

J.P. Morgan Healthcare Conference 2019

Gary Guthart

Chief Executive Officer, Intuitive

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INTUITIVE

Forward looking statement

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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.

In 2018, there were more than...

1500

peer reviewed
articles published

1,000,000

procedures
performed

900

da Vinci systems
placed

6,000,000

procedures
performed to date

2018 Commentary

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

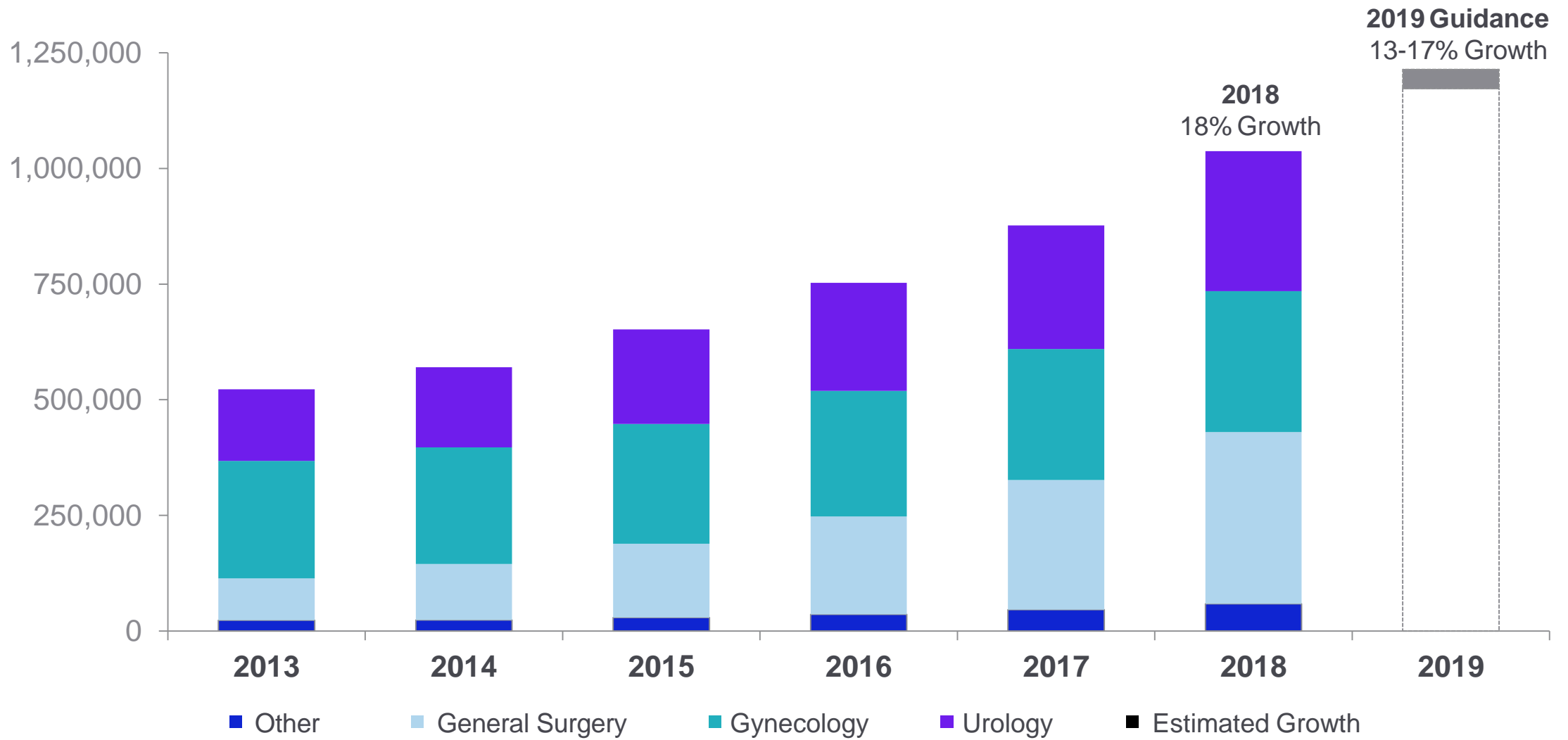
Areas of Strength

- U.S. general surgery growth
- New system installs
- Innovation pipeline

Challenges

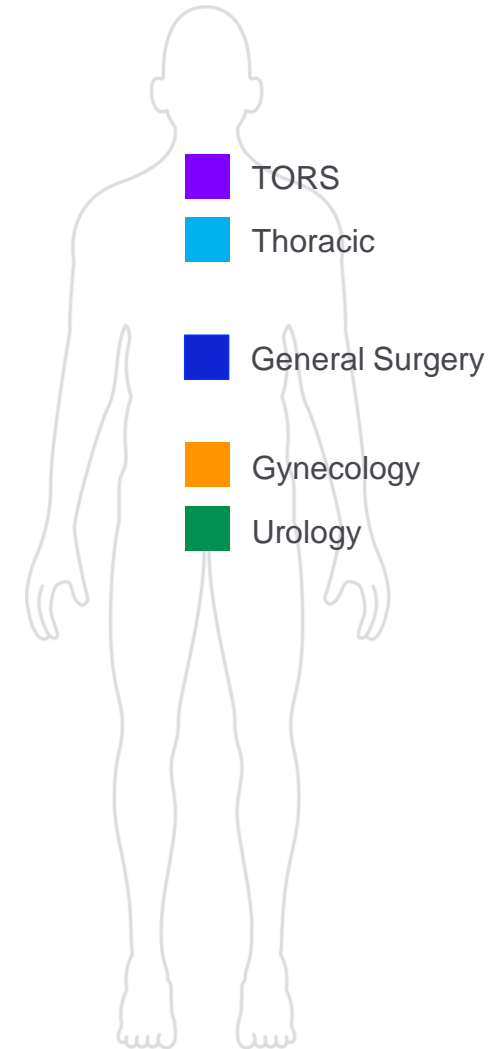
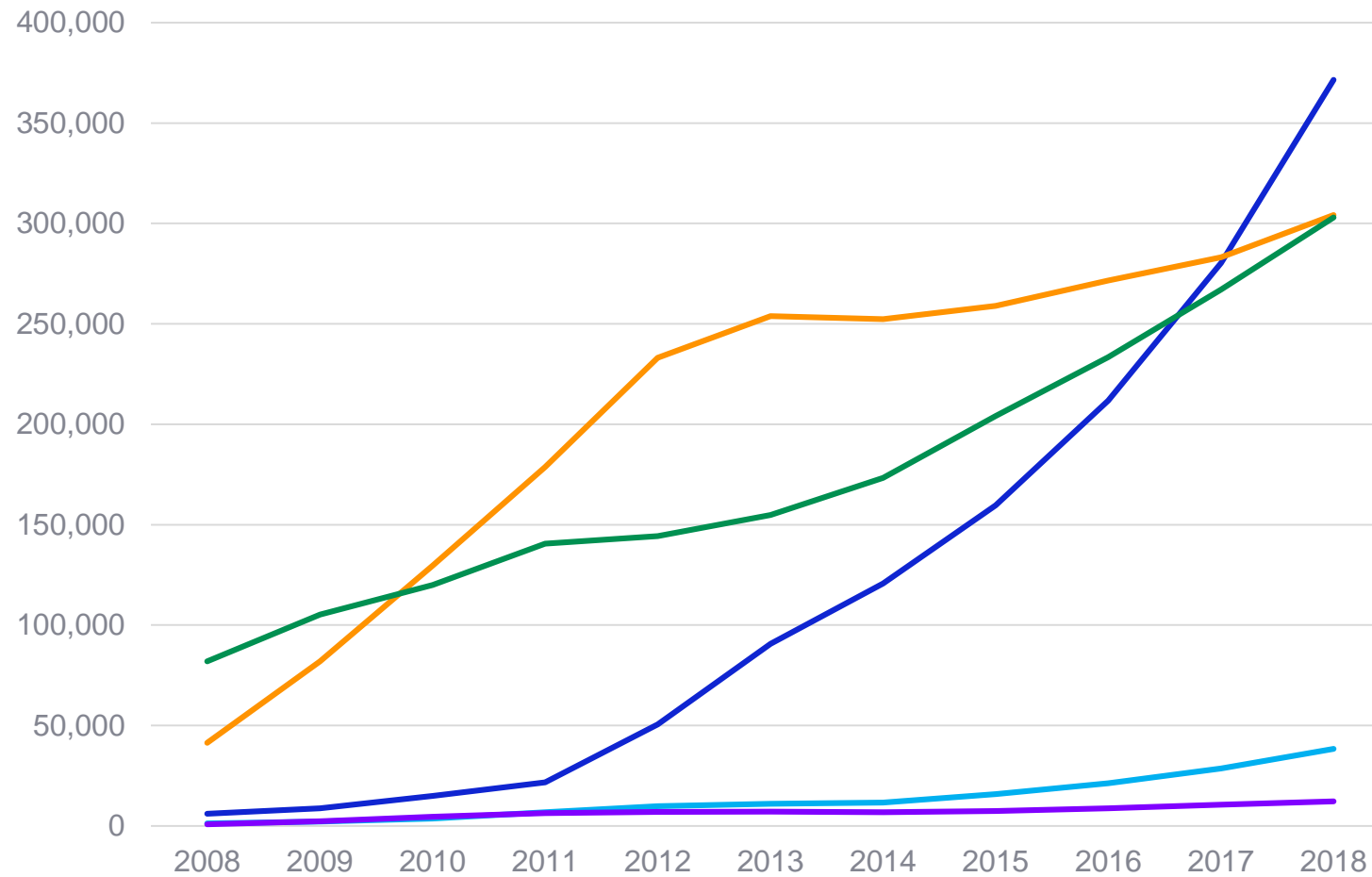
- Performance in some EU countries
- Macro trade environment

