Disclaimer

Forward-looking statement

This presentation contains 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; the failure to satisfy any of the closing conditions of the K2M Group Holdings, Inc. merger agreement, including the receipt of any required regulatory approvals or approval by K2M’s stockholders of the merger; unexpected charges or expenses in connection with the acquisition of K2M; unanticipated issues arising in connection with clinical studies and otherwise that affect U.S. Food and Drug Administration approval of new products; potential supply disruptions; 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; costs to comply with the European Medical Devices regulation; changes in financial markets; changes in the competitive environment; our ability to integrate acquisitions, including the acquisition of K2M; and our ability to realize anticipated cost savings. 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.

Non-GAAP financial measures

Organic Sales Growth and Adjusted Net Earnings per Diluted Share as shown in this presentation are non-GAAP financial measures. These adjusted financial measures should not be considered in isolation or as a substitute for reported sales growth and net earnings per diluted share, the most directly comparable GAAP financial measures. These non-GAAP financial measures are an additional way of viewing aspects of our operations that, when viewed with our GAAP results and the reconciliations to corresponding GAAP financial measures, provide a more complete understanding of our business. Refer to Appendix A attached to this presentation for the definition of these non-GAAP financial measures and for the reconciliations of non-GAAP financial measures to the most directly comparable GAAP measures.
<table>
<thead>
<tr>
<th>Agenda</th>
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</thead>
</table>
| Overview | Kevin Lobo  
Chairman and Chief Executive Officer |
| **Neurovascular Physician Panel** | Mark Paul  
President, Neurovascular Division  
**Guest Speakers:**  
Alex Coon, MD  
Adjunct Professor, Neurosurgery, Johns Hopkins Medical Center  
Brian Jankowitz, MD  
Assistant Professor, Neurosurgery, University of Pittsburgh Medical Center  
Ryan McTaggart, MD  
Associate Professor, Radiology, Neurology & Neurosurgery, Warren Alpert Medical School of Brown University |
| **Spotlight on: Trauma & Extremities** | Dr. Xavier Berling  
President, Trauma & Extremities  
Gordon Van Ummersen  
Vice President & General Manager, Extremities |
| **Spotlight on: Endoscopy** | Andy Pierce  
Group President, MedSurg  
**Guest Speaker:**  
Martin I. Newman, MD  
Plastic Surgeon, Cleveland Clinic Florida |
| CTG Update | Viju Menon  
Group President, Global Quality & Operations |
| Financial Outlook | Glenn Boehlein  
Vice President, Chief Financial Officer |
| Investor Q&A | Stryker Leadership Team |
| Product Fair | Orthopaedics, MedSurg, Neurotechnology & Spine Products |
Mission

Together with our customers, we are driven to make healthcare better.

Values

Integrity
We do what’s right

Accountability
We do what we say

People
We grow talent

Performance
We deliver
Changes to Stryker Leadership Team

Timothy Scannell
President and Chief Operating Officer

Andy Pierce
Group President, MedSurg

Spencer Stiles
Group President, Neurotechnology, Instruments and Spine

Viju Menon
Group President, Global Quality and Operations

Bijoy Sagar
Vice President, Chief Digital Technology Officer
New division presidents

Dylan Crotty
President, Instruments

Brent Ladd
President, Endoscopy
Our company strategy

Drive market leading growth and achieve category leadership in MedSurg Equipment, Orthopaedics, and Neurotechnology/Spine

Customer focus
- Intense customer commitment and dedication through business unit specialization
- Achieve highest levels of customer engagement through innovative, high quality products and collaboration

Innovation
- Make healthcare better through evidence-based products and services that improve outcomes
- Drive growth through disciplined investment in R&D and BD

Globalization
- Focus resources, investment and talent on key global markets
- Strengthen alignment among franchises, country teams and global functions

Cost transformation
- Drive operational efficiency to reinvest in growth
- Continuously reduce costs and expand margins to optimize shareholder value

Talent offense – People and culture
Quality first – Top tier products and services
Diverse global Med Tech leader…

Committed to achieving category leadership

#1 or #2 market shares across majority of divisions

2017 net sales $12.4B
Our history of growth

Net Sales ($B)

$12.4 B

1979 2017

1979 2017
Strong **top line momentum**...

