Financial, environmental, social and governance

stryker

2025
Comprehensive Report

Mission

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

Stryker is a growth company. We are committed to growing in ways that advance better outcomes for patients, providers and communities—what we call mission-driven growth.

A mission that guides us forward

When Dr. Homer Stryker, an orthopaedic surgeon from Michigan, found that certain medical products were not meeting his patients' needs, he invented new ones.

As interest in these products grew, Dr. Stryker founded a company in 1941 to deliver these solutions to more people. Since then, we have expanded our impact by identifying unmet needs and creating innovations that make a meaningful difference. We bring our mission to life in the way we innovate new products, serve customers and operate as a team. Here are just a few ways we're building on Dr. Stryker's legacy.

Making a Triathlon product available to more patients

Customers have trusted Triathlon implants for more than 6.5 million knee replacements.[1] Surgeons came to Stryker requesting a product that would work for those with metal sensitivity concerns, which would allow them to serve even more patients. Enter Triathlon Gold, made with titanium alloy and a titanium nitride coating instead of cobalt chrome. The implant may be used with either cemented or cementless fixation and can be paired with Mako Total Knee robotic technology.

Fighting a battle with confidence

When Jill Compton went in for an annual mammogram, the exam revealed concerning lumps in both breasts. Having supported her mother through breast cancer six years earlier, she knew what the diagnosis meant. She also knew she had options beyond a mastectomy or lumpectomy. Jill ultimately underwent the same procedure, with the same surgeon, that her mother had. Her surgeon used the MOLLI system to localize tumors and SPY-PHI Fluorescence Imaging Technology to help ensure adequate blood supply to the remaining tissues. Advanced technologies like these play an important role in treating complex breast cancer cases by helping surgeons plan and perform procedures with greater precision.

Turning efficiency into empowerment

Before joining Stryker, Jeff Holdwick, Director of Engineering and Lean, spent a decade working for an automotive supplier. His wife worked in the medical field, and the contrast between their two jobs made him realize he wanted to do work that would have a meaningful impact on people's lives. This led him to Stryker, where he has worked for the past 15 years in engineering and continuous improvement roles, including work on the Emergency Relief Bed. Jeff begins every event by reviewing our mission statement, particularly the words "together" and "better," encouraging his team to improve experiences for the people who build products as well as the customers who receive them.

Our company

Stryker is a global leader in medical technologies, and, together with our customers, we are driven to make healthcare better. We offer innovative products and services in MedSurg, Neurotechnology and Orthopaedics that help improve patient and healthcare outcomes. Alongside our customers around the world, we impact more than 150 million patients annually.[A] More information is available at stryker.com.

Focus areas

Medical and Surgical

- Surgical equipment and powered instruments
- Clinical communication, workflow orchestration and virtual care
- Minimally invasive and open surgical visualization
- Operating room infrastructure and integration
- Patient handling and emergency medical equipment
- Injury and infection prevention

Orthopaedics

- Hip and knee
- Trauma and extremities
- Robotic-assisted surgery and instrumentation
- Digital and enabling technology
- Biologics

Neurotechnology and Vascular

- Cranial
- Spine
- Neurovascular
- Peripheral vascular

Global recognition

- World's Best Workplaces (Global)[B]
- Gallup Exceptional Workplace (Global)
- 100 Best Companies to Work For (U.S.)[B]
- Best Workplaces in Manufacturing and Production (U.S.)[B]
- Best Workplaces for Parents (U.S.)[B]
- Best Workplaces for Women (U.S.)[B]
- 100 Best Companies to Work For (Europe)[B]
- Best Workplaces (Asia)[B]
- Best Workplaces (Latin America)[B]

Values

Integrity
We do what's right

Accountability
We do what we say

People
We grow talent

Performance
We deliver

2025 fast facts

Better healthcare

- Alongside our customers around the world, we impact more than **150 million patients** annually
- Completed several acquisitions in 2025, including **Inari Medical, Guard Medical and Advanced Medical Balloons**
- Enabled digital transformation through our **SmartHospital Platform**, which will help address operational complexity within health systems

Stronger people

- Launched an **Executive Leadership Development Program** to support leaders in driving our new company strategy forward
- Released a new **Environmental, Health and Safety information management system** to better track and respond to safety incidents and observations
- Recorded nearly **46,000 volunteer hours** completed by approximately **13,700 employees**, setting new company records

Healthier planet

- Generated, procured and contracted approximately **67 percent** renewable electricity to power facilities worldwide[C]
- Supported the generation of new renewable electricity through a virtual power purchase agreement (VPPA), covering approximately **71 percent** of our electricity needs in North America and committed to a VPPA in Europe[D]
- Established a science-aligned goal for our **Scope 3 emissions**[E]

Good business

- Further strengthened Board composition and experience by welcoming **Emmanuel Maceda**, who brings global leadership experience and a track record in transformation
- Evolved our approach to **Corporate Responsibility (CR) governance** by continuing Board-level oversight and clarifying the responsibilities and practices of our CR Steering Committee
- Engaged with suppliers covering **80 percent** of our 2025 direct spend on environmental, human rights and ethical performance

$25.1B
net sales

$1.6B
in R&D investments

~56,000
employees

60+
countries where products are sold

SYK
stock symbol (NYSE)

A message from Stryker's Chair and CEO

Dear stakeholders,

Our mission continues to guide how we grow, both as a company and in the impact we deliver for customers, patients and communities around the world. Fueled by that purpose, we delivered strong results last year, surpassing $25 billion in sales and meeting our financial commitments. Today we are proudly impacting more than 150 million patients annually, supported by our team of 56,000 employees.

In January 2026, we appointed Spencer Stiles as President and Chief Operating Officer to lead our global businesses, strategy and M&A. This appointment strengthens our leadership team and positions us well to continue executing our strategy. Following this announcement, Dylan Crotty was named Group President, Orthopaedics. We also welcomed three new members to the leadership team in 2025: Preston Wells as Chief Financial Officer, Debra King as Chief Digital Information Officer and Kim Montagnino as Chief Communications Officer.

The future will be shaped by the significant challenges healthcare systems are facing today. We continued advancing innovation in areas like digital, robotics and enabling technologies, with a focus on improving outcomes, increasing efficiency and enabling care in new settings. Delivering on this depends on our people. We remained focused on attracting and developing talent, fostering an inclusive and engaging workplace, and enabling our teams to do their best work. Together, these efforts sustain the highly engaged culture that distinguishes our company and fuels our ability to serve our customers.

An important part of how we operate is our focus on responsible growth. Across our corporate responsibility priorities, we made progress toward our renewable electricity and carbon neutrality goals, and our people continued to give back and create meaningful impact in our communities.

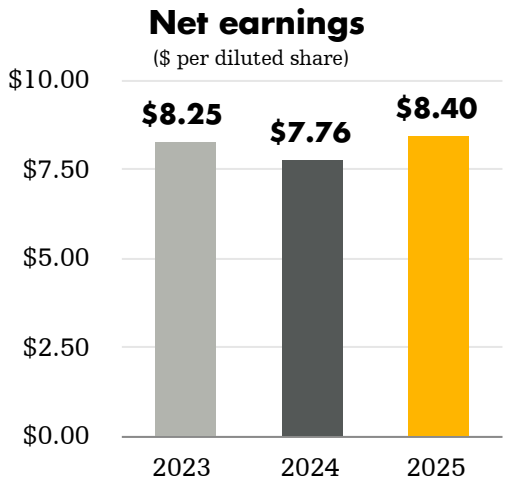
While we are proud of the progress we've made, we remain focused on the future. Healthcare will continue to evolve, and we are committed to helping our customers solve their most critical challenges. For more than 85 years, Stryker has had the privilege of serving this industry, and I'm confident in the impact we will continue to deliver in the years ahead.

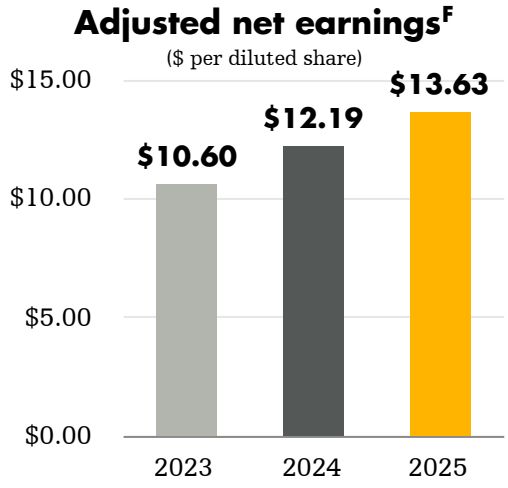
Kevin Lobo,
Chair and CEO

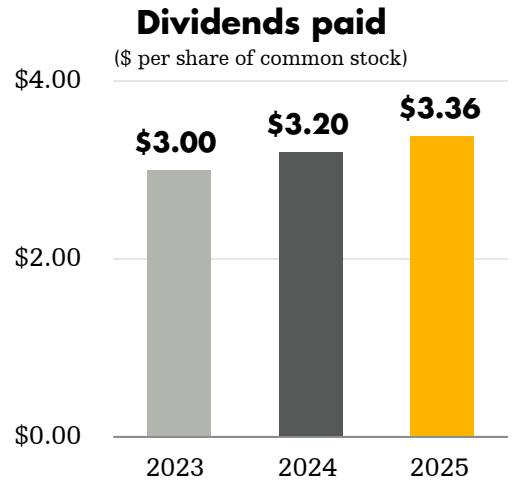
Financial highlights

($ in millions, except per share amounts)

	2025	2024	2023
Net sales	$25,116	$22,595	$20,498
Earnings before income taxes	4,514	3,492	3,673
Income taxes	1,268	499	508
Net earnings	3,246	2,993	3,165
Adjusted net earnings[F]	5,267	4,700	4,066
Net earnings per diluted share			
Reported	8.40	7.76	8.25
Adjusted[F]	13.63	12.19	10.60
Dividends paid per common share	3.36	3.20	3.00
Cash, cash equivalents and marketable securities	4,100	3,743	3,053







Financial highlights (continued)

$25.1B
in net sales

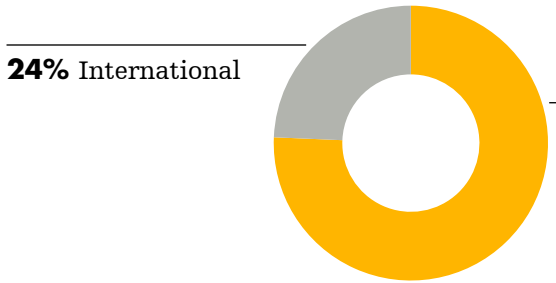
55%
MedSurg and Neurotechnology

- **17%** Medical
- **15%** Endoscopy
- **5%** Instruments
- **10%** Neuro Cranial
- **8%** Vascular

45%
Orthopaedics

- **16%** Trauma and Extremities
- **11%** Ortho Tech
- **11%** Knees
- **7%** Hips

2025 net sales by geography



24% International

76% United States

Corporate responsibility strategy

We have three CR pillars and one overarching objective: to positively impact people and our planet through responsible, sustainable practices that create a better, healthier world. To prepare for emerging sustainability disclosure regulations and voluntary standards of interest to investors, including the EU's Corporate Sustainability Reporting Directive (CSRD) and International Sustainability Standards Board (ISSB), we completed a double materiality assessment in 2024. This assessment was designed to identify actual or potential impacts on people and the environment, as well as financial risks and opportunities for Stryker based on our business model and upstream and downstream value chains.[G] We identified the following topics as priority topics. Learn more about our approach to reporting and stakeholder engagement in Stryker's Corporate Responsibility reports and resources.[H]

Pillars	Stronger people Strengthening the people we serve	Healthier planet Protecting our planet	Good business Doing business the right way
	We are committed to serving our communities and creating a healthy and inclusive workplace where employees thrive.	**We are committed to reducing our environmental impact on the world through responsible, sustainable operations.**	**We are committed to helping customers improve patient outcomes and growing responsibly by pursuing quality and integrity in everything we do.**
Priority topics	• Equal treatment and opportunities for all • Training and skills development • Other work-related rights • Privacy • Working conditions for value chain workers • Health and safety for value chain workers • Social inclusion of consumers and/or end users • Access to products and services	• Climate change adaptation • Climate change mitigation • Energy • Pollution of air • Substances of concern • Resource inflows, including resource use • Resource outflows related to products and services • Waste	• Improper payment incidents
Key commitments	• Advance a culture of inclusion, engagement and belonging • Strengthen the diversity of our workforce • Achieve 30% employee participation in giving and volunteering by 2030	• Power all facilities with 100 percent renewable electricity by 2027[I] • Become carbon neutral for Stryker facilities (Scope 1 and 2) by 2030[J] • Engage our Scope 3 value chain to set carbon emissions goals by 2030[E]	• Engage 85 percent of our direct suppliers (by spend) on environmental, human rights and ethical performance by 2027 • Maintain oversight of CR strategy by the Board of Directors

Better healthcare

Delivering on our mission starts with our customers: understanding their needs, identifying where friction exists and building solutions that help them move faster, operate more efficiently and improve care.

Through innovation and digital platforms, we are helping customers move beyond specialized solutions to more integrated, intelligent systems. At the same time, we continue to invest in training the next generation of medical professionals and expanding access to our products across global markets.

Improving healthcare with the customer in mind

Spencer Stiles began his career with Stryker's Endoscopy Business in 1999 and became President, Chief Operating Officer (COO) in 2026. Here, he shares how Stryker keeps customers at the center of all decision making and what opportunities he sees on the horizon.

As COO, you oversee Stryker's global businesses, strategy and M&A. How does customer-centricity shape how you approach those areas?

Whether we're operating our global businesses, setting strategy or evaluating acquisitions, we come back to a simple question: How does this help our customers deliver better outcomes for patients, their teams or their care sites?

In practice, that means scaling with discipline while staying close to customers through specialization. Our teams need to understand the clinical realities they're supporting and connect that with the global capabilities and consistency we bring as a company. Those relationships also keep our strategy grounded in what's actually happening in care delivery.

The same mindset guides M&A. We're intentionally focused on acquisitions where we can add meaningful value for customers, whether through differentiated technologies, deeper clinical relevance or stronger support across the continuum of care.

Where do you see the greatest opportunities ahead for Stryker to make a difference for patients and make healthcare better?

We're seeing strong demand for digital and enabling technologies that simplify workflows, reduce variability and support better decision-making at the point of care. AI is part of that as well, particularly when it's embedded in integrated platforms that help clinicians and health systems anticipate needs, optimize workflows and standardize high-quality care.

Another important opportunity is supporting care across care settings, including outpatient and ambulatory settings. The shift toward ambulatory surgery centers (ASCs) and more distributed care models continues to accelerate. The breadth of our portfolio positions us well to support the specialized needs of these customers.

Our long-standing investment in a broad portfolio, combined with digital and enabling technologies that help advance the industry, positions us to evolve alongside healthcare and meet our customers' needs today while leaning into the trends and opportunities shaping the future. It is a privilege to serve the healthcare industry and support the clinicians and caregivers who improve lives every day.

How do you make sure that growth, including through acquisition, translates into better outcomes for customers and patients?

When we evaluate acquisitions, we're focused on strategic fit—businesses that bring differentiated technologies, deepen our clinical relevance or enhance how we support customers. We look for opportunities that build on our existing strengths, solve unmet needs and allow us to serve customers more completely.

Execution is just as important as strategy. We've completed a significant number of acquisitions over time, and we've learned what it takes to do them well. Our teams work to preserve what makes an acquired business strong—including innovation, clinical expertise and customer relationships—while leveraging Stryker's scale, processes and operational capabilities to strengthen reliability and service.

Healthcare innovation

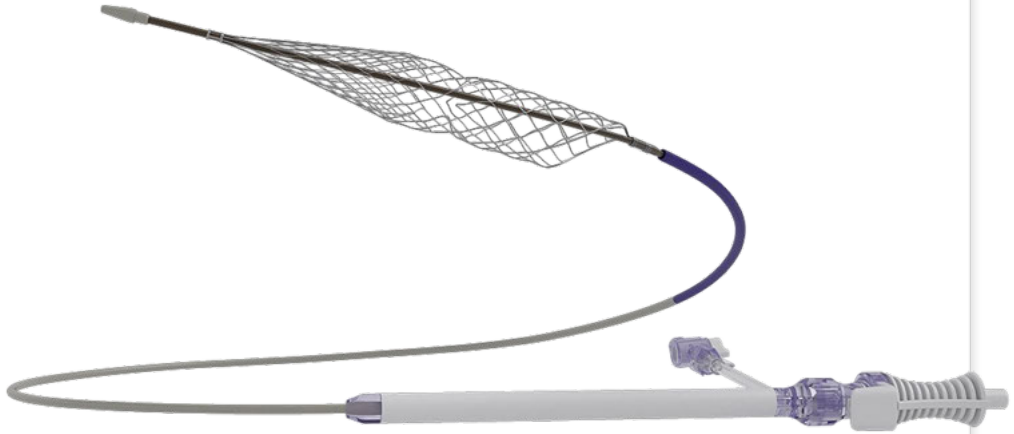
From the back of an ambulance to the operating room to recovery and beyond, Stryker products are present throughout the healthcare journey. With a constant focus on what patients, healthcare providers and health systems most need, we continue to transform and improve with customers at the center of all we do.

