

INTUITIVE

Investor Presentation

Q3 2025

Cautionary note on forward-looking statements

This presentation contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 regarding, among other things: future operating and financial performance, product development, and market position and business strategy. The reader is cautioned not to rely on these forward-looking statements. They are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Intuitive Surgical, Inc. Risks and uncertainties include, but are not limited to: macroeconomic factors, which could have a materially adverse impact on our business, financial condition, or results of operation; reliance on sole and single source suppliers and inability to purchase at acceptable prices a sufficient supply of materials, parts, and components; public health crises or epidemic diseases; litigation, investigations, or other legal proceedings; the highly competitive nature of our industry, including customers’ preference for competitors’ products or services; market acceptance of our products; inability of hospitals to obtain coverage and reimbursement for procedures using our products or insufficient reimbursement to cover the costs of purchasing our products; defects in or performance problems of our products, which may result in recalls; significant, uninsured losses; the loss of key personnel or inability to attract and retain other personnel; negative publicity concerning our products or company; and long and variable capital sales cycles and seasonality in our business. A further list and descriptions of these risks, uncertainties, and other factors can be found in Intuitive’s Annual Report on Form 10-K, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” and in Intuitive’s subsequent Quarterly Reports on Form 10-Q and other filings with the U.S. Securities and Exchange Commission. Copies of these filings are available at www.sec.gov, isrg.intuitive.com, and on request from Intuitive. Any forward-looking statements in this presentation speak only as of the date of this presentation. Intuitive does not undertake to update any forward-looking statements as a result of new information or future events or developments. Some products discussed in this presentation may not be available without regulatory clearance. Please check with your local regulatory contact for current status.



Our mission

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.

Our vision

We envision a future of care that is less invasive and profoundly better, where diseases are identified early and treated quickly so patients can get back to what matters most.

The Quintuple Aim

We measure ourselves against the metrics our customers care about



Better outcomes

Length of stay
Consistency of outcomes
Surgical site infections
Complications
Return to OR
Readmission



