FACT SHEET

Stryker Corporation
2825 Airview Boulevard
Kalamazoo, Michigan 49002
269 385 2600

MISSION:

TOGETHER WITH OUR CUSTOMERS, WE ARE DRIVEN TO MAKE HEALTHCARE BETTER.

Stryker is one of the world's leading medical technology companies and together with our customers, we are driven to make healthcare better. The Company offers a diverse array of innovative products and services in Orthopaedics, Medical and Surgical, and Neurotechnology and Spine, which help improve patient and hospital outcomes. Stryker is active in over 100 countries around the world.

INVESTOR CONTACT
Katherine A. Owen
Vice President, Strategy and Investor Relations
katherine.owen@stryker.com
269 385 2600

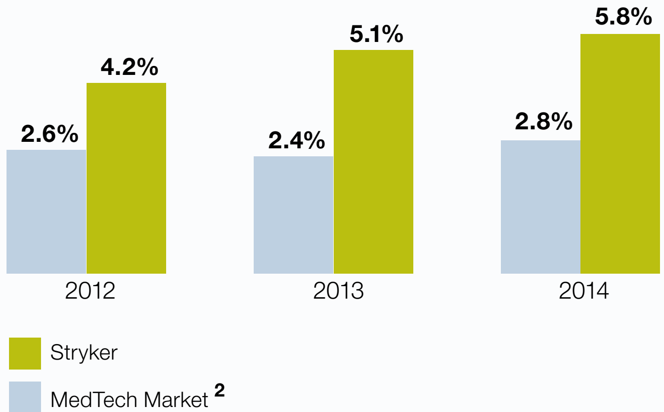
Charles DeCoster IV, MSA
Assoc. Manager, Investor Relations and Strategy
charles.decoster@stryker.com
269 389 7421

MEDIA CONTACT
Yin C. Becker
Vice President, Communications, Public Affairs and Strategic Marketing
yin.becker@stryker.com
201 831 5000

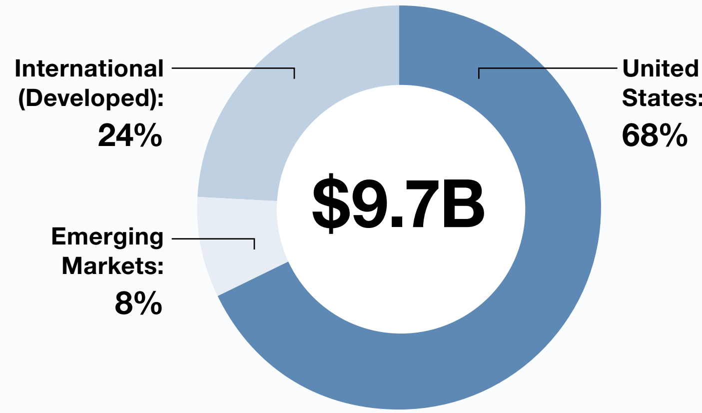
AUGUST 2015

AT A GLANCE

ORGANIC REVENUE GROWTH[1]

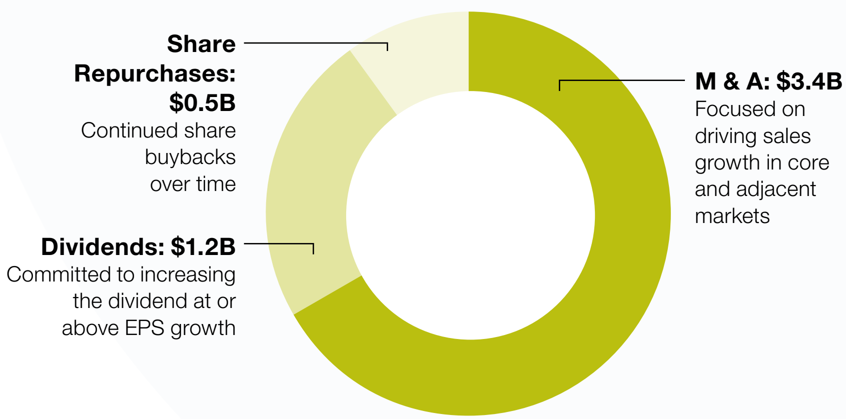


2014 GEOGRAPHIC SALES



CAPITAL ALLOCATION

2012-2014 Capital Deployment History



ADJUSTED DILUTED NET EARNINGS PER SHARE[3]

100+ countries where Stryker products are sold

35 straight years of sales growth

5,300+ patents owned globally in 2014

26,000+ employees worldwide

ADJUSTED RETURN ON INVESTED CAPITAL[4]

