pricing pressures generally, including cost-containment measures that could adversely affect the price of or demand for our products; changes in foreign exchange markets; legislative and regulatory actions; unanticipated issues arising in connection with clinical studies and otherwise that affect U.S. Food and Drug Administration approval of new products; changes in reimbursement levels from third-party payors; a significant increase in product liability claims; the ultimate total cost with respect to the Rejuvenate and ABG II matter; the impact of investigative and legal proceedings and compliance risks; resolution of tax audits; the impact of the federal legislation to reform the United States healthcare system; changes in financial markets; changes in the competitive environment; our ability to integrate acquisitions; and our ability to realize anticipated cost savings as a result of workforce reductions and other restructuring activities. Additional information concerning these and other factors is contained in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q.

GLOBAL MEDTECH LEADER

- Pursuing global market leadership in three segments
- Growing through business unit specialization



GROWTH AT THE HIGH END OF MEDTECH

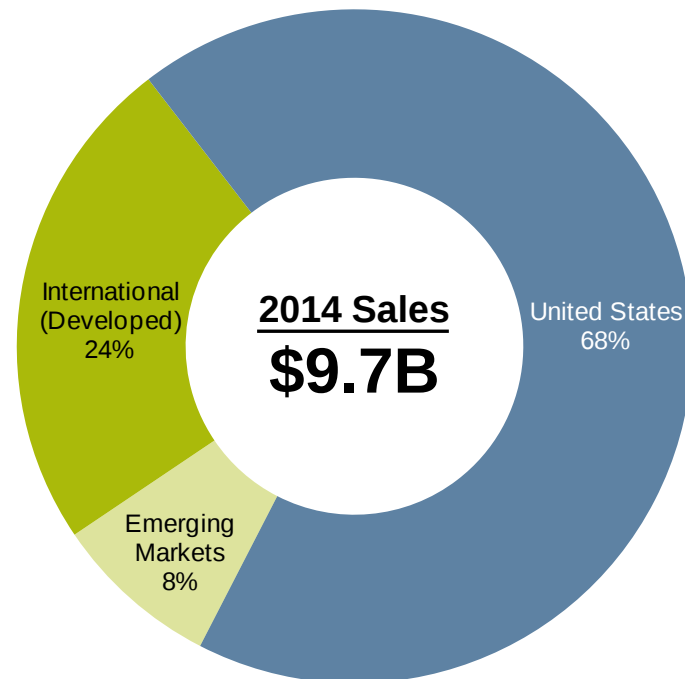


* Removes the impact of changes in foreign currency exchange rates, divestitures (not applicable to Stryker) and the first twelve months of acquisition sales that affect the comparability and trend of sales

** Based on Company research of 20 representative MedTech companies

KEY GROWTH DRIVERS

- Accelerate growth in Europe with Trans-Atlantic operating model
- Expand Trauson outside of China
- Continued expansion of emerging markets
- Recover in Japan



FOCUSED ON INNOVATION

- Demonstrating commitment to internal innovation
- Driving innovation with products and services
- Focused on improved outcomes & delivering greater cost savings/efficiencies

