

|  |  | 1996 |  | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | LAST 5 YEAR AVG | TREND |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 1997 | UP |  |  |  |  |  |  |  |  |  | Down |
| A | \% Pre-tax Profit on Sales (Net Before Taxes $\div$ Sales) |  | 18.6 | 19.8 | 17.5 | 11.7 | 14.6 | 15.6 | 17.4 | 18.2 | 19.7 | 20.9 | 18.4 | UP |  |
| B | \% Earned on Equity (E/S $\div$ Book Value) | 19.7 | 20.1 | 18.5 | 23.5 | 25.2 | 25.0 | 23.1 | 20.9 | 20.9 | 21.8 | 22.3 |  | DOWN |

3 PRICE-EARNINGS HISTORY as an indicator of the future

| This shows how stock prices have fluctuated with earnings and dividends. It is a building block for translating earnings into future stock prices. |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | RICE | 42.110 |  | GH THIS YEAR |  | LOW | YEAR | 39.740 |
|  | Year | A | B | $\underset{\text { Earnings }}{C}$ |  | D Price E | ${ }_{\text {Ratio }}{ }^{\text {E }}$ |  | G <br> \% Payout | H \% High Yield |
|  |  | HIGH | LOW | Per Share |  | $\begin{aligned} & \mathrm{HIGH} \\ & \mathrm{~A} \div \mathrm{C} \end{aligned}$ | $\begin{aligned} & \text { LOW } \\ & B \div C \end{aligned}$ | Share | $F \div C \times 100$ | $F \div B \times 100$ |
| 1 | 2001 | 31.6 | 21.7 | 0.67 |  | 47.2 | 32.4 | 0.050 | 7.5 | 0.2 |
| 2 | 2002 | 33.7 | 21.9 | 0.88 |  | 38.5 | 25.0 | 0.060 | 6.9 | 0.3 |
| 3 | 2003 | 42.7 | 29.8 | 1.13 |  | 38.0 | 26.5 | 0.070 | 6.2 | 0.2 |
| 4 | 2004 | 57.7 | 40.3 | 1.43 |  | 40.3 | 28.2 | 0.090 | 6.3 | 0.2 |
| 5 | 2005 | 56.3 | 39.7 | 1.75 |  | 32.2 | 22.7 | 0.110 | 6.3 | 0.3 |
| 6 | TOTAL |  | 153.4 |  |  | 149.0 | 102.4 |  | 33.2 |  |
| 7 | AVERAGE |  | 30.7 |  |  | 37.3 | 25.6 |  | 6.6 |  |
| 8 | AVERAGE PRICE EARNINGS RATIO |  |  | 31.4 | 9 | CURRENT PRICE EARNINGS RATIO 23.1 |  |  |  |  |
| Proj. P/E [20.38] Based on Next 4 qtr. EPS EVALUATING RISK and REWARD over the next 5 years |  |  |  |  |  | $[2.07]$ | Current P/ | Last 4 |  | $\mathrm{EPS}_{\mathrm{PEG}}[1 .$ | EVALUATING RISK and REWARD over the next 5 years

Assuming one recession and one business boom every 5 years, calculations are made of how high and how low the stock might sell. The upside-downside ratio is the key to evaluating risk and reward.



D UP-SIDE DOWN-SIDE RATIO (Potential Gain vs. Risk of Loss)

| High Price | (4A1) | 102.9 | Minus Present Price |  | 42.110 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| esent P |  | 42.110 | Price | (4B1) | 34.8 | 60.8 |

$\qquad$ To 1
(4D)
E PRICE TARGET (Note: This shows the potential market price appreciation over the next five years in simple interest terms.)


5-YEAR POTENTIAL This combines price appreciation with dividend yield to get an estimate of total return. It provides a standard for comparing income and growth stocks.


B AVERAGE YIELD OVER NEXT 5 YEARS

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Printed: 07/02/06 10:44 AM Prepared by: jah Using The Investor's Toolkit


| (\$MILL.) |  |  |  |
| :--- | ---: | ---: | ---: |
| Cash Assets | 349.4 | 1056.5 | 874.1 |
|  | 751.1 | 770.3 | 841.8 |
| Receivables | 752.5 | 563.5 | 595.6 |
| Inventory (LIFO) | 552.5 |  |  |
| Other | 489.6 | 479.8 | 509.9 |
| Current Assets | 2142.6 | 2870.1 | 2821.4 |
| Accts Payable | 214.5 | 206.5 | 202.1 |
| Debt Due | 9.3 | 47.4 | 37.8 |
| Other | 889.7 | 994.9 | 893.5 |
| Current Liab. | $\underline{1113.5}$ | $\underline{1248.8}$ | $\frac{1133.4}{}$ |


