

保持安静

stryker[®]

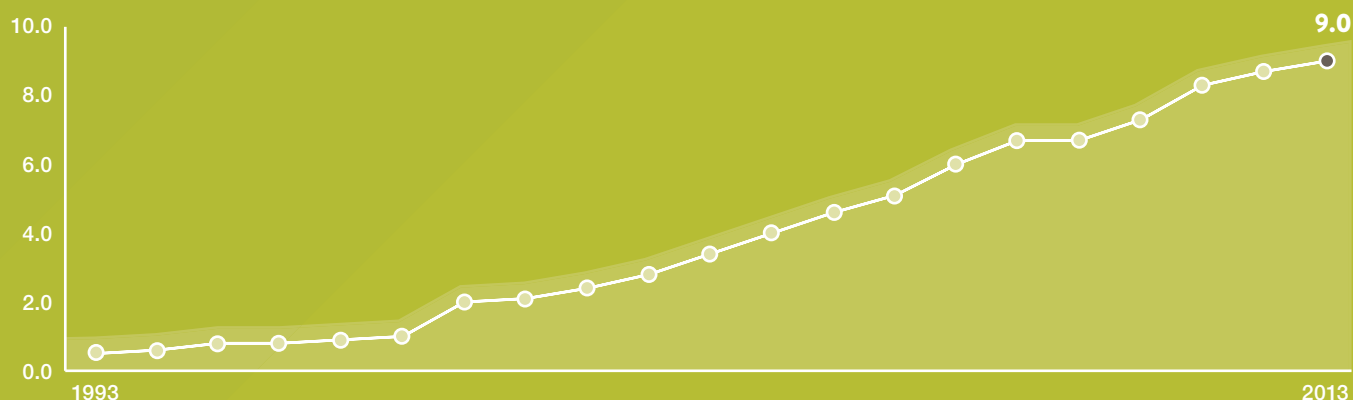
2013 ANNUAL REVIEW



FINANCIAL HIGHLIGHTS

HISTORY OF REVENUE GROWTH

\$ IN BILLIONS



ADJUSTED DILUTED NET EARNINGS^{1,2}

\$ PER SHARE



DIVIDENDS PAID

\$ PER SHARE OF COMMON STOCK



CASH FLOW PROVIDED BY OPERATING ACTIVITIES

\$ IN BILLIONS



FINANCIAL OVERVIEW

(IN MILLIONS, EXCEPT PER SHARE AMOUNTS)

| | 2013 | 2012 | % CHANGE |
|---|----------|----------|----------|
| NET SALES | \$ 9,021 | \$ 8,657 | 4.2 |
| EARNINGS BEFORE INCOME TAXES | 1,212 | 1,705 | (28.9) |
| INCOME TAXES | 206 | 407 | (49.4) |
| NET EARNINGS | 1,006 | 1,298 | (22.5) |
| ADJUSTED NET EARNINGS^{2,3} | 1,616 | 1,560 | 3.6 |
| DILUTED NET EARNINGS PER SHARE OF COMMON STOCK: | | | |
| REPORTED | \$ 2.63 | \$ 3.39 | (22.4) |
| ADJUSTED ^{1,2} | 4.23 | 4.07 | 3.9 |
| DIVIDENDS PAID PER SHARE OF COMMON STOCK | | | |
| | \$ 1.06 | \$ 0.85 | 24.7 |
| CASH, CASH EQUIVALENTS AND CURRENT MARKETABLE SECURITIES | 3,980 | 4,285 | (7.1) |

¹ A non-GAAP financial measure. The most comparable GAAP financial measure is diluted net earnings per share, which were \$2.78, \$2.77, \$3.19, \$3.45, \$3.39 and \$2.63 in 2008, 2009, 2010, 2011, 2012 and 2013, respectively.

² For a reconciliation between these non-GAAP financial measures and their most comparable GAAP financial measure, refer to our Annual Reports on Form 10-K, available on our website at www.stryker.com or at the SEC's website at www.sec.gov.

³ A non-GAAP financial measure. The most comparable GAAP financial measure is net earnings.

LETTER FROM THE PRESIDENT AND CEO

KEVIN A. LOBO



DEAR SHAREHOLDERS

After completing my first full year as CEO, I am excited about our Company's achievements and the progress we have made in strengthening our leadership in the medical technology industry. As you read through this review, I believe you will agree that Stryker is well positioned for the future.

In 2013, we met our primary objectives—achieved strong top-line growth, delivered solid operational earnings, expanded globally, and invested through R&D and acquisitions to strengthen our product and service offerings.

FOCUS ON GROWTH

In 2013, our organic growth (excluding acquisitions and foreign exchange) of 5% was at the high end of medical technology, including double-digit growth in many businesses, a successful turnaround in Europe, and rapid growth in emerging markets.