17.2% / 2012 **16.0%** / 2013 **15.5%** / 2014

FORTUNE 100 BEST COMPANIES TO WORK FOR 2015

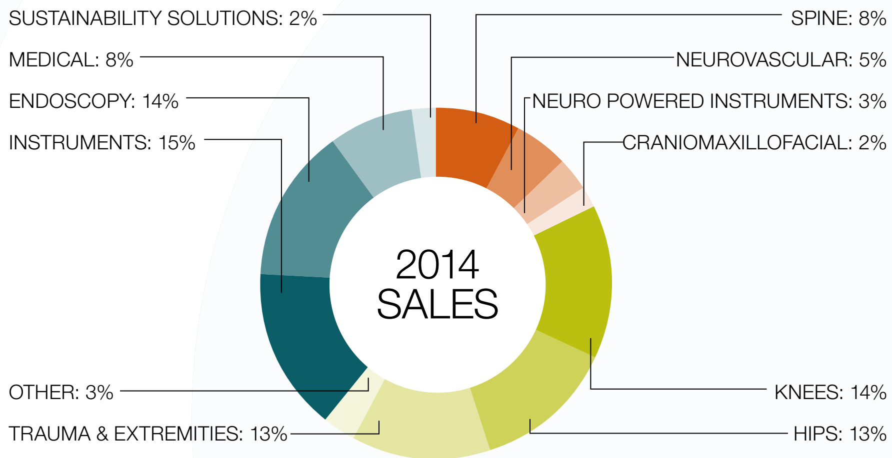
FORTUNE WORLD'S MOST ADMIRED COMPANIES 2015

1 Organic revenue growth removes the impact of changes in foreign currency exchange rates and the first twelve months of acquisition sales that affect the comparability and trend of sales.
2 Data Source: Company analysis of 20 peer companies.
3 Non-GAAP financial measure. These measures exclude intangible amortization from earnings in all periods (reference the reconciliation of GAAP to non-GAAP in the Financial Summary).
4 Return on Invested Capital: adjusted net earnings less interest expenses net of tax / (average total debt and total equity)

STRYKER ADVANTAGE

LEADING PLAYER IN MEDTECH

Stryker is a broadly diversified medical technology company with no single business in any segment representing more than 16 percent of total Stryker revenue. This balanced diversity provides steady growth and enables the Company to pursue market opportunities in many promising areas.



STRENGTH IN KEY HOSPITAL SERVICE LINES

Stryker's broad product and service portfolio spans three key hospital service lines: orthopaedics, neuro and specialty surgery. Stryker offers technologies including operating room infrastructure and communications, equipment to perform surgery effectively and implants that help improve the quality of patients' lives. Stryker services are focused on partnering with hospitals and physicians to help deliver proven quality outcomes and sustainable profitability. This diverse array of innovative medical technologies, combined with a continued focus on the customer through dedicated businesses structured around physician specialties, positions Stryker as a leading, preferred business partner in today's changing healthcare environment.

+10%
3 YR CAGR R&D

FOCUSED ON INNOVATION

Stryker's relentless focus on innovation remains a cornerstone of its success, driven by the Company's enduring collaboration with hospitals and healthcare providers, which ensures that Stryker meaningfully understands their practice environment, treatment protocols and unmet needs. This enables the Company to continue to consistently develop and market a range of life-enhancing and lifesaving products that help drive improved outcomes as well as cost savings and efficiencies.

Stryker is also building upon its product development strength by broadening the Company's lens of innovation to include procedural solutions that help improve the patient and customer experience.

ACCELERATING GLOBAL GROWTH

Stryker has a significant opportunity to grow international market share through all of its current business offerings. Stryker will accomplish this by leveraging its broad product portfolio and services, by continuing to capture market share in key developed markets and building scale in emerging markets.

Stryker is committed to growing its presence in emerging markets with emphasis on Brazil, Russia, India, China and Turkey as key growth areas through a two-pronged approach of growing share in the premium market segment as well as expanding into the lower-priced market segment through the Trauson brand of technologies.

OPPORTUNITIES TO DRIVE MEANINGFUL OPERATING LEVERAGE

Stryker sees significant opportunities to drive meaningful operating leverage through its ongoing Global Quality and Operations initiatives, expansion of shared services, streamlining of information technology systems and the establishment of its European regional headquarters, which will drive cost savings while enhancing the company's customer experience.