Organic sales growth at high end of Med Tech

- Decentralized operating model – sales, marketing, R&D, and business development
- Strong new product pipeline across our divisions
- Significant investments in R&D driving industry leadership in many areas (e.g., Robotics, 3-D printing, and advanced imaging)
- Disciplined and active business development to augment internal investments
- 2018 represents another year of accelerating organic sales growth
- Well positioned to deliver strong top-line growth in 2019+
... continued focus on **driving margin expansion**

- Product lifecycle management well underway
- Procurement progress continues
- Progress on shared services
- Modernization of our IT systems is progressing

**Combined CTG efforts driving 30-50 basis points of annual operating margin expansion, despite significant acquisition dilution**
We continue to enhance our portfolio’s depth and breadth with strategic mergers and acquisitions.
Summary

• 2018 will be another year of strong organic sales & earnings growth
• Confident that we will grow organic sales at the high end of Med Tech in 2019
  • Organizational changes position us to deliver continued robust growth
  • Healthy new product cadence and M&A execution
• CTG translating into meaningful and sustainable operating margin expansion
• Capital allocation priorities remain unchanged – M&A, Dividends and Buybacks
Neurovascular Physician Panel

Mark Paul
President, Neurovascular Division
Neurovascular physician panel

Alexander Coon, MD
Adjunct Professor
Neurosurgery
Johns Hopkins University

Brian Jankowitz, MD
Assistant Professor
Neurosurgery
University of Pittsburgh Medical Center

Ryan McTaggart, MD
Associate Professor
Radiology, Neurology, & Neurosurgery
Warren Alpert Medical School of Brown University
In the United States, stroke occurs every 40 seconds

Every **4 minutes** someone dies

**800,000** strokes per year

~13% of all ischemic strokes were treated

**2x** more women die from stroke than breast cancer

**#5** cause of death

**Leading** cause of disability

Neurovascular strategy

Mission

Together with our customers, we are driven to make healthcare better.

Be the worldwide leader in Complete Stroke Care
Neurovascular leadership

**2011–2018**

Unprecedented growth

- Launched 22 new devices
- Developed the AIS market around the world

**2011**

Acquired by Stryker

**2019+**

Looking forward

- Continued innovation for growth
- Ongoing clinical investment and market development
A complementary portfolio of hemorrhagic products to treat all types of aneurysms

Target Detachable Coils

Neuroform Atlas Stent

Target Hemorrhagic Solutions

Guidewires
Microcatheters
Occlusion balloons
Distal access catheters
Long sheaths
New entry into the flow diversion market

Flow Diverter
Hemorrhagic Solutions

Surpass Streamline
Flow Diverter

Guidewires  Microcatheters  Delivery assist catheters  Distal access catheters  Long sheaths
A comprehensive portfolio of products to treat acute ischemic stroke

Trevo XP ProVue Retriever

Trevo Stroke Solutions

Guidewires  Microcatheters  Distal access catheters  Long sheaths  Balloon guide catheters
New entry into the direct aspiration market

AXS Vecta
Aspiration Catheter

AXS Infinity LS Plus
Long Sheath

Aspiration Stroke Solutions
Guidewires Microcatheters Aspiration pumps
Neurovascular clinical leadership

**HEM**
SCENT trial
ATLAS study

**AIS**
DAWN trial
Trevo Retriever registry

**ICAD**
WEAVE trial
Stroke therapy awareness programs
every second is critical

The brain ages 3.6 years every hour without treatment\(^1\)

Market development programs for each phase of patient care, aimed at decreasing time to treatment

Neurovascular physician panel

Alexander Coon, MD
Adjunct Professor
Neurosurgery
Johns Hopkins University

Brian Jankowitz, MD
Assistant Professor
Neurosurgery
University of Pittsburgh Medical Center

Ryan McTaggart, MD
Associate Professor
Radiology, Neurology, & Neurosurgery
Warren Alpert Medical School of Brown University
Knowing the signs of stroke can change a life (F.A.S.T.)