Positioning our portfolio for the future

In 2025, we continued to expand our portfolio through disciplined M&A; one of our core strengths and a key driver of long-term growth. We focus on acquiring capabilities that strengthen our portfolio, enhance how we serve our customers and allow us to scale more effectively across markets. M&A remains our leading use of capital and a critical lever in how we build and grow our business.

Noteworthy acquisitions in 2025 included Inari Medical, which established our Peripheral Vascular Business and marked our entry into the fast-growing segment of venous thromboembolism (VTE). Each year, VTE impacts an estimated 900,000 people in the U.S., with even more affected worldwide.[2] People are at particularly high risk for this condition during or just after a hospitalization, during cancer treatment and during or just after pregnancy. Peripheral Vascular makes specialized tools for removing VTE clots without the use of thrombolytic drugs, which are potent medications sometimes used to treat clots but which can themselves cause severe bleeding.[3] Peripheral Vascular recently launched its next-generation InThrill Thrombectomy System, a catheter that can fully remove clots that form in open channels of a blood vessel, including arteriovenous fistulae and arteriovenous grafts for dialysis access, and synthetic grafts.

Other acquisitions included Advanced Medical Balloons (AMB), which expands our incontinence portfolio, and Guard Medical, whose primary focus is on negative pressure wound therapy for surgical patients.



InThrill Thrombectomy Catheter

Evolving to better meet customer needs

As we acquire and integrate new businesses to Stryker, we are looking inward to ensure we have functional structures designed to scale innovation and meet customer needs. One recent accomplishment to this end was the creation of a new Ortho Tech Commercial Division, which brings together Mako, enabling technologies and power tools under one umbrella. By aligning our portfolio strategies and the work of our teams around the needs of our customers, we plan to increase speed to market in orthopaedics technology, all with the goal of delivering better patient outcomes.

R&D has always been central to how Stryker makes progress, with teams embedded in our businesses and collaborating across the enterprise. In 2026, we moved select digital, robotics and enabling technology capabilities closer to the businesses they support, reinforcing our decentralized model and strengthening alignment with customer needs.

These experts are now positioned across the Ortho Tech, Medical and Enterprise Digital and Technology Divisions. This structure enables greater collaboration across shared technology platforms while accelerating the development of solutions that address evolving customer needs.

We also continued to recognize excellence through our R&D Fellows program. The program honors our most esteemed technical leaders whose impactful innovations have meaningfully advanced Stryker's mission to make healthcare better. R&D Fellows serve as ambassadors of technical excellence through leadership, mentorship and collaboration, to inspire and elevate R&D talent and drive relentless innovation across the organization.

Eight new Technical R&D Fellows and three Distinguished R&D Fellows joined the program in 2025, bringing the total to 38 active R&D Fellows across Stryker.

Technology and innovation are accelerating how we deliver value to customers and patients. The AI Accelerator is advancing AI and mixed-reality initiatives in partnership with business units, while the Digital Platform Hub helps scale shared digital capabilities across the enterprise. The Global Innovation Center further supports innovation by bringing together expertise from across the organization to develop solutions for evolving healthcare needs. Together, these capabilities help accelerate innovation, improve efficiency and create greater value for customers and patients.

2025 product highlights

In 2025, we launched new products designed to drive efficiency across care settings and help support patient outcomes. For example, the new Sync Badge is a hands-free, wearable device that allows care team members to use voice commands to communicate seamlessly with colleagues. Meanwhile, a new 4K 1788 Camera platform alongside the Connected OR IP BRAVoE integration portfolio gives surgical teams high-quality video and easy connectivity to multiple devices in an operating room. The latest generation of our Steri-Shield personal protection system benefits surgical professionals with improved comfort, with three points of securement for an adjustable fit and the Ponytail Pathway hair management system to accommodate users with long hair.

Other recent launches offer relief to patients experiencing ongoing pain. OptaBlate BVN is used in a targeted, minimally invasive procedure providing long-lasting* vertebrogenic pain relief.[4] The Incompass Total Ankle System integrates the Inbone and Infinity systems into a single, comprehensive solution for total ankle replacement, particularly for patients with ankle joints damaged by severe rheumatoid, post-traumatic or degenerative arthritis.

Innovation doesn't always take the form of new products. 2025 also saw significant enhancements and milestones within our existing portfolio, including:

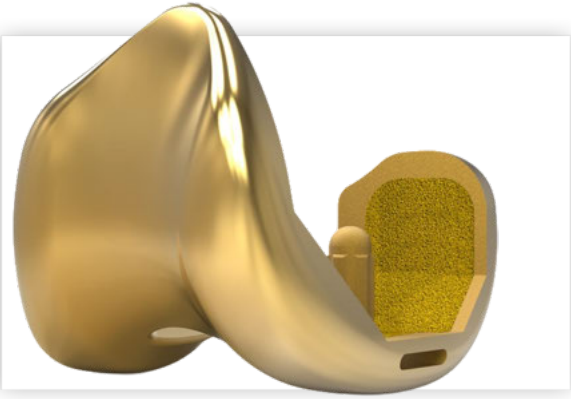
Mako's global growth continues

Mako SmartRobotics, our robotic-arm-assisted system for orthopaedic surgeries, is now available in more than 45 countries. To date, more than two million robotic procedures across Mako Total Knee, Mako Total Hip, and Mako Partial Knee have been performed worldwide. In 2025, we introduced the Mako 4 platform. This platform integrates the latest generation of Q Guidance System, using state-of-the-art cameras, software applications and instrumentation designed to improve surgical planning and navigation capabilities compared to manual surgeries.

*The evidence shows patients treated with basivertebral nerve ablation (BVNA) had sustained benefits in pain and function for up to five years.

SmartHospital Platform connects care

Healthcare systems today face growing complexity, from fragmented systems to increasing patient volumes and staff demands. To help address these challenges, Stryker introduced the SmartHospital Platform, a digital foundation that connects devices, data and care teams into one intelligent, adaptive ecosystem. Key capabilities of the platform include voice-activated and hands-free clinical communication, intelligent alarm and notification management, virtual care solutions that support bedside teams and ambient intelligence that makes care environments more responsive. Together, these innovations help reduce administrative burden, improve workflow efficiency and allow healthcare teams to stay focused on patient care.



Triathlon Gold brings innovative technologies to knee replacement

Triathlon Gold represents the next evolution in total knee replacement; a new option for patients with metal sensitivity and/or bone cement allergy concerns. This offering is a result of years of innovation across additive manufacturing and advanced coating technologies. The implant is the the industry's first 510(k)-cleared, 3D-printed titanium alloy femoral knee implant. The additive manufacturing process enables precise material placement and reduces raw material waste,[5] while the implant's trusted Tritanium porous structure and titanium nitride coating support biological fixation, wear performance and implant durability.[6]

Power tools enhanced with every generation

Durable power tools are fundamental to our history. Our founder, Dr. Homer Stryker, invented the oscillating cast saw in 1946, and we introduced the first cordless power medical tool in 1983. Today, we have developed our eighth generation of battery-driven power tools, and continue to push the limits of innovation. Recent innovations in this portfolio include wireless charging, which helps address the challenge of keeping all equipment parts sterile; and a digital depth gauge that tells trauma surgeons how deeply they've drilled.

Expanding access and education

Making healthcare better depends not only on the products and solutions we offer, but on how effectively our customers can access and use them. We are continuously working to expand access by addressing economic and reimbursement barriers and supporting broader adoption of our innovations across health systems.

This includes strengthening the clinical and economic evidence behind our technologies through clinical studies, economic modeling and real-world data to help customers evaluate value. We also engage with policymakers, providers and patient groups to support policies that expand access to care and enable more sustainable healthcare delivery models.

As payment models continue to evolve, we are adapting our approach to support our products through appropriate reimbursement and clearly demonstrate their value in improving workflow efficiency and patient outcomes. Our work in this area is guided by the AdvaMed Code of Ethics and our Corporate Policy 5: On-Label Product Promotion, which inform how we engage with healthcare professionals.

Dynamics impacting access to care

Providing the widest possible access to our products requires us to stay ahead of how care is delivered, measured and paid for. As expectations evolve, we are strengthening the clinical and economic evidence that demonstrates the value of our solutions, helping customers make informed decisions and enabling broader access to care.

We are also adapting to new and evolving payment models, including value-based and risk-sharing approaches, so that our products can be adopted more effectively across health systems globally.

Other shifts include evolving payment frameworks for products and solutions such as digital, AI and Software as a Medical Device. Stryker's market access teams continually assess the reimbursement landscape for these types of products and determine how best to communicate the value that these types of products add to workflow efficiency, and, in turn, to improved patient care.

We also influence market access through advocacy. For example, over the past year, we worked with different stakeholders, including the National Blood Clot Alliance to increase education about blood clots and increase access to treatment.

Our approach to pricing and affordability

Our pricing approach is differentiated by geography, care setting and market maturity to reflect local affordability, reimbursement structures and patient needs. We believe this allows us to participate responsibly in lower-income and tender-driven markets while maintaining our high standards for quality, safety and customer service.

In 2025, we established a Global Pricing Excellence function that we expect will further strengthen our approach by introducing clearer pricing governance, standardized frameworks and improved data visibility.

This function is designed to support more consistent, transparent and responsible pricing decisions globally while preserving flexibility for local market conditions.

We monitor year-over-year pricing performance using the Global Pricing Framework, evaluating changes in list prices and net price realization across products, customers and regions. This will include analysis of gross-to-net impacts, contract structures and price realization trends to verify that pricing outcomes align with both access objectives and long-term sustainability.

Other ways we help maintain affordability for customers include:

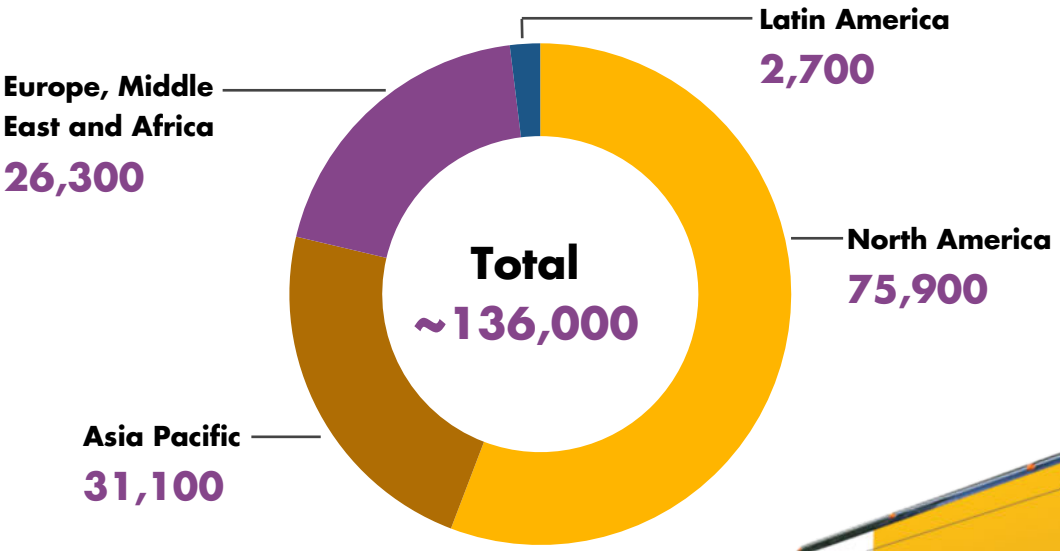
- Flexible payment solutions through our Flex Financial division, including traditional finance and operating leases, deferred payments, step payments and usage-based options
- Reprocessed equipment that is sold at competitive rates, leading to both savings for customers and waste diverted from landfills
- Certified pre-owned equipment available through our Emergency Care, Acute Care, Endoscopy, Instruments and Ortho Tech Businesses, including ambulance cots, monitor/defibrillators and cot fasteners

We are also responding to the transition of many procedures from the hospital to outpatient sites like ASCs (also known as day surgery units or outpatient clinics). In the U.S., ASCs traditionally are reimbursed at a lower rate than hospitals, and many are independently owned by physicians, resulting in a more value-oriented and cost-conscious buyer. Often, ASC customers choose flexible payment solutions offered by the Flex Financial division to acquire the capital equipment, implants and disposables needed to open a new facility, and Stryker's dedicated ASC Business provides a centralized point of contact who integrates a comprehensive product solution, value-add services and ASC expertise to deliver a tailored and simplified customer experience.

Supporting training for medical professionals

By providing healthcare professionals with the latest thinking, real-world applications and the opportunity to ask questions, we're helping set them up for lifelong impact. We offer a wide range of training and education opportunities for medical professionals of many specialties. This training is offered both in-person and virtually with both live and on-demand learning opportunities. We also deliver training through mobile labs, which bring the latest advancements in our portfolio to rural and remote locations. We trained more than 17,000 healthcare professionals on mobile labs worldwide in 2025.

Training by geography



Healthcare professional training in 2025

98,000+

participated in live events (including 17,000+ in mobile labs)

~38,000

participated in digital or virtual education opportunities

Product quality and safety

We aspire to set and uphold the highest standards for product safety and quality. Our Quality Policy captures our commitment to meeting regulatory requirements through an effective quality system and a growing focus on the security of our products throughout their lifecycles. In alignment with rigorous regulations, we demonstrate product safety through controlled evidence before new products are brought to market. Continuous monitoring of benefit-risk ratio over the complete product lifespan helps ensure that products remain safe and effective.

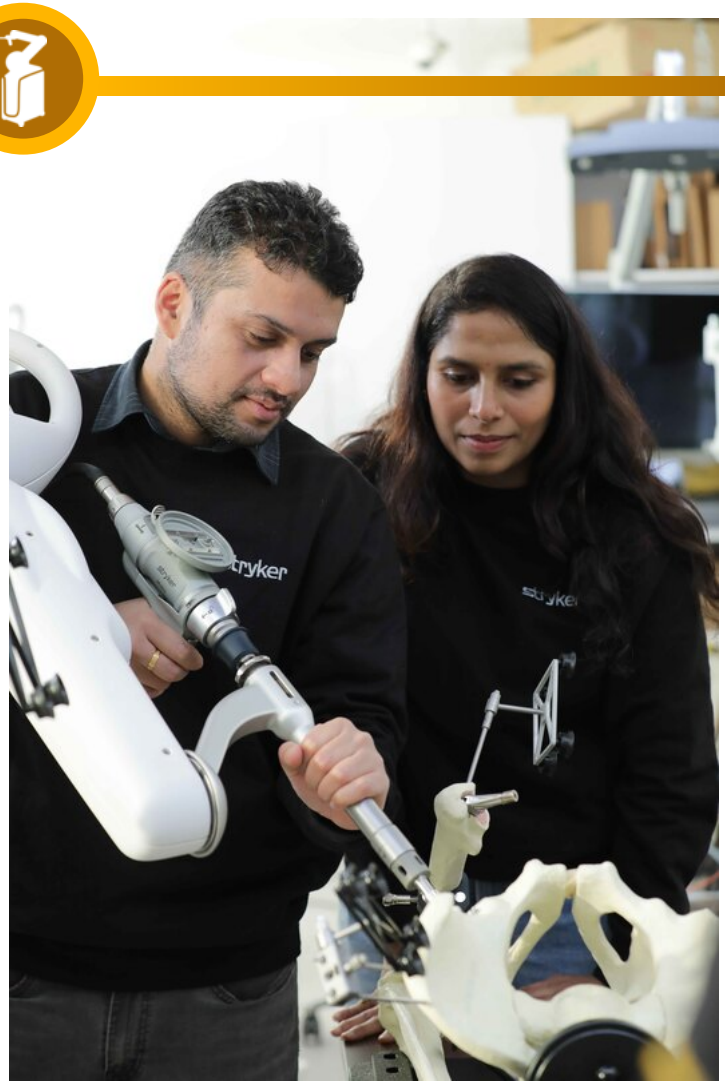
Embedding safety and quality into our work

We build safety and quality into how we design products and train employees. Dedicated Quality Teams work alongside Design Engineering Teams to integrate our quality culture into the product lifecycle. They analyze potential health and safety impacts of our products and suggest potential improvements. We also take feedback from current-generation products to R&D Teams to improve next-generation designs. As regulations evolve, we update our product design standards and processes to remain in compliance.

