INTUITIVE

2025 Corporate Impact Report

Transforming care through *lasting impact.*

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Intuitive is committed to improving patient care while upholding our responsibility to our governance values, our communities, and the environment. Our corporate impact reporting is aligned with globally recognized frameworks, including the Task Force on Climate-Related Financial Disclosures (TCFD) and the Carbon Disclosure Project (CDP).

This report highlights our 2025 corporate impact, priorities, and achievements. Unless noted, the data and initiatives shared reflect activities undertaken by Intuitive Surgical, Inc., and its consolidated subsidiaries during the calendar year ending December 31, 2025.

CEO message

When I assumed the CEO role in July 2025, I was humbled and excited by the opportunity to continue advancing Intuitive's important mission of expanding and enhancing minimally invasive care (MIC).

I started with Intuitive in March 1996 as a mechanical engineer responsible for designing several aspects of our first-generation system. My first months were spent in the lab and operating room trying to understand what was required to perform high-quality minimally invasive surgery and how robotics could possibly move the field forward.

In those days, I had the privilege to be able to "scrub in" to cases—working shoulder-to-shoulder with surgeons and nurses to apply this new robot to a variety of cases, including cardiac surgery. It was in these earliest days at Intuitive that I quickly understood that we could occupy a privileged position in both medical technology and healthcare. We could develop and deliver some of the most advanced technology in the world and intersect that innovation with a very human purpose: patient care.

This privileged position is one that carries significant responsibility. The hospitals and healthcare systems we work with rely on our products to be safe, effective, and reliable.

A foundational part of our work is understanding what customers care about—working side by side with them to ensure what we are doing matters and solves their problems.

Our mission is directly aligned with our customers' pursuit of the Quintuple Aim: better outcomes, an enhanced patient experience, improving care team experience, lowering the total cost of care, and expanding access to care. It is the framework that guides our work and how we measure ourselves through our corporate impact. By anchoring our goals and expectations to what matters most to our customers, we can position the company for success.

You'll learn more about how we define and measure our impact on the global healthcare communities we serve in Intuitive's 2025 Corporate Impact Report. This year, I'm proud to highlight the following:

Impact on physicians and care teams

In 2025, we reached an incredible milestone—more than 20.4 million cumulative procedures using our technology since the first patient underwent a procedure in 1997. This year alone, over 3.2 million procedures were performed across our da Vinci 5, Single Port, and Ion platforms with an installed base of more than 12,000 systems.

We expanded our da Vinci and Ion systems into more geographies and secured additional clinical clearances around the world—delivering products and services that are helping solve the pressing challenges physicians and care teams care most about.

Da Vinci 5, the most integrated and advanced system we've ever created, moved from a limited U.S. release to a full global launch, and we introduced new features and capabilities along the way. These advancements include Force Feedback and Force Gauge to improve outcomes and insights, integrated insufflation to enhance surgeon autonomy, and new instrumentation and 3D modeling to improve procedure efficiency.

We also made advancements with Ion, our bronchoscopic platform, with the goal of improving the survivability of lung cancer. We believe there is great opportunity to shorten the general care pathway from detection to treatment to build on Ion's core capabilities. We are investing in areas such as real-time tissue assessment and focal therapies to streamline the care pathway and compress what can be a 200-day patient journey to less than a month.

Our digital journey is also important. Platform growth and expansion are enabled by a foundational digital ecosystem. We are now receiving data from more than 1,000 cases a day. This information allows our data scientists to identify meaningful insights and make them actionable by delivering them to clinicians through training, simulation, and mentorship facilitated by telecollaboration tools.

Impact on patients

We deeply believe in a future where all patients have access to high-quality care, regardless of where they are or when they need it.

Although we have made great progress, we are only at the beginning. We believe there is significant opportunity to expand access to our technology for physicians and their patients who may currently be underserved. To support this, we are generating research that describes existing disparities in access to minimally invasive care and helps identify barriers and inform solutions to expand access. This data, bundled with our advanced technology such as telecollaboration and our expansion into new indications and geographies, could increase our potential to reach millions more patients in the future.

Impact on our communities and people

Innovation takes many forms—from how our products and services improve minimally invasive care, to our ability to manufacture at the highest quality at scale, to how we analyze data and communicate it to physicians and care teams to enhance patient care, and to our employee programs that enable our staff to grow their careers in support of our mission.

We now have more than 17,000 talented employees in over 70 countries around the world who are committed to living our values, transforming healthcare, and making a difference for customers, care teams, and communities worldwide. It is this collective passion that drives us to truly understand what our customers care about.

At our core, innovation is driven by delivering value in areas where we can have a meaningful impact on physicians and their patients. It is this mission-driven impact that we believe is transforming healthcare

Dave Rosa

Chief Executive Officer

About Intuitive[1]

3.2M+
procedures performed on Intuitive systems in 2025

12,000+
Intuitive systems in hospitals globally

20.4M+
patients receiving procedures with Intuitive systems

4,000+
peer-reviewed articles published in 2025

101,000+
surgeons trained on the da Vinci system

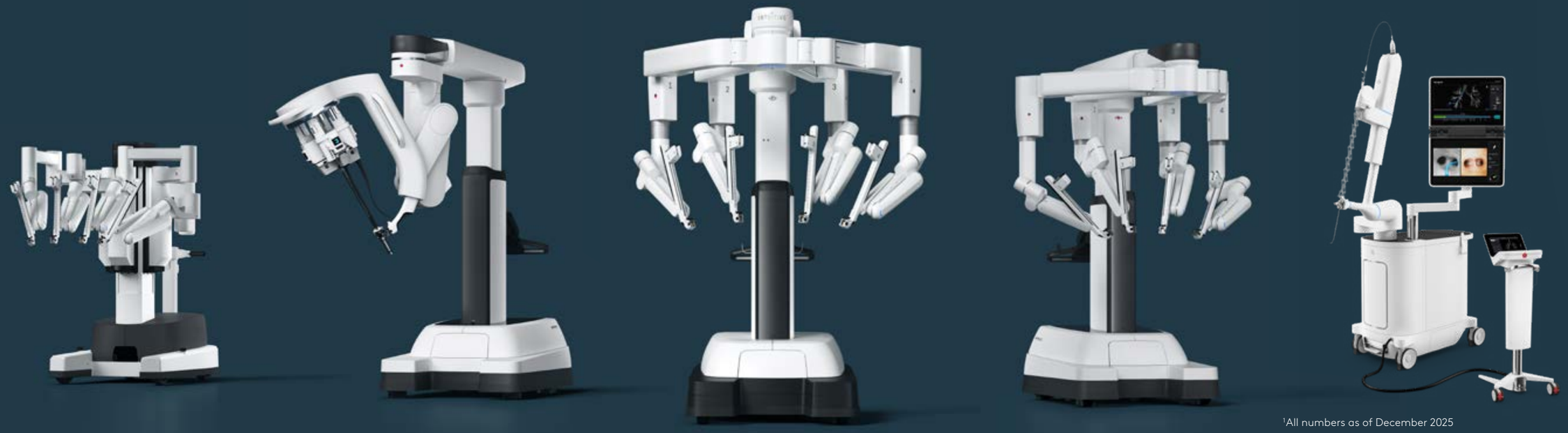
31 years
of innovating for minimally invasive care

