

J.P. Morgan Healthcare Conference 2020

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INTUITIVE

Forward looking statement

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As a community, we must progress beyond the current state

US National Surgical Complication Rates

Rectal

35.98%²

Complex Ventral

17.1%³

²Chen S-T, Wu M-C, Hsu T-C, Yen DW, Chang C-N, Hsu W-T, et al. Comparison of outcome and cost among open, laparoscopic, and robotic surgical treatments for rectal cancer: A propensity score matched analysis of nationwide inpatient sample data. J Surg Oncol. 2017:1-9.

³Martin Del Campo et al. - Comparative analysis of perioperative outcomes of robotic versus open transversus abdominis release. Surg Endosc. 2017 Jul 21. doi: 10.1007/s00464-017-5752-12.

In 2019, more than...

2,400

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
to date

5,500

da Vinci systems
placed globally

2019 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

Advanced Instrumentation

Innovation pipeline

Market access

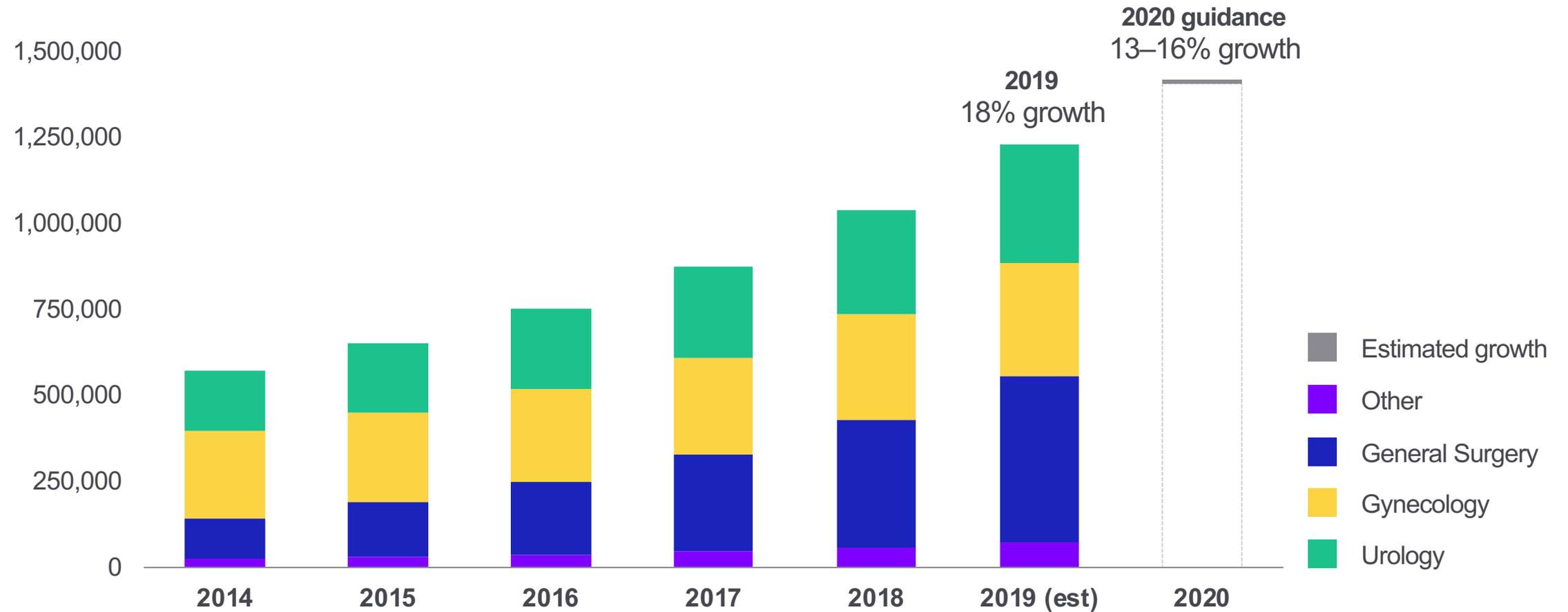
OUS ROI — Germany, China, Japan

Challenges

Performance in some EU countries