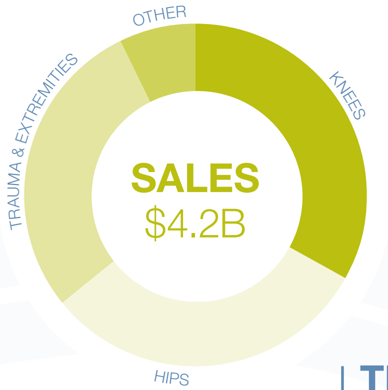
BALANCE SHEET STRENGTH

Stryker's operational cash flow generation drives its strong balance sheet. That strength allows the Company to make strategic acquisitions, which contribute to meeting the commitment to delivering organic sales growth at the high end of MedTech, while also enabling increases in its dividend each year and share repurchases. With a solid net cash position, Stryker continues to optimize its capital allocation to help enhance long term shareholder value.

ORTHOPAEDICS

43% OF TOTAL COMPANY SALES

Financial and market information reflects 2014 results



HIPS

Market Size	Market Position	Market Share
$5.9B	#3	22%

Stryker offers a comprehensive portfolio of solutions for primary, revision and partial hip arthroplasty. The Hip business continues to drive the evolution of clinically successful brands including Accolade, Exeter and X3. Stryker utilizes SOMA, a proprietary analytics system to design and validate implants for optimized fit and performance. Its implant and instrument platforms are designed to accommodate the wide variety of surgical approaches used in today's evolving industry.

KNEES

Market Size	Market Position	Market Share
$7.3B	#3	19%

Stryker offers a complete portfolio of implants and systems designed to provide surgeons with multiple options to treat patients with osteoarthritis. Since its launch in 2009, the Triathlon single-radius design has helped restore function and relieve pain for over 1 million patients. Its single-radius knees are designed to work with the body to promote a natural-like circular motion. The Company's Triathlon Primary and Revision Knee implants and instruments allow orthopaedic surgeons to meet any situation that may arise during complex knee surgeries.

TRAUMA & EXTREMITIES

Market Size	Market Position	Market Share
$7.4B	#2	17%

Stryker is a leading supplier of trauma and extremities products for the surgical treatment of bone fractures, abnormalities and diseases. The Company's portfolio consists of intramedullary nails, screws, external fixation, orthobiologics and plating. Its commitment to innovation, dedication and education benefits orthopaedic trauma surgery by helping surgeons to improve surgical treatment and serve individual patient needs.

FOOT & ANKLE

Market Size	Market Position	Market Share
$1.3B	#1	17%

Stryker is dedicated to providing innovative product solutions and outstanding service to the foot & ankle surgeon community worldwide. Its comprehensive portfolio includes plating, external fixation, nailing, screws and Memometal nitinol products. The Company is committed to improving patients' lives by partnering with surgeons to drive innovation, education and research.

OTHER RECONSTRUCTIVE

ROBOTIC ARM ASSISTED SURGERY

The MAKO platform brings value to orthopaedic surgery through procedural advancements, an improved patient experience focused on clinical outcomes and enhanced patient satisfaction. MAKO robotic arm assisted technology opens the door for future implant innovations, enabling new designs through robotic arm capabilities and functionality.

BONE CEMENT

With over 50 years of clinical history, more than 600 published studies and currently the top-selling bone cement in the world,[2] the Simplex family of bone cements continue to provide clinically-backed fixation.

PERFORMANCE SOLUTIONS

Stryker Performance Solutions partners with hospitals and physician groups to create exceptional patient experiences, proven quality outcomes and sustainable profitability. It provides customers the performance intelligence they need to understand and benchmark their orthopaedic services and physician practices. With this intelligence the business helps them plan for alignment strategies that will enable them to turn reform into opportunity and build customized implementation programs that help deliver patient-centric care and quality outcomes.

[2] Global Markets for Bone Cement and Accessories 2012 - US, Europe (France, Germany, Italy, UK), Japan, Brazil, India, China. Millennium Research Group, December 2011.

Accolade II
The first Morphometric Wedge Stem which also accommodates various surgical approaches, including direct anterior. Designed using SOMA to meet today's patient population.

Triathlon Tritanium Cementless Knee
The Triathlon Tritanium Cementless base plate and patella offer the kinematics of Triathlon coupled with the latest in highly porous biologic 3D fixation technology.

Triathlon Single-Use Instruments
The Single-Use Instruments compliments the Triathlon Knee System by eliminating the need for up to 73% of non-essential reusable instrumentation[1] traditionally used during a case.

[1] Precision Instrument Weight Analysis, Technical Memo to DHF 0930, June 17, 2011.