All employees in quality-related roles participate in training, which includes self-paced reading, web-based training and in-person training. When procedures change, we retrain employees as needed. A robust quality data program, with key process indicators for different dimensions of quality, supports our quality processes. The data we collect guides us in managing day-to-day quality activities, and we regularly review key information with executive leadership.

Third-party certifications and audits also hold us accountable to high standards of quality. Our global design and manufacturing sites hold International Organization for Standardization (ISO) 13485:2016 certification for medical devices as well as other standards. As we integrate newly acquired companies, dedicated teams ensure that all products and solutions in our portfolio meet our quality expectations. We also respond to ongoing inspections conducted by the U.S. Food and Drug Administration (FDA) and comply with applicable state and international regulations.

We underwent 224 external quality audits in 2025. These audits evaluate our operations' compliance with industry standards and cover our design, manufacturing, logistics and distribution sites. In addition to these external evaluations, we also conducted 352 independent internal quality audits in 2025 to give us additional insight into any potential areas for improvement.



Quality management metrics

	2025	2024	2023
Recalls reported to the U.S. FDA			
Number of FDA Class I recalls	1	0	0
Number of FDA Class II recalls[K]	26	40	35
Number of FDA Class III recalls	0	0	0
Recalls pending classification	0	0	0
Normalized by revenue			
Recalls reported to U.S. FDA per billion dollars in revenue	1.1	1.8	1.6
U.S. FDA Warning Letters			
FDA Warning Letters received	0	0	0
FDA Warning Letters resolved	0	0	0
Audits and inspections			
Number of audits/inspections by external entities (e.g., worldwide regulatory agencies, notified bodies)	224	189	191
Average findings per audit	0.5	0.6	0.8
Number of FDA inspections	17	14	7
Average observations per FDA inspection	0.2	0.3	0.4
Number of corporate quality audits conducted	30	31	35

Staying ahead of product-related risks

Our Corrective and Preventive Action (CAPA) program enables us to determine the root causes of defects and develop improvement plans to help eliminate recurrence. One important input to our program is post-market surveillance, where we evaluate customer-reported issues. This information feeds into the CAPA system, providing a feedback loop directly from customers into future product and process designs.

As an increasing number of our products incorporate software or internet connectivity, we are expanding our focus on cybersecurity as it applies to our products. Through defined support phases over the life of one of our products, we support the safety, effectiveness and security of our cyber devices. We also have a dedicated Product Security Team that assesses products throughout their lifecycles to identify and mitigate potential vulnerabilities. This team collaborates closely with suppliers, industry partners and regulatory authorities to address emerging threats, safeguard sensitive data and maintain compliance with FDA regulations and guidance documents on medical device cybersecurity. We also comply with industry standards such as IEC 81001-5-1 and IEC 62304 under a certified quality management system per ISO 13485.

In 2025, we enhanced our Product Security program to meet evolving customer expectations, emerging technologies and global regulatory requirements. Key initiatives centered on improving efficiency and scalability of vulnerability management processes, automating tooling and streamlining workflows to support timely and effective responses. The organization also strengthened its secure product lifecycle practices by expanding security-by-design principles, enhancing developer enablement and implementing resilient security controls across product development and maintenance activities.

Gathering credible clinical evidence

Our Clinical Teams conduct and oversee clinical trials, including Stryker-sponsored and investigator-initiated studies, to generate data and establish evidence on the safety and efficacy of our products in human patients both before products are available on the market and throughout the product lifecycle. We conduct clinical trials in line with specific business needs by division and product family. Our clinical trials are designed to follow all divisional, corporate clinical and company policies, as well as applicable regional regulations.

Stryker's clinical trials comply with Good Clinical Practice (GCP), the international ethical and scientific quality standard for human subject trials. In addition to data credibility, compliance with GCP provides assurance that the rights, safety and wellbeing of trial participants are protected according to principles derived from the Declaration of Helsinki. Clinical trials also comply with other applicable standards by geography.

We remain committed to updating our clinical procedures and policies in line with regulatory requirements. To meet both new FDA guidance on medical devices and the European Union Medical Device Regulation requirements, we are increasingly leveraging data generated from real clinical practice to generate clinical evidence that reflects broader, more representative patient populations than traditional trials alone. In parallel, we have drafted an inclusive research policy to be used internally to guide study design and execution, which will help us confirm that clinical evidence is representative of and generalizable to the intended patient population.

Stronger people

Our people make mission-driven growth possible, and we invest in their success. We strive to foster a culture that values all people and perspectives, supports individual advancement and ensures the health and safety of our employees and the workers in our value chain. We are guided by a set of culture statements, which describe how we work together to achieve our mission, including:

Purpose:

Customers and patients are at the heart of what we do

Relationships:

We care for each other and collaborate to win

Talent:

We value our diverse strengths

Growth:

We're passionately driven to deliver

Career development

We encourage every employee to consider what they can do in their day-to-day work to advance our mission of making healthcare better. To help them build the skills they need to power innovative ideas and drive our business forward, we provide resources, training and opportunities that support their professional development. Through our Talent Offense—a comprehensive approach to attract, engage, align and develop talent—we invest in the growth of our team and help people realize their potential.

Supporting continuous improvement

We conduct regular needs assessments to better understand how career development resources serve our teams, and to identify areas where we can provide more support. Then, we develop opportunities that support the long-term growth of our employees and our business.

To help employees grow and evolve, we provide clear expectations for leadership, supportive goal-setting processes and individualized resources for continuous improvement. This includes our Leadership Expectations, which define how leaders drive success, deliver on our mission and strategy and strengthen our culture.

This framework provides a common language for all employees around how leaders at every level add value to our business and support organizational growth.

Our Leadership Expectations ask all Stryker leaders to:

- Lead from our mission by designing the future with our customers and patients in mind
- Win together by collaborating to accelerate innovation and global growth
- Develop people by investing in everyone to help them reach their full potential
- Make growth happen by delivering exceptional results in a sustainable way

Leadership Expectations are leveraged as part of the annual goal-setting process, helping us align our work with our guiding culture statements. We support this process with resources and materials that define best practices for goal writing and evaluation so that all employees can better plan for and work toward their career goals.

Employees may discuss these goals with their managers during annual performance reviews. These reviews, along with biannual formal progress check-ins, are conducted for all eligible employees. We also encourage managers to have ongoing and regular conversations with their teams on performance development throughout the year. In 2025, 99 percent of Stryker employees completed formal performance evaluations. The introduction of dedicated development goals for each employee, which were introduced in 2023, continue to gain momentum.

Tracking employee perspectives

We conduct an annual engagement survey, helping us gain key insights into employee experience. In 2025, more than 90 percent of our employees participated. In addition to our engagement survey, we also conduct a pulse survey in Q4. In 2025, over 80 percent of our employees participated in the pulse survey. For the third year in a row, employees have reported having meaningful development discussions with their manager in the past year. Employees also shared positive feedback about their experiences, with scores continuing to improve on questions about autonomy over their own job and workload; being seen, heard and valued; and experiencing an environment of openness and trust.

Managers leverage insights from this survey to have individual development conversations with team members and align employees' growth plans with organizational areas of focus.

For each of our development initiatives, we track participation and measure impact and benefit to our teams. These findings are shared, as needed, with people and function leaders. The Talent Center of Excellence gathers these findings and helps ensure that development solutions meet the needs of our employees and the goals of the organization.

Expanding development opportunities

Development programs support employees at every stage of their careers. These include on-demand learning opportunities, targeted development, coaching solutions and individual development planning that encourages reflection and experiential growth. We also provide all employees with access to LinkedIn Learning, enabling our teams to build new skills through its wide-ranging library of courses.

In 2025, we introduced new programs and expanded others to meet the evolving needs of our team, including:

Enterprise Leadership Development Program

A new 12-month executive development experience designed to strengthen enterprise perspectives and prepare leaders to drive our future strategy through executive learning, peer connections and market immersions.

18 senior leaders from across the organization

Professional coaching

A new global, scalable one-on-one coaching program available to all employees. Certified coaches support employees through role transitions and help them strengthen interpersonal skills, sustain behavior change and remove mental barriers.

84 participants in the first global launch

Inclusive cross-cultural collaboration

An expanded, customized program that helps leaders strengthen trust, communication and execution across cultures by understanding how cultural norms and values impact collaboration.

30 sessions ~900 leaders across Americas, Canada, EMEA and APAC

2025 career development participation

~29,000

employee participants

400+

programs completed, including instructor-led training

20,000+

hours of training completed through LinkedIn Learning

Building an inclusive culture

Our longtime commitment to an inclusive workplace is the foundation on which we build our teams, spark innovation and create solutions for our customers and patients. That commitment has never wavered. We strive to create a culture where all employees feel welcome to bring their unique perspectives to work every day. When we embrace inclusion fully, we don't just strengthen Stryker, we advance our mission to make healthcare better for people and communities around the world.

Programs to promote inclusion

We provide a range of programs that promote inclusive practices across our business and help embed inclusion within employees' day-to-day experiences. These programs include career development initiatives such as mentorship and peer-to-peer coaching, workplace events such as celebrations and learning circles, and community engagement opportunities.

In 2025, we held our annual Inclusion Forum, bringing together employees from around the world to celebrate inclusion. The two-day event featured speakers from across the company who shared their personal stories, as well as conversations with leadership on the importance of inclusion to our business. Discussions focused on how we all work together to create a culture of inclusion and belonging by taking initiative, helping others grow and building trust with one another.

Our focus on inclusion continues to evolve, including though the ongoing development of new regional and divisional Inclusion Councils, which represent the next step in the evolution of our employee resource groups (ERGs).

ERGs, which are open to all employees, continue to focus on building community, creating connection and fostering a strong sense of belonging for their members. Inclusion Councils bring those efforts together, coordinating across ERGs, aligning priorities and delivering programming locally in a more streamlined and connected way. As Inclusion Councils continue to launch across the business, we are inviting all employees to share their perspectives and support the Councils' efforts.

We also uphold inclusion by paying people fairly. We review our pay practices regularly to ensure that all employees are paid fairly for their work.

> "It truly does take everyone to build a culture of inclusion. And if we have that type of culture, we will be completely unstoppable. It's a force multiplier for our business."
>
> **Kevin Lobo, Chair and CEO**
> **2025 Inclusion Summit**

Environment, health and safety

We build trust with all stakeholders and ensure compliance with all relevant laws and regulations pertaining to Environment, Health and Safety (EHS). We promote a culture where everyone is responsible for EHS, reinforcing collaboration, cooperation and accountability in our approach.

EHS strategic framework

Our framework is grounded in four aspirational pillars:

People

Ensuring the health, safety and success of all people in the work environment

Engagement

Leadership empowering teams to own and drive excellence in EHS

Compliance

Reaching beyond compliance in EHS, and operational efficiency (water, waste, energy)

Agility

Building capability for sustained growth and asset protection and development

EHS oversight and policies

Governance, ownership and continuous improvement are essential to how we protect the safety of our people and the environment. The EHS program is overseen by our Global EHS Leadership Team, which reports to senior leadership on progress and key performance metrics. Additionally, leader-driven councils and committees support proactive global monitoring, oversight and ownership of all EHS risks.

In 2025, we updated the structure and content of our Global EHS Policy, which outlines our commitment to a safe, sustainable future and provides long-term direction for our EHS program. Signed and endorsed by divisional senior leadership across Manufacturing, Logistics and Commercial functions, the policy is implemented through our EHS management system, which establishes goals, objectives and organizational standards.

Each fall, we develop a new Global EHS Workplan for our manufacturing and commercial teams for the coming year. The Workplan details key action items and tactical focus areas for each of the four pillars of our EHS framework and provides a roadmap for continuous improvement. The Workplan also assigns responsibility to cross-functional teams and leaders—including corporate EHS, facility and divisional leaders—specifying who is responsible for developing, executing and supporting each action.

Managing risks and measuring performance

Assessment of EHS risk is an ongoing and essential part of how we promote health and safety in the workplace. In 2025, we updated our Risk Assessment Corporate Standard to focus on early identification and prevention of the critical risks employees face in the workplace.

Through ongoing risk assessment and audit processes, we focus on risk prevention while ensuring compliance with legal requirements and adherence to our own EHS standards. In 2025, we conducted 60 global radiation safety audits at our commercial and manufacturing locations, helping us evaluate the ongoing efficacy of our program. We also conducted Fire Safety Risk Assessments to help us protect employees from fire hazards in the workplace.

We developed a new risk stratification and injury-reporting system to help employees more easily assess and report potential health and safety risks. We also evolved our approach to incident monitoring, launching a new EHS information management system to better track and trend incidents and observations.

As part of this process, we shifted how we measure safety performance, from lagging indicators such as Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR) to leading indicators, such as closure rates and the tracking of safety observations with potential Serious Incidents and Fatalities.

We continue to track TRIR and LTIR and have seen meaningful improvement year after year. In our manufacturing organization, we have decreased TRIR from 0.95 as of the end of 2022 to 0.68 as of the end of 2025—a 28 percent reduction in our recordable incident rate.

Building a culture of safety

We attribute our strong safety performance to committed leadership and the dedicated engagement of our entire team. EHS practices and policies are shared with all employees to help underscore the vital role they play in maintaining the health and safety of our workplace. Throughout 2025, we developed and offered trainings to help employees understand and align with our new use of leading indicators to track safety performance.

We also continued to conduct a Global Safety Month, which reaches manufacturing, commercial, distribution and field employees with resources, standards and trainings tailored to their work. Throughout the year, we also communicate with employees through our monthly Safety Moment publication, which highlights key safety topics, best practices and real-life safety examples. These initiatives help to foster a culture of safety awareness and encourage open discussion about safety issues and improvements among teams.

Taking an organization-wide approach

Across our operations, we strive to align our EHS management system with globally recognized standards. As of the end of 2025, 34 facilities were certified to International Organization for Standardization (ISO) 14001, 45001 or 50001 safety management standards. We are working to increase the number of facilities certified to ISO standards, reinforcing our commitment to EHS and providing a consistent, company-wide framework for continuous improvement and proactive risk reduction.

Our EHS Leadership Team continues to develop, operationalize and oversee EHS Management and Technical Standards, which provide strategic guidance and key requirements for employees across all facilities. In 2025, we published three new EHS standards focused on Working at Height, Electrical Safety and Management of Change. All EHS Standards are tailored to our risk profile and aligned with ISO 14001 and 45001 requirements. Designated owners are identified for each standard, helping to ensure adherence across each of our facilities.

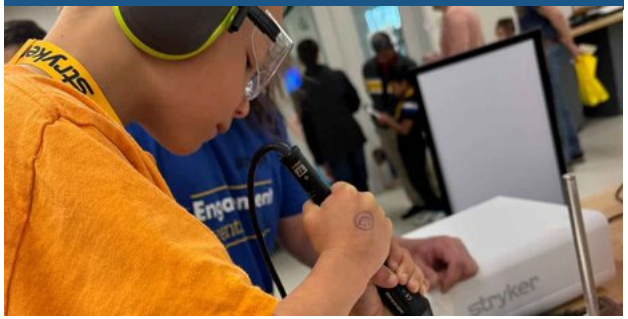
Communities

Our passionate employees are the driving force behind how we improve the lives of others, bringing their time, talents and generosity to supporting communities around the world. In 2026, we refined our social impact strategy and enhanced programs to amplify the value of employee participation and enable strong community collaborations. Our strategy focuses on three pillars:

Expanding access to **healthcare**

We believe that access to healthcare is fundamental to achieving health equity. We advance health outcomes, strengthen surgical capacity and promote consistent access to nourishing food.

Supporting **education**



We support education as a powerful driver of health, opportunity and resilience. We support early childhood (pre-K) through post-secondary education by strengthening foundational subjects, including STEAM, and fostering career readiness through mentorship and skill development.

Improving **environmental health**

We recognize that human health depends on the health of our planet. We improve environmental health through efforts that preserve biodiversity, promote clean air, strengthen climate stability and protect water systems.