70+
countries using Intuitive systems

1,900+
Intuitive systems placed in 2025

10 seconds
How often a surgeon starts a procedure using a da Vinci system

17,000+
mission-driven employees



[1]All numbers as of December 2025

Industry recognition

Climate Disclosure Project rating

In 2025, Intuitive achieved a B score from the Climate Disclosure Project (CDP), recognizing the transparency, awareness, and management of climate issues reflected in our public environmental disclosures. The increase in Intuitive's score reflects the impact of new disclosures related to the climate risk assessment and climate scenario analysis conducted in 2025, as well as more robust disclosures describing the organization's governance structure and management processes.

Climate
CDP
2025
B

2025 workplace awards

Forbes
World's Best Employers

America's Best Employers for Company Culture

Best Employers for New Grads

America's Best Large Employers

America's Best Employers for Engineers

America's Best Employers for Women 2025

2025 America's Best-in-State Employer (CA)

Glassdoor
Ranked 20 out of 100 Best Places to Work Best-Led Companies 2025

Handshake
Early Talent Awards 2025 Winner

Kununu
2025 Top Company

Newsweek
America's Most Responsible Companies 20262

DisabilityIn
Best Place to Work for Disability Inclusion 2025

U.S. News & World Report
Best Companies to Work for: Overall

Best Companies to Work for: Health Care and Research

Best Companies to Work for: Supporting Family Caregiving

Best Companies to Work for: Internships

[2] Awarded in January 2026 for 2025 performance.

Design awards

Industrial Designers Society of America
IDEA Gold: Medical & Health

IDEA Best in Show: Medical & Health

FastCo
Innovation by Design: Honorable mention

iF
Design Award 2025: Medicine & Health

Reddot
Design Award: Operating Technology

Corporate Impact: Overview

Mission-driven impact

This year, Intuitive has evolved its annual Environmental, Social, and Governance (ESG) Report into a Corporate Impact Report to better reflect how we think about value creation and responsibility. This report reflects our interest in looking at the consequences of our business practices beyond financial results, to demonstrate how our technology, investments, and operating decisions translate our mission and values into measurable outcomes for patients, care teams, healthcare systems, and society.

Intuitive combines leading-edge technologies and clinical expertise with a comprehensive ecosystem of services and support to transform minimally invasive care. By doing so, we deliver differentiated outcomes and meaningful value to patients, clinicians, and customers.

This report outlines our commitments and their impact: evidence-based innovation, actionable insights, consistently high customer satisfaction scores, and increasing demand for our products.

We believe that sustained success comes from our unwavering focus on patients, which anchors our founding principles and our culture. We put these principles into practice by making investment and product design choices to address healthcare challenges and meet patient needs; delivering comprehensive customer training, advanced manufacturing, and robust product servicing capabilities; and committing to continuous quality assurance and improvement.

Our patient-centered approach yields sustainable results. When we deliver improvements for patients such as shortening recovery time, decreasing complication or conversion rates, and reducing the need for further interventions, we also reduce healthcare costs and resource usage that increases efficiency across sites of care.

Founding principles

These have been our guideposts since our formation.

Patients first, always.
Our products and services impact lives—we see our role in healthcare as a solemn responsibility. We focus on the problems that matter most to our customers.

Quality counts.
We never bend or wink at the truth. If something goes wrong, we seek to find the root cause, not to blame. We understand that quality requires investment.

Strive for meaningful progress daily.
We are working on a hard set of problems that impact peoples' lives. We strive to meet our long-term goals with daily focus and diligence.

Small teams win.
We believe in small, agile, inclusive teams of outstanding staff that deliver results and exceed our customers' expectations.

First-principles thinking.
Innovation is essential to our success. We frame problems clearly, understand key performance metrics and evidence, brainstorm broadly, and implement solutions that address the whole.

Learn from everyone. Copy no one.
As pioneers of robotic-assisted surgery, we have introduced new ideas and challenged the status quo. We actively learn from our customers, our teams, and those outside our company.

Believe the beliefs. Deliver the results.
We behave in ways consistent with our values and expect to achieve our goals. We attend to both the "how" and the "what."

Humility.
We reject personal and organizational arrogance. A better idea can come from anywhere inside or outside our organization—our doors and minds are always open.

Quintuple Aim

At Intuitive we focus on the challenges our customers—and healthcare systems more broadly—face.

We refer to this as the Quintuple Aim.

We start with a focus on patients, demonstrating that our products deliver better outcomes as validated by independent peer-reviewed evidence.