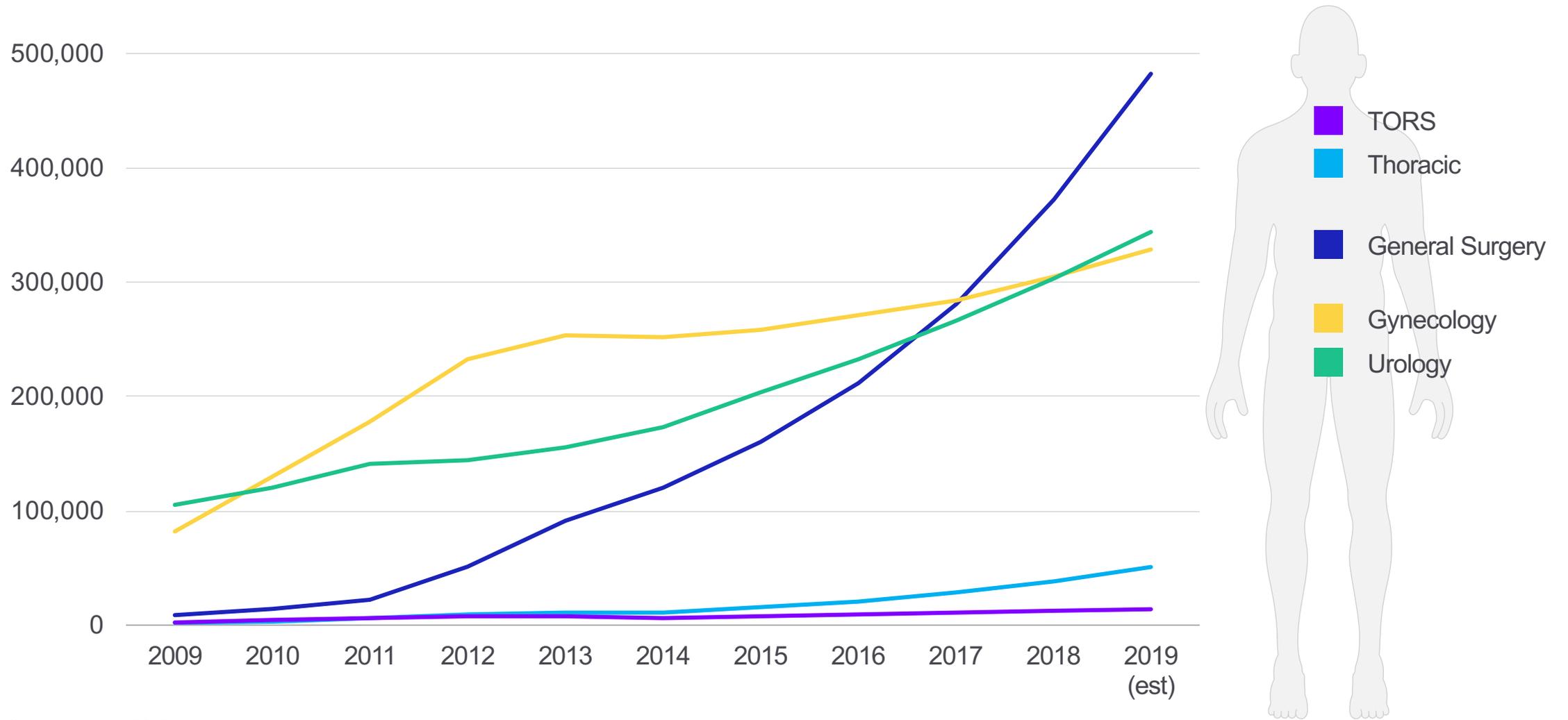
Da Vinci SP Program timelines

Worldwide procedure trend



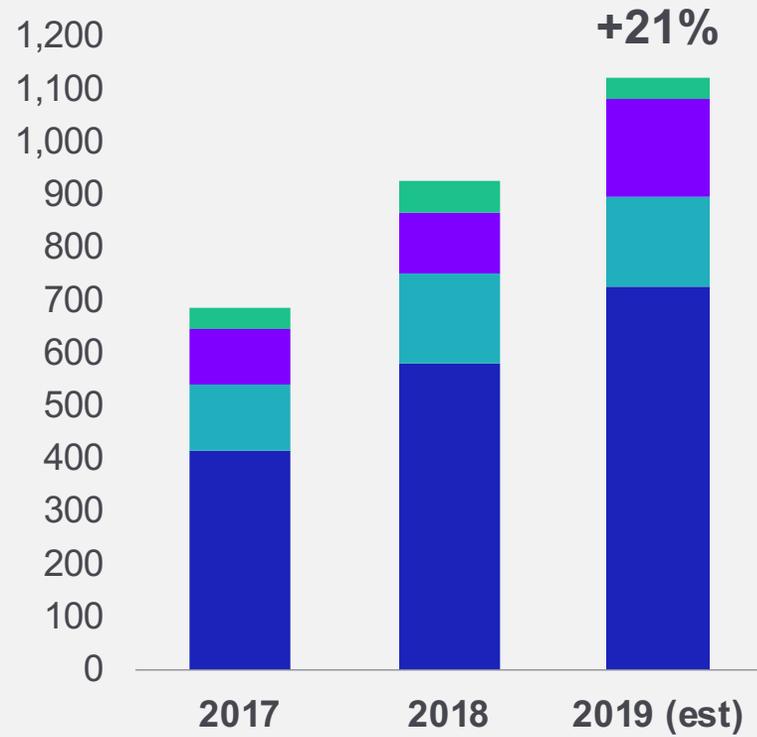
Growth in procedure categories

Global over past 10 years



Source: Intuitive 2019 earnings report

System placements

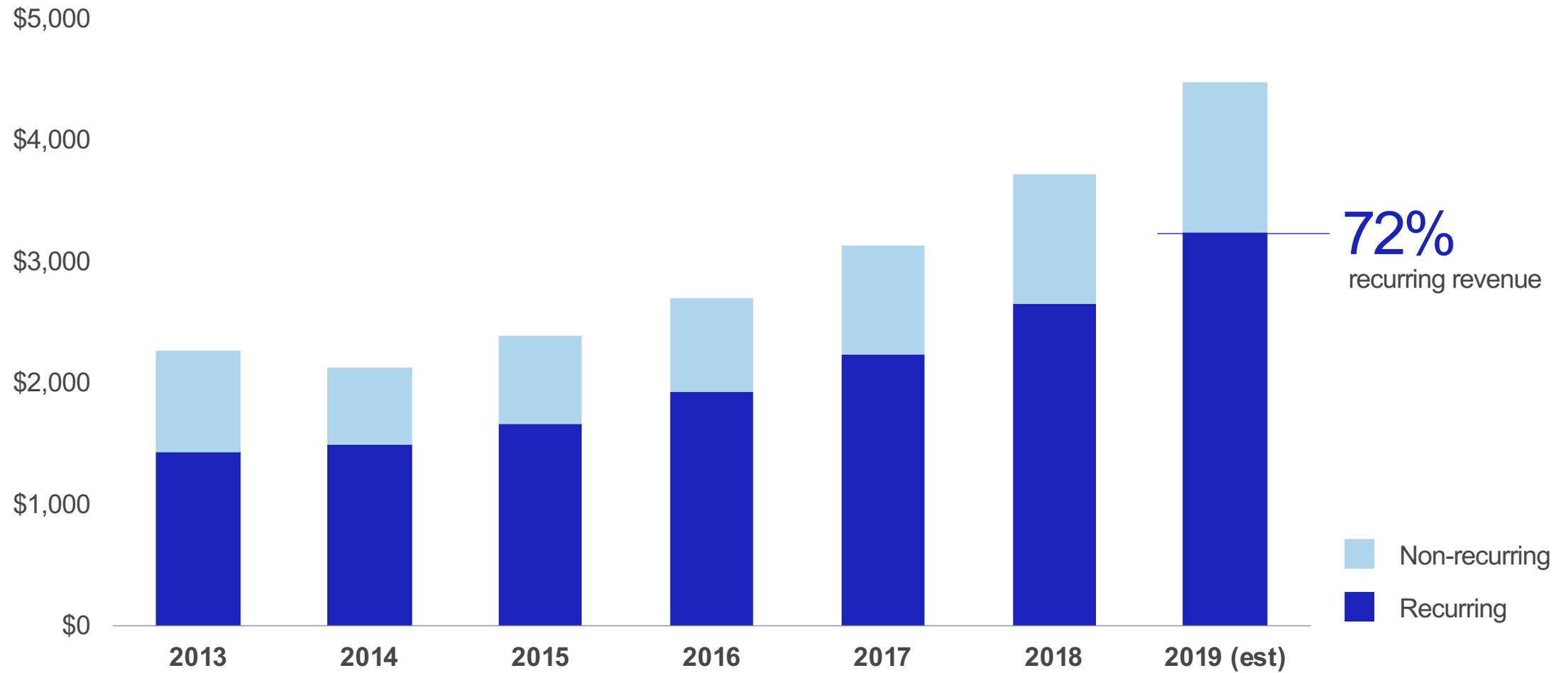


Installed base



- Rest-of-world
- Asia
- Europe
- United States

Total revenue*



*Dollar amounts in millions

**Healthcare is transforming using data.
We are playing our part in this transformation.**

We're seeing a shift in how customers evaluate value.

Measure what you want, when you want, for your institution.

Single center
studies

National
comparative data

Hospital

What's the impact
to my org?

21,000+ peer-reviewed articles

RCTs, systematic reviews, large database studies,
cohort studies, and case series

Your data, your truth

Custom hospital analytics

200+

projects

The market is accepting robotic-assisted surgery

Phase 1

Adopt



Phase 2

Operationalize

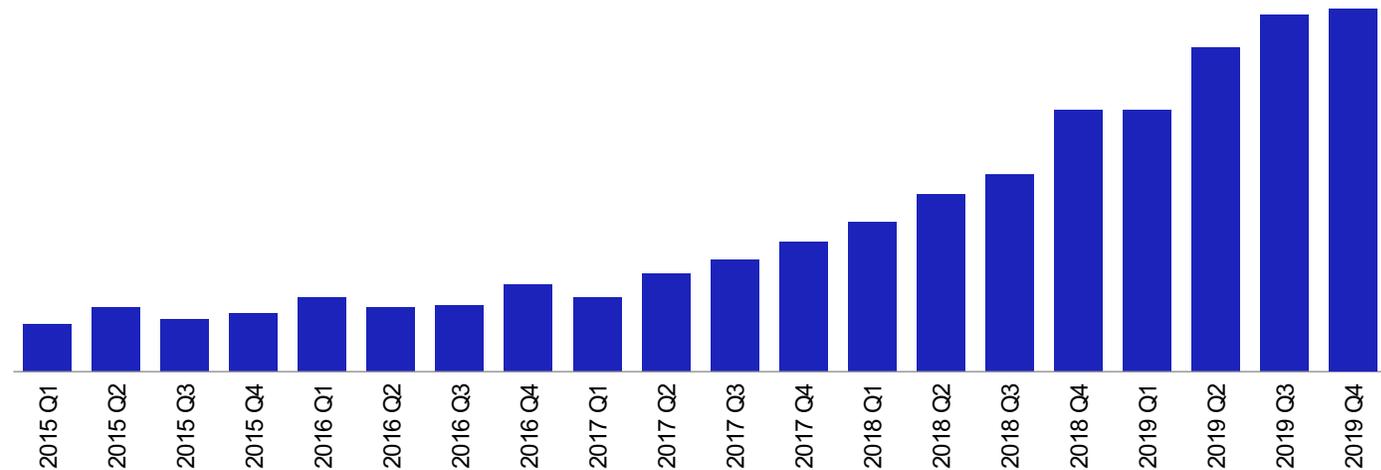


Phase 3

Standardize

Where we are today

US Hospitals with 5+ systems



The right innovation enables change.