Our impact in 2025

$14.2 million
donated through our global giving and volunteering platform, Impact

~13,700
employee donors and volunteers

~46,000
hours volunteered

~7,400
total nonprofits supported

Growing our culture of giving back

Through Impact, our global giving and volunteering platform, we saw more employees give back than ever before. In 2025, approximately 13,700 employees participated in giving initiatives, up from approximately 11,200 the year prior. The number of volunteer hours also increased significantly, from over 35,800 in 2024 to nearly 46,000 in 2025. These results were driven by campaigns and programs including our year-round 1:1 match, and special match campaigns such as Driven to Give and Giving Tuesday. Through our Impact 101 program, we incentivize employees with reward dollars that they can donate to selected nonprofits when they learn about our giving and volunteering programs.

In 2025, we provided new and enhanced ways for employees to give back through Impact, including:

- Hosting our inaugural Global Volunteer Month in April
- Creating an incentive program that welcomes new hires with rewards dollars to introduce them to the Impact platform
- Increasing the annual match cap for matching funds and volunteer rewards from $1,000 to $2,000

In 2025, our Social Impact Team unified three employee-driven giving and volunteering groups into the Social Impact Collective, creating a more connected and scalable approach to inspire action, strengthen employee engagement and support communities worldwide.

Improving global healthcare with signature partners

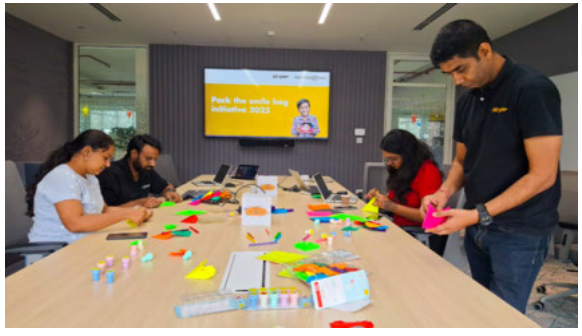
Access to healthcare is the foundation of global public health, but for many the path to quality care remains a challenge. Driven by our mission to make healthcare better, we invest in partnerships that bridge gaps by strengthening the teams, equipment and systems required to deliver quality care. Through our signature partner portfolio, we leverage charitable giving, impact investing and volunteerism to create a better, healthier world.

In 2025, we focused on the collective impact of our signature partners. We deepened our work with existing partners and added two organizations to our portfolio:

- TEAMFund, an impact investor dedicated to improving global health by expanding access to affordable, appropriate and sustainable medical technologies
- World Health Organization (WHO) Foundation, an independent nonprofit that mobilizes private-sector funding, partnerships and innovation to support WHO's global health priorities and strengthen health systems worldwide

Advancing neurosurgery and transforming lives

In addition to our enterprise signature partners, Stryker businesses contribute to our giving and volunteering strategy by supporting nonprofit organizations that align with their areas of focus. For instance, in 2025 our Neurosurgical Business continued to partner with the National Brain Tumor Society. Through this work, we helped raise awareness and funds for research on brain tumors, the leading cause of cancer-related death for children and adolescents under 19.[7]



Signature partners

- Operation Smile
- Project C.U.R.E.
- Red Cross
- Visit.org
- Dr. Lorna Breen Heroes' Foundation
- TEAMFund
- WHO

Healthier planet

Delivering on our mission includes both reducing emissions across our operations and supporting a more sustainable healthcare industry. We are investing in clean energy, making improvements at our facilities worldwide and engaging with our suppliers and customers to reduce their emissions and other environmental impacts. By doing so, we are making an impact on one of the most important determinants of human health: a livable planet.

Climate and energy

Understanding climate change, and addressing the many ways a changing climate may affect our business, is a priority. To do this, we are focusing on where we can make an impact through our operations and across our value chain.

Scope 1 and 2 emissions

We are currently working toward two near-term goals to address our operational emissions:

Goal	Progress
Power all facilities with 100% renewable electricity by 2027[I]	67%[C]
Become carbon neutral for Stryker facilities (Scope 1 and 2) by 2030[J]	51% reduction

To meet these goals, we are focusing on renewable energy, energy efficiency, electrification, low-carbon fuels and lower-carbon processes. We track progress toward these goals regularly and report progress annually. We have assessed the alignment of our renewable energy goal against the Science Based Targets initiative (SBTi) criteria, including the SBTi Corporate Near-Term Criteria (Version 5.3), and believe that this goal is aligned with current climate science.

~70,800
Total Scope 1 greenhouse gas (GHG) emissions[L] (metric tonnes CO2e)

~49,700
Total Scope 2 (market-based) GHG emissions[L] (metric tonnes CO2e)

-64%
Total Scope 1 and 2 percentage change in GHG intensity compared to 2019 baseline[M]

See details of our Scope 1 and 2 emissions performance in the Appendix.

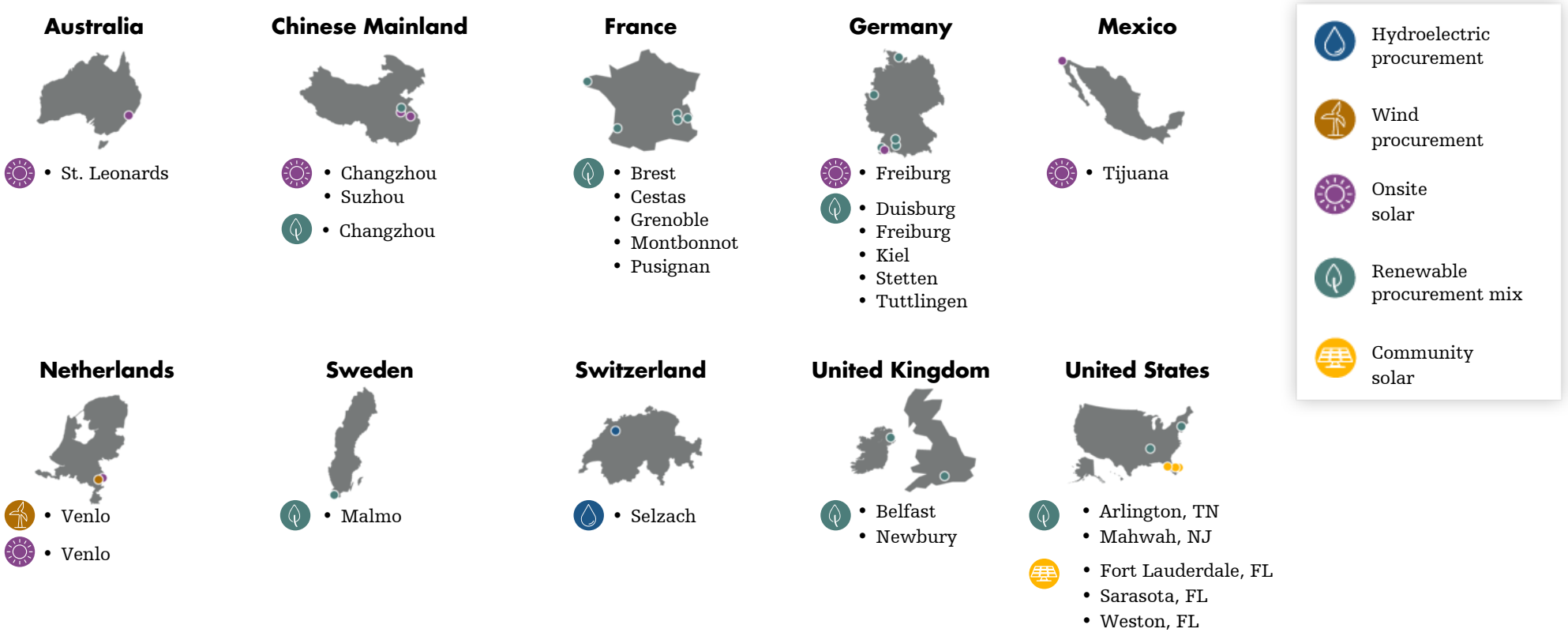
Renewable electricity

As of the end of 2025, we used approximately 67 percent renewable electricity to power facilities worldwide.[C] This is a decrease compared to prior years because we did not renew a renewable procurement contract for our Ireland facilities in 2024 due to shifting market dynamics. Despite this change, we believe we remain on track achieve our 2027 goal through virtual power purchase agreements (VPPAs), renewable procurement, community solar projects and onsite renewable energy.

Our investment in the Sunflower Wind VPPA is a cornerstone of our North American renewable energy strategy. The project generates approximately 140,000 megawatt-hours (MWh) of new, wind-based renewable electricity each year from a 200 megawatt project in Marion County, Kansas.[N] During the two consecutive years in which the VPPA has been fully operational (2024 and 2025), VPPA renewable energy certificates (RECs) covered approximately 74 percent and 71 percent,[O] respectively.[P] In Europe, our commitment to a new, 10-year VPPA will enable additional, utility-scale solar generation in Spain. We have contracted for 110,000 MWh of renewable electricity annually, and we anticipate receiving benefits in 2027 that will cover up to 77 percent of our European electricity needs.[Q]

In 2025, three facilities, the Robotics Innovation Center, the Mako Education Center and Sarasota, signed up to participate in Florida Power and Light's SolarTogether program. SolarTogether is the nation's largest community solar program, with more than 100,000 customers committing to support the expansion of solar throughout the state of Florida.

Stryker locations using renewable energy[R]



Progress toward carbon-neutral facilities

We have established an energy program that enables us to actively track and evaluate our energy use. Since implementing this program, we have been able to quantify energy costs at the enterprise, business, regional and site levels. These insights have allowed us to identify opportunities to reduce energy use and costs and make progress toward our emissions reduction goals. We have a 51 percent reduction in Scope 1 and 2 emissions at our sites, as of the end of 2025.[J] To further enhance site-level energy practices and governance, all six Ireland sites (Anngrove, Model Farm Road, Springhill, Limerick, Tullagreen and the Innovation Centre) and the Kiel, Germany, facility are certified to International Organization for Standardization (ISO) 50001. This certification requires sites to develop an energy management system and create structure around their decarbonization efforts. We currently have 18 sites certified to ISO 14001 standards, which is a globally recognized international standard for designing and implementing an environmental management system. Learn more about our ISO certifications.[S]

In 2025, Stryker used a dedicated annual carbon capital relief fund to support energy efficiency and renewable energy projects. We approved over $5.5 million to be used toward eight projects, with an estimated projected annual savings of over 10 million kilowatt-hours (kWh).[T] These actions are expected to reduce our operating costs and manage price volatility, among other benefits. These projects range from heat recovery compressor systems to more energy-efficient boilers and HVAC equipment. Cumulatively, these projects will result in an annual estimated savings of $1.6 million and an estimated return on investment of approximately four years.

With this funding, sites also implemented projects including LED lighting upgrades, chiller and compressor optimization and dust extraction system upgrades. Our Instruments facility in Portage, Michigan, for instance, upgraded its HVAC technology with six new, energy efficient units, with projected annual savings of over one million kWh.

Structured internal tools and processes are helping us make progress and find new areas for improvement. For example, our Energy Playbook is designed to enable sites to benchmark energy maturity, identify gaps and build prioritized roadmaps of energy-saving opportunities. Since its launch in 2021, the Playbook has been used across our manufacturing sites to surface energy efficiency projects and behavior-based improvements.

Several manufacturing sites have also organized energy kaizen treasure hunts, during which employees explored their facilities to unearth ways to reduce energy use. These events, held at Stryker facilities in the United States and Europe, identified dozens of opportunities, ranging from fixing compressed air leaks to optimizing chillers to adding variable frequency drives. Kaizen events reinforce a culture of continuous improvement and collaboration, develop employees' energy knowledge and create space for low-cost operational improvements alongside major capital expenditures.

To further embed sustainability into our operational footprint, we have established Global Workplace Design Guidelines for new construction that set clear expectations for energy, carbon and resource performance across new buildings and major expansions. The guidelines are designed to integrate best practices for energy performance, electrification-readiness and low-carbon design, helping avoid future retrofit costs while supporting our emissions reduction goals.

Tom Prendergast, Senior Staff Engineer and Stryker's Environmental Alliance Chapter lead, holding Limerick's ISO 50001 certification

Scope 3 emissions

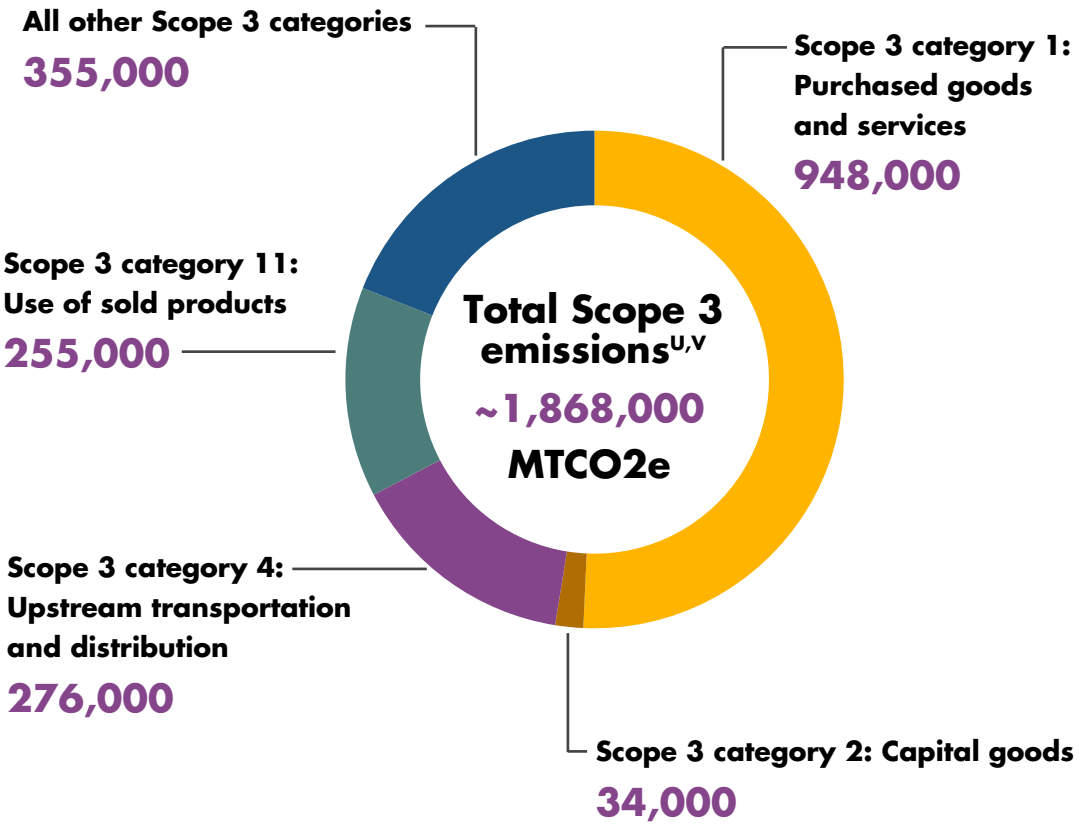
Building on our progress to reduce Scope 1 and 2 emissions, in 2025 we established our first Scope 3 emissions goal, which states "We commit that 79 percent of suppliers and customers by emissions in purchased goods and services, capital goods, upstream transportation and distribution and use of sold products will have science-aligned goals by 2030."[E] This goal is designed to address the majority of our carbon footprint, which resides in our value chain. By engaging with suppliers and customers, we can support emissions reductions across our value chain.

We have assessed the alignment between our Scope 3 goal and the SBTi standards (SBTi Corporate Near-Team Criteria (Version 5.3), and we believe this goal is aligned with the SBTi standards. We will make progress toward this goal by engaging with suppliers and customers through structured outreach and education, performance tracking and other initiatives.

Value chain collaborations

We work with customers, business partners and industry organizations as part of our efforts to advance more sustainable healthcare. We participate in initiatives that allow us to gain and share insights on sustainability practices in areas that range from managing carbon emissions to enhancing circular solutions. Organizations that we participate in include the Collaborative for Healthcare Action to Reduce MedTech Emissions, the Healthcare Plastics Recycling Council and the National Academy of Medicine Climate Collaborative.