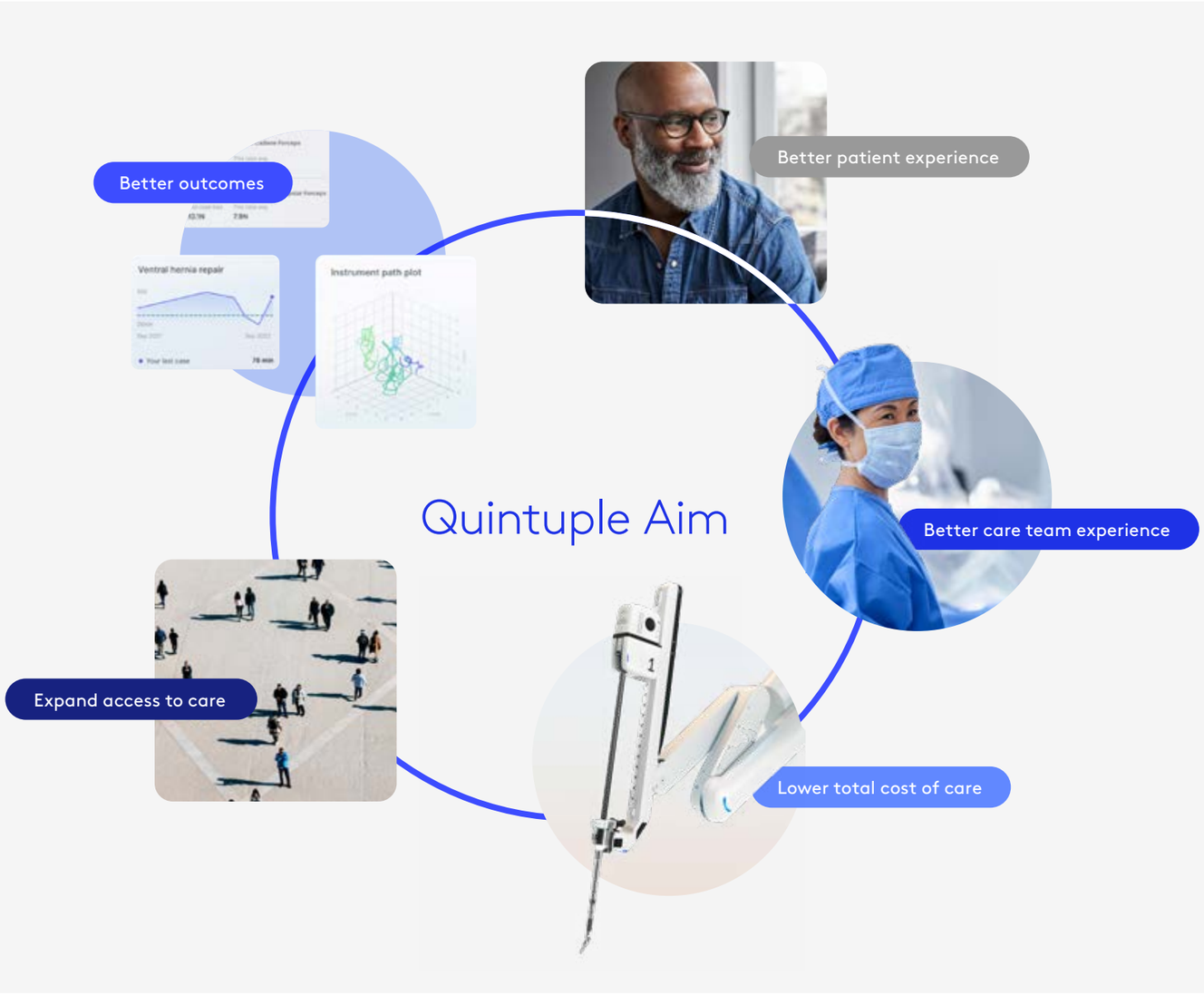
Working with clinicians and care teams, we strive to create better patient experiences: fewer complications, conversions, and reinterventions; shorter recovery times; less pain and discomfort.

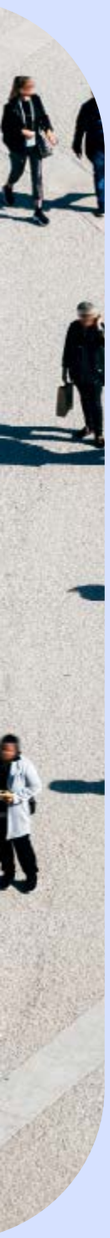
We invest and innovate so that the clinicians and care teams who use our products and ecosystem have better experiences: augmenting their skills, reducing fatigue, and optimizing efficiency.

Cost is a concern for hospitals and healthcare systems globally; we want to help lower the total cost of care per patient episode, and we work to facilitate evidence of that cost savings across sites of care and geographies.

Finally, we seek to help our customers expand patient access to the best treatments, no matter when or where they deliver care.

We believe that our products and services deliver meaningful impact across all five pillars of the Quintuple Aim, measured through scientific rigor and data, and including real-world case studies and feedback from customers.





Patients and products

Advancing minimally invasive care through relentless innovation focused on patient safety, product reliability, and expanded access to care

Innovation

We are committed to innovation and continuous improvement across our platforms, services, and solutions. This commitment requires disciplined research, sustained investment, and product development and launches that are evaluated through scientific evidence and customer feedback.

This report highlights the launch and expansion of key platforms and technologies around the world in 2025.

Da Vinci 5

During the year, we significantly expanded access to da Vinci 5, our fifth-generation multiport surgical system, with new clearances in Europe and Japan and a total install base of more than 1,200 systems as of year-end. The system's intelligent architecture—featuring more than 10,000 times the computing power of its predecessor—supported the release of new software capabilities designed to provide real-time surgical insights. These include a Force Gauge that displays relative pressure applied at the tip of Force Feedback instruments, in-console video replay to support intraoperative evaluation, and Network Connectivity and Configuration Management (CCM), which enables remote deployment of software updates. These features integrate seamlessly into existing surgical workflows, helping to increase efficiency and support training.

Force Feedback technology shows encouraging results across preclinical and clinical settings. Two peer-reviewed studies published in Surgical Endoscopy demonstrated that Force Feedback enabled reductions in applied force during key surgical tasks[3] and improvements in novice surgeon performance—including reduced tissue trauma, fewer errors, and shorter suturing times.[4] Additional observational work presented throughout the year evaluated associations between force profiles, surgical technique, and patient outcomes, adding to a growing body of evidence investigating the role force may play in surgical performance.

[3] Awad MM, Raynor MC, Padmanabhan-Kabana M, Schumacher LY, Blatnik JA. Evaluation of forces applied to tissues during robotic-assisted surgical tasks using a novel force feedback technology. *Surg Endosc* 38, 6193–6202 (2024). Doi :10.007/s00464024-11131-z.

[4] Servais EL, Rashidi L, Porwal P, Garibaldi M, Hung AJ. *Novel force feedback technology improves suturing in robotic-assisted surgery: a pre-clinical study.* Surg Endosc. 2025;39(2):1217-1226. doi:10.1007/s00464-024-11472-9.

Da Vinci SP

In 2025, our single-port da Vinci SP platform received additional FDA clearances across multiple procedure areas, including transanal local excision and resection, nipple-sparing mastectomy, inguinal hernia repair, cholecystectomy, and appendectomy.

Intuitive also continued to evolve the da Vinci SP platform with launches of Extended Range and Force Bipolar instruments designed to improve the experience for users working in narrow or deep anatomical spaces. Clearance of the SP SureForm 45 stapler further expanded the platform's role in thoracic, colorectal, and urologic procedures. In parallel, da Vinci SP expanded internationally, with the platform launching in seven countries across Europe, Asia, and Middle East in 2025—extending access to single-port, minimally invasive care and complementing the existing da Vinci ecosystem in these regions.

Ion

Our Ion endoluminal system, designed for minimally invasive, peripheral lung biopsies, continues to advance, with growth in its capabilities, global footprint, and the published research. In 2025, the FDA cleared software updates for Ion

Ion: Safety and accuracy

In 2025, two multicenter prospective studies demonstrated that shape-sensing robotic-assisted bronchoscopy can safely and effectively reach and biopsy small and difficult-to-access pulmonary nodules.