+12%

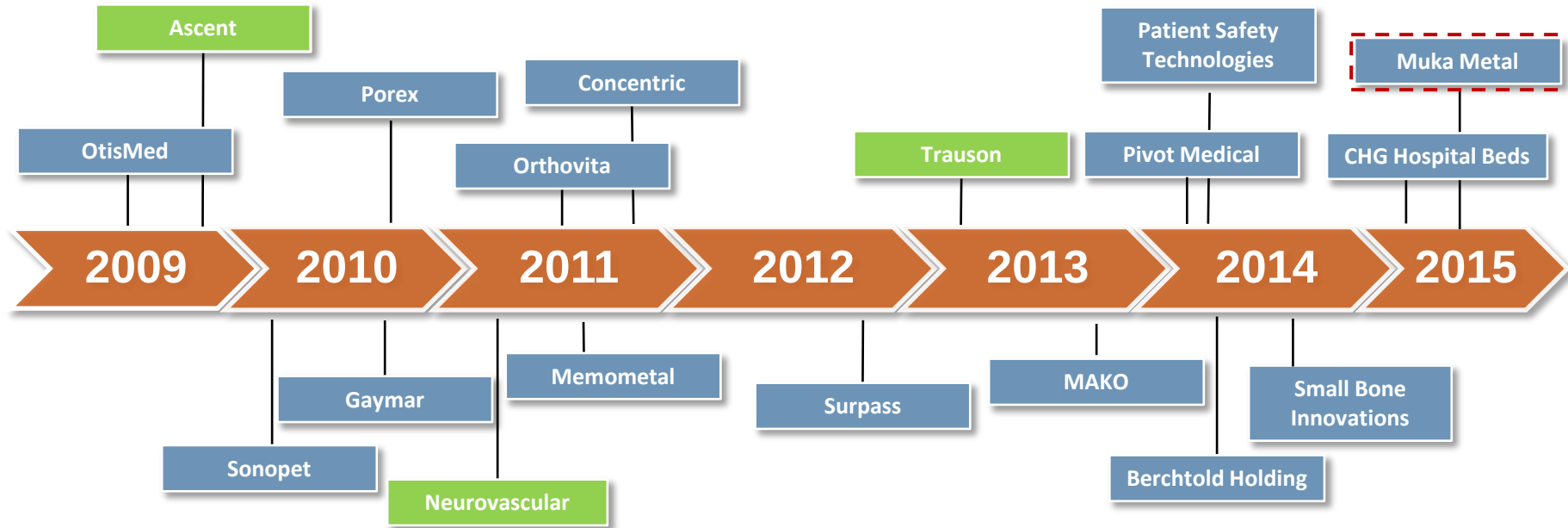
4 Year CAGR R&D*

Nearly 2x the MedTech
average R&D CAGR**

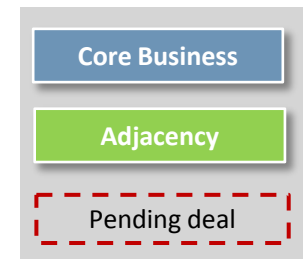
OPERATING LEVERAGE INITIATIVES

- Amplify the GQ&O cost reduction program
- Reduce inventories through product rationalization
- Drive SG&A savings via shared services
- Simplify and rationalize our information technology footprint

CONTINUED STRENGTH THROUGH M&A



- Targeting core and key adjacent markets
- Accelerate our top line, drive innovation



CAPITAL DEPLOYMENT

- **M&A to drive sales growth and innovation**

Focused on driving sales growth in core and adjacent markets

Guidelines: - generally to exceed cost of capital by year 3
- target 12.5% + IRR

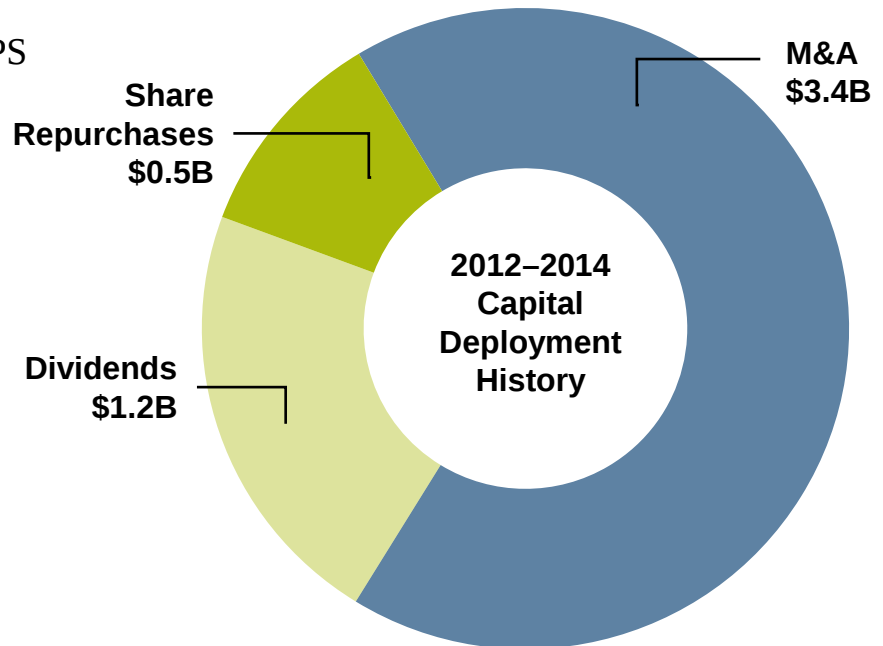
- **Dividend growth**

Dividend per share CAGR of 20% since 2010

Committed to increasing the dividend at or above EPS

- **Share repurchases**

Residual share buybacks over time
impacted by M&A timing



STRYKER ADVANTAGE

POSITIONED WELL FOR THE FUTURE

- Global MedTech leader
- Focused on innovation
- Accelerating global growth
- Opportunities to drive operational leverage
- Healthy cash flow and balance sheet



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