Trauma & Extremities, Neurotechnology, Endoscopy, and our Hip business all had strong above-market growth in the year. In Europe, which remains a challenging market, our turnaround occurred ahead of schedule as we returned to market growth by the middle of the year. We will also be establishing a European headquarters in Amsterdam in 2014 to strengthen our foundation for future growth.

We had very strong double-digit gains in Emerging Markets, led by China, with excellent results in both the premium and value segments of the market. Emerging markets grew from 6% of total Company sales in 2012 to over 7% of sales in 2013, and we

expect this trend to continue, given the significant opportunity in these markets.

We completed two strategic acquisitions, Trauson Holdings Company Limited and MAKO Surgical Corp., which provide exciting growth prospects for years to come. Trauson, our first acquisition

\$9.0B

NET SALES; 5% ORGANIC SALES GROWTH

in China, which was completed in March, enables us to compete in the lower-priced segment of the growing orthopaedic market in China and other markets. The integration has proceeded smoothly and we are delighted to be on track with our expectations.

In late December 2013, we closed the acquisition of MAKO, which provides us with a robotic arm assisted platform for reconstructive surgery. It holds the promise to deliver consistent, reproducible procedures that will enhance the surgeon and patient experience. We view this as a unique opportunity to transform orthopaedic surgery over time, including new implant designs enabled by robotics.

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

Also in December 2013, we announced our intent to acquire Patient Safety Technologies, Inc., whose proprietary software helps prevent retained foreign objects in patients while in the operating room, thereby improving patient safety and reducing healthcare costs. This acquisition will fold into the Instruments division and will complement existing technologies and solutions that improve caregiver and patient safety.

Additionally, we continued to strengthen our quality program, with successful results from regulatory inspections, and we received 510(k) FDA clearance to market a modified Neptune 2 Waste Management System, which is an important product to our customers as it reduces harmful exposure to fluids and smoke in the operating room.

STRONG FINANCIAL RESULTS

We delivered consistent results throughout 2013, with net sales reaching \$9 billion, a 4.2% increase, and our adjusted diluted net EPS was \$4.23 per share, a 3.9% increase. Both net sales and adjusted diluted net EPS were impacted by foreign exchange; earnings were also negatively affected by the U.S. Medical Device Excise Tax. Adjusting for these items, adjusted diluted net EPS improved by double digits, showing strong operational leverage.

We also continued to generate healthy operational cash flow, up 14% vs. 2012, which contributed to cash equivalents and marketable securities exceeding debt by \$1.2 billion at the end of the year. This balance sheet strength enabled us to complete acquisitions, announce an increase in our dividend per share of 15% for the January 2014 payment, and repurchase \$317 million of shares during the year.

15%

INCREASE IN OUR DIVIDEND

ORGANIZATIONAL STRENGTH

One key reason for our success is the decentralized manner in which we operate our businesses. Division presidents have direct responsibility for Sales, Marketing, R&D and Business Development. They are laser-focused on their customers' needs, and their teams' entrepreneurial spirit drives sustained, high growth. Specialized sales forces, with drive and passion, continue to be a core strength at Stryker.

We also have a high-performing Global Quality and Operations organization that is on track with our program to save \$500 million in cumulative costs through network and supply chain improvements. This includes a newly created distribution center in Indianapolis, Indiana, and efficiencies through our Venlo, Netherlands, distribution center. Our goal is to continue to deliver year-over-year favorable reductions in cost of goods sold, working capital improvements of \$250 million, and a 30-day improvement in days of inventory on hand. In 2013, despite pricing pressure, our adjusted gross margin expanded by 30 basis points, excluding the impact of the Medical Device Excise Tax.

During the year, we fully staffed the Stryker Executive Leadership Team, a talented group of individuals with deep healthcare experience and a diversity of backgrounds and styles. We

established a new mission statement for the Company: *Together with our customers, we are driven to make healthcare better.* This mission is being rolled out across the Company and recognizes our commitment to close customer connections, our unique performance-driven culture, and our sense of purpose in improving healthcare. We also chose to be explicit about our values: *Integrity, Accountability, People, and Performance.* These values are hallmarks of Stryker's culture and will remain in place regardless of how we evolve to meet the changing landscape.

BRIGHT FUTURE

These are exciting times for Stryker and our industry, and we plan to deliver another solid financial performance in 2014. We expect organic sales growth to be in the range of 4.5% to 6.0%, once again at the high end of medical technology. If foreign currency exchange rates hold near current levels, we expect a less than 1% negative impact on net sales. Regarding earnings, we will exclude amortization of intangible assets from our adjusted diluted net earnings per share, which we expect to be in the range of \$4.75 to \$4.90, using this new measure. This represents a 6% to 9% improvement over 2013, which is solid operational leverage, considering that foreign exchange will continue to weigh on earnings, especially in the first half of the year.