Over the past several years, we have strengthened our Scope 3 GHG inventory through enhanced governance, formalized standard operating procedures, improved data controls and increased collaboration with data owners across the business. These efforts enabled us to achieve limited assurance over our 2025 Scope 3 emissions, further increasing the accuracy, consistency and transparency of our reporting. Our latest Scope 3 data is as follows:



Climate risk assessments

Climate-related risks are assessed alongside operational, technological, regulatory and reputational risks, and prioritized in accordance with a model aligned with the Enterprise Risk Management (ERM) framework (learn more about risk management at Stryker). We identify and assess climate-related risks through our Corporate Responsibility (CR) supporting function, legal and regulatory personnel, executive committees and a structured process embedded in our ERM program. Our Board of Directors maintains oversight of key risks in these areas, with the Governance and Nominating Committee in particular providing oversight of CR strategy, including on environmental matters such as climate-related risks and opportunities. This governance structure also includes our CR Steering Committee and ESG Disclosure Committee, established to guide strategy, align stakeholders and drive progress on CR priorities (learn more about CR governance).

In 2023, we conducted a climate scenario analysis using Network for Greening the Financial System scenarios for transition risk and Intergovernmental Panel on Climate Change scenarios for physical risks. The analysis, which is based on then-available information and has not been updated, showed the potential for increased operational costs under aggressive carbon pricing scenarios and greater exposure to physical risks (e.g., extreme weather) in potential high-emissions futures. As a global manufacturer, we are subject to a diverse array of climate-related policies across jurisdictions, many of which have implemented carbon pricing mechanisms. These mechanisms could increase operational and supply chain costs associated with fossil fuel-related emissions.

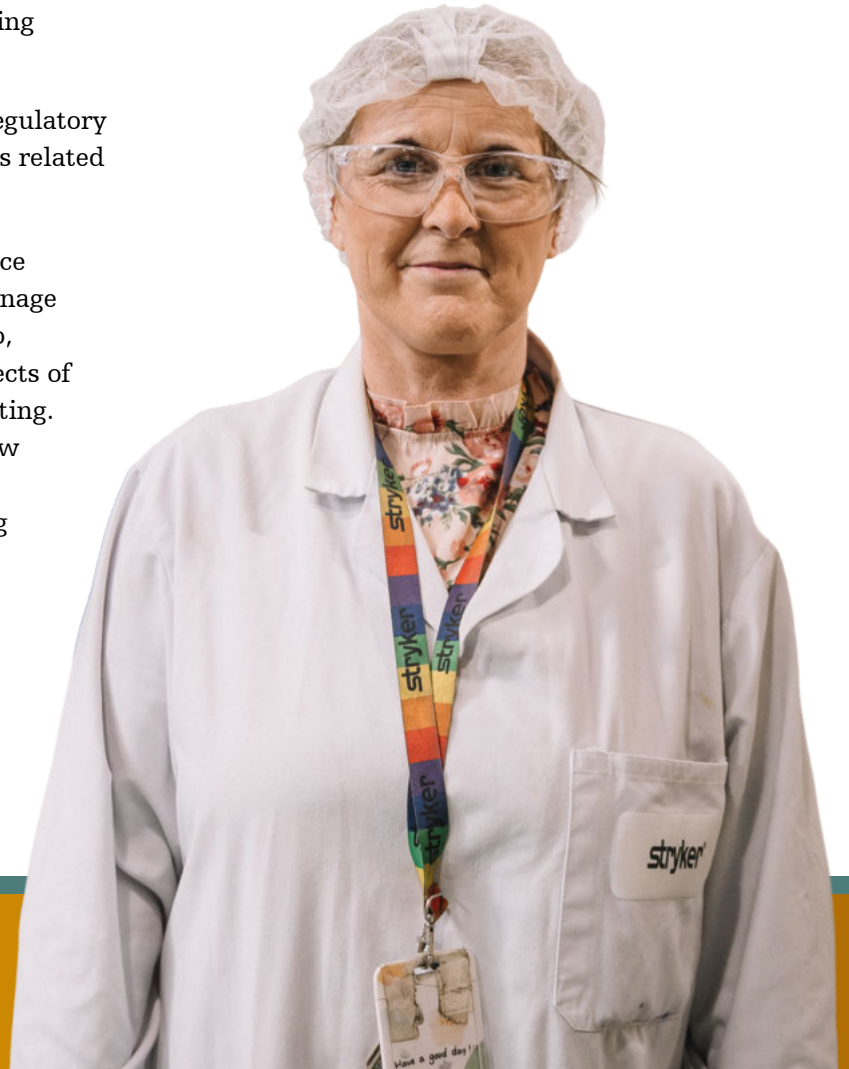
Pollution and hazardous substances

As we innovate products that help people get and stay well, we stay mindful of any uncontrolled risks, such as those associated with air emissions and chemicals, resulting from our manufacturing processes. These issues may affect our business if evolving regulations impact our ability to sell products into certain markets, if customers set substance requirements that go beyond current limits or if we are required to switch suppliers to meet evolving needs.

Our Global Environment, Health and Safety (EHS) Policy establishes our framework for being good neighbors, so we continue to protect the environment in the communities in which we operate. This is supported by an EHS Management of Change procedure used in our manufacturing sites where environmental and health and safety risks are evaluated and addressed as part of the planning process before changes are executed.

Our EHS, Regulatory and Compliance Leadership Teams oversee conformance to external regulatory and environmental standards, including adherence to government regulations and standards related to employee health and safety and environmental stewardship.

For potential impacts related to our products, a separate Product Environmental Compliance (PEC) Team has oversight. We have initiated the use of tools and systems to collect and manage product material composition and product environmental data across our product portfolio, strengthening transparency and traceability, while enabling efficient access to critical aspects of information needed for regulatory compliance, customer inquiries and sustainability reporting. We also follow a corporate quality procedure that covers environmental regulations for new product development. It includes work instructions and forms and a list of hazardous substances to avoid. As part of the product development process, all product and packaging materials and components are evaluated for substances restricted or declarable by global environmental regulations.



Circularity and waste

We aim to meet the needs of our customers while minimizing our use of materials, exploring reuse solutions and reducing waste generation.

Sustainable design and product lifecycle

Customer expectations to reduce value chain impacts are a key driver of our focus on sustainable design. We follow a sustainable design framework that helps us make mindful decisions throughout a product's lifecycle. This framework is used as a guidance and rooted in our Design for Sustainability priorities:

- Materials selection
- Optimizing lifecycles
- Lightweighting
- Minimizing disposal

Our sustainable design framework is influenced by cross-functional collaboration and subject matter expertise. Some, but not all, elements are formally embedded into divisional governance bodies or management committees. Updates on our key efforts are shared with leadership through steering committees, working groups and targeted briefings throughout the year. In 2025, we launched a cross-divisional Circularity Working Group to share knowledge and develop resources for use across the organization. We also began development of a Design for Sustainability toolkit that we expect to launch in Q4 2026.

Highlights from our sustainable design work in action over the past year include:

Building offerings around customer needs

Our Upper Extremities team began a pilot project to evaluate use of instruments and implants during surgical procedures. As a result of this pilot, the team was able to refine inventory support processes and reduce kit sizes while maintaining clinical effectiveness. The pilot also highlights potential sustainability benefits including reduced material use, waste, sterilization demand and supply chain complexity.

Triathlon Gold represents the next evolution in total knee replacement. This offering is a result of years of innovation across additive manufacturing and advanced coating technologies. Through the collaborative development and integration of Electron Beam Melting technology, Stryker achieved a major industry first with Triathlon Gold—the first 510(k)-cleared, 3D-printed titanium alloy femoral knee implant. The additive manufacturing process enables precise material placement and reduces raw material waste,[5] while the implant's trusted Tritanium porous structure and titanium nitride coating support biological fixation, wear performance and implant durability.[6]

In bringing this product to life, we introduced eight new technologies and platforms, reduced process steps by 43 percent compared to prior methods and enabled access to this new option for patients with metal sensitivity and/or bone cement allergy concerns—advancing what's possible in orthopaedic innovation and patient care.

For many years, global regulatory frameworks have required printed Instructions for Use (IFU) to be provided with medical devices. This obligation has driven significant operational complexity, requiring teams to manage, store and distribute paper IFUs worldwide, contributing to cost and logistical burden for both Stryker and our customers. We have been working to modernize this approach through the introduction of electronic IFUs (eIFUs) in the markets where eIFUs are permitted, by ensuring full compliance and operational flexibility in jurisdictions where paper IFUs are required.

With the expanded scope introduced by Regulation (EU) 2025/1234, now allowing eIFUs for all professional-use devices, this transformation has gained further momentum. Our Trauma and Craniomaxillofacial Business Units have completed the transition to eIFUs in markets where eIFUs are permitted, and all other divisions are actively engaged in the eIFU transformation and have progressed part of their portfolio.

Rethinking our packaging approach

We are exploring ways to reduce packaging needs for specific products. For example, redesigned packaging for the Triathlon Medial Stabilized Insert is over 55 percent smaller compared to the packaging of the legacy Triathlon Tibial Inserts, which reduces material use and integrates seamlessly with existing manufacturing processes.

Managing and extending product end of life

The lifespan of medical devices varies, with many designed for only a single use. As a result, hospitals send thousands of tons of medical materials to landfills each year. The focus of Stryker's Sustainability Solutions (SSS) business is to extend the lifecycle of select single-use medical devices through innovative reprocessing solutions. In 2025, SSS collected nearly 28 million single-use medical devices, helping customers divert approximately 3.7 million pounds of waste from landfills.

Outside of SSS, end-of-life management of our products is managed at the division or business unit level and is driven by specific business, regulatory or customer needs. Several divisions operate Certified Pre-Owned (CPO) and refurbishment programs as part of their commercial offerings, collecting, restoring and returning products to the market to extend their lifecycles and reduce the need for new manufacturing. In 2025, these programs diverted more than 1.5 million pounds of material from landfills, with more than 11,000 products across our Medical, Endoscopy, Instruments and Ortho Tech Businesses successfully recovered and returned to use. The impact of this work was recognized when our Medical Team received the Best Design for Environmental Sustainability award at Stryker's R&D Awards for their Secondary Market Sales and CPO program.

Compliance with the EU Waste Electrical and Electronic Equipment Directive and similar product environmental regulations is managed through our Regulatory Affairs and PEC processes. These requirements are addressed as part of regulatory assessments, product documentation and country-specific compliance activities rather than through a standalone, enterprise-wide end-of-life governance program. Ownership for compliance typically resides within Regulatory Affairs and PEC Teams, with support from divisional R&D, Quality and local market teams as needed.

Mako

Our Mako Repair for Resale program enables continued product use by customers and reduces waste by repairing returned systems to meet original performance standards for redeployment. When re-use by customers is not feasible, systems are used by internal teams, such as Marketing and R&D, or are disassembled for component recovery and responsible recycling. In 2025, more than 180 systems were successfully re-used.

Waste

Our waste management approach is to decrease the amount of waste we generate through our operations and increase recycling and reuse where possible. Waste management responsibilities primarily sit within EHS and site-level operations, with approaches and priorities managed locally at manufacturing and operational sites. In 2025, we initiated the rollout of a new enterprise waste measurement and data management capability to improve visibility into waste generation across manufacturing sites.

Standardizing processes to reduce waste

Our Global Logistics and Operations (GLO) organization plays an important role in transporting, storing and delivering products to customers around the world. As part of this work, the team is focused on reducing waste and improving how we handle damaged products.

To support this effort, the team implemented a Material Review Board process that helps us determine what to do next when we identify a damaged product. Depending on the nature of the product and the damage involved, we determine how to respond, including reworking the product or using it for demonstrations only. Creating alternative pathways for these products helps reduce unnecessary scrap.

Following successful implementation at our Central Distribution Centers in Venlo, Netherlands, and Indianapolis, Indiana, GLO is expanding the process to other distribution centers globally.

Recognizing customers creating impact through sustainability

Each year, hospitals and health systems across the country participate in reprocessing programs that help reduce waste, conserve resources, strengthen supply chain resilience and generate savings that can be reinvested into patient care. The Environmental Excellence Award is SSS' annual program designed to celebrate healthcare organizations that demonstrate an exceptional commitment to medical device reprocessing and environmental stewardship. Award recipients are recognized across multiple achievement levels based on their annual reprocessing outcomes.

Good business

Mission-driven growth depends on integrity and accountability. Through strong oversight of every aspect of our operations, we are better able to realize our company strategy and grow our impact. This means creating a more efficient and ethical supply chain, improving outcomes for people and communities and transforming the healthcare industry through responsible, safe innovation.

We guide these efforts, and those of our employees, leadership and partners, with policies and principles designed to ensure compliance with global frameworks and align with the highest ethical standards. Through this approach, we strive to drive continuous improvement and create value for all stakeholders, including investors, employees, communities and customers.

Governance

We uphold a robust set of governance policies and procedures that enable the Board to fulfill its fiduciary duties. Our Corporate Governance Guidelines outlines key duties and expectations for our Board.

Additionally, we maintain charters for each of the Board's three committees—Audit, Compensation and Human Capital, and Governance and Nominating—that govern their specific purpose, responsibilities and processes. These charters, along with the Corporate Governance Guidelines, are reviewed on a regular basis and updated as needed to reflect current regulations, market trends and investor expectations.

Directors bring a wide range of experience and expertise that support our company strategy and sustained growth. With the exception of our Chair and CEO, Kevin Lobo, all Board Directors are independent under the New York Stock Exchange listing standards. At the 2025 Annual Meeting of Shareholders, Emmanuel Maceda was elected to our Board, bringing more than 30 years of experience leading high-performing organizations and advising senior executives on large-scale corporate transformations.

Visit our Corporate governance webpage for Board guidelines, bylaws and charters, and to review the full list of corporate policies overseen by the Board of Directors. For more information on our shareholder proposal process, director compensation and the experience of current directors, see our latest Proxy Statement.

Senior Leadership Team

Kevin Lobo
Chair and CEO

Dylan Crotty
Group President, Orthopaedics

Katy Fink
Vice President, Chief Human Resources Officer

Rob Fletcher
Vice President, Chief Legal Officer

Debra King
Vice President, Chief Digital and Information Officer

Viju Menon
Group President, Global Quality and Operations

Kim Montagnino
Vice President, Chief Communications Officer

Andy Pierce
Group President, MedSurg and Neurotechnology

Spencer Stiles
President and Chief Operating Officer

Preston Wells
Vice President, Chief Financial Officer

Saying farewell to longtime leaders

In 2025, we marked the retirement of two leaders who spent decades of their careers at Stryker and helped shape the strategic direction of the company. Glenn Boehnlein retired from his role as Vice President, Chief Financial Officer, after serving the company for 22 years in various finance roles. Yin Becker, Vice President and Chief Corporate Affairs Officer, retired after 36 years, during which time she built and led multiple functions, including communications, corporate marketing, government affairs, market access and corporate responsibility (CR).

Corporate responsibility governance

Our approach to CR governance embeds sustainability, ethics and risk considerations into business decision-making, promoting alignment with regulatory requirements, company strategy and integration with our enterprise risk management (ERM).

In 2025, we evolved our approach to CR governance to better meet the expectations of stakeholders. We strengthened Board-level oversight and established more formalized roles and enterprise-integrated processes for our CR Steering Committee, which drives our CR strategy and is comprised of three executive officers who report directly to the CEO. The CR Steering Committee implemented more consistent global and local reporting governance, clarified roles and responsibilities and refined oversight of key local disclosures. The Committee also strengthened documentation and escalation practices, while establishing more robust controls around data quality and disclosure, supporting greater transparency and driving continuous improvement. Through these enhancements, the Committee also strengthened its oversight of critical CR issues.

In addition to these enhancements, the CR Steering Committee continued to:

- Advise on strategy and initiatives for CR
- Provide accountability for CR-related budget and resources
- Guide company-level disclosure and business integration strategies
- Oversee development of future CR operating models
- Provide accountability for progress toward goals, including setting new goals

We also established an Environmental, Social and Governance (ESG) Disclosure Committee to assess risks and provide governance over the disclosure process. The ESG Disclosure Committee meets regularly, is led by our Finance organization and includes representatives from Finance, Legal, Corporate Responsibility, Corporate Sustainability, HR, Procurement, Global Quality Organization, Global Compliance and Investor Relations.

The Governance and Nominating Committee of our Board of Directors oversees CR strategy and the work of the CR Steering Committee. The CR Steering Committee, along with members of the Leadership Team, provide regular updates to the Governance and Nominating Committee, as well as annual updates to the full Board of Directors.

Our Board of Directors also receives regular updates on key CR matters from leaders and functions across the business. For example, our HR function provides regular updates to the Compensation and Human Capital Committee and full Board on matters related to employee composition and our efforts to create an inclusive work environment.

We include select CR and non-financial metrics in the compensation plans of Named Executive Officers (NEOs). These compensation plans for 2025 can be found in our latest Proxy Statement.