The CONFIRM study showed that shape-sensing robotic-assisted bronchoscopy with integrated mobile cone-beam CT achieved a high diagnostic yield with a strong safety profile.[1] A separate study in the UK similarly demonstrated reliable access to small nodules and a strong safety profile using adjunctive imaging.[2]

Together, these studies provide growing evidence supporting the safety and clinical performance of robotic-assisted bronchoscopy across care settings.

[1] Husta BC, Cheng GZ, Batra H, et al. Shape-sensing robotic-assisted bronchoscopy with integrated mobile cone-beam CT for small nodules: results from the prospective multicentre CONFIRM study. *Thorax*. Published online December 7, 2025. doi:10.1136/thorax-2025-223272.

[2] Chan LT, Lau KKW, Orton CM, et al. Tool-in-lesion verification of shape-sensing robotic-assisted bronchoscopy with cone-beam CT in sampling peripheral pulmonary nodules. *Thorax*. Published online December 14, 2025. doi:10.1136/thorax-2025-223631.

that integrate artificial intelligence throughout the navigation workflow. By combining computer vision with Ion's shape-sensing technology, this allows Ion to make real-time adjustments to address the divergence between preoperative CT images and the real-time position of lung nodules within the body caused by respiration and other factors.

Furthermore, this software update expands access to advanced visualization by allowing providers to receive real-time imaging updates even when using a standard 2D C-arm rather than requiring a cone-beam CT. These capabilities help to improve workflow efficiency and give physicians more tailored options for accessing small, peripheral lung nodules.

Evidence-based care

Our commitment to scientific integrity and the objective assessment of our products and services means that clinicians, care teams, and the patients they serve can trust and rely on our technologies.

To date, more than 48,000 peer-reviewed publications validate the safety, efficacy, and differentiated outcomes of our platforms. The vast majority of these studies (more than 98%) are conducted and authored independently of Intuitive.

Clinical evidence and standards

Intuitive's clinical research includes feasibility studies, confirmatory trials, cohort studies, post-approval outcomes research, real-world evidence studies, and registries.[5] In all cases, we design and conduct clinical trials and research ethically and in compliance with rigorous research and regulatory standards governed by the International Council of Harmonization and Good Clinical Practice guidelines, FDA Code of Federal Regulations and ISO 14155, and other applicable international regulations.

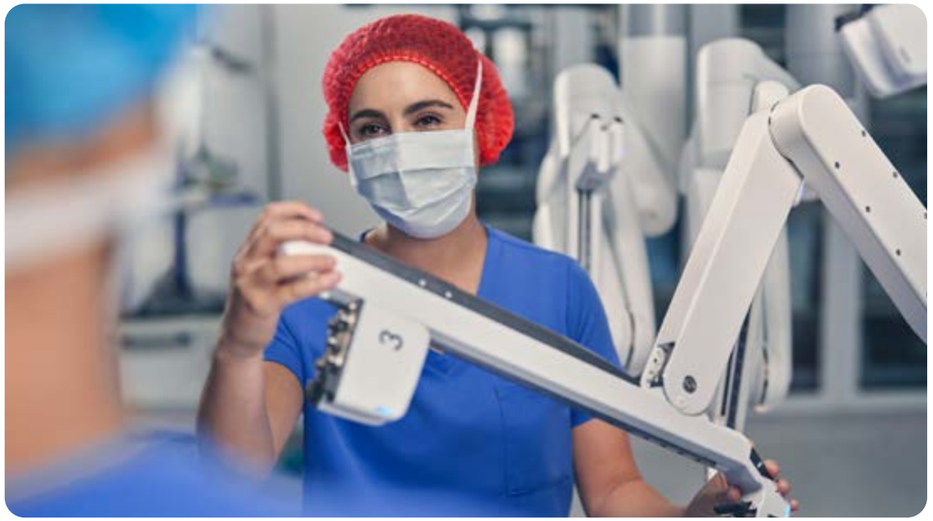
Intuitive's inclusion criteria ensures equitable access for eligible patients based on factors including health status, disease condition, and study requirements. All relevant trials are registered and updated on platforms like ClinicalTrials.gov.

We are committed to providing clinical research results in an objective, transparent, and balanced manner. Research manuscripts and abstracts adhere to International Committee of Medical Journal Editors guidelines. These include, but are not limited to, disclosing roles and responsibilities and any potential conflicts of interest of researchers and Intuitive employees.

Differentiated clinical results

In 2024, scientists from Intuitive and Massachusetts General Hospital published the COMPARE study, the largest systematic review and meta-analysis of its kind. COMPARE assessed surgical outcomes for seven oncological procedures, using data from 230 publications and 22 countries to examine results across robotic-assisted, laparoscopic, and traditional "open" surgical modalities.[6]

COMPARE demonstrated the benefits of robotic-assisted surgery across outcomes, including recovery, readmissions and re-operations. It also provided a foundation of quality scientific data in support of the differentiated clinical and economic value that robotic-assisted surgery provides.



[5] View our Research & Outcomes

[6] Rocco R, Seshadri-Kreaden U, Yankovsky A, et al. The COMPARE Study: comparing perioperative outcomes of oncologic minimally invasive laparoscopic, da Vinci robotic, and open procedures: a systematic review and meta-analysis of the evidence. Ann Surg. Published online October 2024. doi:10.1097/SLA.0000000000006572.

In 2025, building on the original framework of the COMPARE study's original framework, Intuitive and scientific collaborators presented new European and Asian regional analyses at the International Society for Pharmacoeconomics and Outcomes Research conference.[7]

Currently in manuscript preparation, these Pan-Asian and Pan-European systematic literature reviews and meta-analyses examined real-world use of da Vinci robotic-assisted surgery (dV-RAS) versus laparoscopic and open approaches across the same seven oncological procedures as the original COMPARE analysis. Spanning more than 100,000 dV-RAS cases in Asia and 120,000 in Europe, both studies reinforce and extend the original COMPARE findings, underscoring the differentiated value and benefits of da Vinci surgery when compared to alternatives across a range of geographies and sites of care.[8] These findings support the generalizability of the COMPARE framework and its relevance for clinical, policy, and HTA decision-making.

Training and education

Intuitive distinguishes itself in robotic surgery through its world-leading, global investment in training clinicians and care teams on the use of its technologies. Our commitment to comprehensive training matches—and helps to advance—our dedication to delivering safe, effective and innovative products and patient care.