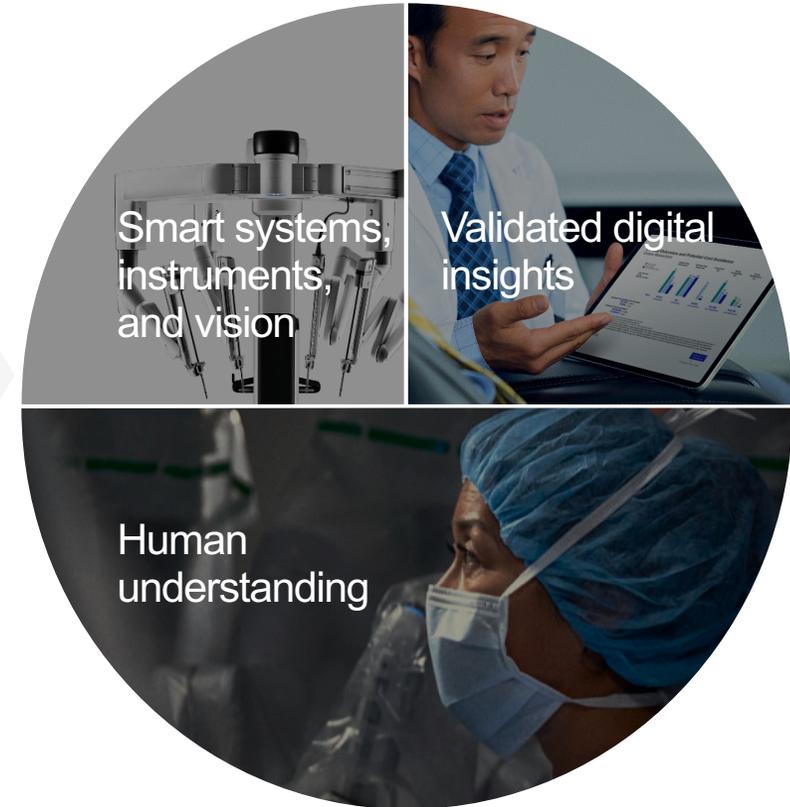
The quadruple aim guides our investments

Better outcomes

Lower total cost of care

Better patient experience

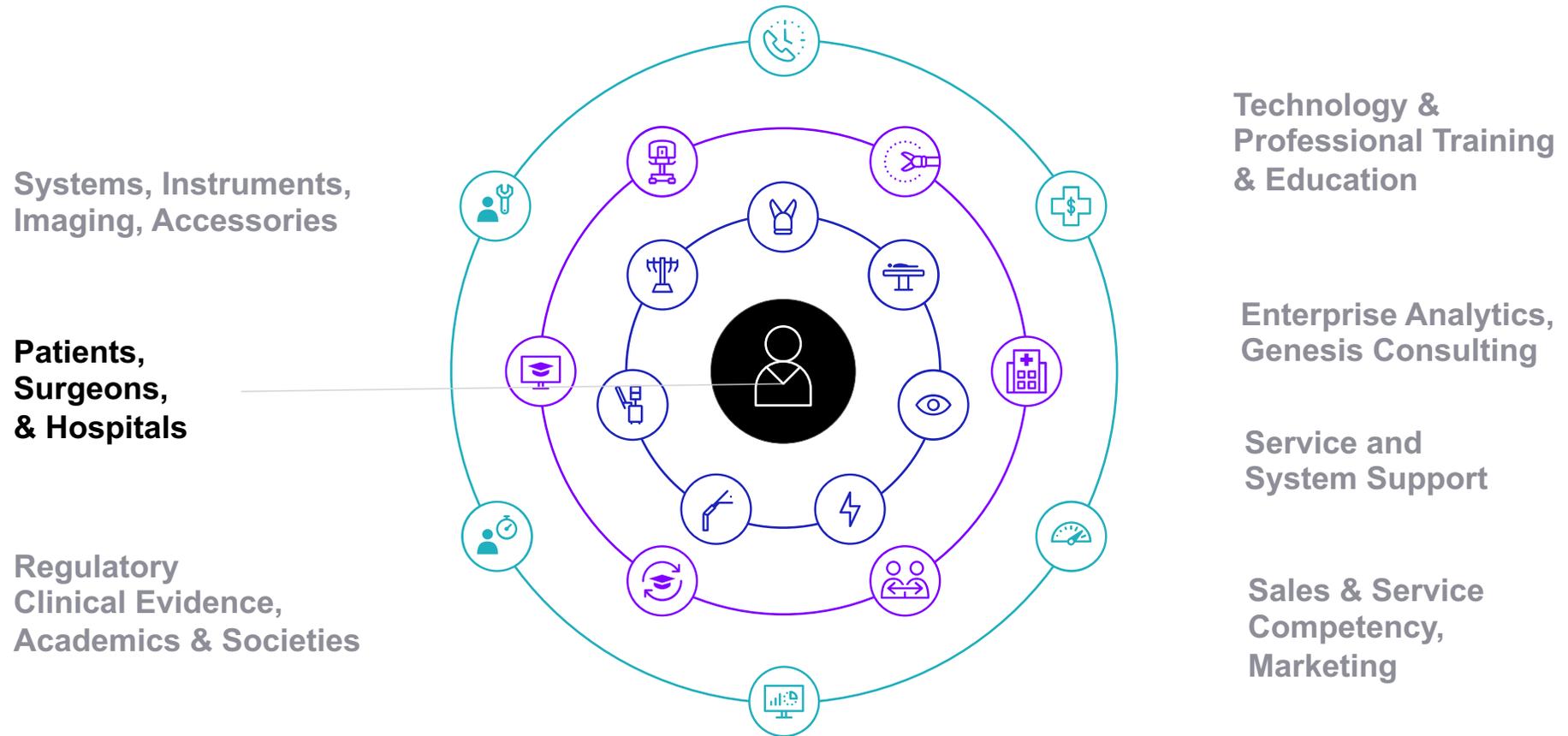
Better care team experience



Intelligent Surgery

These investments are integrated into an ecosystem for our customer

Ecosystem by Intuitive



Building a robot is just the beginning — Key investments required

A robust ecosystem is a must have

Building the ecosystem takes time and resources

- Systems
- Instruments & Accessories
- Regulatory
- Training / Genesis
- Clinical Evidence Resources
- Sales Competency / Capability / Results
- Marketing
- Academics / Surgical Society
- Economic Validation

Phase1	Phase 2	Phase 3	Phase 4
Green	Green	Green	Green
Green	Green	Green	Green
Green	Green	Green	Green
Green	Green	Green	Green
Green	Green	Green	Yellow
Green	Green	Green	Red
Green	Green	Green	Red
Green	Green	Green	Red
Green	Green	Yellow	Red

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
Sureform45: OUS, Japan, Korea.
SureForm 60: Taiwan