As we close out a productive year and look confidently to the future, I want to take a moment to thank our Non-Executive Chairman Bill Parfet and our Board of Directors for their support and guidance regarding our growth agenda. I also want to express my appreciation to Director Howard Lance, who will be retiring from the Board after four years of service, and officially welcome our newest Director, Andy Silvernail, CEO of IDEX Corporation.

NAMED ONE OF THE 100 BEST

COMPANIES TO WORK FOR BY
FORTUNE MAGAZINE

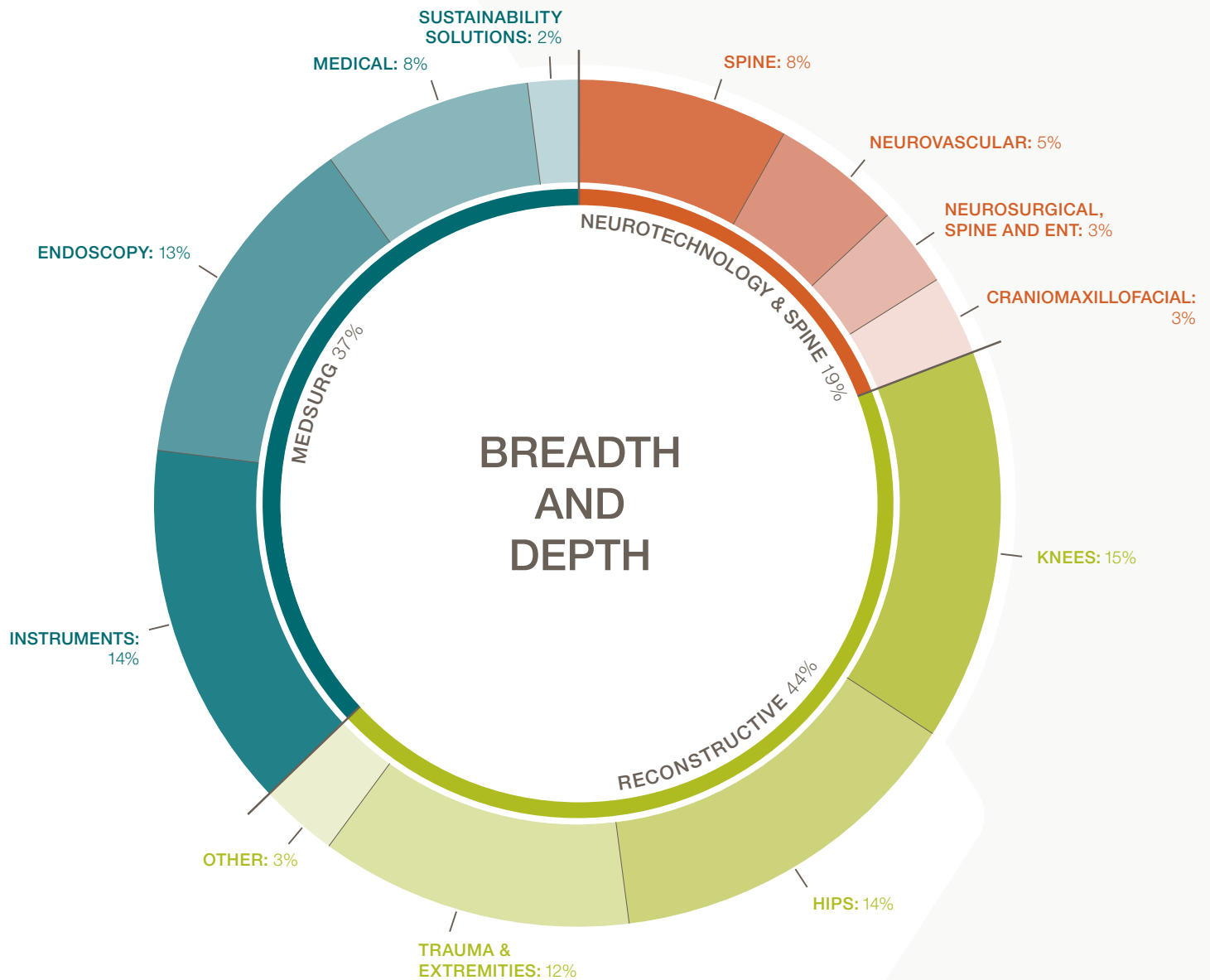
I also want to express my gratitude to our more than 25,000 employees around the world, who inspire me every day with their hard work, creativity and initiative. We continue to receive many accolades for employee engagement, including *Fortune* magazine's designation, for the fourth consecutive year, that Stryker is one of the 100 Best Companies to Work For in the U.S. As I travel the world and see our progress, it is clear to me that we are well positioned for the future.

Sincerely,



KEVIN A. LOBO

President & Chief Executive Officer



➤ **RECONSTRUCTIVE**

This segment includes knees, hips, trauma & extremities, including foot & ankle, and other products such as sports medicine (joint preservation) and orthobiologics & biosurgery.