Better patient experience

Recovery
Conversions
Outpatient vs. inpatient



Better care team experience

Ergonomics
Dedicated teams
OR efficiencies
Analytics
Training



Lower total cost of care

Clinical cost
Direct costs
Clinical variation



Advance health equity

Access
Equitable quality care
Education and empowerment

2,680,000+

Procedures performed on da Vinci® systems in 2024

95,000+

Ion procedures performed in 2024

1,790+

Intuitive systems placed in 2024

1,430+

Multiport

95+

Single port

270+

Ion

4,000+

Peer-reviewed articles published in 2024

17,670,000+

Procedures performed on da Vinci® systems to date¹

210,000+

Ion procedures performed to date

11,040+

Intuitive systems in hospitals globally¹

9,890+

Multiport

290+

Single port

850+

Ion

43,000+

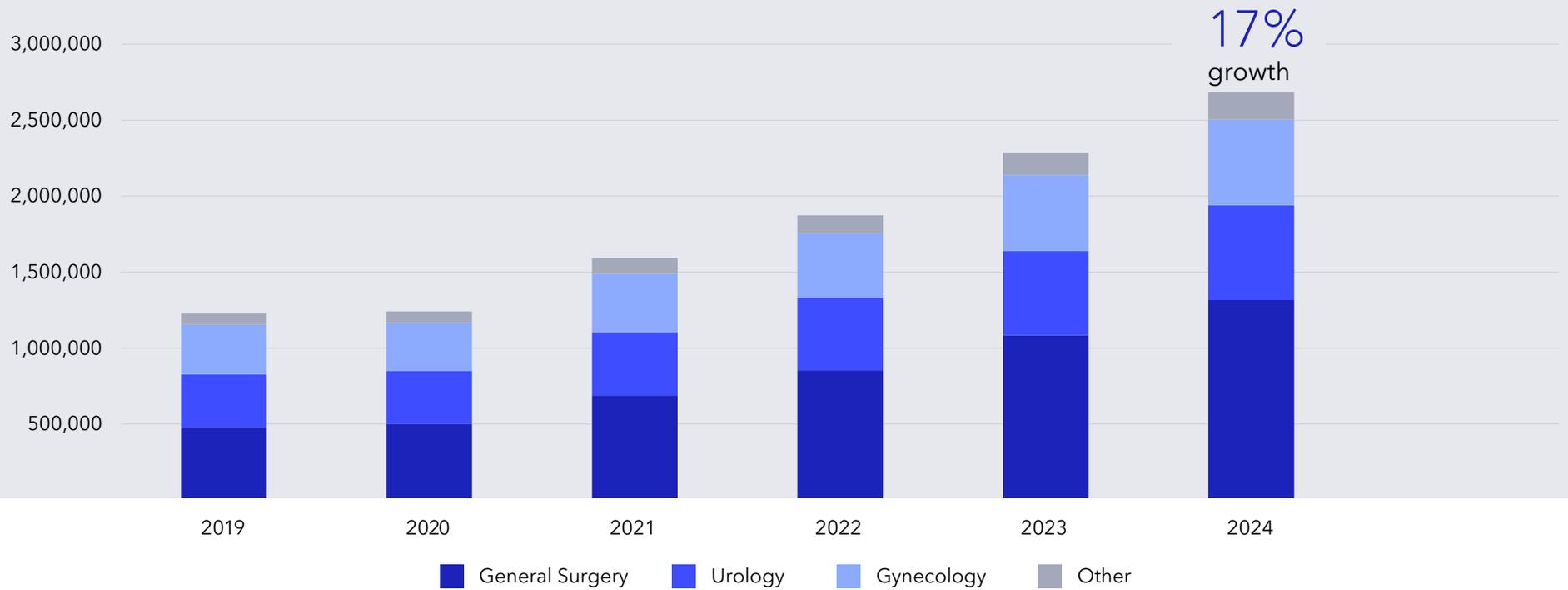
Peer-reviewed articles published to date²

1. As of Dec. 2024.

2. As of Nov. 2024.

Source: Intuitive earnings.

Worldwide procedure trend

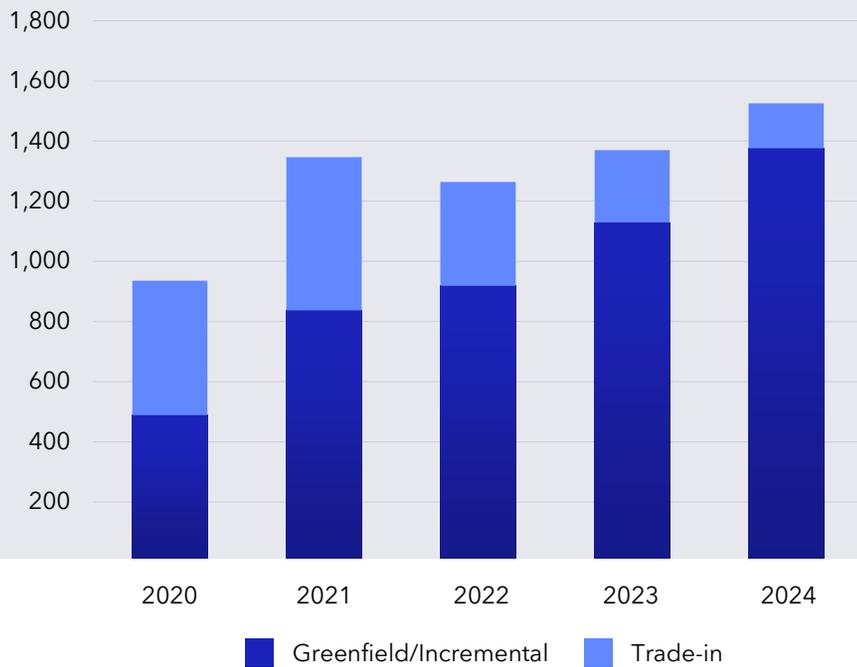


Source: Intuitive 2024 earnings.

