Forward looking statement

These slides and any accompanying oral presentation by Intuitive Surgical, Inc. contain estimates and forward-looking statements. Actual results may differ materially from those expressed or implied as a result of certain risks and uncertainties. These risks and uncertainties are described in detail in the Company’s Securities and Exchange Commission filings. Please do not place undue reliance on these forward-looking statements, which speak only as of the date of this presentation.

Note: Some products shown in this presentation may not yet have obtained regulatory clearances in this country. These products are therefore not for sale in this market. Please check with your local Regulatory contact for current status.
Our Q1 2020 performance is best told in two parts: pre-and post-COVID-19.

Let’s first look back to 2019.
In 2019, more than...

- 2,800 peer reviewed articles published
- 1,200,000 procedures performed
- 1,100 da Vinci systems placed

Since inception, more than...

- 21,000 peer reviewed articles published
- 7,200,000 procedures performed
- 5,500 da Vinci systems placed globally
## Objectives
- Continue adoption in general surgery
- Continue to develop core European markets and Asian market access
- Advance new platforms — da Vinci SP System, Ion, and advanced instrumentation
- Support additional clinical and economic validation by region

## Areas of strength
- U.S. general surgery growth
- Advanced Instrumentation
- Innovation pipeline
- Market access
- OUS ROI — Germany, China, Japan

## Challenges
- Performance in some EU countries
- Da Vinci SP Program timelines
Growth remained strong in 2019
The market is accepting robotic-assisted surgery

Phase 1
Adopt

Phase 2
Operationalize

Phase 3
Standardize

Where we are today

US Hospitals with 5+ systems
Q1 2020 summary
Note: We believe the COVID-19 pandemic’s impact on the Company’s business differs by geography, and in regions like the United States and parts of European, where COVID-19 cases continue to increase, da Vinci procedure volume could decline below the levels experienced during the last half of March 2020.
Da Vinci procedures: Weekly procedures % of Normalized run-rate
Weeks 2–13

Note: We cannot predict that other countries will see recovery similar to that experienced in China, as geographies are impacted differently and the timing of recovery depends on multiple factors, including economic conditions and the policies of the different countries.
**Intuitive’s first priority is the support and safety of our customers and our employees**

### Initial actions taken

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
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<tbody>
<tr>
<td>Implemented employee health and safety measures</td>
<td>To ensure continuity of essential operations — supply, service, logistics, customer support, and IT.</td>
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<tr>
<td>Implemented employee income stabilization measures</td>
<td>So our field and factory employees can focus on customer needs and community health, as elective procedures are deferred.</td>
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<td>Started to manufacture and donate face shields and masks for health care workers</td>
<td>An effort led by the Intuitive Foundation.</td>
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<td>Introduced a series of programs to provide financial relief to customers</td>
<td>Which may include service credits, warranty extensions and more flexible payments terms (estimated value of credits and warranty extensions will range between $90-130mm and not exceed $205mm).</td>
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1: Per our 8-K filed on April 28, 2020
The National Coronavirus Response framework serves as a guide to our approach.
The AERI Road Map To Reopening outlines four phases
COVID-19 phase framework

Phase 1
Slow the spread.
Shelter in place, creating time for health system to acquire resources.

Phase 2
Partial re-open.
No vaccine. Possible return to phase 1 in hotspots.
Return to work, physical distancing stays, material shortages resolving.

Phase 3
Establish routine monitoring. HC capacity. Lift restrictions.
Treatment pathways defined. Major wave past. Patients move to optimized environments.

Phase 4
Vaccine and treatment well-defined.
Policy update and coordinated pandemic response by countries.

We are here
‘Elective Surgery’ does not mean optional.

Those seeking da Vinci procedures have an underlying medical condition.