MAKOplasty
The robotic arm assisted surgery technology enables 3D pre-operative planning and provides surgeons with intra-operative tactile guidance for bone preparation and implant placement.

Hoffmann (LRF) Limb Reconstruction Frame
A modern circular fixation system designed to reduce construct complexity and simplify application adds new versatility to match today's biological repair and reconstruction methods.

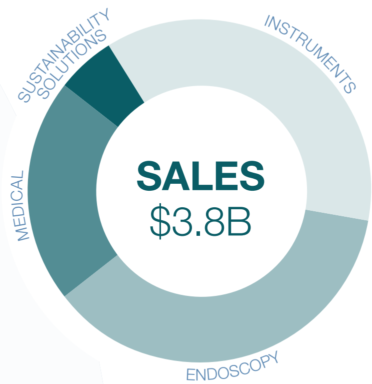
ReUnion (RSA) Reverse Shoulder
The ReUnion RSA is fully integrated and compatible with its existing primary total shoulder platform featuring X3, 3D porous metal fixation, SmartLock and novel, streamlined instrumentation.

STAR Ankle
The STAR ankle is the only FDA PMA-approved cementless, mobile-bearing total ankle replacement system.

MEDSURG

39% OF TOTAL COMPANY SALES

Financial and market information reflects 2014 results



INSTRUMENTS

Market Size	Market Position	Market Share
$3.5B	#1	41%

Stryker is a leader in creating products that make surgery more efficient, reduce trauma and improve techniques. The Company is known for a wide range of innovative operating room products, from leading surgical power tools to personal protection and waste/fluid management. Stryker's goal is to improve the surgical and patient experience by developing products that are more reliable and less complicated to use.

Stryker also provides computer assisted surgery technology that focuses on procedural simplification and workflow flexibility, and enables surgeons to accurately track, analyze and monitor instrumentation relative to a patient's anatomy during surgical procedures to enhance patient outcomes.

MEDICAL

Market Size	Market Position	Market Share
$5.6B	#2	14%

Stryker partners with healthcare providers to help develop a prevention strategy to improve clinical and financial outcomes, targeting key areas that include patient falls, pressure ulcers, ventilator-associated pneumonia and caregiver injury. The Company offers a broad portfolio of hospital beds and stretchers, pressure ulcer management solutions, connected hospital technologies, hospital room furniture and temperature management solutions that set new standards for a successful patient experience and empower its customers by simplifying healthcare delivery through safety and efficiency. Its EMS line of powered and non-powered ambulance cots, stair chairs, incubator transport, bariatric cots and ancillary equipment delivers ease-of-use, durability and high return on investment.

SUSTAINABILITY SOLUTIONS

Market Size	Market Position	Market Share
$0.4B	#1	54%

Stryker is the leading provider of reprocessing and remanufacturing services for single-use medical devices. Stryker's programs enable healthcare organizations to reclaim and redirect financial resources toward initiatives that can increase the quality of patient care.

ENDOSCOPY

ENDOSCOPY

Market Size	Market Position	Market Share
$3.4B	#1	25%

As the technology leader in minimally invasive surgery, Stryker offers comprehensive solutions to meet the changing needs of the high-tech operating room. It combines voice activation, infrared imaging and high-definition video technology with a market leading data management system to offer a surgical environment designed to improve patient outcomes.

SPORTS MEDICINE

Market Size	Market Position	Market Share
$3.5B	#4	8%

Stryker offers a wide range of innovative sports medicine implants, instrumentation and biologic solutions. Its solutions focus on minimally invasive and open approaches to the knee, shoulder, hip and small joints. The Company's flexible technology helps optimize surgical approaches and its all-suture anchor platform minimizes bony removal during soft tissue repair.

COMMUNICATIONS*

Market Size	Market Position	Market Share
$1.4B	#2	19%

Today's complex and technologically-advanced operating rooms feature multiple video sources such as high definition endoscopic cameras, imaging modalities, X-ray and anesthesia data, all in varying video formats. Organizing this data, in addition to providing consultative operating room design featuring Stryker's LED surgical lights and equipment booms, allows Stryker to seamlessly integrate the operating room. Stryker is also focused on delivering tele-presence solutions along with managing archived images and videos, and linking these digital assets to Electronic Medical Record systems.

**Market share/position includes Berchtold acquisition*

NAV3i

The new NAV3i is Stryker Navigation's next-generation platform solution. The NAV3i sleek design and powerful computer offers the surgeon enhanced visualization and confidence.

Reprocessed Harmonic ACE Scalpel

Reprocessed-directed energy device, originally manufactured by Ethicon Endo-Surgery, provides financial and environmental savings to hospitals.