Our training and education programs equip clinicians and care teams with the skills and knowledge to adopt our technology, support patient safety, and enhance clinical outcomes and operational efficiency.

Intuitive's offerings include role-specific training pathways, learning engagements, and technology designed to work together to deliver a world-class training experience.

Training pathways

Intuitive's training pathways provide a systematic learning journey to help customers build technical proficiency. Accredited by the Royal College of Surgeons of England and validated by IRCAD (the Institute for Research of Cancers of the Digestive System), our training program includes simulation exercises, skills training, and hands-on learning opportunities.

Training pathways are offered for surgeons and physicians, residents and fellows, OR care teams, patient-side assists, and robotic coordinators, as well as recommendations for executives.

After completing case observations, independent learning, and simulation exercises, surgeons and care teams progress to in-person training. Led by experienced trainers and surgical educators, in-person training sessions

Advanced tissue models

The use of our advanced tissue models (ATMs) continues to expand globally.

In 2025, more than 7,446 surgeons were trained using advanced tissue models with a customer satisfaction score of >97%.

ATMs replicate human anatomy positioning and live tissue behavior, providing an excellent training experience. By using animal tissue collected from the food chain, ATMs reduce waste and contribute to a sustainable, standardized training experience that meets USDA Animal and Plant Health Inspection Service certification standards.

[7] Yankovsky, A., Patel, N., Hebert, A. E., & Kreaden, U. (2025). CO90 What Does the Pan-Asian Evidence for Malignant Robotic-Assisted Procedures With da Vinci Surgical Systems Say? A systematic Literature Review and Meta-Analysis. Value in Health, 28(6), S38. Yankovsky, A., Patel, N., Hebert, A. E., & Kreaden, U. (2025). CO128 A Systematic Literature Review and Meta-Analysis of Pan-European Evidence of Robotic-Assisted Surgery using the Da Vinci Surgical System. Value in Health, 28(6), S46.

[8] The studies showed that da Vinci surgery is consistently associated with lower rates of conversion, transfusion, complications, readmission, and—frequently—mortality, along with shorter hospital stays.

focus on system functionality and operation, helping participants gain proficiency through immersive, hands-on experiences.

Learning engagements

Our technology training program is augmented by a global peer network that provides opportunities for continuous improvement and advanced learning. Engagements vary by pathway, skill level, and focus area and can include case observations, online education, in-service training, simulation/skills training, OR care team training, technology training, reprocessing training, proctoring, advanced training, and curriculum development support. Many of these programs occur at Intuitive training centers and are led by experienced Intuitive staff, while advanced courses are taught by experienced surgeon and physician instructors.

Learning and enabling technology

Intuitive offers technologies to help customers better access and manage their training and identify actionable insights to help them improve. These include Intuitive Learning and SimNow, telepresence capabilities, and other digital tools.

Intuitive Learning delivers on-demand content and virtual simulations, enabling physicians and care teams to access learning anywhere and at any time. Customers can complete technology and procedure education and view, assign, and track technology and simulation learning. Available in 17 languages and used by more than 9,600 hospitals globally, Intuitive Learning supports personalized learning for surgeons/physicians, residents/fellows, care teams, patient-side assistants, robotic coordinators, and sterile reprocessing staff. In 2025, the number of Intuitive Learning users increased by 28%.

SimNow is a 3D, physics-based virtual simulation platform that helps users gain familiarity with the surgeon console controls and practice key surgical skills as part of a broader learning pathway. Through learning exercises, surgeons can enhance their skills with robotic-assisted surgical instruments, combination exercises, and robotic fundamental skills drills. SimNow enables surgeons to track their progress and identify areas for improvement.

Reliability and efficiency

Intuitive provides capabilities and support to help clinicians and care teams reliably, repeatably deliver safe and effective care in a resource-efficient manner.

Genesis

Included as part of our product cost, our Genesis consulting service helps customers reduce process variability, standardize workflows, and implement best practices. From optimizing procedure scheduling to enhancing sterile reprocessing, Genesis engagements aim to improve resource management, reduce waste, and minimize nonoperative time, elevating clinical and operational performance. One hundred percent of our customers reported that Genesis engagements helped improve procedure workflow standardization and overall OR efficiencies for da Vinci procedures.[9]

System uptime

In 2025, Intuitive's systems achieved more than 99.9% system uptime across systems worldwide. This performance reflects the reliability of our technology.

Recognition for our world-class customer training

In 2025, Intuitive trained 22,554 customers around the world. The surgeon satisfaction score with Intuitive training in the United States was 92%,[1, 2] indicating that those participants surveyed would recommend Intuitive training courses to a colleague.

[1] Based on the results of a blinded online survey of 257 surgeons across multiple specialties conducted in the US from April to June 2025.
[2] Rated 8, 9, or 10 on a 0–10 scale of overall training experience.

[9] Survey conducted by Strop Insights with 46 anonymized U.S. customers who engaged with Intuitive Genesis between 2024 and Q1 2025.

Service and support

Intuitive's service and support offerings prioritize patient safety and strive to deliver a world-class customer experience. As one example, Intuitive's OnSite remote diagnostics network minimizes service disruptions and system downtime through real-time system evaluations and hourly proactive reviews. Remote software updates mean fewer onsite visits, ensuring seamless support and optimal system performance.

With an average of 11 years of experience, our 24/7 technical support team builds trust with customers, who rely on our systems to deliver reliable, high-quality care.

Data and digital tools

Intuitive has been a leader in digital innovation for 31 years. With more than 20 million procedures performed, we are committed to the responsible use of data to provide meaningful insights that inform better clinical decision-making and facilitate continuous improvement in patient care.

Current practice

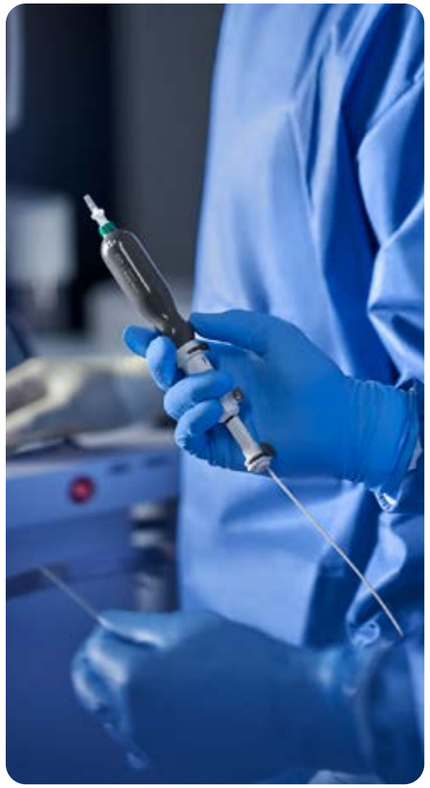
Today, we use data, digital tools, and advanced technology, including machine learning (ML) and artificial intelligence (AI), to deliver insights relevant before, during, and after procedures to help surgeons and care teams thoroughly prepare for procedures, provide information that can help aid in better clinical decision-making and facilitate continuous improvement:

Preoperative: When preparing for a case, surgeons and care teams can use the My Intuitive app to view metrics on procedure times, and instrument and surgeon console use. These can be compared to global peers and paired with recommendations to support personalized learning. For procedures requiring preoperative imaging, Intuitive 3D Models uses ML-based segmentation to create 3D reconstructions to support pre-operative planning and preparation.