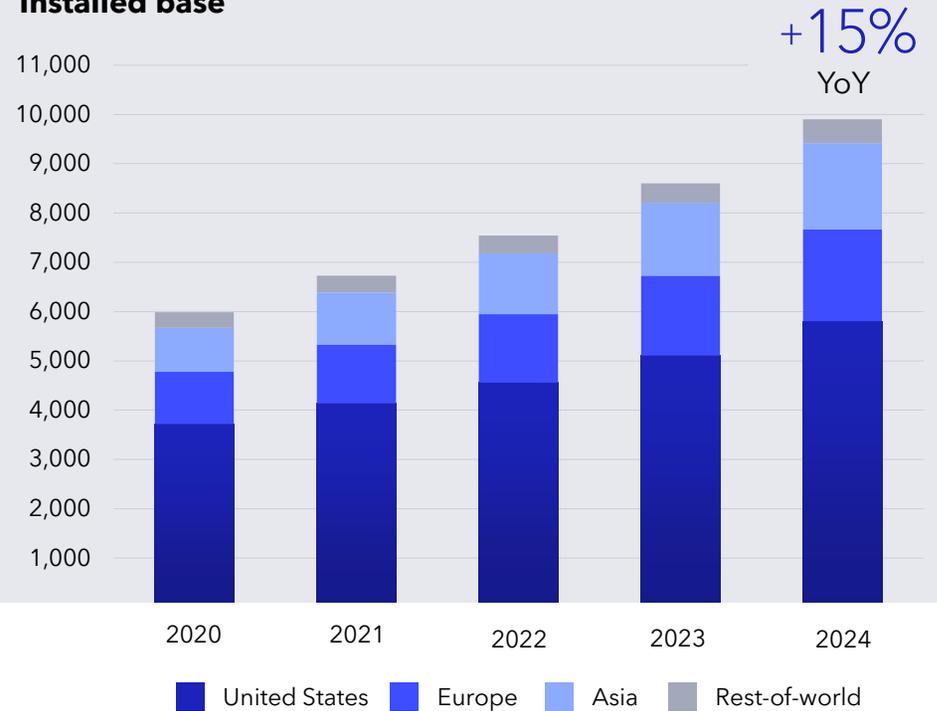
*da Vinci only.

Worldwide capital trend

System placements



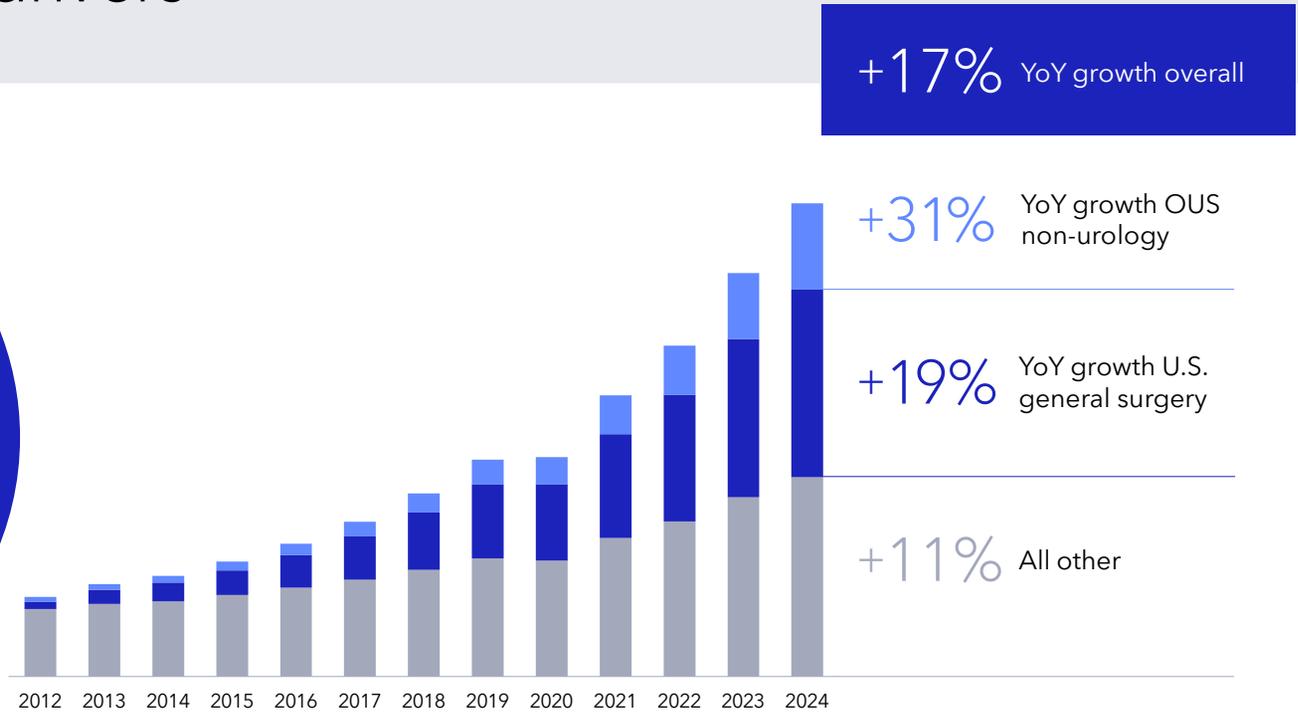
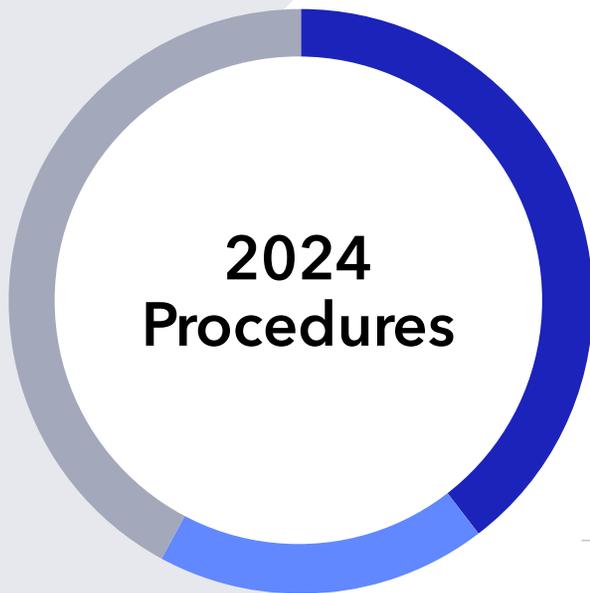
Installed base