Endoscope Plus

Higher performance, better resolution



SP

TORS

US Launch

Pre-submission for Colorectal



SynchroSeal E-100 Generator

Integrated energy for fast transection



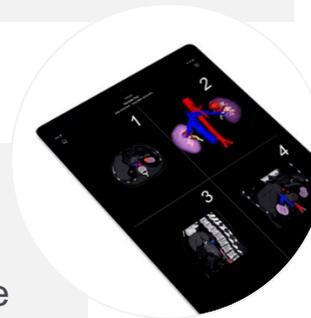
Da Vinci handheld camera

Enhanced visualization



Iris Augmented Reality

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

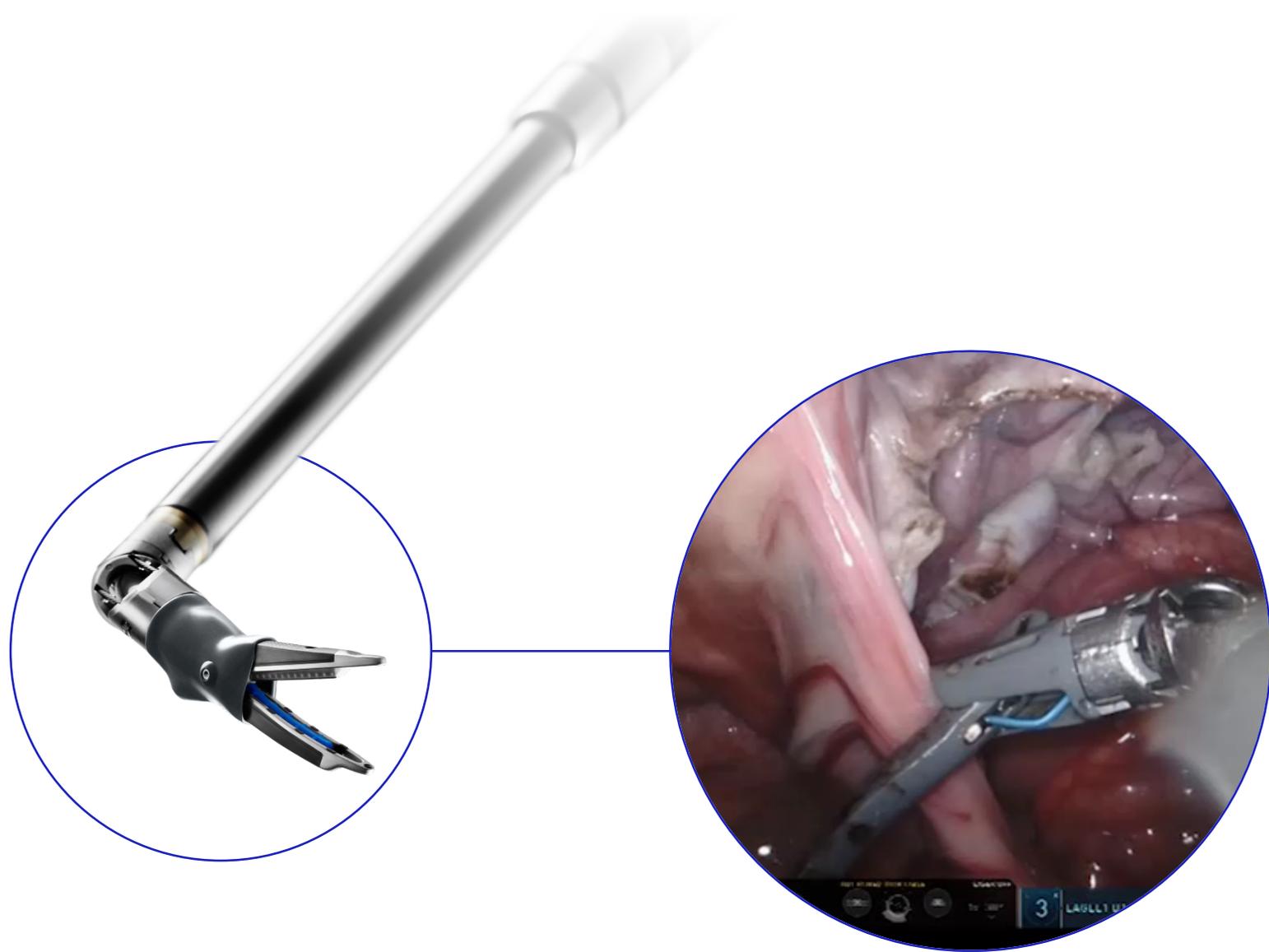


Synchroseal

fast one-step sealing
and transection with a
single pedal press

E-100 Generator

Integrated power



Synchroseal

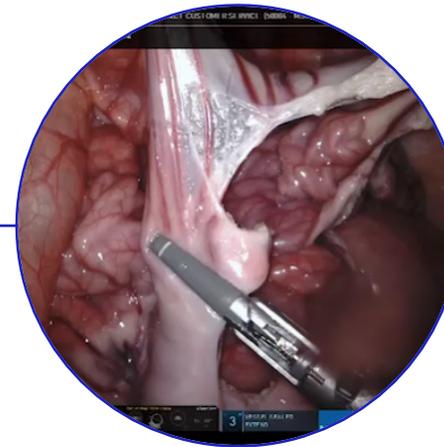
fast one-step sealing and transection with a single pedal press

E-100 Generator

Integrated power

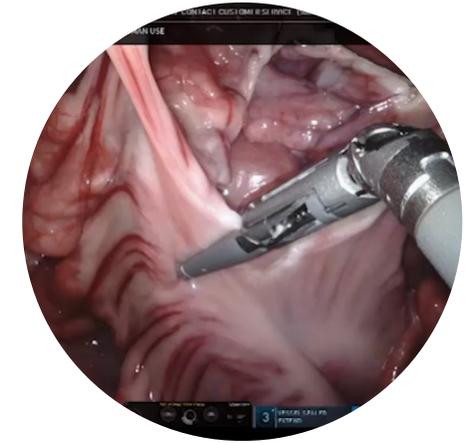


E-100



:02
seconds

Benchmark



:05
seconds



Current X/Xi Endoscope

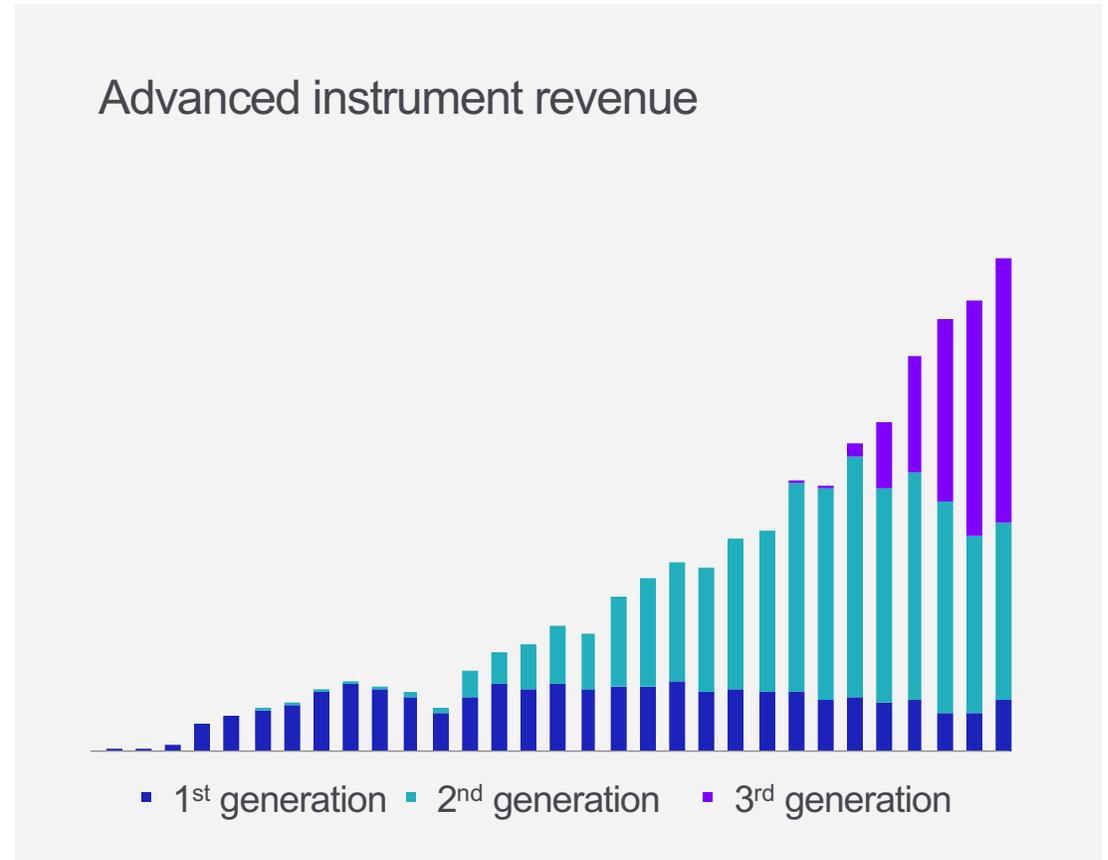
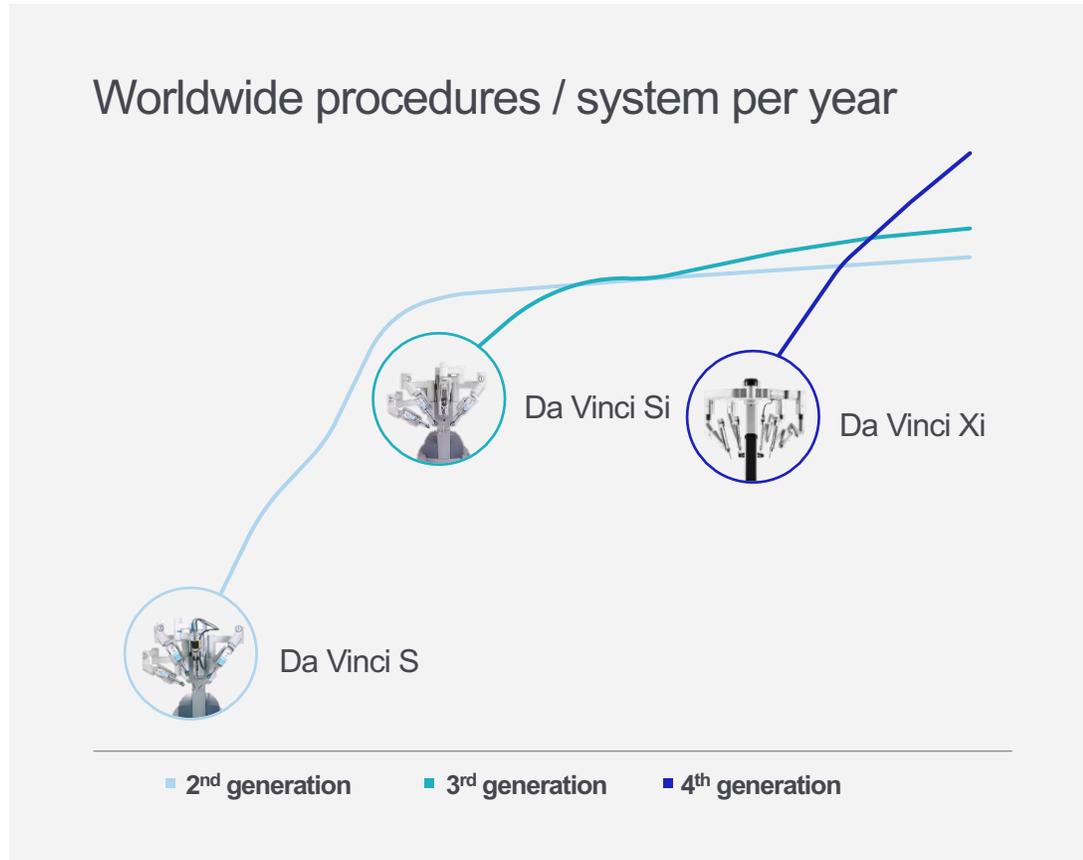