Worldwide Procedure Trend

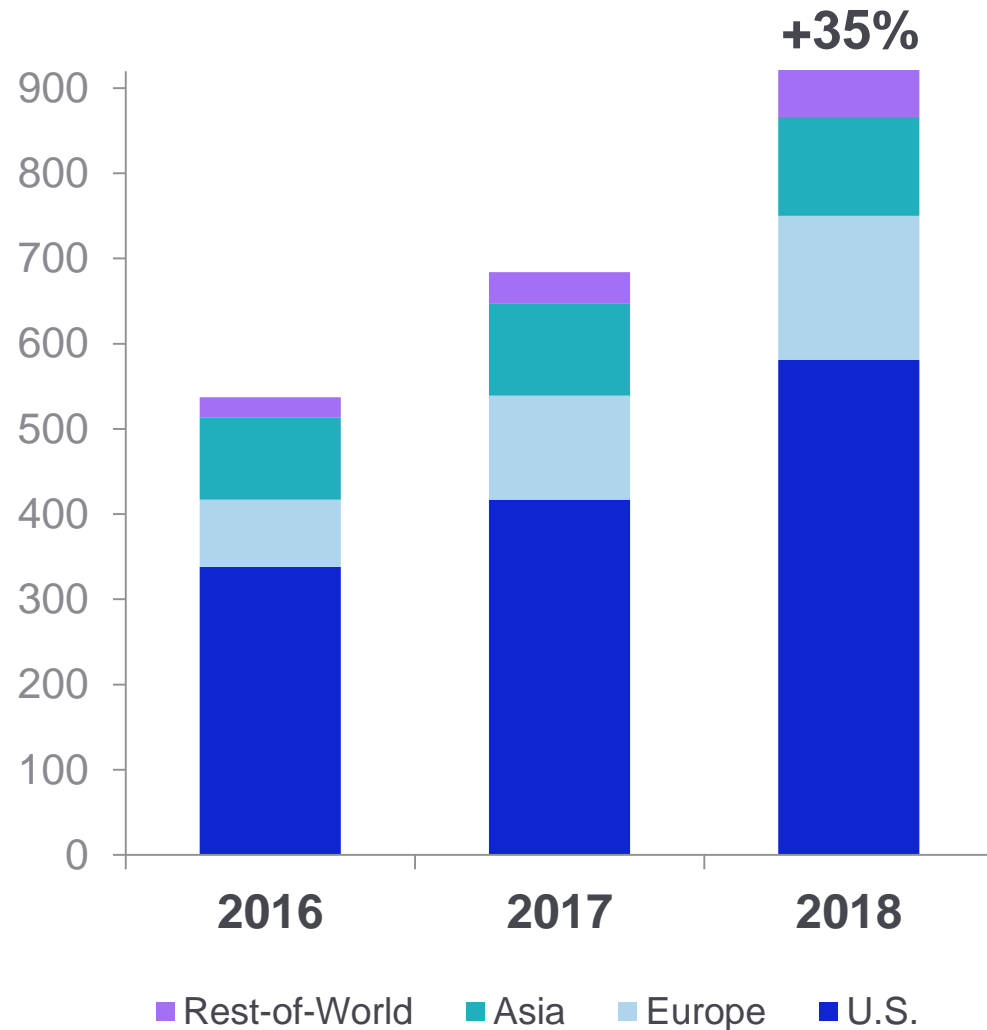


Growth in procedure categories

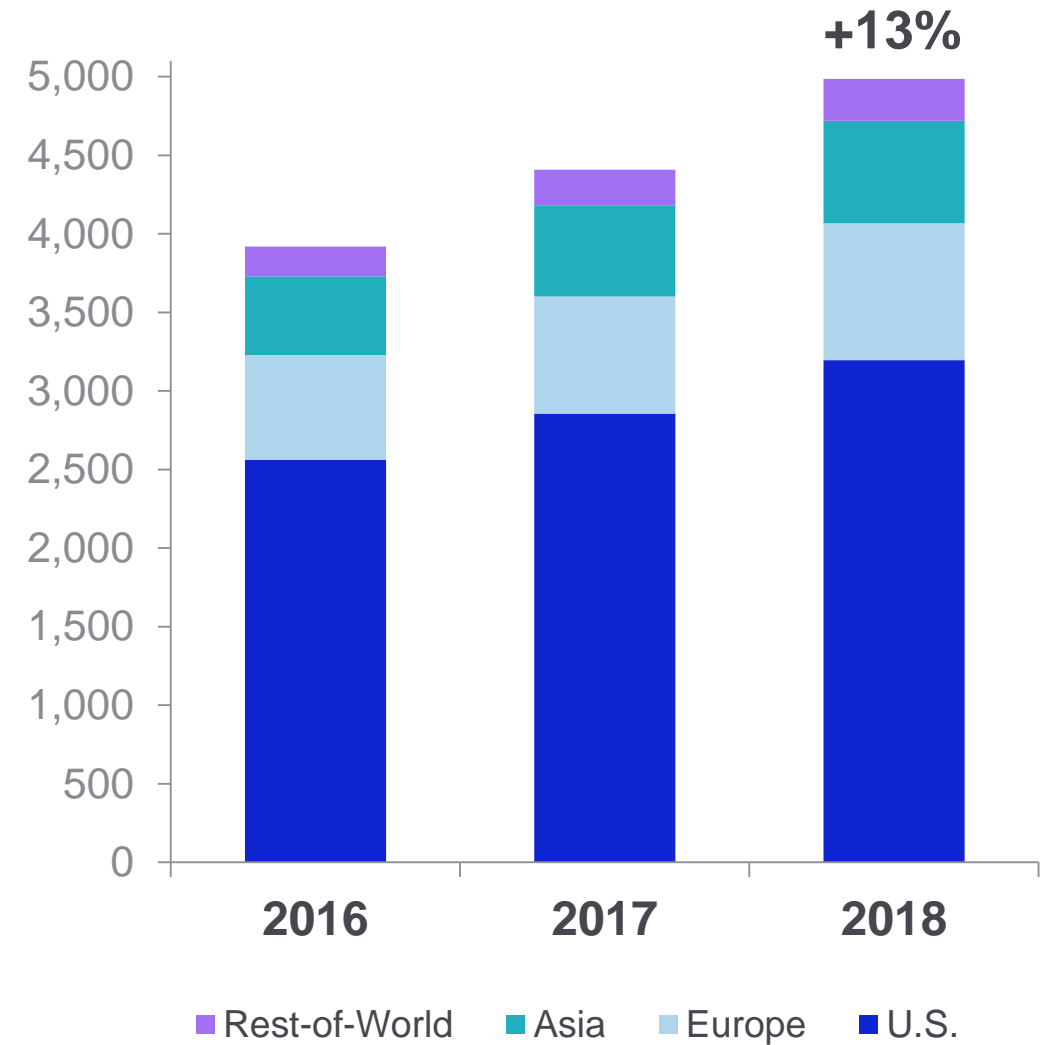
Global over past 10 years



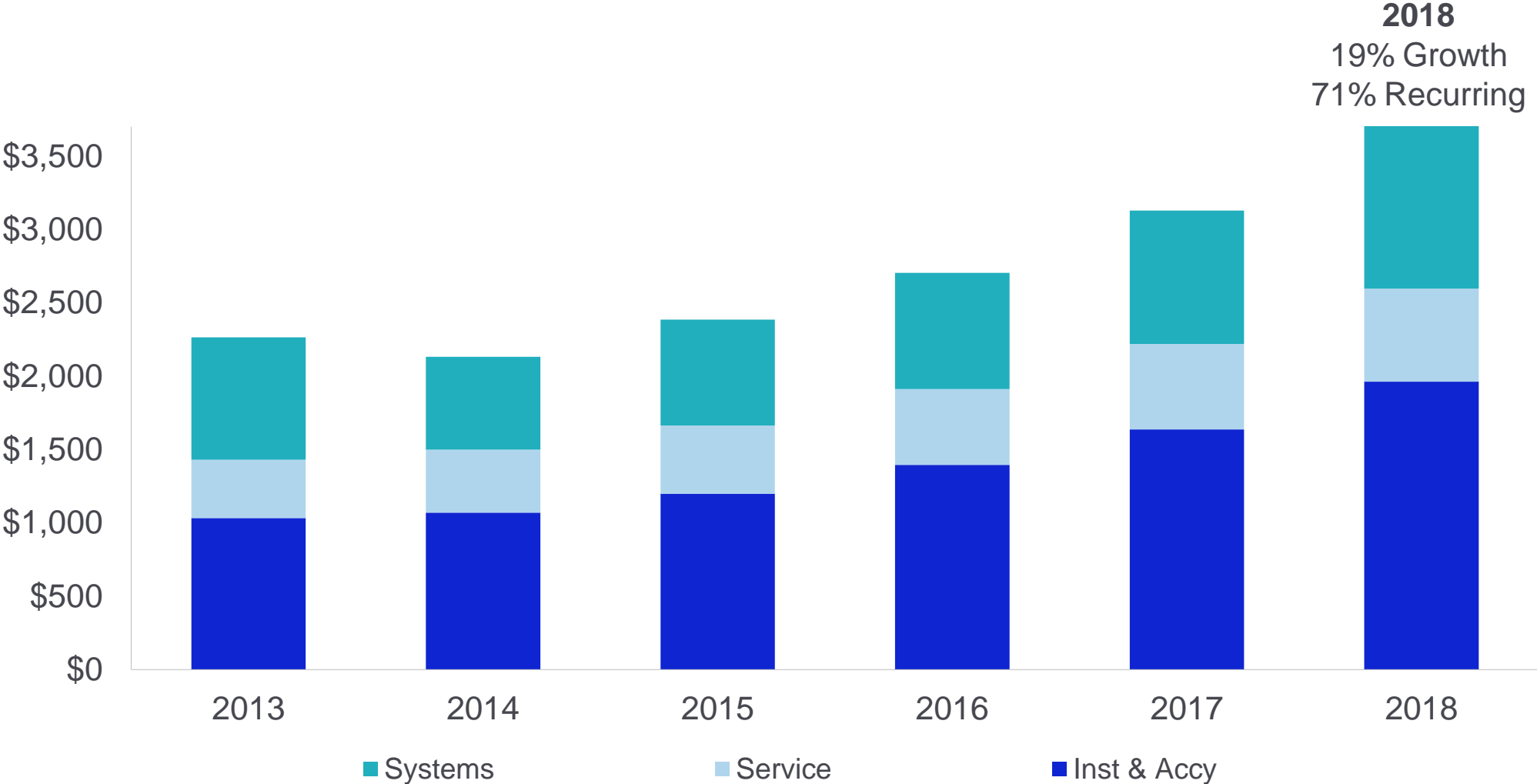
System Placements



Installed Base



Total Revenue*



*Dollar amounts in millions

Where are we heading next?

Our goal is not a mystery

Better outcomes

Better patient experience

Better care team experience

Lower total cost of care

requires



**more than minimally
invasive tools.**

**more than digital
technology.**

How we get there: Through ingenuity and intelligent technology that expands the potential of physicians to heal without constraints.