Source: Intuitive 2024 earnings.

*da Vinci only

Procedure growth drivers



Source: Intuitive 2024 earnings.

*da Vinci only

Customers continue to standardize

Phase 1

Adopt

Phase 2

Operationalize

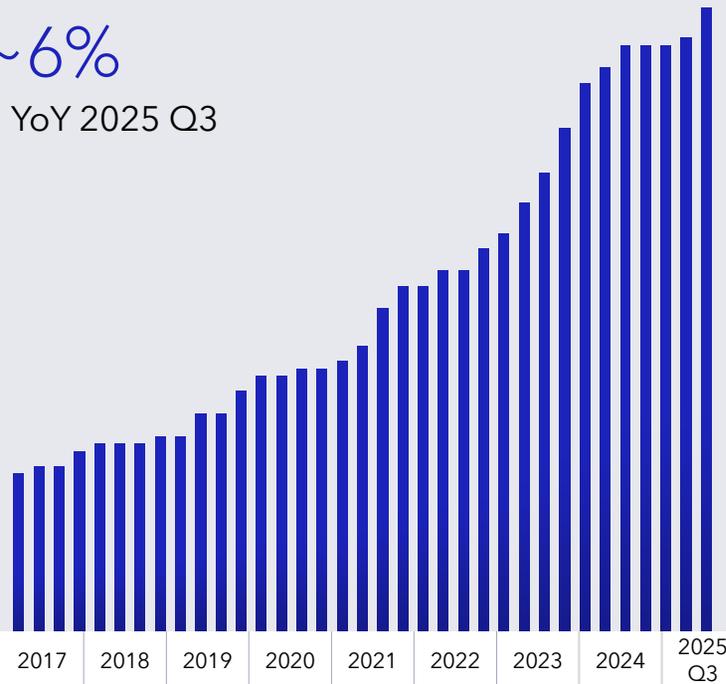
Phase 3

Standardize

IDNs globally with 20+ dV systems

~6%

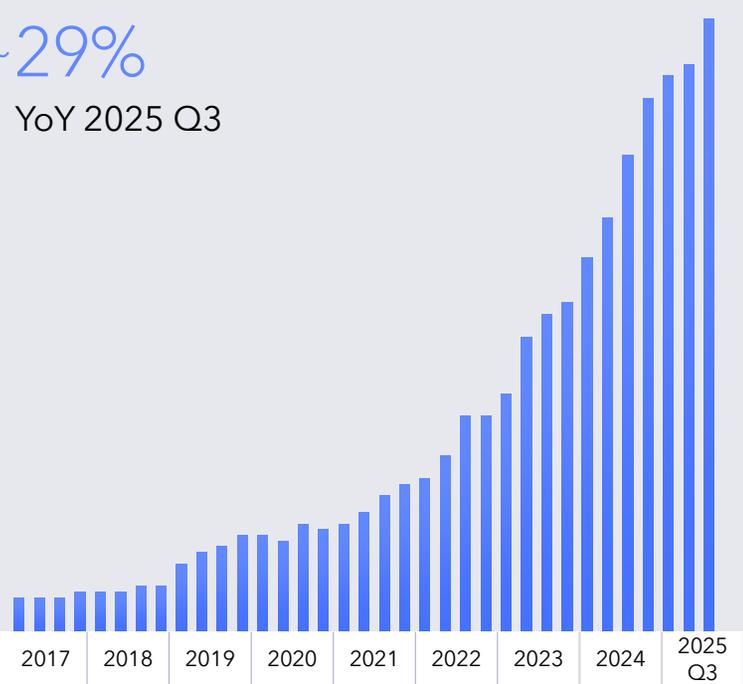
YoY 2025 Q3



Hospitals globally with 7+ dV systems

~29%

YoY 2025 Q3



Source: Intuitive earnings.

2025 priorities

Accelerate access to and quality of MIS by driving:

Innovation –
Full launch of dV5 and regional clearances.
Follow on feature releases.

Increased adoption for focus procedures by country through training, commercial activities, and market access efforts.

Continued progress on building industrial scale, product quality and manufacturing optimization.

Digital excellence –
Launch of tools in key markets, along with feature and infrastructure updates.

Business Overview

Comprehensive and Integrated Ecosystem