➤ **MEDSURG**

This segment includes instruments (bone cutting & surgical accessories and computer-assisted surgery), endoscopy (minimally invasive surgical solutions and integration & connectivity), medical (patient care, patient handling and emergency medical services equipment), and sustainability solutions (reprocessing and remanufacturing).

➤ **NEUROTECHNOLOGY & SPINE**

This segment includes spinal implants and interventional spine products, neurovascular, NSE (neurosurgical, spine and ear, nose and throat) and craniomaxillofacial products.

MAKING 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 medical technologies, including reconstructive, medical and

surgical, and neurotechnology and spine products to help people lead more active and more satisfying lives. Stryker products and services are available in over 100 countries around the world. Please contact us for more information at www.stryker.com.



DEVELOPING BREAKTHROUGH TECHNOLOGIES



Stryker pushes the frontiers of medical research with uncompromising clinical integrity and innovative technologies to improve the lives of patients around the world. The key to our success is based on our close relationships with our customers, which help us to understand how we can best assist them and their patients. As a trusted partner, we work directly with thousands of healthcare providers to provide the tools they need and to build best practices into everything we do.

5,203

PATENTS OWNED GLOBALLY IN 2013

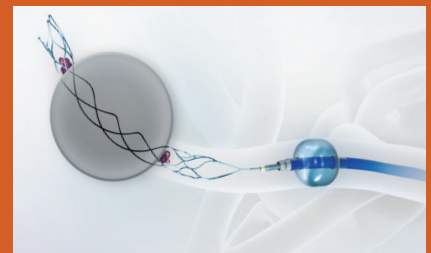
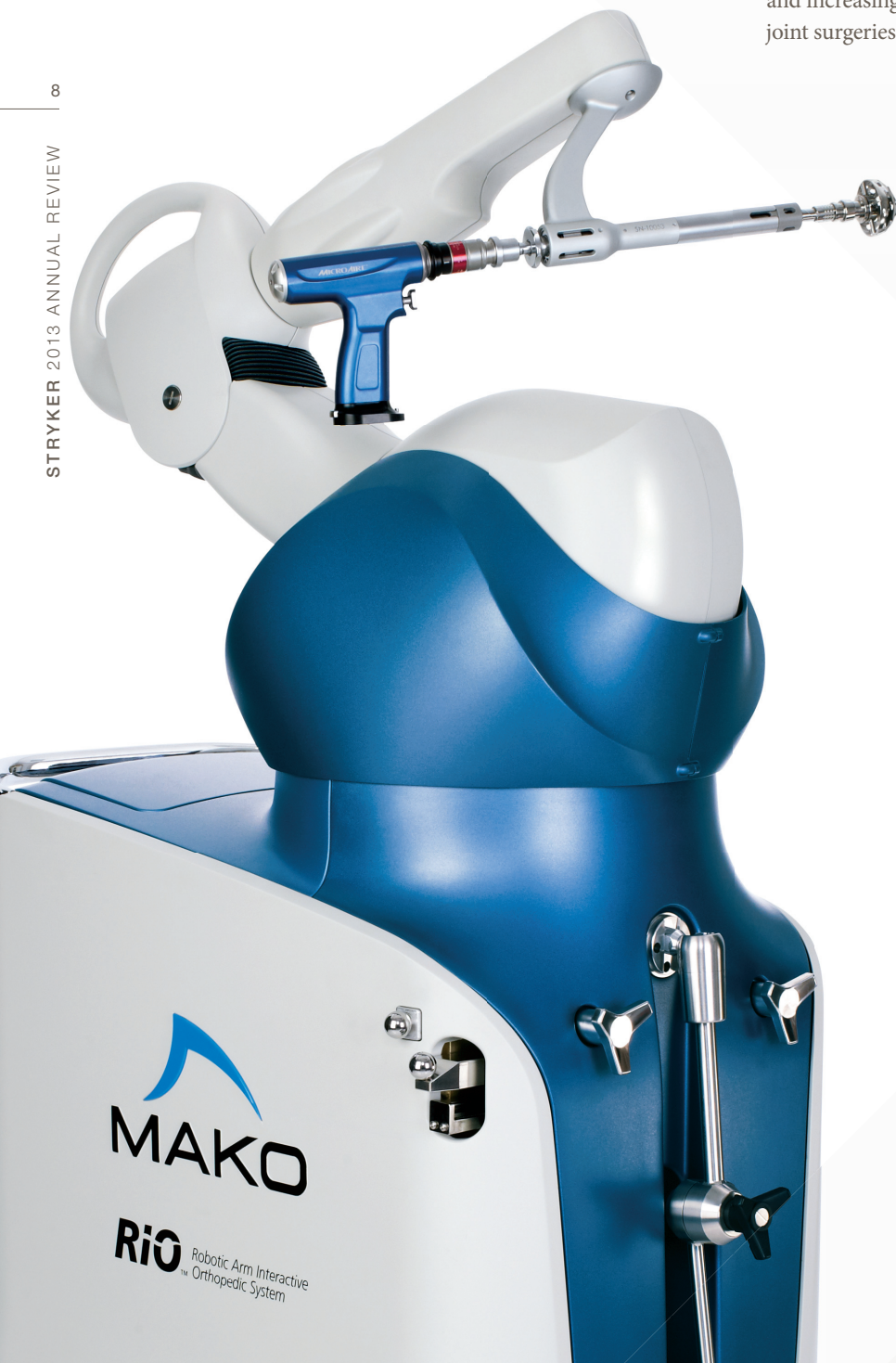