Intraoperative: During surgery, our ecosystem helps to deliver the right information at the right time through multiple integrated technologies. Surgeons can use Intuitive Telepresence for real-time guidance from mentors. Advanced imaging highlights critical anatomy, while preoperative 3D models can be displayed in the surgeon console for better spatial awareness.

Postoperative: Following surgery, surgeons and care teams can review a case through video, clinical context, and objective metrics to identify opportunities for improvement. Automated bookmarking and video segmentation helps surgeons quickly navigate to key moments as part of Case Insights within My Intuitive.

Discovery/advancing the field: Surgeons and care teams can explore what defines high-quality surgical practice. Our Insights Engine platform analyzes intraoperative robotic data, connects it with outcomes, and enables collaboration with surgeon scientists and data teams. Researchers can test



hypotheses and build evidence around best practices for learning, workflow, and performance.

Advancing surgical data science

Our existing tools and data streams provide a strong foundation for the future of surgical care. By analyzing system data and applying advanced analytical and machine learning techniques, we can objectively assess characteristics of individual surgical tasks and begin to understand what defines high-quality surgical practice. We refer to this new field of research as "surgical data science."

We believe that we can use system data and user experience from across 20 million procedures to better understand which surgical techniques are likely to create better outcomes and how surgeon and care team learning curves can be reduced quickly and safely. Once identified, best practices can be broadly disseminated to deliver best-in-class results at scale.

In 2025, Intuitive teams, together with external researchers, continued to advance this growing field by publishing a first-of-its-kind clinical temporal annotation guide for surgical video annotation.[10] The article addresses a long-standing barrier in surgical data science by providing a common, structured language for annotating surgical video, including specific annotation guides for ten common robot-assisted procedures. The adoption of this framework can help establish a shared clinical language among industry providers and academics, setting the stage for further research and additional discoveries in robotic-assisted surgery.

Access to care

As of 2025, more than 20 million patients have been treated using Intuitive systems, yet the benefits of minimally invasive surgery (MIS) are not experienced equally among all groups due to differences in access, including the impact of "MIS deserts."[11, 12]

Existing research demonstrates that some patients who could gain the most from minimally invasive care receive open procedures due to provider barriers, including lack of access to training and difficulty maintaining skills; technology barriers, including lack of current technology and updated operating rooms; and socioeconomic barriers, including patients' inability to pursue options outside of their local hospitals due to expense, travel requirements, and lack of awareness of treatment options.[13]

This year, our research teams and their external partners further explored existing disparities in access to minimally invasive surgery across race, age, ethnicity, and payor status.[14] The

Expanding access through flexible acquisition options

In 2025, Intuitive initiated a refurbished product offering—Xi-R—which can help broaden access to minimally invasive care. Refurbished systems meet the same performance standards as new systems and provide an option for customers seeking to grow robotic-assisted surgery programs with lower capital investment.

In addition, Intuitive continues to offer flexible acquisition options, including outright purchase, leasing, and usage-based models that reduce financial barriers to adopting robotic-assisted surgery. In 2025, 53% of da Vinci system placements were financed using these flexible arrangements. Lease options that may include include technological obsolescence protection, help hospitals standardize and expand their programs while staying current with the latest technology.

[10] A standardized temporal segmentation framework and annotation resource library in robotic surgery. *Mayo Clinic Proceedings: Digital Health*. 2025;3(4):100257. doi:10.1016/j.mcpdig.2025.100257.

[11] Mitzman B, Johnson S, Lichtveld M, Culbertson R, Fong ZV (2025) Minimally Invasive Surgery Deserts: Is There a Role for Robotic Assisted Surgery? JSLS: Journal of the Society of Laparoscopic & Robotic Surgeons 28:e2024.00039

[12] In 2024, we established our Health Policy & Patient Access Research Center of Excellence to better understand, quantify, and address barriers to access. The Center's work includes designing and executing database projects, generating rigorous evidence, and analyzing data to drive meaningful improvements in access to MIC. Through collaboration with hospital systems that have successfully overcome these barriers, we share their stories along with suggested approaches to expand access to care.

[13] Mitzman B, Johnson S, Lichtveld M, Culbertson R, Fong ZV (2025) Minimally Invasive Surgery Deserts: Is There a Role for Robotic Assisted Surgery? JSLS: Journal of the Society of Laparoscopic & Robotic Surgeons 28:e2024.00039

[14] Fong, Zhi Ven et al. "Rates of Minimally Invasive Surgery After Introduction of Robotic-Assisted Surgery for Common General Surgery Operations." Annals of surgery open: perspectives of surgical history, education, and clinical approaches vol. 6,1 e546. 31 Jan. 2025, doi:10.1097/AS9.0000000000000546.

research further evaluated these trends with hospitals that introduced robotic-assisted surgery and found that access to RAS significantly increased access to MIS across various patient populations.

Telecollaboration

Building on our multi-decade approach to digital collaboration, Intuitive technology can play a meaningful role in expanding access to care.

By incorporating telecollaboration tools and capabilities into case observations, teleproctoring, and telementoring, we can bring expertise from a global network of established trainers and experienced surgeons to RAS programs without direct access to experienced colleagues. These telecollaborations allow trainers, proctors, and sub-specialists to remotely provide targeted expertise like those that occur within surgical programs at large teaching institutions.

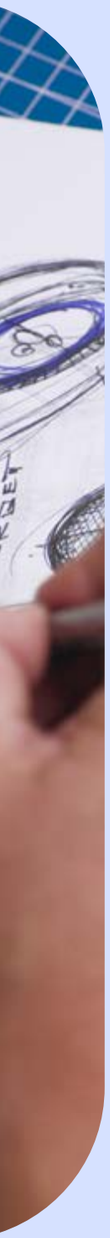
These tools can help clinicians and hospitals address obstacles to initiating new programs in rural or underserved areas by making training support and peer networks accessible in a resource-efficient manner.