Patients, surgeons,
and hospitals

Systems

-  Instruments
-  Stapling
-  Surgical systems
-  Software
-  Advanced energy
-  Vision

Learning

-  Online education
-  Technology training
-  Continuing education
-  Peer-to-peer education
-  Residency/Fellowship program
-  Skills simulation

Services

-  Support services
-  Clinical studies and economics analysis
-  System maintenance
-  Program and procedure analytics
-  Program implementation
-  Clinical support staff

Da Vinci SP[®]



Da Vinci Xi[®]



Ion



Da Vinci 5
Surgery, transformed.





Encouraging phase 1 launch of da Vinci 5 in 2024

362

System placements in 2024

32,000+

Procedures performed in 2024

40

Procedure types performed

2,500+

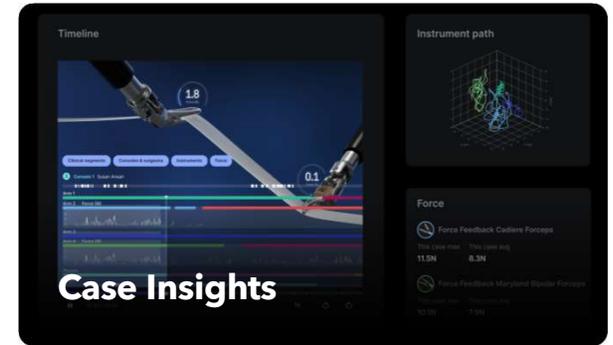
Surgeons using da Vinci 5

Source: Intuitive 2024 earnings.

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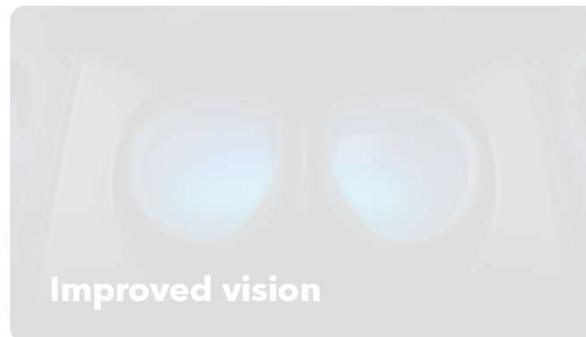
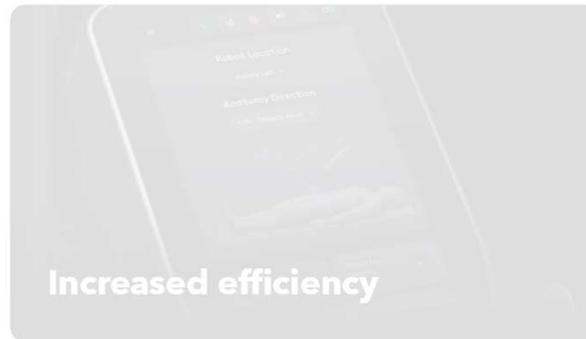
What are we hearing from customers?