**Face:** Droop on one side, or uneven smile

**Arms:** Weakness on one side

**Speech:** Slurred speech or difficulty understanding

**Time:** If one of these symptoms is present, get help. Time is brain, and every second counts.

Know where to go for treatment.
Trauma & Extremities

Spotlight

Dr. Xavier Berling
President, Trauma & Extremities
Trauma & Extremities strategic journey

Trauma & Extremities continues to capture meaningful market share

- Various market spaces
- Multiple product categories
- Different type of customers

We help rebuild lives through our dedicated services that support our customers with comprehensive and advanced product platforms
Key insights

 magna

☐ Ability to demonstrate financial value to the C-suite combined with dedicated selling capabilities

☐ Level 1 hospital market shares drive Trauma long term leadership

☐ Largest gap for Extremities category leadership is shoulder
Trauma & Extremities

Extremities Update

Gordon Van Ummersen
Vice President & General Manager, Extremities
US Extremities market overview

US Extremities market growth

Growth drivers

- Specialized sales forces
- Surgeon education programs
- Next generation implants
- Site of care shift to ASC/Outpatient setting
US Foot & Ankle sales and market

SYK US Foot & Ankle sales performance

- Dedicated and focused sales team
- Portfolio filled through organic development and strategic M&A

23% CAGR

5 yr Pro Forma CAGR through FY '17

2017 Market share
US Shoulder sales and market

SYK US Shoulder sales performance

- Solid foundational portfolio built and launched
- Increased branding, commercial focus and educational effort

44% CAGR

2017 Market share

- Zimmer 32%
- Wright 22%
- Exactech 7%
- Synthes 17%
- DJO 10%
- Other 6%
- Stryker 6%

5 yr Pro Forma CAGR through FY '17
US Shoulder portfolio **future pipeline**

<table>
<thead>
<tr>
<th>Current platform</th>
<th>2019 launches</th>
<th>Future additions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ReUnion TSA</td>
<td>Improved instruments</td>
<td>ReUnion Stemless</td>
</tr>
<tr>
<td>ReUnion RFX</td>
<td>ReUnion S</td>
<td>Revision Options</td>
</tr>
<tr>
<td>ReUnion RSA</td>
<td>Glenoid Solutions</td>
<td></td>
</tr>
</tbody>
</table>

**A growing foundation leading to the power of MAKO**
Endoscopy Spotlight

Andy Pierce
Group President, MedSurg
Performance over time

Global Endoscopy Sales

$ Millions

1,800

Key product and **service offerings**

**Endoscopy**
- Surgical visualization
  - MIS and open
- Fluorescence imaging agent
  - ICG

**Communications**
- Infrastructure
  - Booms, lights, tables
- Integration
  - Audio, video, data
- Media management
  - Media storage and EMR integration

**Sports Medicine**
- Sports arthroscopy
  - Resection, RF, fluid management
- Sports implants
  - Shoulder, knee, hip, and small joint
Key growth drivers

• MIS Visualization and Fluorescence Imaging leadership

• Facility new build, remodeling and expansion drive OR upgrades

• Focus on Sports Medicine portfolio expansion opportunities

• Focus on geographic expansion opportunities
Medical education:
• Vanderbilt University School of Medicine
• Plastic surgery training at New York-Presbyterian Hospital, Columbia University, Cornell University, New York, (plastic surgery residency), Cleveland Clinic Florida (aesthetic and cosmetic surgery fellowship) and at the University of Miami, Jackson Memorial Hospital, Miami, FL (general surgery residency)

Publications
• Authored 14 book chapters, over 60 professional journal articles
• Presented over 200 lectures and abstracts on plastic and cosmetic surgery
• Contributed to 9 television, magazine and Internet publications

Positions:
• Department of Plastic and Reconstructive Surgery at Cleveland Clinic Florida,
• Program Director and Head of Clinical Research for Residency Program
• President for the Broward County Society of Plastic Surgeons
• Former President of the Miami Society of Plastic Surgeons
• Board Member of the Florida Society of Plastic Surgeons
Endoscopy

SPY Technology Evolution

Martin I. Newman, MD
Plastic Surgeon, Cleveland Clinic Florida
Successful surgery removes a diseased tumor, tissue or organ while preserving healthy structures.