As hospitals defer surgeries, a backlog of patients requiring treatment is growing.
This is a marathon, not a sprint

**Phase 1**  
**Slow the spread.**  
Support for customers  
Supply chain stabilization  
Employee health & safety, essential operations  
Intuitive COVID financial plan  
Community support

**Phase 2**  
**Partial re-opening.**  
**No vaccine. No cure.**  
Support for customers  
Productivity in a new norm  
Crystallize Phase 3 plans  
Phase 3 readiness (e.g. move systems)  
Support for employees

**Phase 3**  
**Restrictions lifted.**  
**Good surveillance.**  
Support for customers  
Productivity in a new norm  
Ramp field and volume  
Stretch planning window

**Phase 4**  
**Vaccine. Treatment.**  
**Global policy responses.**  
New normal emerges for customers  
Population health  
Digital, telemedicine  
Reshaping of hospital budget spend

Early signs with customers in Asia
## Our approach

### The Intuitive COVID-19 Financial Plan

1. Customer-focused financing and economic policies that meet their needs during this disruption

2. Employee policies that secure our valuable workforce needed for hospital recovery from Phase 1 and to drive our innovation

3. Secured and stabilized critical supply chain resources

4. Reduction of ineffective spending during this period; pause hiring in volume-related roles and spending on projects that cannot progress in the current phase

5. Shareholder policies that do not interfere with the first four priorities
Our employees are actively engaging in the response

More than 100,000 pieces of PPE (personal protection equipment) to frontline workers in our communities.

Manufacturing and delivering **face shields** for frontline healthcare workers

Sourcing and sewing **cloth masks** for employees; overflow goes to frontline workers

Co-leading sub teams with Silicon Valley Leadership Group, for a **coordinated community response and delivery of PPE**
Our long-term opportunity is substantial.
How do we prepare for the next Phase?

Elective does not mean optional. We are preparing to respond to the growing backlog of surgeries.

**Trust.**
Customers are counting on us as they prepare to operate in this new environment.

**Agility.**
Our business model allows us to pivot to support evolving customer needs.

**Focus.**
We will continue to align with our customers’ objectives — significant improvement in the quadruple aim.
We are well-positioned — financially and organizationally — to weather this COVID-19 outbreak

**Immediate priorities**

**Support in Phase 1**
Support our constituencies through the 'stop the spread' phase and prepare for Phase 2

**Recover in Phase 2**
Flexibility in supporting customers as they work down the surgery backlog. Continue to deliver on our innovation agenda needed for Phase 3
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### Durable opportunity

**Accelerate access to and quality of MIS**

| |  
|---|---|
| **Growth in US general surgery:** hernia, bariatics & colorectal | **Extend depth in OUS markets, particularly Asia and EU; grow beyond urology** |
| **Progress in launch of SP, ION, imaging, and analytics** | **Continue to expand clinical, economic and analytical evidence base for key procedures and countries** |
Our innovation pipeline remains strong.

**Ion**

a strong start to peripheral lung biopsy

**Da Vinci SP**

enabling a shift to less invasive approaches
Our comprehensive innovation is helping enable differentiated experiences.
Key clearances and first cases completed in 2019

Ion endoluminal system
Lung biopsy in the periphery of the lung

SureForm Stapler
Intelligent stapling
Sureform 45: OUS, Japan, Korea.
SureForm 60: Taiwan

Endoscope Plus
Higher performance, better resolution

SynchroSeal E-100 Generator
Integrated energy for fast transection

SP TORS
US Launch
Pre-submission for Colorectal

Iris Augmented Reality
pre- and intra-operative guidance
by delivering 3D image of patient anatomy

Da Vinci handheld camera
Enhanced visualization
Building a robot is just the beginning — Key investments required

A robust ecosystem is a must have

Building the ecosystem takes time and resources
Our mission is intact

We believe that minimally invasive care is life-enhancing care. Through ingenuity and intelligent technology, we expand the potential of physicians to heal without constraints.
Appendix
Recurring Revenue Model

**da Vinci® Surgical System**

- **2019 Rev:** $1,346M

**2019: 72% Recurring Revenue**
- Including $107M Systems Leasing

**Instruments & Accessories**

- $700-$3,500 per Procedure
- **2019 Rev:** $2,408M

**Service**

- $80K - $190K/Year
- **2019 Rev:** $724M
da Vinci System Installed Base

5,669 Worldwide as of March 31, 2020

- USA: 3,581
- Europe: 993
- Asia: 800
- Rest of World: 295

721 of 5,669 installed systems under operating lease.