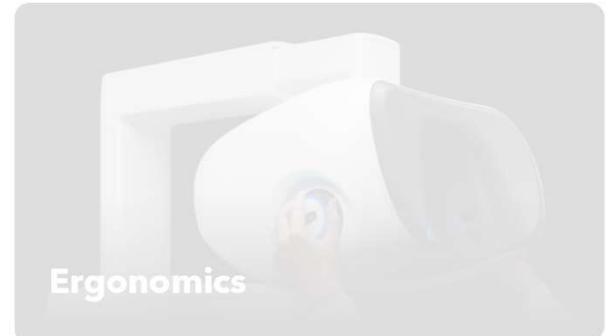
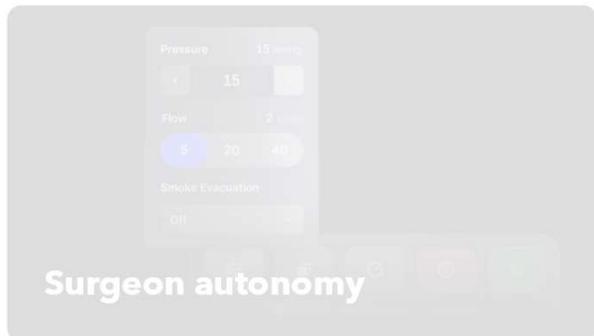
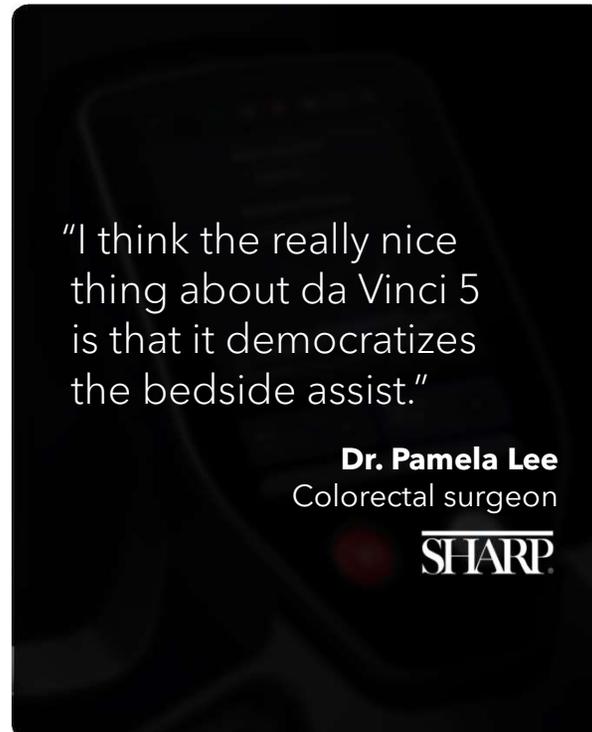
What are we hearing from customers?

"I think the tissue tension and the ability to feel that instead of having to look for visual cues is a massive transformational improvement for robotic surgery."

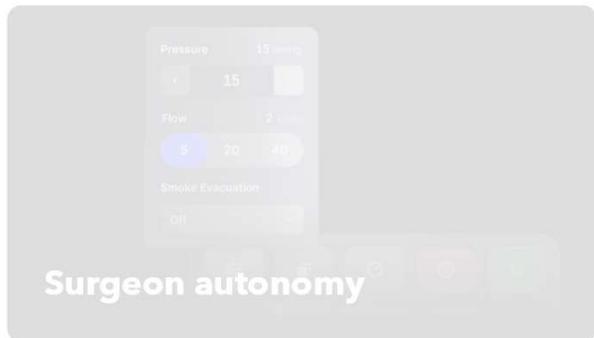
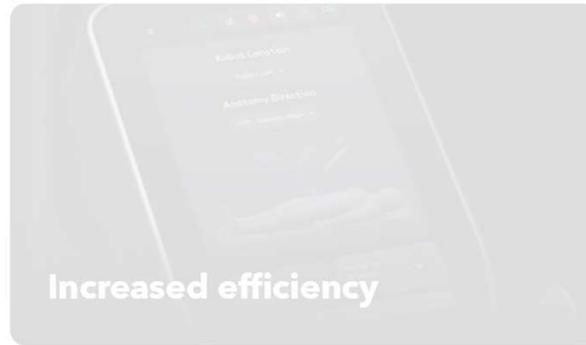
Dr. Sam Bagchi
Chief Clinical Officer



What are we hearing from customers?