X/Xi Endoscope Plus

higher performance
better resolution
5th generation



The *right* innovation is driving adoption.

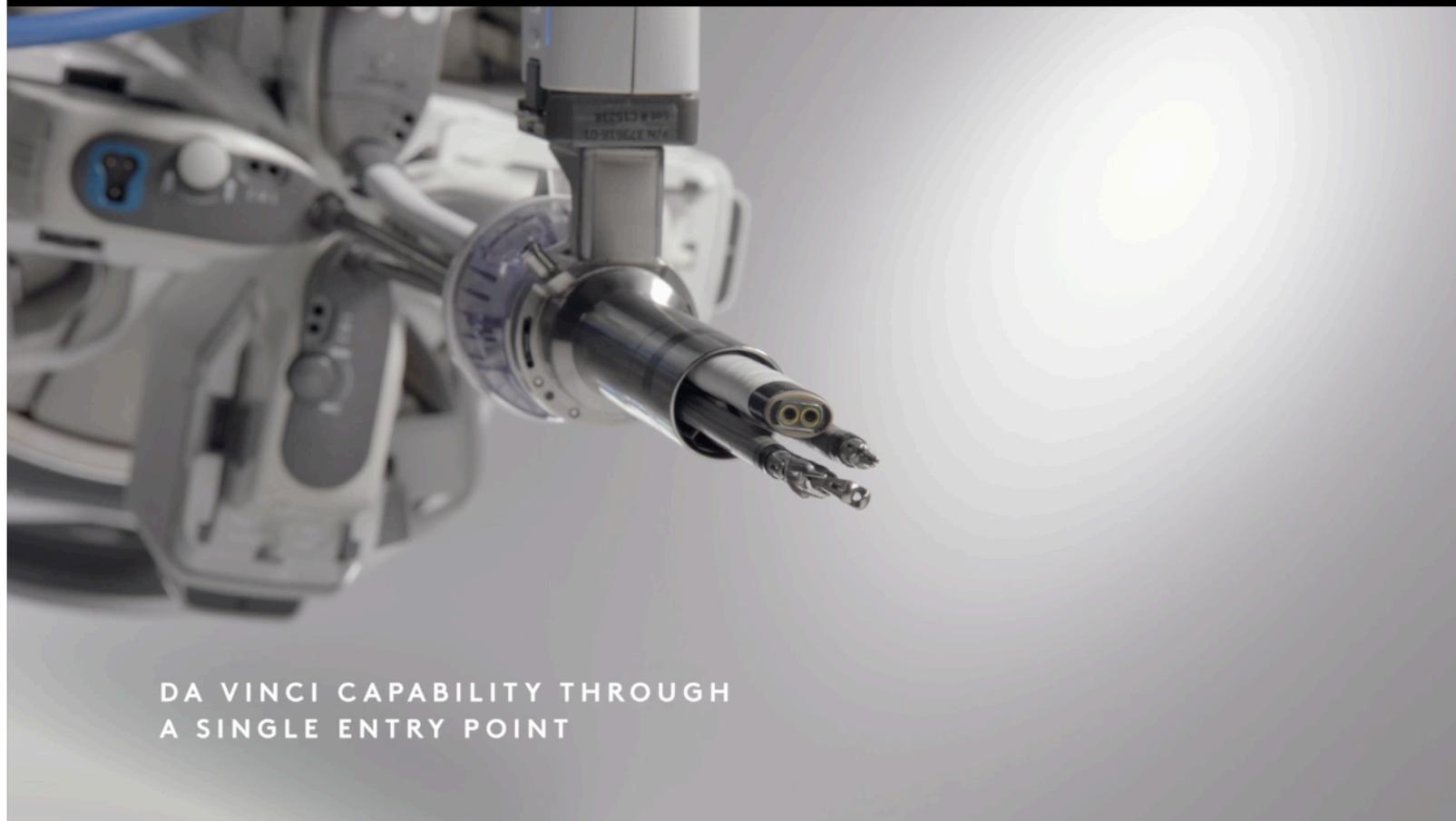


SP: enabling a shift
to less invasive
approaches

40+ systems
installed globally

3100+ clinical cases
completed across
5 specialties

50+ peer-reviewed
publications



Ion: a strong start to peripheral lung biopsy

6 clinical sites

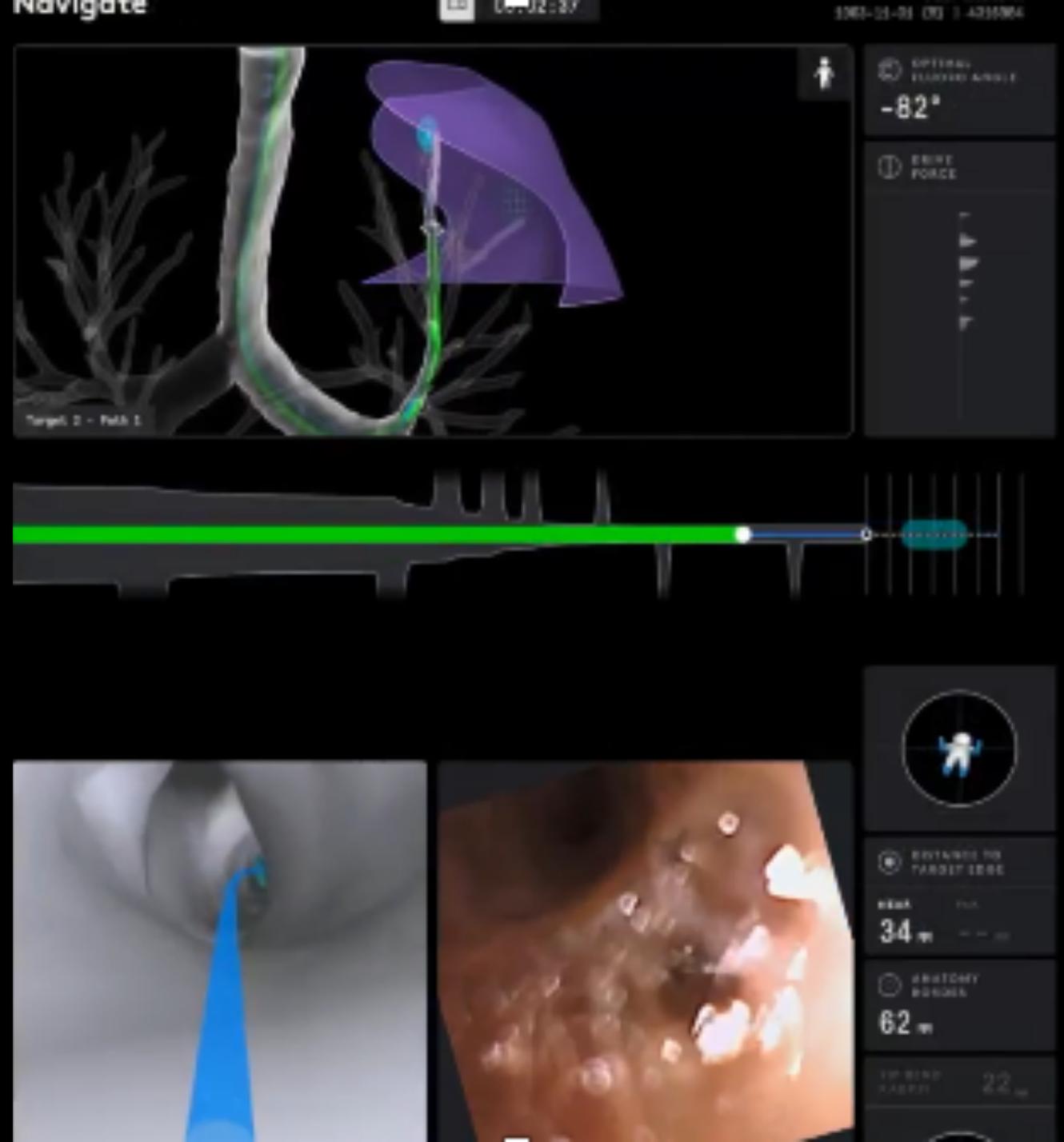
up and running

10 installs at

commercial sites

250+ cases

completed globally
(clinical + commercial)



We are delivering cloud-enabled informatics capabilities that are helping solve customer problems...TODAY.

Intuitive cloud

>90%

Cloud-connected da Vinci surgical systems

10 years

Onsite network experience

~30%

Maintenance calls resolved without the need for a field visit – enabled by the cloud