Enterprise-level business leaders, local management and subject matter experts within supporting functions all have responsibility for managing climate-related risks and opportunities. This governance structure includes our CR Steering Committee, which supports the ERM process and reviews and discusses climate-related risks and opportunities as and when appropriate. The CR Steering Committee is composed of senior executives and functional leaders, including representatives from Corporate Sustainability, Investor Relations, Finance, Enterprise Governance, Operations, Human Resources and global business units. If risks are identified, they may be brought to additional leaders to contribute to the development of a mitigation strategy. Our Operational Steering Committee reviews and approves investments for our Scope 1 and 2 emissions reduction targets. Additionally, our Value Chain Carbon Emissions Steering Committee provides governance over our Scope 3 emissions calculations and assurance processes and informs our overall strategy.

We help incentivize climate progress among leadership by adding a potential modifier to the bonus plans for each of our NEOs, which considers progress toward our CR commitments. The Compensation and Human Capital Committee determined that although the progress toward our CR commitments during 2025 met expectations, no adjustment to the bonus payouts for the NEOs on that basis was warranted.

CR Steering Committee members

Mike Anderson
Europe, Middle East and Africa, Latin America and Asia Pacific

Paul Bean
MedSurg and Neurotechnology

Bill Berry
Finance

Eileen Buckley
Corporate Responsibility

Katy Fink
Human Resources

Colleen Flesher
Orthopaedics

Rob Fletcher
Enterprise Governance

Tina French
Corporate Secretary

Todd Harrington
Corporate Strategy

Jamie Leary-Erickson
Global Real Estate and Facilities

Nick Mead
Investor Relations

Viju Menon
Global Quality and Operations

Erol Odabasi
Corporate Sustainability

Risk management

Our risk management activities are embedded across all functions, regions and levels of the business. Our ERM program establishes enterprise-level risk governance, tolerance, assessment, mitigation, escalation and monitoring for material risks. Functional and regional risk programs operate under their respective domain-specific standards and frameworks, maintaining ownership of risk identification and mitigation within their areas.

In 2025, we continued to evolve ERM as an enterprise-wide enabling function, adding dedicated analytical capabilities and strengthening the maturity of the program.

A core component of the ERM program is our enterprise risk assessment (ERA) process, which provides a baseline for risk assessment and control discussions with business and function leaders, surfaces enterprise-level risk insights and helps to inform leadership decision-making and oversight of material risks.

In 2025, we expanded the reach of the ERA survey to more than 400 leaders across all business divisions, regions and core functions, improving the breadth, balance and representation of organizational risk areas. More than 60 senior leaders participated in the ERA readouts, actively validating risk themes and providing business context to strengthen confidence in the results. The ERA outcomes are reported to Executive Leadership and the Board annually and provide input to strategy formulation.

We also integrated our Assurance and Risk Advisory Team, responsible for the delivery of internal audit and assurance, into the ERA process, enabling alignment and informing focus areas for the enterprise audit and risk assurance program.

ERM reports to the Governance and Nominating Committee as well as the full Board annually and continues to leverage a dynamic risk management model that emphasizes frequent engagement with risk and control owners, enabling cross-functional collaboration, continuous risk assessment and mitigation, and consolidated, enterprise-level oversight.

Political engagement and advocacy

We engage with government officials and elected leaders at the state, federal and global levels to advocate for policies that support our mission and advance the future of medical technology. Our advocacy focuses on issues affecting trade, manufacturing and broader healthcare policy. In 2025, our United States federal lobbying expenses totaled $1,040,000.

We are also a member of trade associations and organizations in the United States and internationally, many of which engage in advocacy. Through these organizations, we seek to better understand and have our perspectives represented on issues important to us, our customers and the communities in which we operate. When aligned with our mission and values, we also work with patients, physicians and other stakeholder groups to promote access to care and improve health outcomes.

In 2025, we paid more than $1,700,000 in dues to U.S. trade associations that included:

- AdvaMed—$1,404,472 (6 percent[W])
- Healthcare Leadership Council—$200,000 (25 percent[W])
- Medical Device Manufacturers Association—$139,978 (30 percent[W])

Business ethics and integrity

We strive to conduct our business in compliance with all applicable laws and regulations and in accordance with high ethical standards. Our Compliance Program helps us meet this commitment and provides clear guidance on ethical behavior for all employees and stakeholders.

Our Compliance Program is overseen by our Chief Compliance Officer (CCO), who reports to the Chief Legal Officer and advises the Board and Senior Leadership Team. The CCO leads the Compliance Leadership Team (CLT), which drives strategy and governance of the Compliance Program. The CLT is comprised of divisional and regional compliance leaders, along with function leaders who enable and support compliance across the business. The Global Compliance Committee sets the tone from the top and drives continuous improvement of the program. Local Compliance Officers and Committees address local risks and guide program implementation. The CCO meets quarterly with the Board's Governance and Nominating Committee and twice annually with the Audit Committee.

Code of Conduct

Available in 21 languages, our Code of Conduct outlines our shared commitment to doing what's right for our people, customers, communities and shareholders. The Code applies to everyone, including employees, officers and the Board of Directors, as well as anyone acting on our behalf.

We work to build awareness of our Code throughout the year, providing training to employees and embedding guiding principles and messages from the Code in targeted communications campaigns. In 2025, we launched role-based Code of Conduct trainings targeted to specific employee categories, enabling us to better track performance across the business.

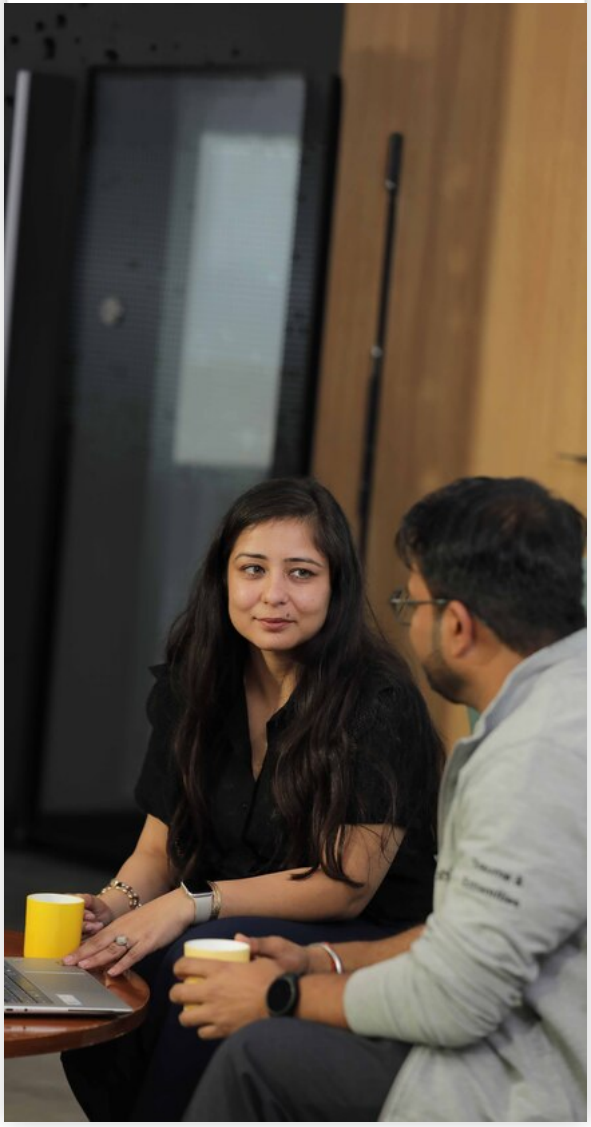
Read more about our ethical business practices, ethical marketing, appropriate promotion and our prohibition on making, offering, accepting or requesting improper payments:

Code of Conduct

Corporate Policy 5: On-Label Product Promotion

99%

overall completion of Code of Conduct Training



Creating a culture of integrity

We strive to create an environment that empowers individuals to conduct business aligned with our values, including by reporting issues when they arise. Our global Speak Up Policy encourages employees to report concerns and prohibits retaliation against those who raise concerns in good faith. Employees and third parties can report ethical concerns or allegations of noncompliance with our Code, policies and standards to their manager or to Compliance, Legal or HR Teams. In 2025, we launched a dedicated Business Ethics and Investigations Program, which supports our Speak Up program and investigations into compliance-related concerns.

We maintain an Ethics Hotline, which provides a confidential channel through which employees and third parties can anonymously report concerns. The Ethics Hotline is accessible via the web, telephone and text message and was overseen in 2025 by our Ethics Hotline Committee, which received regular reports on key trends and critical issues. In 2025, more than 1,800 matters were raised and tracked through our case management system, with 1,050 of those raised via proxy. This is similar to the 1,700 matters reported in 2024.

We conducted our annual Integrity Matters Week again in 2025. Across our locations, we engaged employees and people managers through local events and workshops focused on how integrity builds trust. We also shared content and stories focused on these topics, posted to global internal communications channels in multiple languages to reach employees and third-party partners worldwide.

We reinforced this conversation throughout the year with our quarterly Global Integrity Matters newsletters, reaching all employees. In 2025, newsletters focused on a range of ethics and compliance topics, including conflicts of interest, bribery and corruption, ethical leadership and more. To help deepen the conversation around these topics within individual teams, we shared additional resources with people managers. We also conducted a global Ethics and Integrity Assessment to gain insights from employees on our culture of integrity, which enables us to drive our focus areas moving forward.

Compliance risk management

We work closely and regularly with healthcare professionals, including physicians, hospitals and healthcare organizations. We offer guidance on interactions with these professionals, promoting ethical, compliant relationships aligned with applicable laws and regulations, including those focused on anti-corruption and anti-bribery. We have also adopted the AdvaMed Code of Ethics and similar regional and local industry association codes to guide healthcare professional engagement. These standards apply to our employees, as well as to indirect channel (IC) sales partners, including commission agents, distributors, dealers and resellers.

Our general approach is to apply a risk-based and globally consistent approach for assessing the ethical practices of ICs, including those related to corruption and other risks. As part of the IC selection process, we consider geographic risk, the nature of services provided and potential exposure to interactions with medical professionals or public officials. Prior to engagement, ICs are subject to ethics and anti-corruption due diligence, including background reviews, integrity screening and assessments of books and records practices. Findings are evaluated by a team of cross-functional partners across Indirect Channel Management (ICM), Compliance, Finance and Regulatory Affairs/Quality Assurance Teams for alignment with our policies, Code of Conduct and applicable laws.

We conduct ongoing monitoring and evaluation of ICs, including continuous risk monitoring, periodic reviews and required certifications to confirm ongoing compliance with ethical and anti-corruption standards. Our ICM Team engages ICs on compliance topics, which improves our ability to provide consistent oversight across geographies.

We follow Healthcare Professional Interactions guidance and continue to modernize and expand our global healthcare professional interactions program through harmonized guidance, practical training, efficient processes and user-friendly systems. This evolution enables consistent monitoring of relevant risks, timely detection of and response to issues, and strong, sustainable program governance.

Each year, we conduct local and global Compliance Risk Assessments to identify, prioritize and manage ethical marketing-related risks (including, but not limited to, interactions with healthcare professionals and management of ICs). In 2025, we launched a new Risk Management Portal for compliance officers to use when conducting these assessments, monitoring risk trends or managing local risk mitigation plans. Leaders from across our business use insights from these assessments to make risk-informed decisions, drive sustainable growth and allocate resources effectively.

We are committed to complying with all applicable anti-bribery, anti-corruption, anti-kickback and false claims laws, including the U.S. Foreign Corrupt Practices Act. For more information on our approach to these laws, see our most recent 10-K.

Information security and data privacy

Technology and digital capabilities are transforming how healthcare is delivered. In 2025, we evolved our approach to information technology to meet shifting industry needs, support our company strategy and elevate operational excellence across the business. Through Enterprise Digital and Technology, we are leveraging technological innovation to drive growth, accelerate operating speed, strengthen partnerships and better serve customers and protect employees. As we modernize our digital systems, we must also scale securely.

Cybersecurity

Our Global Cybersecurity Program is focused on protecting the security, reliability and resilience of our information, systems and digital operations. Under the leadership of our Chief Digital and Information Officer and Chief Information Security Officer, we employ a layered defense approach that combines cybersecurity, risk management and compliance practices to strengthen resilience against evolving cyber threats and help maintain the trust of our customers and stakeholders.

Cybersecurity governance is integrated into our ERM framework, with regular oversight from executive leadership, the Board of Directors and its Audit Committee. Through ongoing monitoring, threat detection, risk assessment, incident response preparedness and continuous enhancement of our security capabilities, we seek to protect our business, support our customers and their patients, and maintain trust in the digital technologies and solutions that advance our mission.

Maintaining data privacy

There is nothing more important to us than the customers and patients we serve, and we strive to protect their personal information through strong privacy practices. In 2025, we matured our global privacy governance model by building out a Privacy and Technology Legal Center of Expertise (CoE). The CoE brings together legal, privacy, technology, cybersecurity and AI risk expertise to support our digital and data-driven initiatives.

Our Global Privacy program is overseen by the Chief Legal Counsel, Privacy and Technology, Chief Privacy Officer who leads organizational compliance with laws, regulations and standards.

In 2025, we further embedded privacy practices into all technology, AI and data-driven initiatives, expanded workforce and customer privacy training and strengthened vendor risk management through contractual protections.

We embed data privacy management within our broader Enterprise Governance function and prioritize regulatory compliance and consistent execution of privacy controls for both workforce and customer data.

Employee data is governed under our Global Privacy and Data Protection Policy and managed through Data Protection Impact Assessments (DPIAs), Data Subject Asset Request workflows, employee privacy notices and consent forms, incident response procedures, access controls and security safeguards. We also monitor key financial risks associated with workers' data privacy, including regulatory compliance costs, security investments, training, incident response capabilities and potential exposure to regulatory penalties or remediation obligations.

Customer data is governed under the same policy, with additional regulatory, contractual and regional protections. Key risk controls include DPIAs, third-party risk management, regional privacy assessments and contractual safeguards such as data processing agreements with vendors. We provide specific privacy training for employees who work with customer data. In 2025, privacy trainings evolved to include preparation for company-wide AI training related to both workforce and customer data use.

Practicing responsible AI governance

Our Global Privacy organization played an active role in advancing our AI Governance framework, which was operationalized in 2025. In collaboration with the AI Intake Committee and AI Operating Committee, our Privacy Team helped to ensure responsible AI development and provided cross-functional coordination across Legal, Compliance, Technology and Risk Management.

Read more about our proactive security approach and commitment to continuously improve our security and data privacy practices:

Code of Conduct

Corporate Policy 7: Global Information and Systems Security

Corporate Policy 11: Global Privacy and Data Protection

Human rights

We are committed to conducting our business with respect for the rights and dignity of all people, and we expect our business partners to do the same. We adhere to the following human rights principles, captured in our Position on Human Rights:

- No forced labor, involuntary labor or human trafficking
- No child labor and fair treatment of young workers
- Fair labor practices
- Non-discrimination and anti-harassment
- Safe working environment

We also strive to align with global human right standards and principles, including:

- International Labour Organization Declaration on Fundamental Principles and Rights at Work
- Organization for Economic Cooperation and Development (OECD) Guidelines for Responsible Business Conduct
- United Nations Guiding Principles on Business and Human Rights
- Universal Declaration on Human Rights

Our Human Rights Council—a global, cross-functional group of company leaders—is responsible for human rights governance and due diligence oversight and reports directly to the CR Steering Committee. The Council provides input on enterprise-wide human rights strategy and initiatives while embedding and advocating for human rights principles in their respective functions. The Council tracks the implementation and outcomes of human rights initiatives and provides regular updates to the CR Steering Committee. Our Group President of Global Quality and Operations provides direction and oversight as executive sponsor to the Council.

Our commitment to human rights applies to all employees. We encourage employees to speak up about human rights concerns to their manager, Legal, Compliance or HR, or to report concerns anonymously through the Ethics Hotline.

All third parties—including ICs, suppliers, vendors and contractors—are expected to uphold our commitment to human rights. Our Supplier Code of Conduct communicates these expectations, and our engagement with suppliers on human rights topics is guided by the OECD Due Diligence Guidance for Responsible Business Conduct. For our employees who most frequently visit or interact with suppliers, we provide mandatory annual training on the prevention of forced labor and human trafficking in our supply chain. In 2025, 99.5 percent of these employees completed training.

Upstream supply chain management

Suppliers play a vital role in our ability to serve patients and customers worldwide. We work with supply chain partners that align with our core values—Integrity, Accountability, People and Performance—and perform at the highest level across quality, risk management, environment, human rights and ethics compliance.