What are we hearing from customers?



" [Case Insights] is going to transform our value to the way we teach the next generation of surgeons and allow those surgeons to be much better, much more quickly than we were."

Dr. Michael Stifelman
Urologic surgeon



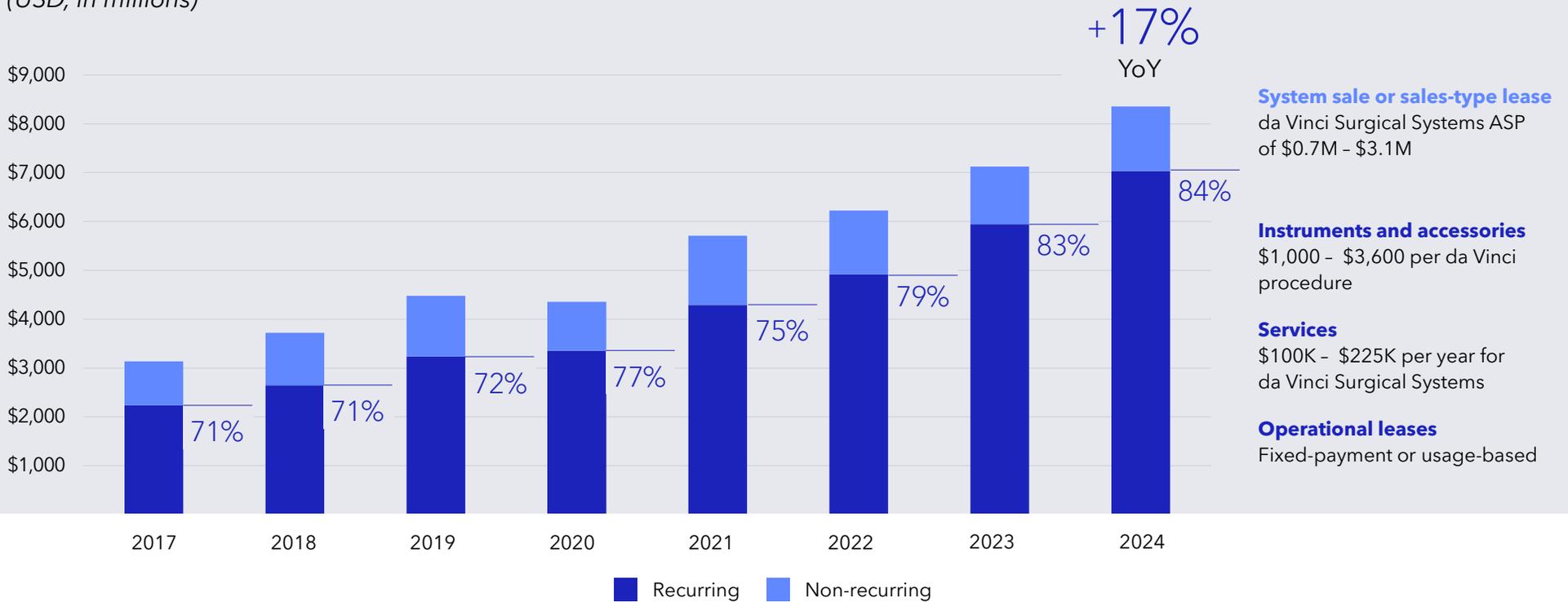


Da Vinci Instruments

Precision beyond the limits of the human hand

Revenue trend

(USD, in millions)



Source: Intuitive 2024 earnings.

Q3'25 Results

Q3 2025 Results

19%

Da Vinci Procedure growth Y/Y

13%

Da Vinci Installed base growth Y/Y

427

Da Vinci systems placed

\$2.51

Billion in revenue (23% Y/Y)

68.0%

Pro-forma gross margin

\$2.40

Pro-forma EPS

Da Vinci System Installed Base



Environmental, Social and Governance



ESG

We believe that minimally invasive care is life-enhancing care that benefits society and the planet. We strive to meaningfully improve patient care while being responsible stewards of the environment, our communities, and our governance values.

[View the 2024 ESG Report on our website ›](#)

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