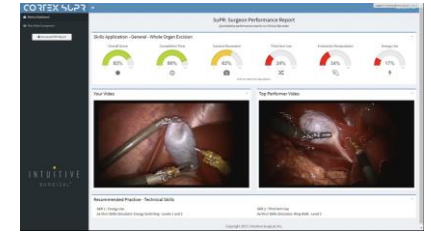
Better outcomes

Advanced Tools & Technologies



Better patient experience

Augmentation of care team capabilities



Better care team experience

Data analytics for deep insight and guidance

Lower total cost of care

Substitution of Invasive Modalities



Care team



Control center



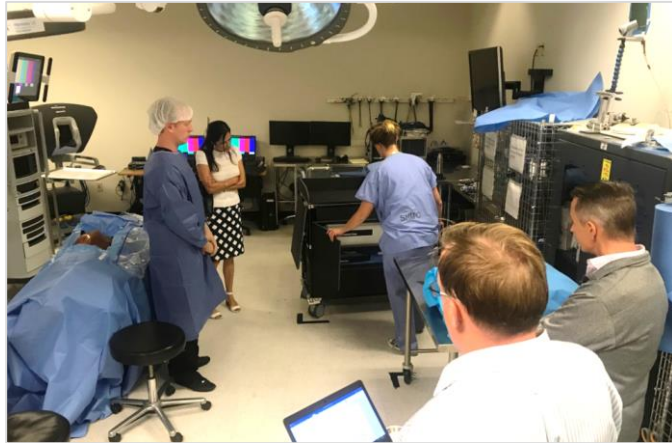
Care team



Control center



Intelligent Surgery



+



+



Human understanding

Time and Motion Studies

Design

Human Factors

Smart systems & instruments

Cloud-based systems

EndoWrist instruments

Advanced visualization

Digital insights

Procedure reports

Strategic and financial insights

OR operational Insights

Our investment philosophy

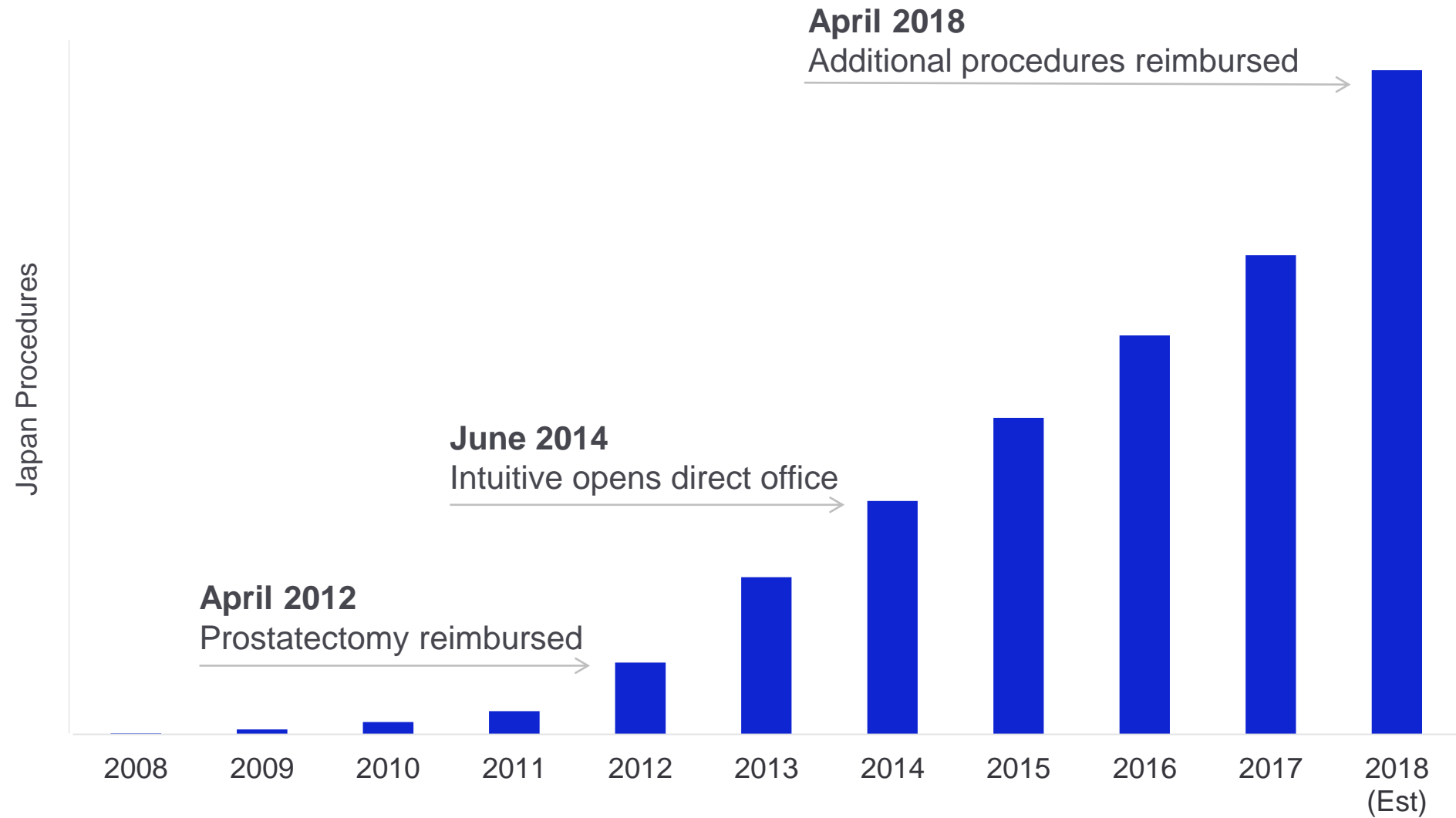
The need for improvement in acute interventions is substantial and durable; we are assertive in pursuit of organic innovation in products and regions as first priority.

As we grow, we invest in operational efficiencies at scale to allow for flexibility in pricing for customers and re-investment in our business.

We pursue partnerships and acquisitions that can accelerate outcome and efficiency improvements.

We return capital to shareholders with a focus on *long-term* value.

Intuitive Japan



Recent Regional Investments

Invested in China through Intuitive Fosun
Pharma joint venture – Chindex division of Fosun
Pharma integration into JV starting in Q1 2019

Acquired Intuitive business in Taiwan in Q4 2018

Acquired Intuitive business in India in Q2 2018



2019 Priorities

Accelerate Access to and Quality of MIS

Support Adoption in General Surgery and in key procedures in OUS markets

Launch da Vinci SP and ION platforms

Drive intelligent surgery innovation

Drive clinical and economic validation in emerging regions & procedures

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