Intuitive education

3,400+

Simulation stations

5,800+

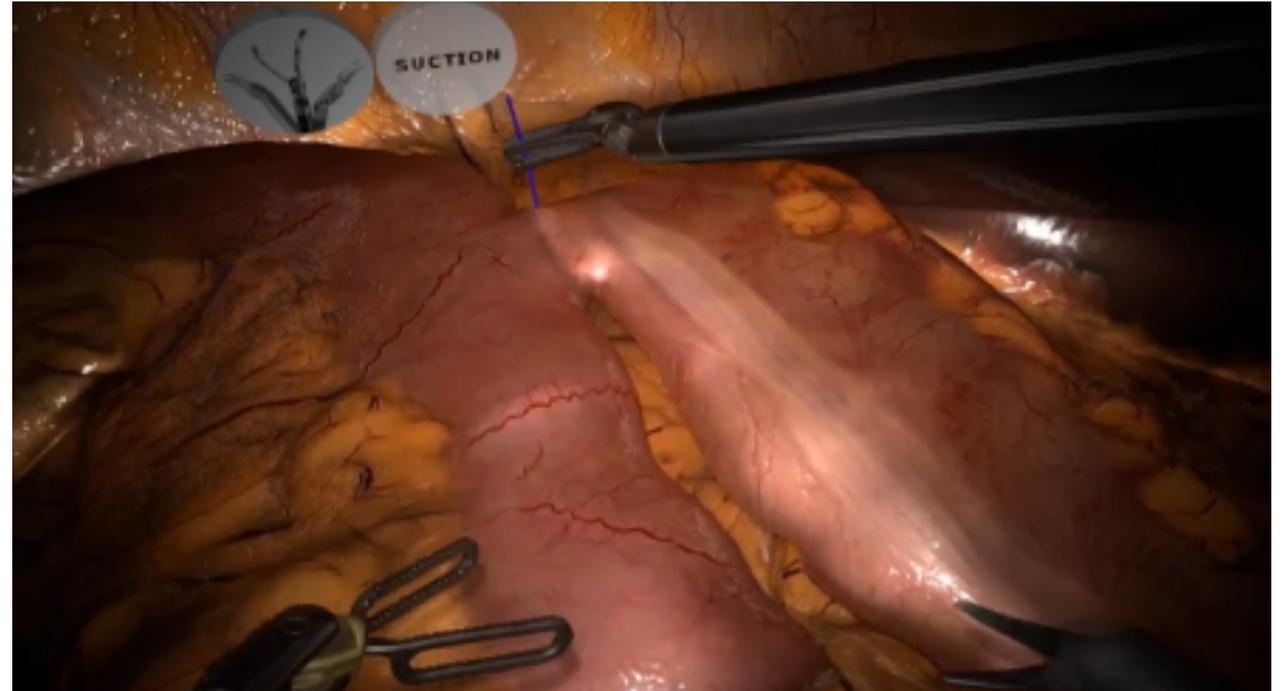
SimNow registered users

17,000+

Surgeon hours on simulators in the past 12 months

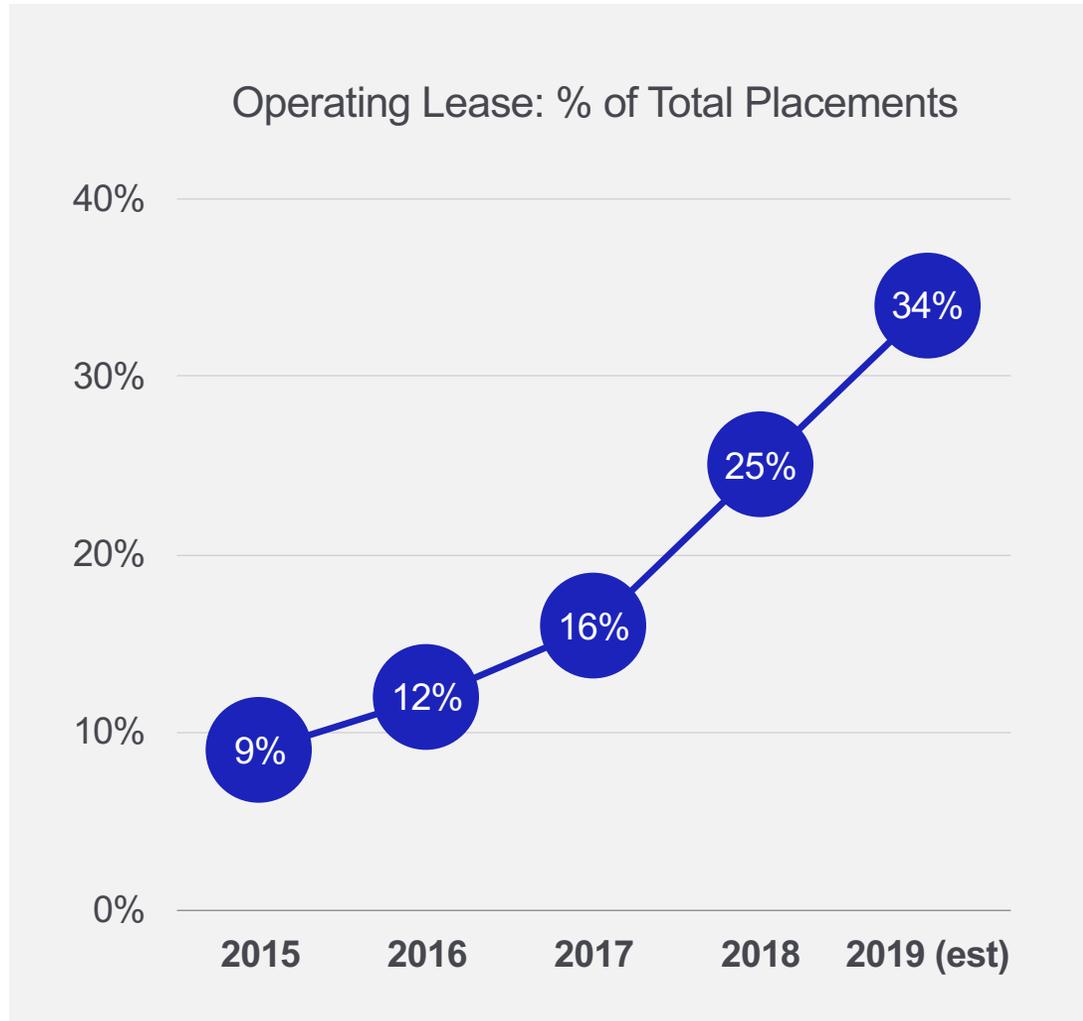
200,000+

Exercises completed in past 12 months



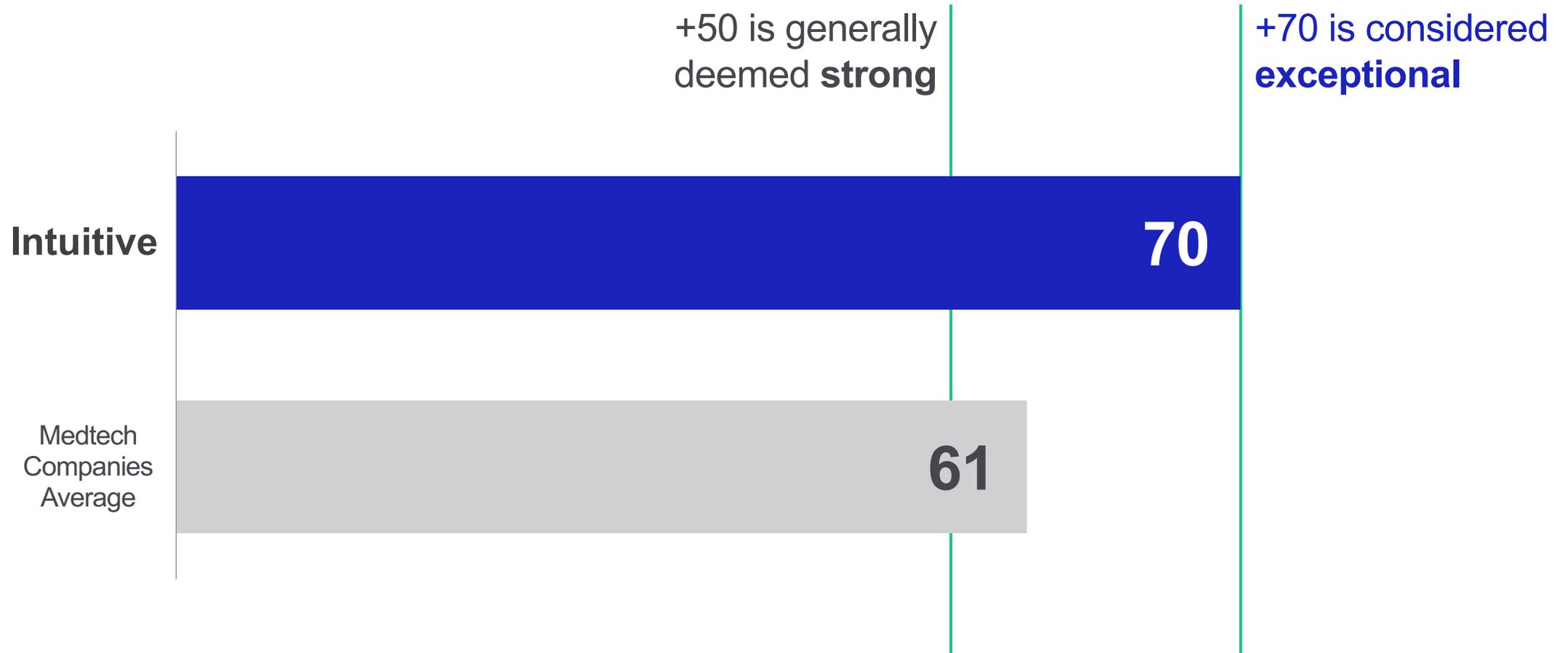
We innovate to enable access.

Removing capital acquisition barriers broadens access



We are focused on delivering an outstanding customer experience