Following removal - remaining structures will survive only if their blood supply is adequate.

Surgeons must assess the viability (blood supply) of the remaining structures based on clinical judgment.

With all our training – we are less than 100% accurate at identifying poor blood supply (ischemic tissue) with our naked eyes.
Understanding the market need

About 1 in 8 women in the U.S. will get breast cancer in her lifetime.

Understanding the **market need**
Understanding the **market need**
Understanding the **market need**
Mastectomy flap necrosis: a domino effect

- Skin dies
- Patient Loses Breast - Second Time
- Significant Pain and Suffering
- Extra Operation
- Unplanned Hospitalization
- Loss of DermACELL
- Loss of Silicone Implant
- Costs Double and Triple
Cost of complications:

breast reconstruction surgery

Complications can increase hospital costs

Published literature has long demonstrated the significant costs associated with surgical complications.⁵

Total hospital charges and professional fees were $1,158,954 for the flap necrosis group and $659,412 for the adequate healing group.⁵ The average excess associated with a single case of flap necrosis group was $99,908 per patient representing $63,079 in hospital charges and $36,829 in professional fees.⁵

*Cost-to-charge ratio applied to original data to arrive at cost.
These costs were estimates based on reported charges for Cleveland Clinic, Florida.

Understanding the market need

About 25% of all breast reconstructions experience some degree of mastectomy flap necrosis.
What is the solution?

**SPY technology**

ICG

Indocyanine Green is injected thru the IV and disperses through the circulatory system.

Within 30 seconds, ICG can be visualized on the skin.

- Blood flow can be evaluated
- Action can be taken
- Problems addressed
What is the **solution**?

**SPY Elite**
- Current market leader in open fluorescence imaging
- 10+ years of history

**SPY PHI (portable handheld imager)**
- Next generation product
- Every surgeon, every patient
CTG Update

Viju Menon
Group President, Global Quality & Operations
Year 3 of our CTG Program designed to enable long-term **leveraged growth**

**3 guiding principles:**

- Significantly reduce structural and non-value-added costs
- Continue to reinvest in innovation and expand growth platforms
- Generate shareholder value

**CTG Impact**

**Stryker operating margin %**

**CTG to drive:**

30-50 bps / year annually
Key initiatives to **drive CTG**

- Product Life Cycle Management (PLCM)
- Shared Services
- Global Operating Model & Organizational Design
- Indirect Procurement
- Global ERP
- Direct Sourcing
- Supply Chain Optimization
- Plant Network Optimization

Confident in achieving 30 – 50 bps per year in op margin expansion
Financial Outlook

Glenn Boehnlein
Vice President, Chief Financial Officer
Long term sustainable growth model

Sales Growth
- Focused market approach (developed and emerging)
- Power products/brands
- Diversified portfolio
- Opportunistic M&A strategy

Operating Leverage
- COGS reduction
- SG&A leverage
- Balanced R&D investment

Financial Efficiency
- Tax
- Debt management
- Share repurchases
- Dividend growth

EPS Growth
Committed to growth at the high end of Med Tech

Organic Sales Growth (constant currency)

*Med Tech market growth is based on Company research of 20 companies
Committed to delivering leveraged earnings

Note: 2018 adj EPS growth and organic sales growth corresponds to 2018 full year guidance
M&A to drive sales growth and innovation
Focused on driving sales growth in core and adjacent markets

Dividend growth
Dividend CAGR of 15% since 2010

Share repurchases
Baseline focus of repurchases to offset dilution

2018 Capital Deployment
Significant M&A driving growth: K2M (pending), Entellus, HyperBranch, Invuity
Long term sustainable growth targets

Sales growth at the high end of Med Tech, which allows us to drive...