Isolibrium

Isolibrium is a powered support surface designed to assist in the prevention and treatment of all pressure ulcers and isolates pressure redistribution through its exclusive air pod technology.

Neptune Waste Management System

Market-leading waste management system provides improved OR efficiency and protection to both the patient and caregiver from hazardous fluid waste.

DataMediatOR

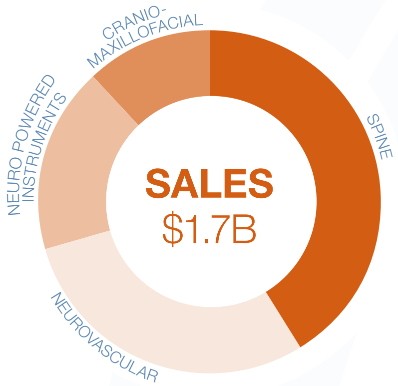
DataMediatOR is a software platform designed to facilitate the interoperability of Hospital Information Systems with medical devices.

SDC3

This device has enabled an improved surgical experience through HD video capture, HIS integration and device management that expands sterile field control and streamlines OR setup, leading to increased consistency and personalization.

ICONIX

ICONIX is an all-suture anchor system used to repair soft tissue sports injuries throughout the body and includes a proprietary curved delivery system that facilitates anatomic placement across multiple indications.



NEUROTECHNOLOGY & SPINE

18% OF TOTAL COMPANY SALES

Financial and market information reflects 2014 results

NEUROVASCULAR

Market Size	Market Position	Market Share
$1.5B	#1	33%

Stryker is focused on advancing the practice of less invasive stroke therapies through its Complete Stroke Care solutions. Stryker is dedicated to providing innovative stroke products and services for ischemic and hemorrhagic stroke, and committed to providing clinical education and support to help physicians deliver better patient outcomes. Products include: stent retriever, detachable coils, stents, balloons, guidewires and microcatheters.

NEURO POWERED INSTRUMENTS

Market Size	Market Position	Market Share
$1.2B	#2	23%

Stryker offers products for the specific needs of Neurosurgical, Spine and ENT physicians with a comprehensive suite of products developed for the fine tolerances required by these specialties. Continued product innovation allows these specialty care providers to improve their existing surgical procedures, while exploring new techniques to further advance the clinical outcomes of their patients. Products include electric and pneumatic drill systems and accessories, an ultrasonic aspiration device for soft tissue removal, non-stick bipolar forceps, bone mill, and bio-fragmentable nasal dressings.

CRANIO-MAXILLOFACIAL

Market Size	Market Position	Market Share
$1.1B	#2	22%

Stryker is a market leader in products used in maxillofacial, craniofacial and neurosurgical procedures. Its comprehensive product portfolio is designed to provide innovative solutions to healthcare providers with the goal of improved surgical outcomes. The craniomaxillofacial product line features bone fixation systems, biomaterials, porous polyethylene implants, microdissection needles and surgical instrumentation to address a wide variety of surgical specialties and procedures.

SPINE

Market Size	Market Position	Market Share
$9.0B	#4	8%

SPINAL IMPLANTS

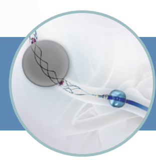
Stryker offers one of the most comprehensive and diverse product portfolios for the treatment of degenerative and complex spinal disorders. The Company is committed to developing technologies for traditional and minimally invasive surgical techniques, enabling surgeons to help their patients return to a more active lifestyle. Products include implants, instruments and biologics solutions for the cervical, thoracic and lumbar spine.

INTERVENTIONAL SPINE

The Interventional Spine business provides a single source for early, minimally invasive solutions to treat back pain and help return patients to their active lives. It provides an extensive and innovative product portfolio for vertebral augmentation, vertebroplasty and radiofrequency ablation procedures, along with a diagnostic tool and decompression treatment for disc herniations.

Target Coils

Target Coils are the global market leader in aneurysm coiling solutions. The Target product line consists of multiple market-leading families, all of which provide superior coil delivery and catheter stability as compared to competition. Stryker currently provides the smallest and softest coil on the market.

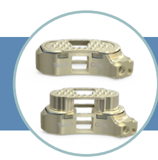


Trevo XP ProVue Retriever

Trevo XP ProVue Retriever is the market-leading fully visible stent retriever for removing clots in patients experiencing ischemic stroke. The device provides a new level of procedural simplicity for their customers by giving them unprecedented information about how the clot is interacting with the device.