ADVANCING ROBOTIC ARM ASSISTED SURGERY

In December 2013, Stryker completed the acquisition of MAKO Surgical Corp., a pioneer in the advancement of robotic arm assisted surgery in orthopaedics. MAKO is known for its flagship MAKOplasty Partial Knee Resurfacing procedure for treating osteoarthritis that has not progressed throughout the entire knee,

and more recently for MAKOplasty Total Hip Replacement, which has demonstrated benefits in patient outcomes in more than 30,000 cases during the past five years. With MAKO's technology platform and our innovations in joint reconstruction, we look ahead to simplifying joint reconstruction procedures and increasing the consistency, reproducibility and precision of joint surgeries, resulting in an improved patient experience.

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STRYKER 2013 ANNUAL REVIEW



RESTORING BLOOD FLOW

Every 40 seconds, someone suffers a stroke, a leading cause of serious, long-term disability in the U.S. and the fourth leading cause of death. 87% of strokes are ischemic,¹ caused by a blockage of blood flow to the brain, and approximately 46% of these are large-vessel occlusions,² with poor outcomes and high mortality. This is why Stryker introduced the Trevo XP ProVue Retriever, a fourth-generation Trevo product that is designed to capture and remove the clots and restore blood flow to the brain. The Trevo XP ProVue Retriever is just one example of Stryker's commitment to provide complete stroke care for patients.

¹ American Heart Association. "Heart Disease and Stroke Statistics—2012 Update." Dallas, Texas: American Heart Association, 2012. ©2012, American Heart Association.

² Smith, et al. "Significance of Large Vessel Intracranial Occlusion Causing Acute Ischemic Stroke and TIA." *Stroke*, 2009 40:3834–3840.

INNOVATING FACIAL SURGERY



“The Stryker Hybrid MMF system is easy to apply, comfortable for the patients, and can impressively increase a surgeon’s efficiency.”

—Michael D. Turner,
D.D.S., M.D., F.A.C.S.

In 2013, Stryker launched the Universal SMARTLock Hybrid MMF (maxillomandibular fixation) system, an innovation for managing facial trauma. By combining the strength and rigidity of arch bars with the safety and efficiency of MMF screws, Universal SMARTLock brings the standard of care for MMF techniques into the 21st century. Closed reduction of the jaws can be accomplished with less exposure risk to the surgeon, decreased operative time and excellent skeletal stability. An effective and technically simple process, it may change the surgical management of maxillary and mandibular fixation for all surgical specialties.



OUR FOOT & ANKLE
sales team exceeded
\$100 million in sales.

HELPING PATIENTS GET ON THEIR FEET

Stryker is dedicated to providing innovative products and outstanding service to foot and ankle surgeons around the world. Our comprehensive portfolio includes plating, external fixation, nailing, screws and Memometal nitinol products. These products reflect our commitment to improve patients’ lives, as we continue to

partner with surgeons to drive innovation, education and research. Because of this commitment, our sales team in Foot & Ankle exceeded \$100 million in sales in 2013, making Stryker the fastest growing business in the U.S. foot and ankle market.



ACCELERATING GLOBAL GROWTH



We have 25,000+ employees around the world and sell products in more than 100 countries. Because of the diversity of our operations, we understand local needs and build strong working relationships with our customers. By having dedicated employees closely involved in day-to-day activities and by helping our customers deliver optimal care for their patients in each market, we have a formidable platform to accelerate global growth.

25,000+

EMPLOYEES AROUND THE WORLD IN 2013



SEIZING OPPORTUNITIES IN CHINA

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STRYKER 2013 ANNUAL REVIEW



CHANGZHOU CHINA



THE TRAUSON ACQUISITION

is a compelling opportunity to drive growth in China.

Our acquisition of Trauson Holdings Company Limited, in 2013, is a critical step toward broadening our presence in China and developing a platform for the growing value segment of the Chinese orthopaedic market, as well as for other emerging markets. A well-established brand, Trauson is the leading trauma manufacturer in China and a major competitor in the spine segment.

The combined scale, local and global expertise, complementary product offerings and market breadth of Trauson and Stryker create significant competitive advantages and underscore Stryker's commitment to strengthening its presence globally.