30 to 50 basis points of annual operating margin improvement over 5 years

Minimum EPS growth of 9% annually
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Appendix A

We supplement the reporting of our financial information determined under accounting principles generally accepted in the United States (GAAP) with certain non-GAAP financial measures, including percentage organic sales growth and adjusted net earnings per diluted share (Diluted EPS). We believe that these non-GAAP financial measures provide meaningful information to assist investors and shareholders in understanding our financial results and assessing our prospects for future performance. Management believes percentage organic sales growth in constant currency and adjusted net earnings per diluted share are important indicators of our operations because they exclude items that may not be indicative of or are unrelated to our core operating results and provide a baseline for analyzing trends in our underlying businesses. Management uses these non-GAAP financial measures for reviewing the operating results of reportable business segments and analyzing potential future business trends in connection with our budget process and bases certain management incentive compensation on these non-GAAP financial measures.

To measure percentage organic sales growth, we remove the impact of changes in foreign currency exchange rates, acquisitions and the impact of the adoption of ASC 606(1), which affect the comparability and trend of sales. Percentage organic sales growth is calculated by translating current year results at prior year average foreign currency exchange rates excluding the impact of acquisitions and the adoption of ASC 606(2). To measure earnings on a consistent and comparable basis, we exclude certain items from reported net earnings per diluted share, such as charges for acquisition and integration-related activities, the amortization of purchased intangible assets, restructuring-related and other charges, costs to comply with European Medical Devices Regulation, Rejuvenate and other recall-related matters, regulatory and legal matters and tax matters, which affect the comparability of operating results and the trend of earnings.

Because non-GAAP financial measures are not standardized, it may not be possible to compare these financial measures with other companies’ non-GAAP financial measures having the same or similar names. These adjusted financial measures should not be considered in isolation or as a substitute for reported sales growth and net earnings per diluted share, the most directly comparable GAAP financial measures. These non-GAAP financial measures are an additional way of viewing aspects of our operations that, when viewed with our GAAP results and the reconciliations to corresponding GAAP financial measures, provide a more complete understanding of our business. We strongly encourage investors and shareholders to review our financial statements and publicly-filed reports in their entirety and not to rely on any single financial measure.

We are unable to present a quantitative reconciliation of our expected net earnings per diluted share to expected adjusted net earnings per diluted share as we are unable to predict with reasonable certainty and without unreasonable effort the impact and timing of restructuring-related and other charges, acquisition-related expenses and fair value adjustments to inventory and the outcome of certain regulatory, legal and tax matters. The financial impact of these items is uncertain and is dependent on various factors, including timing, and could be material to Stryker’s Consolidated Statements of Earnings.

(1) We adopted Accounting Standards Update 2014-09, Revenue From Contracts with Customers, as well as related amendments (ASC 606), issued by the Financial Accounting Standards Board on a modified retrospective basis, effective January 1, 2018. The impact of the adoption of ASC 606 related primarily to the reclassification of certain costs previously presented as selling, general and administrative expenses to net sales.
Reconciliation of reported sales growth to organic sales growth

<table>
<thead>
<tr>
<th></th>
<th>Nine Months</th>
<th>Years Ended December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Reported Net Sales Growth</td>
<td>9.3%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Less: Foreign Currency Exchange</td>
<td>0.9</td>
<td>0.1</td>
</tr>
<tr>
<td>Less: Acquisitions</td>
<td>1.8</td>
<td>2.7</td>
</tr>
<tr>
<td>Less: ASC 606 Adoption</td>
<td>(1.0)</td>
<td>-</td>
</tr>
<tr>
<td>Organic Sales Growth</td>
<td>7.6%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>
Reconciliation of net earnings per diluted share to adjusted net earnings per diluted share