Customized Cranial Implants

Customized Cranial Implants are designed in collaboration with the surgeon for individual patient care, to restore normal form and function to the craniofacial bone. Stryker is the only company to offer a choice of PMMA, PEEK, and MEDPOR material types.



AccuLIF

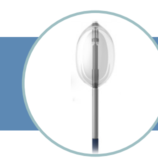
The AccuLIF expandable lumbar interbody technology offers surgeons the ability to insert an interbody device at a smaller starting height and is the first steerable curved expandable TLIF device on the US market.*

ES2

ES2 is a minimally invasive fixation system focused on providing efficiency, simplicity and security. The system features a one-piece low profile Integrated Blade Screw with built in reduction and streamlined instrumentation, and is compatible with Stryker's Navigation and Power technologies.

Sonopet

The Sonopet ultrasonic aspirator provides exceptional control of soft tissue dissection in close proximity to delicate anatomic structures. By addressing multiple user needs, it aids in consolidating OR equipment and provides the user with a customized experience.

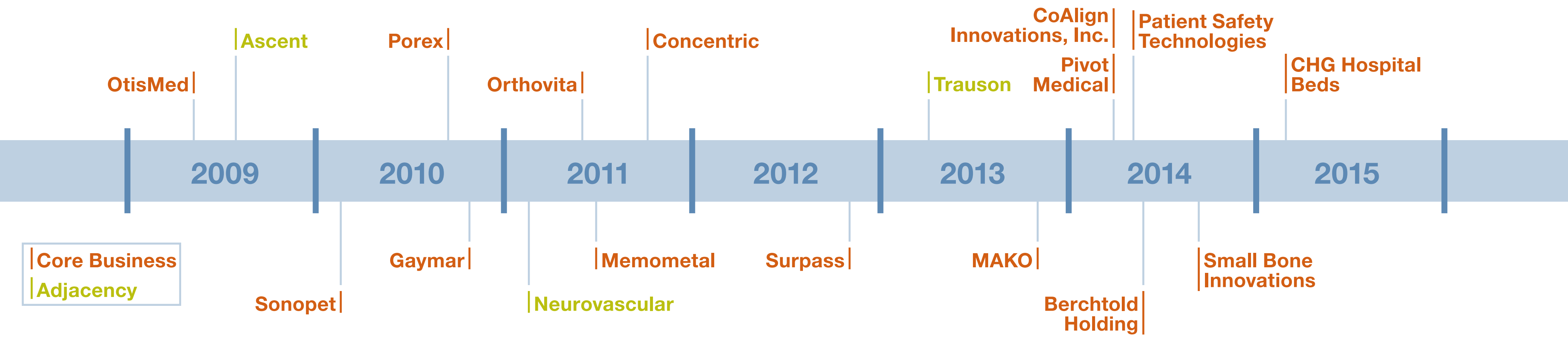


Vertebral Augmentation System

With the addition of the 11G iVAS system, Troflex Curved Needle and 11G Curette, IVS offers one of the most complete and least invasive vertebral augmentation systems on the market.

*Data on file at Stryker Spine.

M & A TO ENHANCE PORTFOLIO



RECENT ACQUISITION HIGHLIGHTS

MAKO SURGICAL CORP.

MAKO has established a compelling technology platform in robotic arm assisted surgery which Stryker believes has considerable long-term potential in joint reconstruction. The acquisition of MAKO combined with Stryker's strong history in joint reconstruction, capital equipment (operating room integration and surgical navigation) and surgical instruments will help further advance the growth of robotic arm assisted surgery. Its combined expertise offers the potential to simplify joint reconstruction procedures, reduce variability and enhance the surgeon and patient experience.

PIVOT MEDICAL, INC.

Pivot has a platform of innovative instruments and implants, with a focus on hip arthroscopy procedures treating femoroacetabular impingement syndrome, to efficiently access and restore the mobility of the hip with minimal incisions. Hip arthroscopy is the fastest growing procedure in sports medicine as a result of improved procedural solutions and growing demand for less invasive solutions. Pivot's innovative products complement Stryker's existing sports medicine portfolio and provide Stryker's customers with a comprehensive offering to address the challenges of Sports Medicine procedures.

PATIENT SAFETY TECHNOLOGIES, INC.

The company's proprietary Safety-Sponge System and SurgiCount 360 compliance software help prevent Retained Foreign Objects (RFOs) in the operating room, thereby improving patient safety and reducing healthcare costs. RFOs are the most common operating room "Never Event" in the United States. Sponges are the most common retained object, with approximately 2,300 incidents reported annually at an average cost per incident of over $400,000. The SurgiCount Safety-Sponge System offers a way to eliminate unnecessary costs from the healthcare system while improving quality of care.