Net Promoter Score (NPS) by brand (unweighted) in the United States



Source: 2019 Blinded JD Power Analysis, Average calculated using 4 medtech companies NPS scores

Our investment philosophy

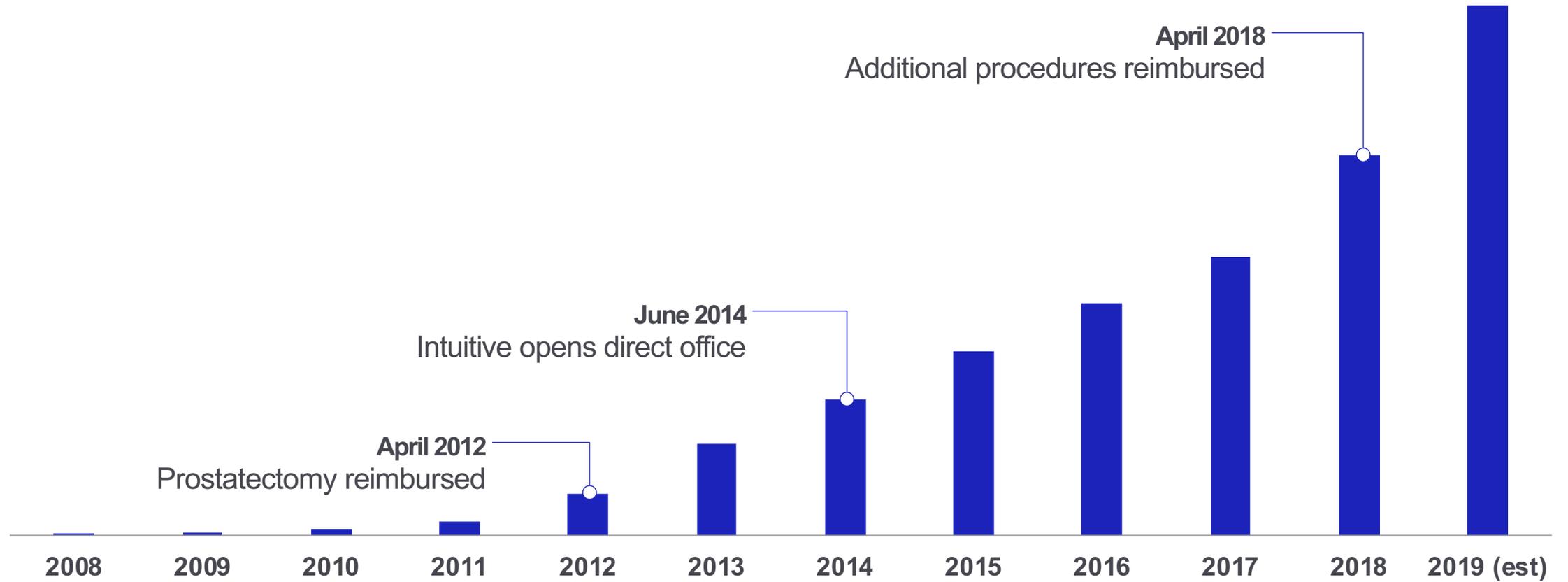
The need for improvement in acute interventions is substantial and durable; we are assertive in pursuit of organic innovation in products and regions as first priority.