MOVING PRODUCTS EFFICIENTLY

Stryker's global supply chain is not just about warehousing and distribution. Today, it's a highly coordinated network of resources — including products from seven divisions — with software designed to improve service, reduce costs (Stryker saved \$18 million in 2013) and provide a consistently high standard of quality. In addition to our new central distribution center in Indianapolis, we now have systems that analyze shipping data and streamline deliveries in unique ways to help customers save money. Our Venlo facility in the Netherlands now supports Europe, Eastern Europe, the Middle East & Africa, and provides an order management system for our global neurovascular business.



20M+

PIECES RECEIVED AND SHIPPED THROUGH INDIANAPOLIS AND VENLO FACILITIES

LIVING A MORE ACTIVE LIFE



Carlos had severely bowed legs as a small child, a result of achondroplasia, a common form of dwarfism. His parents agreed to a surgical intervention that would elongate his legs. “The most appropriate moment to start is as a pre-teen, when the bones and soft tissue have sufficient elasticity,” says

Dr. Ignacio Ginebreda, an expert at the Clinic Dexeus in Barcelona, Spain. “Most patients complete the process in three or four years.” Carlos, who is now 19 and studying communications in college, has been able to live a more active and socially integrated life.

Stryker's Triax Blue monolateral external fixators are used to lengthen the tibia, and Triax Yellow can be used for small tibia elongation.

“The goal is to improve the quality of life for people suffering from achondroplasia.”

—Dr. Ignacio Ginebreda



FOCUSING ON OUR CULTURE AND VALUES



Together with our customers, we are driven to make healthcare better. This simple sentence is not only our mission, it also reflects our values. There's never been a time when collaboration with our customers to help guide our investment in innovative products and services has been more important.

\$536M

INVESTED IN RESEARCH AND
DEVELOPMENT IN 2013

EXTENDING THE LIFE OF CAPITAL EQUIPMENT

28% 57% 94% 91%



REDUCTION IN EQUIPMENT COSTS



REDUCTION IN O.R. DOWNTIME



INCREASE IN TOOL LIFE SPAN

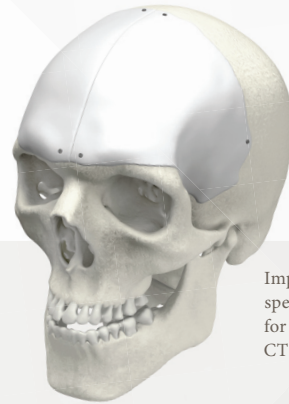


HAVE MORE TIME AND ENERGY FOR PATIENT CARE



Maximizing capital investments is more important than ever in today's cost-conscious healthcare environment. To meet this need, our ProCare business provides maintenance, service and workflow services that can maximize the life and value of our customers' capital investments, minimize operating costs and help to improve patient outcomes. Survey data indicates that our ProCare service saved customers

28% on equipment repair costs, reduced operating room downtime by 57% and increased equipment life by 94%. With such results, our ProCare service offering is helping us to solve customer problems, and to build and maintain deeper relationships.



Implants are specifically designed for each patient from CT data.

“I only wish I had the ability to go back and perform hundreds of surgeries with this technology.”

—Dr. William P. Magee, Jr., D.D.S., M.D.

FIXING GENETIC DEFECTS

Sarah was born with a form of Crouzon's Syndrome, a genetic disorder characterized by the premature fusion of certain skull bones, which prevents the skull from growing normally, affecting the shape of the head and face and potentially causing developmental delays. During a recent surgery, Sarah received our MEDPOR Customized Implants made from a biocompatible material designed to correct defects in the maxillofacial or craniofacial bone and allow for fibrovascular in-growth and patient-tissue integration. Since her surgery, Sarah's appearance has improved dramatically, and she is progressing well and becoming more sociable.

81%



RECEIVE BETTER
IN-SERVICING
AND EQUIPMENT
TRAINING

PERFORMANCE SOLUTIONS

Our Performance Solutions group is dedicated to helping hospitals and physician groups achieve their clinical, operational and financial performance goals. By analyzing metrics and optimizing services and systems, we help customers improve patient outcomes and increase efficiencies. Our teams implement improvements for such key indicators as length of stay, readmissions, patient

and surgeon satisfaction, treatment complications, volume, healthcare reform strategies, and the alignment of hospitals and physicians. A recent example of this work: the creation of the Center for Advanced Recovery, a designated network of high-performing facilities for joint replacement and spine, reflecting a stringent measuring process, high standards and results.

HELPING OUR CUSTOMERS ACHIEVE THEIR GOALS



PATIENT EXPERIENCE

We offer a patient-centric model across the care continuum with a focus on care coordination and patient and family education. The goal is to improve patient satisfaction, which can increase word-of-mouth referrals and volume and improve reputation.



QUALITY OUTCOMES

With higher-quality outcomes, which can include reducing length of stay, readmissions and complications, as well as increasing volume, hospitals can improve payor reimbursements.