BERCHTOLD HOLDING, AG

Berchtold has provided customer-centric healthcare equipment for over 90 years. Their product portfolio includes surgical tables, equipment booms and surgical lighting systems geared towards maximizing efficiency and safety in operating rooms and ICUs. Combining these complementary solutions with Stryker Endoscopy's existing operating room equipment portfolio created a comprehensive, quality-focused offering equipped to satisfy a wide range of customer needs around the globe.

SMALL BONE INNOVATIONS, INC. (SBi)

SBi products are designed and promoted for upper and lower extremity small bone indications, with a focus on small joint replacement. With the addition of the STAR Ankle to the Stryker Foot & Ankle product portfolio, Stryker comprehensively addresses the broad range of foot and ankle procedures. Additional assets include finger, wrist and elbow products, further expanding the existing Stryker upper extremity product offerings.

CHG HOSPITAL BEDS, INC.

CHG designs, manufactures and markets a series of low-height hospital beds and related accessories. CHG's beds allow a patient's feet to sit flat on the floor while he/she is sitting at the edge of the bed. The low-height design helps reduce the risk of patient falls that are related to entering and exiting hospital beds. Among CHG's innovative offerings is the recently launched Spirit One bed, which is an expandable low-height bariatric bed for the acute care segment.

FINANCIAL SUMMARY

($ IN MILLIONS, EXCEPT PER SHARE AMOUNTS)

				% OF SALES			YR/YR CHANGE		
CONSOLIDATED OPERATIONS	2012	2013	2014	2012	2013	2014	2012	2013	2014
Net sales	$8,657	$9,021	$9,675	100%	100%	100%	4.2%	4.2%	7.2%
Cost of sales	2,781	2,977	3,291	32%	33%	34%	(1.1%)	7.0%	10.5%
Gross profit	5,876	6,044	6,384	68%	67%	66%	6.9%	2.9%	5.6%
R&D	471	536	614	5%	6%	6%	1.9%	13.8%	14.6%
SG&A	3,367	3,492	3,575	39%	39%	37%	4.4%	3.7%	2.4%
Recall charges, net of insurance recoveries	174	622	761	2%	7%	8%			
Intangibles amortization	123	138	188	1%	2%	2%	0.8%	12.2%	36.2%
Total operating expenses	4,135	4,788	5,138	48%	53%	53%	8.5%	15.8%	7.3%
Operating income	1,741	1,256	1,246	20%	14%	13%	3.3%	(27.9%)	(0.8%)
Other income (expense)	(36)	(44)	(86)	0%	0%	(1%)		22.2%	95.5%
Earnings before income taxes	1,705	1,212	1,160	20%	13%	12%	1.1%	(28.9%)	(4.3%)
Income taxes	407	206	645	5%	2%	7%	19.4%	(49.4%)	213.1%
Reported net earnings	1,298	1,006	515	15%	11%	5%	(3.5%)	(22.5%)	(48.8%)
Adjusted net earnings	$1,648	$1,714	$1,810	19%	19%	19%	7.3%	4.0%	5.6%

				DILUTED PER SHARE AMOUNTS		
RECONCILIATION OF GAAP TO NON-GAAP RESULTS	2012	2013	2014	2012	2013	2014
Reported Net Earnings	$1,298	$1,006	$515	$3.39	$2.63	$1.34
Acquisition and integration related charges	37	72	65	0.09	0.19	0.17
Amortization of intangible assets	88	98	133	0.23	0.26	0.35
Restructuring and related charges	59	46	78	0.15	0.12	0.20
Regulatory and legal matters	33	63	-	0.09	0.17	-
Rejuvenate and other recall matters	133	460	628	0.35	1.20	1.65
Donation	-	15	-	-	0.04	-
Tax matters	-	(46)	391	-	(0.12)	1.02
Adjusted Net Earnings	$1,648	$1,714	$1,810	$4.30	$4.49	$4.73

FINANCIAL SUMMARY

($ IN MILLIONS)

CAPITAL ALLOCATION	2012	2013	2014	3 YEAR TOTAL
Mergers & acquisitions[1]	$154	$2,320	$916	$3,390
Dividends	324	401	462	1,187
Share repurchases	108	317	100	525
Total	$586	$3,038	$1,478	$5,102

[1]Net of cash acquired

($ IN MILLIONS)