All suppliers doing business with us are required to adhere to our Supplier Code of Conduct and are held accountable through contractual and purchase order terms and conditions. The Supplier Code outlines expectations for suppliers in key areas, including:

- Business integrity
- Labor and human rights
- Environment
- Workplace health and safety
- Management systems

In 2025, we conducted a cross-functional review and updated our Supplier Code of Conduct to enhance alignment with emerging regulations and stakeholder expectations. We also focused on streamlining content and made the Supplier Code of Conduct available in 11 languages, enabling our suppliers to better understand and comply with our expectations.

Our Procurement Team completes annual training focused on understanding topics covered in the Supplier Code of Conduct and assisting suppliers in meeting their obligations. In 2025, 99.5 percent of these employees completed this training.

Engaging with suppliers

We regularly engage direct suppliers on a variety of topics through ongoing supplier management activities, platforms, trainings and assessments. This includes conducting supplier business reviews, covering responsiveness, delivery, quality, technology, cost and general business, including social and environmental practices and risks. The results of these reviews help us identify areas of strength and areas for further improvement that we can prioritize and work through with suppliers as needed.

In addition, we use a risk-based approach to engage with direct suppliers in assessments conducted through recognized third-party platforms, covering human rights, environmental impact and ethical behavior. We review the assessment results and, where appropriate, provide feedback and relevant resources to support continuous improvement.

Supplier engagement target

We have set a goal to engage 85 percent of our direct suppliers (by spend) on environmental, human rights and ethical performance by 2027. Through the end of 2025, we engaged with suppliers covering 80 percent of our direct spend.

Supplier quality management

As part of our overall supply chain risk management approach, we take specific measures to assess and manage suppliers that impact the quality of our products. We implement robust processes designed to manage quality risks and ensure compliance with regulations and standards, such as International Organization for Standardization (ISO) 13485. This includes approval processes that classify suppliers by category and risk on our quality-controlled, approved supplier list.

Our Global Supplier Quality Team onboards approved suppliers to meet quality requirements, including through audits, quality agreements and other measures, commensurate with risk. Suppliers that propose a quality-impacting change to products or processes must follow a formal risk-based change approval process, overseen by our Quality Team.

We continually engage with suppliers to improve quality performance, including by:

- Monitoring key performance indicators, including those related to supplier defects per million, product nonconformances, corrective and preventive actions, nonconformances not in our control and product field actions
- Partnering with suppliers to implement quality improvement projects
- Executing product and process audits
- Conducting Supplier Quality Onboarding Days, which give suppliers resources to understand our quality requirements and expectations
- Holding Supplier Quality Symposiums, both in person and virtually, where suppliers can learn about our quality programs and best practices
- Providing supplier quality trainings focused on topics such as line clearance, labeling, human error and risk management
- Sharing our Supplier Quality Guidebook, which provides resources for understanding quality requirements and expectations

Supply chain health and safety

We require suppliers to provide safe, clean and healthy workplaces that meet all relevant environmental, health and safety regulations. We outline these expectations in our Supplier Code of Conduct, including that suppliers prevent occupational injuries and safety incidents by:

- Establishing and maintaining sufficient safety standards for the workplace, workstations and equipment
- Providing appropriate protective measures and equipment
- Preventing excessive physical and mental fatigue by ensuring appropriate working hours and rest breaks
- Adequately training and instructing employees to perform their duties safely

Through our supply chain risk monitoring platform, we track and evaluate supplier news and potential risk events, including those that may impact the health and safety of workers in our supply chain. Supplier assessments also help us understand their policies and key performance indicators around worker health and safety. Additionally, our Procurement Teams regularly visit direct suppliers which allows them to observe their operations and workers first-hand.

Responsible procurement of materials

A wide range of materials, components, devices and services support our production and distribution processes. We employ Global Category Management across our major areas of direct spend—including electronics, metals, plastics, textiles and packaging—to develop strategies and mitigate key risks associated with these essential materials, such as scarcity of supply, price increases or supply chain disruptions.

We primarily purchase semi-finished or finished products through our supply base rather than purchasing critical, scarce or rare earth materials directly. However, we do monitor upstream supply risks and prioritize working with suppliers whose practices minimize risk to our business. For example, we source products from multiple suppliers when feasible and have historically used suppliers located near our manufacturing footprint. These efforts help us minimize the risk associated with product shortages and unanticipated increases in prices, whether due to inflationary pressure, regulatory shifts, global tariffs, geopolitical tensions or other factors.

Global supplier inclusion

Through our Global Supplier Inclusion program, we advance supplier inclusion by increasing visibility to suppliers of diverse capabilities, specializations and sizes, including those that have been historically under-recognized in global supply chains. This broadens access to suppliers with qualifications that align with our needs and support innovation, resiliency and growth.

Supplier inclusion is embedded in enterprise activities, including our global category management strategies. Our Supplier Inclusion Council, consisting of senior functional leaders from across the company, advances awareness and promotes high-performing suppliers, regardless of background or size.

Learn more about supplier inclusion at stryker.com.

Responsible sourcing of conflict minerals

We support the responsible sourcing of tin, tantalum, tungsten and gold (3TG), including minerals that may originate from the Democratic Republic of the Congo and adjoining countries. We maintain a Conflict Minerals Policy and report annually on our due diligence efforts through a Conflict Minerals Report filed with the Securities and Exchange Commission in accordance with the U.S. Dodd-Frank Act. We are also a member of the Responsible Minerals Initiative, which provides tools and resources to support responsible mineral sourcing from conflict-affected and high-risk areas.

Learn more about our Conflict Minerals Policy and Responsible Minerals Initiative.

Managing transportation and logistics

Our Global Logistics and Operations organization actively manages risks relating to transportation and logistics in our supply chain. Key updates and information on related risks and mitigation efforts are communicated regularly to our Senior Leadership Team, aligned with established key performance indicators that help us measure progress.

Our dedicated Transportation Center of Excellence leverages sophisticated data analytics and advanced tracking tools to monitor and respond to risks related to transportation delays, disruptions or cost increases. We have also implemented a "Plan for Every Part" logistics methodology, which considers transportation lead time as part of inventory planning, improving efficiency and inventory control.

To support continuity of critical supply flows, we maintain diverse transportation service options, including partnerships with core carriers and dedicated fleet operations for delivery of components, where appropriate. In partnership with our core carriers, we also take steps to reduce our exposure to fuel volatility by monitoring the market, optimizing routes and shifting modes when possible.

We also operate a multi-tiered, globally integrated outbound logistics network designed around service levels, regulatory requirements and product criticality. This includes distribution and assembly facilities strategically positioned globally to enable fast shipping and inventory pooling. We reach customers by shipping through multiple modes—including delivery by our own sales team, parcel, dedicated fleet and traditional providers—helping us further diversify shipping options.


"If your tools don't work,
make them work.
If you can't make them w
make some that do work."
Dr. Homer Stryker

Appendix

About this report

Our 2025 Comprehensive Report provides an integrated picture of our financial and environmental, social and governance (ESG) performance. Further reporting on other matters specific to financial performance can be found in our filings with the U.S. Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Further reporting on other matters specific to our corporate responsibility (CR) performance can be found on our CR Hub.

Numbers presented throughout this report are rounded to the nearest whole number and may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures and shall be rounded to the nearest whole number to determine the final total number.

This material references the Global Reporting Initiative (GRI) Universal Standards. We also include information sought by the Sustainability Accounting Standards Board (SASB) Index and climate-related financial disclosures sought by International Financial Reporting Standards (IFRS) S2. Our GRI, SASB and IFRS S2 content indexes are available on stryker.com.

In line with evolving global standards, we are progressing toward alignment with the International Sustainability Standards Board (ISSB) IFRS S1 framework. Our current reporting reflects aspects of the framework's elements, and we are assessing remaining gaps.

The process to collect and review the data in this report involves a team of leaders and subject matter experts, including data analysts, and seeks to preserve data integrity and accuracy.

We welcome your questions and feedback on this report at CR@stryker.com.

2025 environmental performance

Scope 1 and 2 GHG emissions by year

GHG emissions (MT CO2e)	2025	2024	2023	2019[X]
Total Scope 1 GHG emissions	**70,761** [L]	**66,449** [Y]	**54,854** [Y]	**53,850** [Z]
Scope 1 fleet GHG emissions	33,046 [L]	32,849 [Y]	26,386 [Z]	23,221 [Z]
Scope 1 facility GHG emissions (fuels and fugitive emissions)	37,715 [L]	33,600 [Y]	28,468 [Z,AA]	30,629 [Z,AA]
Total Scope 2 (location-based) GHG emissions	**119,497** [L]	**117,472** [Y]	**142,378** [Y]	**138,573** [Z]
Total Scope 2 (market-based) GHG emissions	**49,654** [L]	**28,434** [Y]	**81,619** [Y]	**146,705** [Z]
Total Scope 1 and 2 (location-based) GHG emissions	**190,258** [L]	**183,920** [Y]	**197,232** [Z]	**192,423** [Z]
Total Scope 1 and 2 (market-based) GHG emissions	**120,415** [L]	**94,883** [Y]	**136,473** [Y]	**200,555** [Z]
Percentage change in GHG emissions compared to 2019 baseline [%]	(40)% [AB]			
Percentage change in GHG intensity compared to 2019 baseline [% metric tonnes CO2e/million USD]	(64)% [M]			

GHG Scope 1 emissions by region (MT CO2e)	2025	2024	2019
North America	52,143 [L]	44,766 [Y]	29,037 [Z]
Europe, Middle East and Africa	14,872 [L]	16,497 [Y]	19,269 [Z]
Asia Pacific	2,686 [L]	3,646 [Y]	4,126 [Z]
Latin America[AC]	1,060 [L]	1,540 [Y]	1,414 [Z]

GHG Scope 2 (market-based) emissions by region (MT CO2e)	2025	2024	2019
North America	346 [L]	75 [Y]	89,243 [Z]
Europe, Middle East and Africa	37,694 [L]	14,714 [Y]	32,146 [Z]
Asia Pacific	11,505 [L]	13,489 [Y]	24,966 [Z]
Latin America[AC]	108 [L]	156 [Y]	350 [Z]

Scope 1 and 2 GHG emissions by year (continued)

GHG Scope 1 (excluding fleet) emissions by facility type (MT CO2e)	2025
Manufacturing	31,381 [L]
Non-manufacturing	6,334 [L]

GHG Scope 2 (market-based) emissions by facility type (MT CO2e)	2025
Manufacturing	38,323 [L]
Non-manufacturing	11,331 [L]

Renewable energy	2025	2024	2023	2019[X]
Total renewable energy [%]	**67 %** [C]	**82 %** [Y]	**45 %** [Y]	**8 %** [Z]

Scope 3 GHG emissions by year

GHG emissions (MT CO2e) by category[U]	2025	2024
Category 1: Purchased goods and services	947,596 [V]	1,159,943 [AD]
Category 2: Capital goods	34,071 [V]	181,263 [AD]
Category 4: Upstream transportation and distribution	276,420 [V]	271,110 [AD]
Category 11: Use of sold products	255,246 [V,AE]	209,776 [AD]
All other Scope 3 categories	355,166 [AF]	N/A [AG]
Total Scope 3 emissions	**1,868,500** [V]	**N/A** [AG]

ERMCVS

Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Stryker Corporation ("Stryker") to provide limited assurance in relation to the Selected Information set out below and presented in the 2025 Comprehensive Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for 2025 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	• Scope 3, Category 1 GHG emissions [mt CO_2e] • Scope 3, Category 2 GHG emissions [mt CO_2e] • Scope 3, Category 4 GHG emissions [mt CO_2e] • Scope 3, Category 11 GHG emissions [mt CO_2e] • Total Scope 3 comprised of Categories 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, and 15 GHG emissions [mt CO_2e]
Reporting period	1 January 2025 – 31 December 2025
Reporting criteria	• Stryker's Basis of Reporting (as described on pages 66-70 of the Report) • The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'. The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Stryker is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information. ERM CVS' responsibility is to provide a conclusion to Stryker on the agreed assurance scope based on our engagement terms with Stryker, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Evaluating the conversion factors, emission factors and assumptions used;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

August 31, 2026
Malvern, PA

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Stryker in any respect.

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Shape the future with confidence

Independent Accountants' Review Report

To the Management of Stryker Corporation

We have reviewed Stryker Corporation's accompanying schedules of select sustainability metrics (the "Subject Matter") included in Appendix A for the year ended December 31, 2025, in accordance with the criteria set forth in Appendix A (the "Criteria"). Stryker Corporation's management is responsible for the Subject Matter in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. As such, a review does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent of Stryker Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review engagement. Additionally, we have complied with the other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Management Standards established by the AICPA.

The procedures we performed were based on our professional judgment. Our review consisted principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances.

As described in Appendix A, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

The information included in Stryker Corporation's 2025 Comprehensive Report, other than the Subject Matter, has not been subjected to the procedures applied in our review and, accordingly, we express no conclusion on it.

Based on our review, we are not aware of any material modifications that should be made to the Subject Matter in the accompanying schedules of select sustainability metrics at Appendix A, for year ended December 31, 2025, in order for it to be in accordance with the Criteria.

Ernst & Young LLP

Grand Rapids, MI
August 21, 2026

Appendix A

Management's Schedules of the Subject Matter and Criteria:

Stryker Corporation

For the Year-Ended December 31, 2025

Schedule of Scope 1 and 2 GHG Emissions			
Metric	**Amount**	**Unit**	**Criteria**
Total Scope 1 GHG Emissions	70,761	Metric tonnes of carbon dioxide equivalent ($mtCO_2e$)	World Resources Institute (WRI)/World Business Council for Sustainable Development's (WBCSD) *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition* (GHG Protocol) and WRI WBCSD GHG Protocol Scope 2 Guidance: *An Amendment to the GHG Protocol Corporate Standard*
Scope 1 Fleet GHG Emissions	33,046	$mtCO_2e$	
Scope 1 Facility GHG emissions (Fuels and Fugitive Emissions)	37,715	$mtCO_2e$	
Total Scope 2 Location-Based Method (LBM) GHG Emissions	119,497	$mtCO_2e$	
Total Scope 2 Market-Based Method (MBM) GHG Emissions	49,654	$mtCO_2e$	
Total Scope 1 and Scope 2 LBM GHG Emissions	190,258	$mtCO_2e$	
Total Scope 1 and Scope 2 MBM GHG Emissions	120,415	$mtCO_2e$	

Scope 1 GHG Emissions by Region			
Region	**Amount**	**Unit**	**Criteria**
North America	52,143	$mtCO_2e$	WRI/WBCSD GHG Protocol
Europe, Middle East and Africa	14,872	$mtCO_2e$	
Asia Pacific	2,686	$mtCO_2e$	
Latin America	1,060	$mtCO_2e$	

Scope 1 Facility GHG Emissions by Facility Type			
Facility Type	**Amount**	**Unit**	**Criteria**
Manufacturing	31,381	$mtCO_2e$	WRI/WBCSD GHG Protocol
Non-Manufacturing	6,334	$mtCO_2e$	

Scope 2 MBM GHG Emissions by Region			
Region	**Amount**	**Unit**	**Criteria**
North America	346	$mtCO_2e$	WRI/WBCSD GHG Protocol & Scope 2 Guidance: *An Amendment to the GHG Protocol Corporate Standard*
Europe, Middle East and Africa	37,694	$mtCO_2e$	
Asia Pacific	11,505	$mtCO_2e$	
Latin America	108	$mtCO_2e$	

Scope 2 MBM GHG Emissions by Facility Type			
Facility Type	**Amount**	**Unit**	**Criteria**
Manufacturing	38,323	$mtCO_2e$	WRI/WBCSD GHG Protocol & Scope 2 Guidance: *An Amendment to the GHG Protocol Corporate Standard*
Non-Manufacturing	11,331	$mtCO_2e$	

Renewable Energy Percentage			
Metric	**Amount**	**Unit**	**Criteria**
Renewable Energy Percentage	67%	Percentage (%)	Calculated by dividing (a) electricity attributable to renewable sources by (b) total electricity consumed by its global facilities, where (a) includes on-site renewable energy generation, renewable energy purchases and renewable energy procured via contractual instruments globally.

Reporting Boundary:
Stryker uses the operational control approach to define its boundary for Scope 1 and Scope 2 LBM and MBM emissions consistent with the approaches outlined by the GHG Protocol Corporate Standard and the GHG Protocol Scope 2 Guidance.