**Millions of Dollars, Except Per Share Amounts**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th></th>
<th>2016</th>
<th></th>
<th>2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net Earnings</td>
<td>Effective Tax Rate</td>
<td>Diluted EPS</td>
<td>Net Earnings</td>
<td>Effective Tax Rate</td>
<td>Diluted EPS</td>
</tr>
<tr>
<td>Reported</td>
<td>$1,020</td>
<td>50.6%</td>
<td>$2.68</td>
<td>$1,647</td>
<td>14.3%</td>
<td>$4.35</td>
</tr>
<tr>
<td>Acquisition and integration-related charges (a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory stepped-up to fair value</td>
<td>20</td>
<td>(0.1)</td>
<td>0.05</td>
<td>23</td>
<td>0.4</td>
<td>0.06</td>
</tr>
<tr>
<td>Other acquisition and integration-related</td>
<td>31</td>
<td>0.2</td>
<td>0.09</td>
<td>77</td>
<td>0.1</td>
<td>0.20</td>
</tr>
<tr>
<td>Amortization of purchased intangible assets</td>
<td>250</td>
<td>3.0</td>
<td>0.67</td>
<td>221</td>
<td>2.2</td>
<td>0.59</td>
</tr>
<tr>
<td>Restructuring-related and other charges (b)</td>
<td>155</td>
<td>0.4</td>
<td>0.41</td>
<td>98</td>
<td>0.3</td>
<td>0.26</td>
</tr>
<tr>
<td>Rejuvenate and other recall-related matters (c)</td>
<td>131</td>
<td>0.7</td>
<td>0.34</td>
<td>127</td>
<td>0.1</td>
<td>0.34</td>
</tr>
<tr>
<td>Regulatory and legal matters (d)</td>
<td>25</td>
<td>0.4</td>
<td>0.06</td>
<td>(7)</td>
<td>(0.2)</td>
<td>(0.02)</td>
</tr>
<tr>
<td>Tax Matters (e)</td>
<td>833</td>
<td>(39.6)</td>
<td>2.19</td>
<td>8</td>
<td>0.1</td>
<td>0.02</td>
</tr>
<tr>
<td>Adjusted</td>
<td>$2,465</td>
<td>15.6%</td>
<td>$6.49</td>
<td>$2,194</td>
<td>17.3%</td>
<td>$5.80</td>
</tr>
</tbody>
</table>

**Weighted-average diluted shares outstanding (in millions)**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>380.1</td>
<td>378.5</td>
<td>380.9</td>
</tr>
</tbody>
</table>

(a) Charges represent certain acquisition and integration-related costs associated with acquisitions.
(b) Charges represent the costs associated with certain restructuring-related activities associated with workforce reductions and other restructuring-related activities.
(c) Charges represent changes in our best estimate of the minimum end of the range of probable loss to resolve the Rejuvenate recall and other recall-related matters.
(d) Our best estimate of the minimum of the range of probable loss to resolve certain regulatory or other legal matters and the amount of favorable awards from settlements.
(e) Benefits and charges represent the accounting impact of certain significant and discrete tax items, including adjustments related to the Tax Cuts and Jobs Act of 2017.
Reconciliation of net earnings per diluted share to adjusted net earnings per diluted share

### Millions of Dollars, Except Per Share Amounts

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Earnings</td>
<td>Effective Tax Rate</td>
<td>Diluted EPS</td>
</tr>
<tr>
<td>$515</td>
<td>55.6%</td>
<td>$1.34</td>
</tr>
</tbody>
</table>

**Reported**

- **Acquisition and integration-related charges (a)**
  - Inventory stepped-up to fair value: 15, 0.5, 0.04
  - Other acquisition and integration-related: 50, 0.7, 0.13
  - Amortization of purchased intangible assets: 133, 1.1, 0.35
  - Restructuring-related and other charges (b): 78, 1.1, 0.20
  - Rejuvenate and other recall-related matters (c): 628, 3.1, 1.65
  - Regulatory and legal matters (d): -
  - Donations: -
  - Tax Matters (e): 391, 33.6, 1.02

**Adjusted**

- $1,810, 22.3% | $1,714, 22.7% | $1,648, 24.1% |
- $4.73 | $4.49 | $4.30 |
- 382.8 | 382.1 | 383.0 |

(a) Charges represent certain acquisition and integration-related costs associated with acquisitions.
(b) Charges represent the costs associated with certain restructuring-related activities associated with workforce reductions and other restructuring-related activities.
(c) Charges represent changes in our best estimate of the minimum end of the range of probable loss to resolve the Rejuvenate recall and other recall-related matters.
(d) Our best estimate of the minimum of the range of probable loss to resolve certain regulatory or other legal matters and the amount of favorable awards from settlements.
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