

Intuitive Surgical, Inc.
Annual Meeting of Stockholders
May 1, 2025

RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING

We would like to welcome you to the 2025 Annual Meeting of Stockholders of Intuitive Surgical, Inc. (the “Company”). Each attendee in person should have received a copy of the Rules of Conduct upon entry into the Annual Meeting and each virtual attendee should have access to the Rules of Conduct at the virtual meeting website. In fairness to all stockholders participating and in the interest of an orderly meeting, we require that you honor the following rules of conduct:

1. All stockholders and proxy holders attending virtually must register before entering the virtual meeting website. All stockholders and proxy holders attending in person must register at the reception desk before entering the meeting room by presenting a valid photo identification and either (i) the Notice of Internet Availability of Proxy Materials or the top portion of your proxy card if you are a stockholder, or (ii) a copy of a bank or brokerage statement showing ownership of our stock as of the close of business on March 3, 2025, which was the record date for this meeting, if you hold your shares in street name. Please note that only persons who have complied with these admission procedures, which were also set forth in the Company’s proxy statement, may attend the meeting.
2. The meeting will follow the Agenda provided to all stockholders on the virtual meeting website.
3. Only stockholders of record at the close of business on March 3, 2025, or their proxy holders, may enter a comment or question at this meeting. For virtual attendees, please enter your comment or question using the instructions listed on the virtual meeting website. For in-person attendees, stockholders and proxy holders may address the floor only after they have been recognized. We ask all attendees to permit each speaker the courtesy of concluding his or her remarks without interruption.
4. In fairness to other participants, please limit comments or questions to two per stockholder or proxy holder.
5. For virtual attendees, kindly note that there is a 1,000-character limit on your comments or questions.
6. If you are attending in person and wish to speak, please raise your hand. After the chair of the meeting recognizes you, kindly stand, give your name and address, state whether you are an individual stockholder, proxy holder or a representative of an organization holding shares, and then present your question or comment as concisely as possible.
7. The views and comments of all stockholders and proxy holders are welcome. However, the purpose of the meeting will be observed, and the chair may not address comments or questions that are not germane to the purpose of the meeting, including those that are:
 - irrelevant to the business of the Company or the conduct of its operations;

- related to pending or threatened litigation;
 - derogatory references that are not in good taste;
 - unduly long (longer than two minutes);
 - substantially repetitious of statements made by other stockholders; or
 - discussion related to personal grievances.
8. In order to use the time of all attendees as effectively as possible, we will handle the official business of the meeting as outlined in the Agenda first. During this time, we ask that you confine questions or comments to these matters. There will be a separate question and answer period about other appropriate matters that may be of concern to attendees after the conclusion of voting.
 9. The use of cell phones, recording and photographic equipment, computers or any other similar equipment is prohibited without the express written permission of the Company, except those employed by and at the direction of the Company. Please also be sure to silence all phones and other personal electronic devices.
 10. The chair of the meeting shall have the authority necessary to preside over the meeting and may make any and all determinations with respect to the conduct of the meeting and procedures to be followed during the meeting, including interpretations regarding these rules of conduct.
 11. The chair has sole discretion to rule on any of the foregoing rules and on all other matters relating to the conduct of the meeting.
 12. The chair may interrupt or terminate the comments of any stockholder or proxy holder that the chair believes are not in accordance with these rules or with the orderly conduct of the meeting. Conduct that is disruptive or that otherwise interferes with or detracts from the orderly conduct of the meeting will not be permitted. Persons who engage in such conduct will not be permitted to address the meeting and may be escorted from the meeting room. In the event of disorder, the chair may immediately adjourn the meeting and declare the polls open for such period of time as he may determine to receive votes by proxy or ballot on items of business properly before the meeting.