| ANNUAL RATES | Past | Past | Est'd '03-'05 |
| :--- | :---: | :---: | :---: |
| of change (per sh) | 10 Yrs. | 5 Yrs. | to '09.'11 |
| Sales | $19.5 \%$ | $17.5 \%$ | $14.5 \%$ |
| "Cash Flow" | $24.0 \%$ | $25.5 \%$ | $16.0 \%$ |
| Earnings | $22.5 \%$ | $26.5 \%$ | $18.0 \%$ |
| Dividends | $22.0 \%$ | $16.5 \%$ | $21.0 \%$ |
| Book Value | $21.5 \%$ | $29.5 \%$ | $15.5 \%$ |


$\left.$| Cal- <br> endar | QUARTERLY <br> Mar.31 |  |  |  | Jun.30 SALES (\$ mill.) | Sep.30 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Dec.31 |  |  |  |  |  |  | | Full |
| ---: |
| Year | \right\rvert\,

BUSINESS: Stryker Corp. develops, mfrs., \& markets Orthopaedic Implants ( $58.6 \%$ of ' 05 sales), MedSurg Equipment (36.0\%), and other products $(5.4 \%)$. Orthopaedic products include hip, knee, shoulder, and spinal implants. MedSurg includes powered instruments, endoscopic systems, other operating room devices, specialty stretchers, and maternity beds. Other includes Physical

## Stryker has an exceptional long-term

 track record. In the 28 years that J ohn Brown was at the helm, the company increased per-share profits by at least $20 \%$ in all but one year. (Note: Numerous stock splits-related rounding obscures this fact in the presentation above.) The sole exception was in 1999, when the earnings advance was hindered by costs associated with the large December, 1998 acquisition of Pfizer's Howmedica business. Stryker accomplished this exemplary performance through a combination of new products, price increases, and strategic small acquisitions. Very healthy target markets helped, too, as did a keen eye on expenses, which helped to bolster margins and earnings gains. Mr. Brown passed the baton to Steve MacMillan at the end of 2004, and the new CEO delivered a $22 \%$ increase in share profits in his first year.Bottom-line advances of about 20\% are likely in both 2006 and 2007. The medical devices maker posted a 12.3\% constant-currency top-line increase in the March quarter, with improving trends evident in all of its businesses. An extended decline in hip sales appears to have re-

Therapy Services. About $35 \%$ of ' 05 sales were foreign. Acq. Howmedica 12/98. R\&D: $5.5 \%$ of sales. ' 05 depr. rate: $20.7 \%$. Has 17,265 employees, 3,980 stockholders. Off. and dir. (incl. Stryker family trust) own $27.1 \%$ of stock (3/06 proxy). Pres. \& CEO: Stephen MacMillan. Inc.: MI. Address: P.O.Box 4085, Kalamazoo, MI 49003. Tel.: 616-385-2600. Web site: www.strykercorp.com.
versed course, and strong uptake of Triathlon and X3 poly supported a modest acceleration in knee sales. Contributions from MedSurg Equipment continued to surge, rising 15.5\% (to $\$ 490$ million). Share-net, meantime, rose $20 \%$, adjusted for nonrecurring items and the adoption of an accounting rule that mandates the expensing of stock-based compensation. Management's profit guidance for 2006 is \$2.02, and we're comfortable with the projected $21 \%$ apples-to-apples gain.
This issue has fared poorly over the past two years .. . Top-line deceleration has hurt investor sentiment, as has fear about possible acquisitions and cuts in reimbursement. We would note, too, that healthcare equities have struggled of late, as most of the money has chased the equities of energy and cyclical concerns.
... but we think Stryker stock will generate attractive returns over the next 3 to 5 years. Demographic and socioeconomic trends augur well for continued prosperity. Meanwhile, atypically depressed valuations offer the potential for a doubling in the price out to 2009-2011. George R ho

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## PERT Worksheet-A Graph




[^0]:    (A) Based on average shares through '96; $\$ 0.01$; '02, \$0.03; '04, \$0.29; '05, \$0.11. Next $\$ 2.28 /$ share. (D) In millions, adjusted for stock diluted thereafter. Excludes extraordinary gains earnings rpt. due late July. (B) Dividends his- splits. of $\$ 0.06$ in 1990; $\$ 0.03$ in 1996. Excludes non- torically paid at the end of January. (C) Inrecurring losses: '98, \$0.57; '99, \$0.71; '01, 1 cludes intangibles. In 2005: \$922.9 million,

    | Company's Financial Strength | A |
    | :--- | ---: |
    | Stock's Price Stability | 80 |
    | Price Growth Persistence | 95 |
    | Earnings Predictability | 100 |

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