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

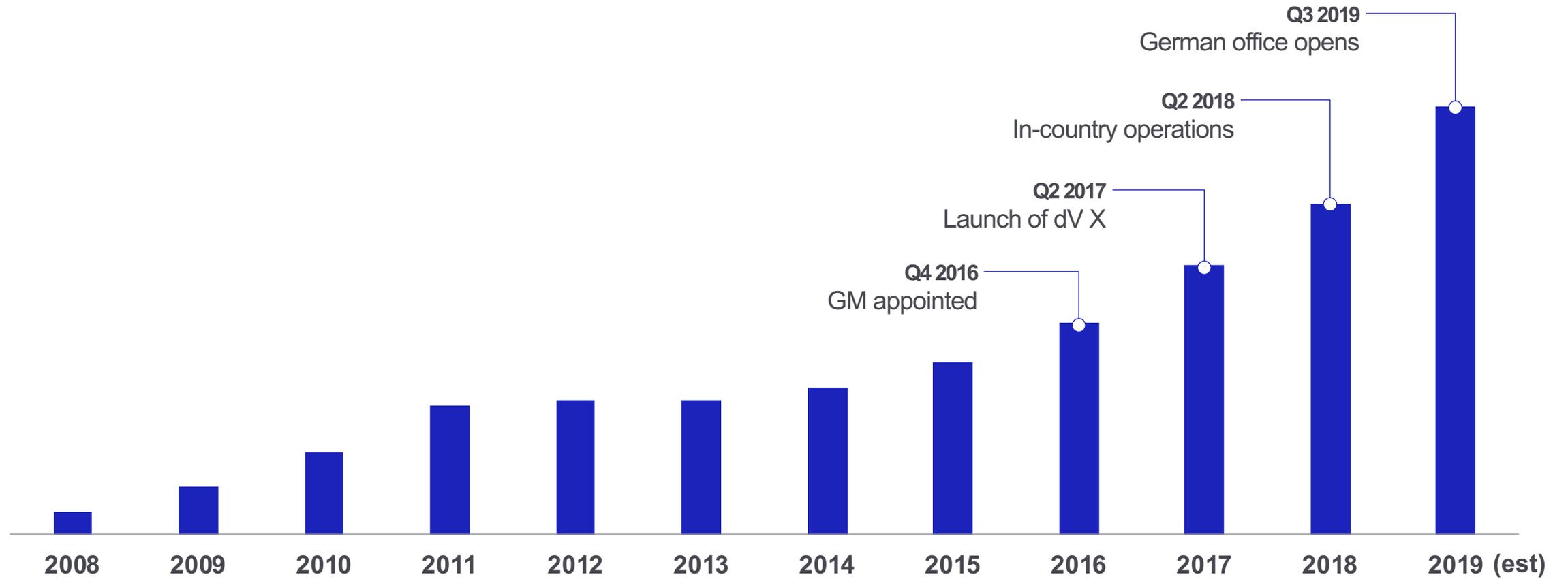
We pursue partnerships and acquisitions that can accelerate outcome and efficiency improvements.

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

Intuitive Japan procedures



Intuitive Germany procedures



Recent regional investments

New Commercial offices opened in UK, Germany in 2019 and France est. 2020

Mexicali built / opened 200k sq ft manufacturing facilities in Q4 2019

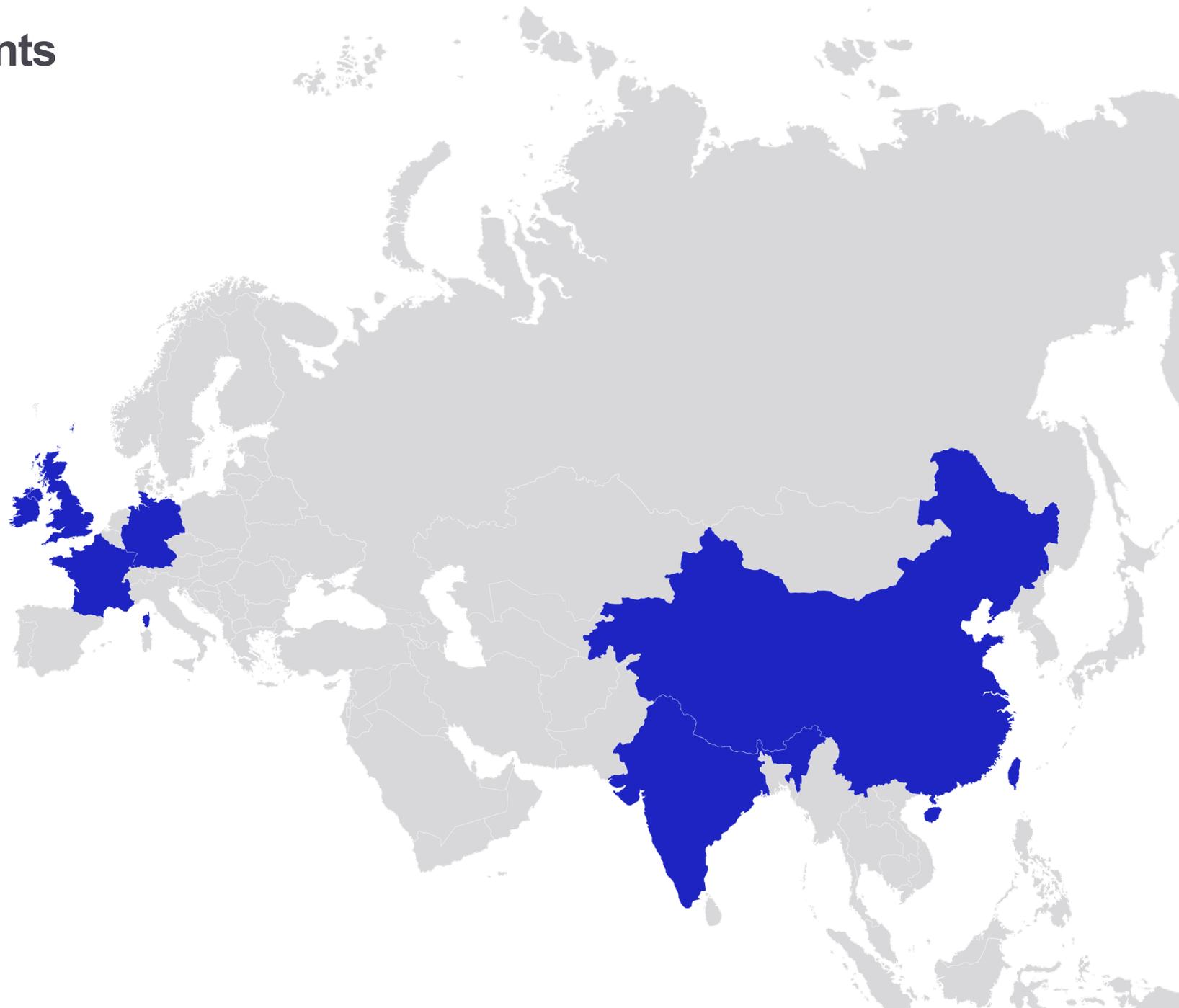
Schölly 3D endoscope acquisition in Q3 2019

China direct into JV Q1 2019

Taiwan direct Q4 2018

InTouch Health Network technology acquisition Q3 2018

India direct Q2 2018



2020 Priorities

Accelerate access to and quality of MIS

Growth in US general surgery: hernia, bariatrics & 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

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intuitive.com