PROFITABILITY

Focusing on both physician and provider economics, we are helping to increase volume and reduce costs through a standardized care model and process improvements, which can drive better alignment and help customers thrive through healthcare reform.

TAKING RESPONSIBILITY

At Stryker, our business is built on sustainability—making long-term contributions, in a responsible way, to our customers and their patients, to our employees, to our communities and to our shareholders.



SUSTAINABILITY SOLUTIONS

We are helping hospitals use resources in a meaningful and prudent manner.

Stryker provides reprocessing and remanufacturing services for medical devices, as well as comprehensive recycling and redistribution initiatives. We were the first global original manufacturer to offer these kinds of programs to help meet the resource management demands of our hospital partners. We help redirect consumable and financial resources to promote healthy and responsible hospitals.



DIVERTING LANDFILL WASTE

Single-use medical device reprocessing programs have become a best practice among 3,000+ hospitals across the U.S., including most of those listed on *U.S. News & World Report's* "Honor Roll." In 2013, Stryker helped hospitals and ambulatory surgery centers save more than \$255 million in supply expenses and divert close to 8.9 million pounds of waste from landfills.

8.9M

POUNDS OF WASTE DIVERTED FROM LANDFILLS



BRINGING BACK SMILES

\$1M+

IN CASH AND PRODUCT DONATIONS TO OPERATION SMILE

Since 1999, Stryker has donated more than \$1 million in cash and products to Operation Smile, supported hundreds of medical professionals from around the world through the Physician's Training Program, and sponsored more than 100 plastic surgery residents in the Stryker Fellowship program.



BOARD OF DIRECTORS ▶

from left to right

HOWARD L. LANCE †**

Former Chairman, President and Chief Executive Officer, *Harris Corporation*; Director, *Eastman Chemical Company*

LOUISE L. FRANCESCONI* †

Former President, *Raytheon Missile Systems*; Former Vice President, *Raytheon Company*; Chair, *Tucson Medical Center Healthcare Board of Trustees*; Director, *UNS Energy Corporation*

ANDREW K. SILVERNAIL

Chairman and Chief Executive Officer, *IDEX Corporation*; Trustee, *Manufacturers Alliance for Productivity and Innovation*

WILLIAM U. PARFET* †

Non-Executive Chairman, *Stryker Corporation*; Chairman and Chief Executive Officer, *MPI Research, Inc.*; Director, *Monsanto Company*; Director, *Taubman Centers, Inc.*

KEVIN A. LOBO

President and Chief Executive Officer, *Stryker Corporation*; Director, *Parker-Hannifin Corporation*

HOWARD E. COX, JR. †**

Partner, *Greylock*; Director, *Secretary of Defense Business Board*; Member, *Harvard Medical School Board of Fellows*; Member, Investment Committees of the *Dana Farber Cancer Institute*, *Partners Healthcare System, Inc.* and the *Boston Museum of Fine Arts*

ALLAN C. GOLSTON* **

President, *United States Program for the Bill & Melinda Gates Foundation*

RONDA E. STRYKER‡

Vice Chair and Director, *Greenleaf Trust*; Trustee, *Spelman College* and *Kalamazoo College*; Vice Chair, *Kalamazoo Community Foundation*; granddaughter of the founder of the Company and daughter of a former president of the Company

ROCH DOLIVEUX, D.V.M.† ‡

Chief Executive Officer and Chairman of the Executive Committee, *UCB S.A.*

SRIKANT M. DATAR, PH.D.* **

Arthur Lowes Dickinson Professor of Accounting, *Harvard University*; Director, *Novartis AG*; Director, *ICF International, Inc.*; Director, *T-Mobile US, Inc.*; Director, *HCL Technologies, Ltd.*

* Audit Committee

** Finance Committee

† Compensation Committee

‡ Governance and Nominating Committee

EXECUTIVE LEADERSHIP TEAM >

KEVIN A. LOBO
President and Chief Executive Officer

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

STEVEN P. BENSCOTER
Vice President, Human Resources

SCOTT P. BRUDER, M.D., PH.D.
Vice President, Chief Medical and
Scientific Officer

LONNY J. CARPENTER
Group President, Global Quality
and Operations

DAVID K. FLOYD
Group President, Orthopaedics

CURTIS E. HALL, ESQ.
Vice President and Chief Legal Officer

WILLIAM R. JELLISON
Vice President and Chief Financial Officer

KATHERINE A. OWEN
Vice President, Strategy and Investor
Relations

TIMOTHY J. SCANNELL
Group President, MedSurg and
Neurotechnology

RAMESH SUBRAHMANIAN
Group President, International

CHAIRMAN EMERITUS >

JOHN W. BROWN
Chairman Emeritus and former
Chairman, President and Chief
Executive Officer of Stryker Corporation

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

DAVID G. FURGASON
Vice President, Tax

JAMES B. PRAEGER
Vice President, Finance Training,
Development and Internal Audit