Gases included in the reporting boundary for Scope 1 and 2 GHG emissions are: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and hydrofluorocarbons (HFCs). The vast majority of reported CO_2e emissions are CO_2, with the remainder being composed of CH_4 and N_2O from electricity, direct combustion and HFCs within refrigerant emissions.

Acquisitions and divestitures are a regular part of Stryker's business. Stryker's 2025 acquisitions are included within the boundary for the remainder of the year following acquisition and divestitures are removed from the boundary after divestiture. No acquisitions or divestitures were material to the inventory in 2025.

Notes:

Although the company has previously disclosed a base-year emissions amount, targets and progress against related targets, they are not included in this presentation of the subject matter.

Scope 1 emissions include stationary combustion, mobile and fugitive emissions. The majority of emissions presented are based on actual consumption data. When actual data is not available, Stryker utilizes an estimation methodology that considers historical and known data. For mobile emissions, the emissions calculation, wherever possible, are based on underlying activity data (distance traveled or fuel consumed) and estimated using average values per vehicle type for a comparable country within the region. For stationary combustion, site usage is estimated using site square footage, average intensity factors based on actual consumption data by site type (manufacturing, office, warehouse) and CBECs.

Scope 2 emissions include purchased electricity and mobile emissions from electric vehicles. The majority of emissions presented are based on actual electricity consumption data. When actual data is not available, Stryker utilizes an estimation methodology that considers historical and known data, which includes site

square footage, average intensity factors based on actual data by site type (manufacturing, office, warehouse) and CBECs.

Stryker procures a variety of energy attribute certificates (e.g., renewable energy certificates (RECs), guarantees of origin, etc.) through renewable procurement and green tariff contracts which are reflected in its reported Scope 2 MBM GHG emissions. In addition, Stryker receives RECs through a virtual power purchase agreement monthly financial settlement, which are applied to eligible sites annually. Stryker also participates in community solar programs, where the company receives RECs. For MBM, Stryker also utilizes residual mix emission factors where available for energy usage that have not been attributed to renewable energy. For countries where residual mix factors are not currently available, emissions were calculated using grid averages, which may result in double counting of voluntary purchases of renewable energy between electricity consumers.

Sources of Emissions Factors and Global Warming Potentials:

Metric	Emission Factors	Global Warming Potentials
Scope 1 GHG Emissions	Department for Environmental Food and Rural Affairs (DEFRA) - 2025 Guidelines USA EPA MRR – Final Rule (40 CFR 98) - Commercial Sector 2013 USA EPA MRR – Final Rule (40 CFR 98) - Industrial Sector 2013 EPA EF Hub - Federal Register EPA; 40 CFR Part 98; e-CFR The Ministry for the Ecological Transition and the Demographic Challenge (MITECO) - 2025 Report	2021 Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6)
Scope 2 LBM GHG Emissions	Australian Government National Greenhouse Account Factors Published 2025 - NGER & NGA Department for Environmental Food and Rural Affairs (DEFRA) - 2025 Guidelines Environment Canada - 2025 National Inventory Report International Energy Agency (IEA) - CO2 Emissions from Fuel Combustion 2025 US EPA eGRID – eGRID 2025	
Scope 2 MBM GHG Emissions	Australian Government National Greenhouse Account Factors Published 2025 - NGER & NGA Department for Environmental Food and Rural Affairs (DEFRA) - 2025 Guidelines Environment Canada - 2025 National Inventory Report International Energy Agency (IEA) - CO2 Emissions from Fuel Combustion 2025	

	US EPA eGRID – eGRID 2025 RE-DISS Residual European Mix (2024) US Residual Mix (Green-e Energy Emissions Rates) - 2025 Green-e Residual Mix* Utility Specific Emissions Factors – 2025 Schneider Electric Research	

*Green-e is an adjusted green-average emission factor that accounts for all unique Green-e Energy certified sales in the United States. A complete adjusted emission factor (i.e., residual mix that counts for all voluntary renewable energy claimed) is not available for the U.S. at this time.

Note on Non-financial Reporting:

Non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Non-GAAP reconciliation

Net earnings ($ millions)	2025	2024	2023
Reported	**$3,246**	**$2,993**	**$3,165**
Acquisition and integration-related costs:			
Inventory stepped-up to fair value	131	34	—
Other acquisition and integration-related	299	85	45
Amortization of purchased intangible assets	581	495	503
Structural optimization and other special charges	140	110	132
Goodwill and other impairments	120	852	27
Medical device regulations	30	44	74
Recall-related matters	48	30	14
Regulatory and legal matters	12	29	63
Tax matters	660	28	43
Adjusted	**$5,267**	**$4,700**	**$4,066**
Effective tax rate-reported	28.1 %	14.3 %	13.8 %
Effective tax rate-adjusted	15.1 %	14.8 %	14.1 %

Net earnings per diluted share	2025	2024	2023
Reported	**$8.40**	**$7.76**	**$8.25**
Acquisition and integration-related costs			
Inventory stepped-up to fair value	0.34	0.09	—
Other acquisition and integration-related	0.78	0.22	0.12
Amortization of purchased intangible assets	1.49	1.28	1.31
Structural optimization and other special charges	0.37	0.29	0.34
Goodwill and other impairments	0.31	2.21	0.08
Medical device regulations	0.08	0.11	0.19
Recall-related matters	0.12	0.08	0.04
Regulatory and legal matters	0.03	0.08	0.16
Tax matters	1.71	0.07	0.11
Adjusted	**$13.63**	**$12.19**	**$10.60**
Weighted-average diluted shares outstanding	386.5	385.6	383.7

Product references

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Stryker Test Report: D0000268997. Triathlon Gold CR Femoral Component Clean Wear Verification Test.

Stryker Test Report: D0000312779. Physical Characterization Testing by Optical Microscopy of Porous Surfaces Manufactured Using Electron Beam Melting (EBM).

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Endnotes

A. Figure based on 2023 data. We regularly update our methodology to reflect our business footprint and data availability, which may result in changes to our reported metric.

B. A Great Place To Work recognition.

C. Renewable electricity percentage is calculated as renewable electricity generated, procured or contractually supported as a percentage of total electricity consumption. Progress is measured annually using utility consumption data, renewable energy certificates (RECs) and contractual renewable energy arrangements. We have obtained external, third-party assurance for this data; see Independent Accountants' Review Report for more information.

D. Virtual power purchase agreement (VPPA) coverage percentages are calculated by comparing RECs or equivalent environmental attributes generated under our VPPAs to annual electricity consumption in the applicable region. Generation data is provided by project operators and environmental attribute registries.

E. To meet these goals, we are focusing on renewable energy, energy efficiency, electrification, low-carbon fuels and lower-carbon processes. We track progress toward these goals regularly and report progress annually. We have assessed the alignment of our renewable energy goal against the Science Based Targets initiative (SBTi) criteria, including the SBTi Corporate Near-Term Criteria (Version 5.3), and believe that this goal is aligned with current climate science.

F. Adjusted net earnings and adjusted net earnings per diluted share are non-GAAP financial measures. Refer to page 66 for a reconciliation to the most directly comparable GAAP financial measures, net earnings and net earnings per diluted share.

G. Our priority topics are identified through a prioritization assessment involving review of frameworks and regulations, engagement with key internal and external stakeholders and peer benchmarking. We continue to monitor frameworks and regulations and evolve our approach by considering concepts introduced by such frameworks and regulations and adapting our reporting approach as needed. Topics may be added or removed from this list accordingly.

H. Disclosures in this paragraph do not give rise to the level of materiality used for the purposes of complying with applicable securities laws and regulations or other reporting framework. See our Forward-looking statements section for more detail.

I. Our goal to power all facilities with 100% renewable electricity by 2027 is measured using the percentage of annual global electricity consumption matched with renewable electricity generated, procured or contractually supported through renewable energy arrangements. Progress is assessed and reported annually. We have assessed alignment of this goal with SBTi criteria and believe the goal is aligned with current climate science.

J. Our carbon-neutral facilities goal is measured using Scope 1 emissions and market-based Scope 2 emissions relative to a 2019 baseline year. The goal excludes fleet emissions and ozone-depleting substances. Progress is tracked annually through greenhouse gas (GHG) inventories prepared in accordance with the GHG Protocol.

K. Reportability was changed on four 2024 recalls after input from FDA.

L. We have obtained external, third-party assurance for this data; see Independent Accountants' Review Report for more information.

M. Reported reductions are calculated by comparing total Scope 1 and Scope 2 (market-based) GHG emissions to our 2019 baseline year. Emissions are normalized based on annual revenue as reported in our financial statements. Progress toward emissions reductions is measured annually using GHG inventories prepared in accordance with the GHG Protocol.

N. The annual generation figure is based on generation data and associated RECs reported for the Sunflower Wind project. Generation is tracked through applicable REC registries.

O. The 2025 percentage is based in part on excess RECs carried forward from 2024.

P. The VPPA coverage represents the percentage of our North American electricity consumption covered by RECs generated under our VPPA. The metric is calculated by dividing annual VPPA-attributed renewable electricity (kWh) by total North American electricity consumption (kWh) for the corresponding reporting year.

Q. VPPA coverage percentages are calculated by comparing RECs or equivalent environmental attributes under contract under our VPPAs to annual electricity consumption in the applicable region. Generation data is provided by project operators and environmental attribute registries.

R. Locations are included in this chart based on participation in renewable energy programs or procurement arrangements during the reporting year, including onsite solar installations, community solar programs and procurement from hydroelectric, wind and renewable procurement mix. Classification is based on facility-level energy contracts, program enrollment records and renewable energy procurement documentation.

S. Certification status is independently verified by accredited third-party certification bodies. ISO 50001 and ISO 14001 certifications support energy and environmental management practices but are not direct measures of GHG emissions reductions or progress toward our carbon-neutral facilities goal.

T. Projected energy savings, emissions reductions and financial benefits are based on engineering analyses, project estimates and operating assumptions available at the time of project approval. Actual results may vary based on implementation timing, operating conditions and other factors. Progress toward emissions reduction goals is measured through annual tracking of energy consumption and GHG emissions. These forward-looking estimates have not been independently assured.

U. Scope 3 emissions were calculated in accordance with the GHG Protocol using a combination of spend-based and hybrid calculation methodologies, supplemented by primary data where available.

V. We have obtained limited assurance for our Total Scope 3 GHG emissions, as well as select individual categories (1, 2, 4 and 11). See Independent Limited Assurance Report for more information.

W. Percentage of dues paid to each trade association that is attributable to advocacy.

X. 2019 serves as our baseline year for Scope 1 and Scope 2 emissions.

Y. We have previously obtained external, third-party assurance for this data.

Z. We are strengthening emissions data quality by incrementally expanding assurance. This data point was not assured when first calculated or disclosed.

AA. We previously disclosed “Scope 1 facility GHG emissions” in a disaggregated form as “Scope 1 GHG emissions (natural gas and diesel)” and “Scope 1 refrigerants,” and the data is presented as a sum of prior disaggregated disclosures.

AB. Reported reductions are calculated by comparing total Scope 1 and Scope 2 (market-based) GHG emissions to our 2019 baseline year. Progress toward emissions reductions is measured annually using GHG inventories prepared in accordance with the GHG Protocol.

AC. For regional reporting, Costa Rica is considered Latin America.

AD. We have previously obtained external, third-party assurance for the aggregate of these categories.

AE. A portion of category 11 emissions was estimated using extrapolated data.

AF. Emissions related to Categories 3, 5, 6, 7, 8, 9, 12 and 15 are relevant for us and have been calculated; however, these emissions have been assured at the aggregate level and not individually. See Independent Limited Assurance Report for more information. Emissions in Categories 10, 13 and 14 are not applicable to us.

AG. In 2024 this data point wasn't assured or disclosed. We are strengthening emissions data quality by incrementally expanding assurance.

Important information about this report

This report is not intended to promote our products.

This report contains many of the valuable trademarks owned and/or used by Stryker and our subsidiaries and affiliates in the United States and internationally to distinguish products and services of outstanding quality, including the following: Caring Greatly, Guard Medical, Heart of Safety Coalition, Inari, Inbone, Incompass, Infinity, InThrill, IP BRAVoE, LIFEPAK, Mako, MOLLI, OptaBlate, Q Guidance, SmartHospital Platform, SmartRobotics, SPY, Steri-Shield, Stryker, Together with our customers, we are driven to make healthcare better., Triathlon, Tritanium. All other trademarks are trademarks of their respective owners or holders.

Patient outcomes following surgical procedures vary based on various factors, including but not limited to patient height, weight, activity level, comorbidities and surgical technique. The patient activities reflected in images in this report are not necessarily typical. Patients should consult with their physicians regarding appropriate activities following any surgical procedure.

Products referenced in this 2025 Comprehensive Report may not be authorized for marketing or available in the United States or other markets. Product availability is subject to the regulatory and/or medical practices in individual markets.

Latin America

Este informe fue elaborado por Stryker Corporation con el objetivo de comunicar acerca de los resultados de la compañía en 2025. Este informe no tiene como objetivo la promoción de productos sanitarios y, en función de las cuestiones reglamentarias, parte de su contenido puede no ser relevante o no estar disponible en el mercado local.

Este relatório foi elaborado pela Stryker Corporation com o objetivo de informar sobre os resultados da companhia em 2024. Este relatório não visa a promoção de produtos de saúde e, em função de questões regulatórias, parte do seu conteúdo pode não ser relevante ou não estar disponível no mercado local.

Canada

This 2025 Comprehensive Report is developed by Stryker Corporation, our parent company based in the United States, to provide information about Stryker's global performance and our organization's strategic goals. Some of the content in this Report may not be relevant for the Canadian market. Products referenced in the Report may not be authorized for marketing or available in Canada. Product availability is subject to the regulatory and/or medical practices in individual markets.

Forward-looking statements

This report contains information about our CR strategy, approach, efforts, commitments and other initiatives. The information provided in this report reflects the company's approach to CR-related matters as of the date(s) referenced in these disclosures and is subject to change without notice. For example, the actual conduct of our activities, including the development, implementation or continuation of any strategy, approach, effort, commitment or other initiative referenced or forecasted in this report, may differ materially in the future. These initiatives involve certain risks and uncertainties, including operational and market changes, evolving regulations and standards and our ability to accurately report certain information. In addition, the methodologies, assumptions and estimates underlying our climate- and other CR-related strategy, efforts, analysis and data have evolved over time and are likely to continue to change in future periods, including as a result of regulatory, industry, scientific and other developments. Certain information in this report incorporates or otherwise relies upon data from third parties, which may have been prepared in ways that are not consistent with our methodologies or practices. Except as required by law, we do not independently verify such third-party information. Actual results and outcomes may differ from those expressed in or implied in this report due to, among other factors, any applicable legal requirements and/or industry standards.

Furthermore, these disclosures may contain statements based on analytical frameworks (including double materiality assessments), hypothetical scenarios and assumptions. These statements should not necessarily be considered as being indicative of current or actual risk or forecasts of expected risk or relevance. For a variety of reasons, these frameworks, scenarios and assumptions, as well as the resulting analyses, are subject to change without notice. As a result of these and other factors, the information we present in this report could differ from that included in our prior disclosures, and information in future disclosures may differ from information contained in this report. Except as required by law, Stryker undertakes no obligation to update any statement (including both forward-looking statements and statements regarding historical periods) in this report or future disclosures.

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None of the content of this report shall be deemed to be incorporated by reference in any documents we have filed or will file with the SEC or any other regulator, and no information referenced in this report shall be deemed to be incorporated by reference herein. Statements made about the Corporation, its business or efforts may not apply to all our business units. Nothing in this report should be construed as a representation, warranty, guarantee, undertaking or claim, express or implied, with respect to the performance or impact of Stryker, any of its affiliates, services or product, including regarding the potential or actual emissions reductions and other aspects of their safety and sustainability performance or impact.

This report contains information that includes or is based on forward-looking statements, including 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 risks and uncertainties include, but are not limited to: legislative and regulatory actions; the impact of investigative and legal proceedings and compliance risks; changes in financial markets; our ability to realize any anticipated cost savings or to achieve the anticipated outcomes of any corporate or sustainability initiative; and potential negative impacts resulting from ESG- or sustainability-related matters. Additional information concerning these and other factors is contained in our filings with the SEC, including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. We disclaim any intention or obligation to publicly update or revise any forward-looking statement to reflect any change in our expectations or in events, conditions or circumstances on which those expectations may be based, or that affect the likelihood that actual results will differ from those contained in the forward-looking statements, except to the extent required by law.

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