Telesurgery leadership

In July, Intuitive conducted a landmark telesurgery demonstration at the Society of Robotic Surgery's annual meeting in Strasbourg, France. The demonstration featured a dual console procedure performed on a non-human advanced tissue model between two surgeons, Dr. Doug Stoddard, in Peachtree Corners, Georgia and Dr. Andrea Pakula, in Strasbourg, France.

This demonstration marks a continuation of over twenty-five years of innovation and investment in digital collaboration. In 2001, Operation Lindbergh, a telesurgery demonstration between surgeons in New York and France, sparked worldwide discussion over telesurgery.

However, leadership in this space will not require being smart, grounded and practical—and ultimately working to improve outcomes for patients. As we continue to develop the ecosystem of technologies required for the safe and sustainable use of telesurgery, we'll also be collaborating with customers to better understand what problems telesurgery can best solve. This includes exploring how Intuitive and its partners can work toward new regulatory clearances, workflows, business and payment models, and the supporting infrastructure that will be needed.



People

Supporting our mission by attracting and developing talent and promoting the well-being of our employees and communities

Human capital

Delivering on our mission depends on our ability to attract, engage, develop and retain top talent around the globe. We do so by building a healthy, high-performance culture that prioritizes clarity, transparency and accountability. We seek to create opportunities for our employees to grow and develop in their careers. Intuitive provides competitive compensation, benefits, and programs that encourage employee health and wellness and foster connections among our employees, and the communities and customers we serve.

Attracting and growing talent

Intuitive's success depends on building a world-class team to serve our customers and communities. We do so by focusing on:

- **Talent recruitment:** Our talent strategy, hiring practices, and associated training help ensure that hiring processes are consistent and inclusive. Learn more about our approach here.
- **Talent development:** We empower employees to set personal development and career goals while offering development programs

Employee Experience Survey

Our annual Employee Experience Survey measures workforce satisfaction, engagement, and other career elements. Intuitive's engagement remains strong and reflects our employees' deep commitment to our mission and their own job satisfaction.

2025 survey findings include:

- 96% response rate
- 92% engagement favorability
- 91% of respondents stated their intent to stay

focused on personal growth, collaboration, and business acumen.

Empowering employees

We believe that a culture where all employees feel a strong sense of belonging is critical, and when combined with highly capable leadership, creates a high-performing company, propels innovation, and enables us to better fulfill our mission.

We are guided by a four-part human capital strategy, which focuses on:

- Establishing an environment where all employees feel welcome, supported, and valued
- Building a workforce to fuel innovation and better reflect the customers and patients we serve
- Investing in and enhancing the fairness of our people practices
- Strengthening industry engagement through collaboration with our customers, the broader healthcare community, and shareholders.

We actively measure, publish, and track data on workforce engagement, including employee engagement, to inform our approach to continuous improvement.

Details of our employee workforce composition, including a link to our Employer Information Report submission to the U.S. Equal Employment Opportunity Commission, are available here.

Compensation and benefits

We provide compensation and benefits programs to help meet the needs of all our employees.

In addition to base compensation, these programs, which vary by country and region, include short-term incentives like annual bonuses and commissions, long-term incentives including but not limited to stock or cash-based awards, an Employee Stock Purchase Plan, retirement savings plans, healthcare, income protection benefits, paid time off, family leave, and family care resources.

We support fair and equitable pay for our employees, an effort strongly supported by our executive team and Board. We regularly review pay for internal equity, and to assess the appropriateness of our compensation structure. We also engage outside counsel to assess compliance with pay equity laws.

Continuing our long-standing practice of pay equity analyses, we conducted annual pay equity audits for our full-time U.S. workforce in 2025, focusing on pay ratios among self-identified gender and race/ethnicity groups. These audits take into account job roles and locations, among other factors. While many factors can impact compensation, minor variations may still occur. The data from our 2025 pay equity audit revealed an adjusted pay gap deviation of approximately 0.5% or less for each gender and race, which we consider within the normal compensation variability range. We're proud to have strong pay practices and policies that have helped us to achieve this level of pay equity.

Our people and communities

Intuitive encourages all employees to participate in programs that link personal well-being with contributions to our communities.

Available to all employees, our Employee Resource Groups provide professional development, community, and mentoring. More information on our ERGs can be found here.

Intuitive Foundation

The Intuitive Foundation advances positive societal impact by supporting initiatives that promote surgical research; science, technology, engineering, and mathematics (STEM) education; and access to healthcare training worldwide. In 2025, the Foundation contributed more than $8.67 million to nonprofit organizations, academic institutions, and global partners aligned with its mission.

In 2025 alone, the Foundation awarded $1.9 million in philanthropic grants and $6.2 million in research grants and fellowships, including distribution of its da Vinci Research Kits (DVRK), now used at 40 universities in 12 countries worldwide. The DVRK community supports research in telerobotic surgery by repurposing hardware from retired da Vinci surgical systems to build research platforms that explore innovative new concepts in minimally invasive surgery.

Employee engagement further amplified the Foundation's impact through several structured programs:

- **Wellness-based giving:** Through Intuitive's global wellness platform, employees participated in 51 activity challenges in 2025, generating 1.1 million in charitable donations.

- **Employee volunteering:** Employees contributed a total of 15,267 volunteer hours in 2025, supporting community service initiatives coordinated by the Foundation.
- **Volunteer matching contributions:** The Foundation provided more than $371,000 in matching donations—equivalent to $25 per volunteer hour—to over 213 nonprofit organizations selected by employees.
- **Paid time to volunteer:** A dedicated program for U.S. hourly employees offered up to eight hours of paid volunteer time annually, reinforcing Intuitive's commitment to community engagement.

Foundation flagship programs

Surgical Education Learners Forum:

SELF builds upon the success of the Global Surgical Training Collaborative (GSTC) to expand access to procedural skills training by delivering free, open-source simulation-based learning modules designed for low-resource settings that enable surgical practitioners to independently develop and refine procedural skills without needing an on-site instructor.

In 2025, SELF collaborated closely with regional clinical societies, including the East, Central, and Southern Africa College of Nurses and Midwives (ECSACONM) and the West African College of Surgeons (WACS). ECSACONM is leveraging the SELF framework to develop a perioperative nursing fellowship, while WACS is creating simulation-based training modules across several priority surgical procedures to enhance practitioner capacity throughout the region.

FIRST Robotics:

In alignment with its commitment to advancing STEM education, the Intuitive Foundation provides grant funding to FIRST® (For Inspiration and Recognition of Science and Technology) to support high school robotics teams worldwide. For the 2026 competition season, 267 teams across Australia, Canada, the United Kingdom, Israel, Mexico, Turkey, and the United States have received funding.