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

BRONWEN R. TAYLOR
Vice President, Compliance and
Risk Management

DIVISION LEADERSHIP >

XAVIER BERLING
President, Europe

PETER BRADLEY
President, Japan

WAYNE D. DAHLBERG
President, Performance Solutions

JAMES N. HEATH
President, Instruments

WILLIAM J. HUFFNAGLE
President, Reconstructive

PAUL MARCUN
President, Eastern Europe, Middle East,
Africa & India

VIVIAN MASSON
President, Trauma & Extremities

GRAHAM MCLEAN
President, South Pacific

DAVID A. MURPHY
President, Americas

MARK H. PAUL
President, Neurovascular

J. ANDREW PIERCE
President, Endoscopy

BRADFORD L. SAAR
President, Medical

BRENT SCOTT
President, Greater China & Trauson
International

SPENCER S. STILES
President, Spine

BRIAN J. WHITE
President, Sustainability Solutions

WITH APPRECIATION >



**WILLIAM R.
ENQUIST**
27 YEARS OF
DEDICATED
SERVICE

The Board of Directors and Management of Stryker Corporation acknowledge the retirement of William R. Enquist, President, Endoscopy division, after 27 years of dedicated service. Mr. Enquist led the San Jose, California-based Endoscopy division for 17 years. During his tenure as division president, annual global sales of our endoscopy products grew from \$90 million to over \$1 billion. Under his leadership, the division was consistently recognized for industry-leading product innovation, outstanding sales execution, strong employee

engagement, and success in developing and exporting leaders to other divisions within Stryker. In recent years, the Endoscopy division has been consistently recognized as a top place to work in the Bay Area by several publications, including the *San Francisco Business Times*, the *Silicon Valley Business Journal*, and the *San Jose Mercury News*. Mr. Enquist's success in driving a highly engaged culture and building winning leadership teams leaves the Endoscopy division well poised for continued success.

GLOBAL RECOGNITION

FORTUNE WORLD'S MOST ADMIRED COMPANIES IN MEDICAL EQUIPMENT

#3 IN 2013; RECIPIENT FOR THE TWELFTH CONSECUTIVE YEAR

FORTUNE 500 LARGEST U.S.-BASED COMPANIES

#305 IN 2013; JOINED THE LIST IN 2003 AS #493

UK SUNDAY TIMES 100 BEST MID COMPANIES TO WORK FOR

STRYKER UK LTD. RECIPIENT FOR THE SEVENTH CONSECUTIVE YEAR

FORTUNE 100 BEST COMPANIES TO WORK FOR (U.S.)

#42 IN JANUARY 2014; RECIPIENT FOR THE FOURTH CONSECUTIVE YEAR

GREAT PLACE TO WORK INSTITUTE CANADA

#42 IN 2013; RECIPIENT FOR THE FOURTH CONSECUTIVE YEAR

GALLUP GREAT WORKPLACE AWARD

RECIPIENT FOR THE SIXTH TIME

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

INVESTOR CONTACT

Katherine A. Owen *Vice President*
Strategy and Investor Relations

MEDIA CONTACT

Yin C. Becker *Vice President*
Communications, Public Affairs and Strategic Marketing

BUSINESS DEVELOPMENT CONTACT

Bryant S. Zanko *Vice President*
Business Development

ANNUAL MEETING

The Annual Meeting of Shareholders of Stryker Corporation will be held at the Radisson Plaza Hotel & Suites at The Kalamazoo Center in Kalamazoo, Michigan, on Tuesday, April 22, 2014, at 2:00 p.m. ET.

STOCK LISTING

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

FORM 10-K

The Company files a Form 10-K with the Securities and Exchange Commission. Shareholders wanting a copy of the 2013 report may obtain it free of charge at www.stryker.com or request it by writing to:

Investor Relations
Stryker Corporation
2825 Airview Boulevard
Kalamazoo, MI 49002

TRADEMARKS

The following trademarks or service marks of Stryker Corporation, its divisions or other corporate affiliated entities appear in this annual review: Center for Advanced Recovery, Complete Stroke Care, MAKOPlasty, MAKO Surgical, MEDPOR, Memometal, Neptune, Prime Series, ProCare, Rio, SMARTLock, Stryker, Trauson, Trevo, Triax. All other trademarks or service marks are trademarks or service marks of their respective owners or holders.

The products referenced within this review may not all be approved or cleared for sale, distribution or use in the United States.

DIVERSITY AND INCLUSION

Stryker values an inclusive work environment that hires and engages a talented and diverse workforce. Achieving the full potential of this diversity is a business priority that is fundamental to our competitive success. We encourage and expect each employee to embrace our commitment to an inclusive workplace that is free from any kind of discrimination, retaliation or bias.

stryker[®]

Stryker Corporation
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Kalamazoo, Michigan 49002
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stryker.com

