Intuitive Surgical, Inc.
Annual Meeting of Stockholders
April 30, 2026

RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING

We would like to welcome you to the 2026 Annual Meeting of Stockholders of Intuitive Surgical, Inc. (the "**Company**"). Each 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 must register before entering the virtual meeting website. 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 2, 2026, or their proxy holders, may enter a comment or question at this meeting. Please enter your comment or question using the instructions listed on the virtual meeting website.

4. Kindly note that there is a 1,000-character limit on your comments or questions.

5. The views and comments of all stockholders and proxy holders are welcome. However, the purpose of the meeting will be observed, and the chair of the meeting 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;

    - substantially repetitious of statements made by other stockholders; or

    - discussion related to personal grievances.

6. 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.

7. 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.

8. The chair of the meeting has sole discretion to rule on any of the foregoing rules and on all other matters relating to the conduct of the meeting.