CONDENSED BALANCE SHEETS	2012	2013	2014
Assets			
Cash and cash equivalents	$1,395	$1,339	$1,795
Marketable securities	2,890	2,641	3,205
Accounts receivable (net)	1,430	1,518	1,572
Inventories	1,265	1,422	1,588
Other current assets	1,168	1,415	1,513
Total current assets	8,148	8,335	9,673
Property, plant and equipment (net)	948	1,081	1,098
Goodwill and other intangibles (net)	3,566	5,833	6,204
Other assets	544	494	738
Total assets	$13,206	$15,743	$17,713
Liabilities and shareholders' equity			
Current liabilities	$1,876	$2,657	$4,464
Other liabilities	987	1,300	1,408
Long-term debt, excluding current maturities	1,746	2,739	3,246
Shareholders' equity	8,597	9,047	8,595
Total liabilities and shareholders' equity	$13,206	$15,743	$17,713

CONDENSED STATEMENTS OF CASH FLOW	2012	2013	2014
Operating activities			
Net earnings	$1,298	$1,006	$515
Depreciation	154	169	190
Intangibles amortization	123	138	188
Changes in operating assets and liabilities and other, net	82	573	889
Net cash provided by operating activities	1,657	1,886	1,782
Investing activities			
Acquisitions, net of cash acquired	(154)	(2,320)	(916)
Change in marketable securities, net	(372)	298	(729)
Purchases of property, plant and equipment	(210)	(195)	(233)
Net cash used in investing activities	(736)	(2,217)	(1,878)
Financing activities			
(Payments of) proceeds from borrowings, net	(4)	1,005	1,159
Dividends paid	(324)	(401)	(462)
Repurchase and retirement of common stock	(108)	(317)	(100)
Other	(13)	13	32
Net cash (used in) provided by financing activities	(449)	300	629
Effect of exchange rate changes on cash and cash equivalents	18	(25)	(77)
Change in cash and cash equivalents	$490	($56)	$456

EXECUTIVE LEADERSHIP TEAM

KEVIN A. LOBO
Chairman and Chief Executive Officer

YIN C. BECKER
Vice President, Communications, Public Affairs and Strategic Marketing

GLENN S. BOEHNLEIN
Vice President, Chief Financial Officer

LONNY J. CARPENTER
Group President, Global Quality and Business Operations

M. KATHRYN FINK
Vice President, Chief Human Resources Officer, Global Human Resources

DAVID K. FLOYD
Group President, Orthopaedics

MICHAEL D. HUTCHINSON
General Counsel

KATHERINE A. OWEN
Vice President, Strategy and Investor Relations

BIJOY S. N. SAGAR
Vice President, Chief Information Officer

TIMOTHY J. SCANNELL
Group President, MedSurg and Neurotechnology

OTHER OFFICERS

DEAN H. BERGY
Vice President, Corporate Secretary

WILLIAM E. BERRY, JR.
Vice President, Corporate Controller

JEANNE M. BLONDIA
Vice President, Finance and Treasurer

IRENE B. CORBE
Vice President, Internal Audit

DAVID G. FURGASON
Vice President, Tax

ELIZABETH A. STAUB
Vice President, Regulatory Affairs and Quality Assurance

BRONWEN R. TAYLOR
Vice President, Compliance and Risk Management

DIVISION PRESIDENTS

Businesses

WILLIAM J. HUFFNAGLE
Reconstructive

XAVIER BERLING
Trauma & Extremities

BRADLEY W. PADDOCK
Spine

MARK H. PAUL
Neurovascular

J. ANDREW PIERCE
Endoscopy

BRADFORD L. SAAR
Medical

SPENCER S. STILES
Instruments

BRIAN J. WHITE
Sustainability Solutions

Regions

MAURICE BEN-MAYOR
South Pacific

STUART SILK
Europe

LAURENCE F.I. HIPKIN
Eastern Europe, Middle East, Africa

GRAHAM A. MCLEAN
Japan

SCOTT MACNAIR
Canada

M. BRENT SCOTT
Asia

FABRIZIO SIGNORIN
Latin America

ADDITIONAL INFORMATION

INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM
Ernst & Young LLP
Grand Rapids, Michigan

TRANSFER AGENT AND REGISTRAR
American Stock Transfer & Trust Company, LLC
New York, New York

Shareholders needing information regarding their certificates or dividends should contact:
American Stock Transfer & Trust Company, LLC
Operations Center
6201 15th Avenue, New York, NY 11219
800 937 5449 | info@amstock.com

STOCK LISTING
The Company's common stock is traded on the New York Stock Exchange under the symbol SYK.