

**Intuitive Surgical, Inc.**  
**Annual Meeting of Stockholders**  
**April 22, 2021**

**RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING**

We would like to welcome you to the 2021 Annual Meeting of Stockholders of Intuitive Surgical, Inc. 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.
2. The meeting will follow the Agenda provided to all stockholders on the virtual meeting website.
3. Only stockholders of record on March 5, 2021 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. In fairness to other participants, please limit comments or questions to two per stockholder.
5. Kindly note that there is a 4,000 character limit on your comments or questions.
6. The views and comments of all stockholders are welcome. However, the purpose of the meeting will be observed and the chairperson may not address comments or questions that are not germane to the purpose of the meeting, including:
  - 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;
  - unduly long;
  - substantially repetitious of statements made by other stockholders; or
  - discussions related to personal grievances.
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 has sole discretion to rule on any of the foregoing rules and on all other matters relating to the conduct of the meeting.