In the short term, this support enables students to engage in hands-on, project-based learning experiences that strengthen technical competencies, teamwork, problem-solving, and critical thinking skills.

Over the long term, the Foundation's investment in FIRST helps to expand access to high-quality STEM programming, particularly in underserved communities, that supports workforce readiness and helps cultivate future innovators equipped to address complex global challenges.

Health Careers Collaborative

The Intuitive Foundation supports the Health Careers Collaborative (HCC), which connects high school students with teaching partners from healthcare and academic institutions, to provide early exposure to clinical research and health-related professions.

In 2025, the Foundation's support enabled HCC to reach more than 935 students across nine locations in the United States. Through structured programming, students engaged with healthcare professionals, explored academic pathways in health and medicine, and gained insight into the skills and education required for careers in the medical and health sciences.

By fostering early interest in healthcare careers and strengthening connections between educational institutions and local health systems, the HCC contributes to the development of a more informed, diverse, and resilient future healthcare workforce.

Additional information about the Intuitive Foundation's programs and grantmaking activities is available at intuitive-foundation.org.

Practices

Operating with integrity to maintain trust

Business operations

Promoting ethical conduct

Guided by our updated Code of Business Conduct and Ethics, we help employees understand their responsibilities through clear policies, regular and comprehensive training, and ongoing communication. Available in ten languages, the code outlines global standards for all employees.

To uphold ethical business practices, employees complete regular training on anti-bribery, anti-corruption, antitrust, competition, insider trading, data privacy, and harassment prevention. Available in 7 languages, these trainings are mandatory at hire, on a rolling basis, or as required by local regulations. Employees sign off on our Code of Business Conduct annually and our other relevant policies on a regular basis.

Our Compliance Committee governs the proactive monitoring and auditing of ethical business conduct throughout our operations under the oversight of the Board of Directors. We also perform comprehensive risk assessments in areas that are relevant to our business.

Internal controls and transparency

We continually refine internal controls to ensure compliance with relevant laws and standards across our operations. This includes enhanced training and certification requirements for third-party partners, along with periodic audits of their practices. Key areas of compliance include:

Ensuring accurate and ethical promotion of our products

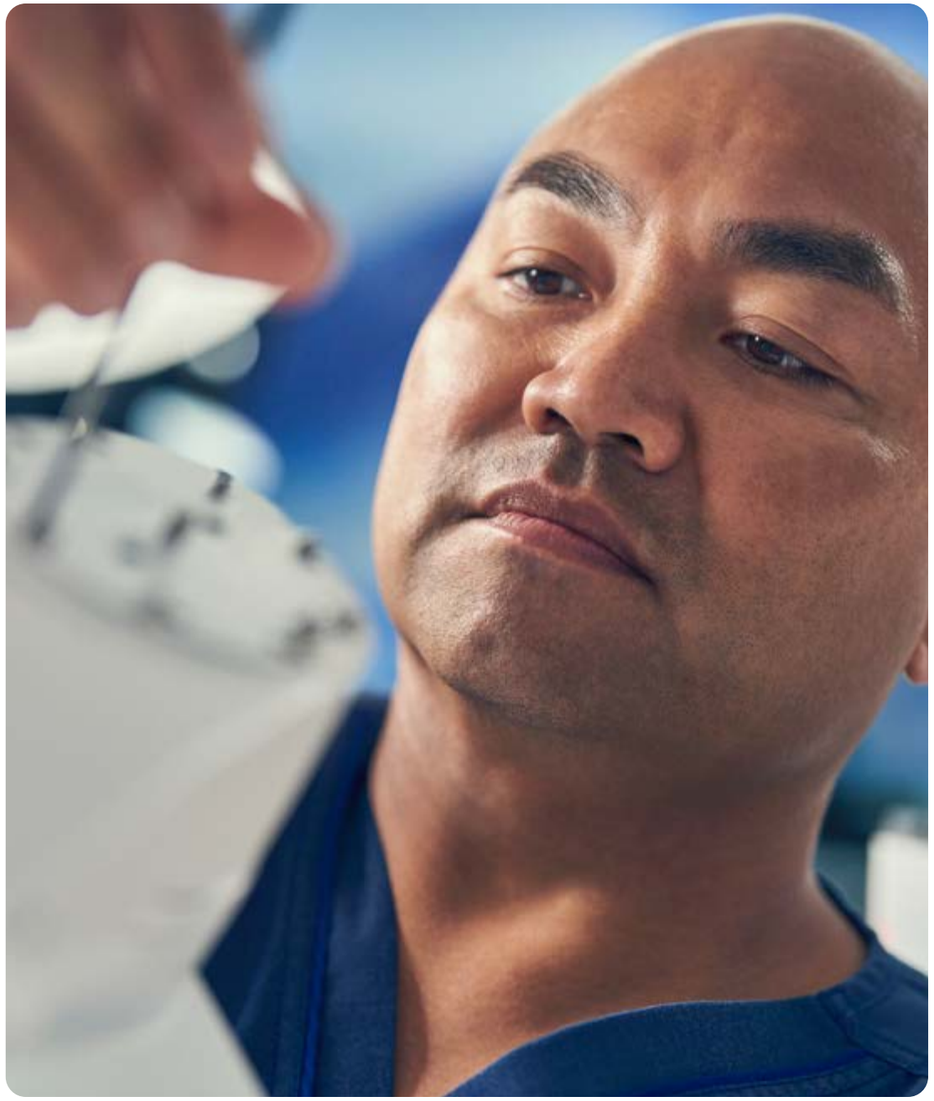
- Advertising and promotional materials undergo thorough review to meet U.S. FDA and international regulatory requirements.
- Customer-facing employees complete technical and clinical training designed to uphold ethical engagement with healthcare professionals.

Disclosing payments to healthcare professionals

- Intuitive makes annual disclosures of transfers of value to healthcare professionals through the U.S. Centers for Medicare & Medicaid Services Open Payments database.

EthicsPoint hotline and reporting mechanisms

- Intuitive's Navex EthicsPoint Hotline ensures a safe, accessible way for



employees, contractors, suppliers, and others to report concerns or suspected violations. Managed independently, the hotline operates 24/7 and allows for anonymous online or phone reporting. Our team of investigators review these reports based on a standard investigation protocol.

- Quarterly summaries are provided to the Compliance Committee to address issues promptly. We utilize the findings to enhance training and education for employees.

Political engagement and lobbying

- Intuitive has policies on lobbying and political spending, which describe how it may participate in the political process.
- Intuitive did not make any independent expenditures in connection with federal, state, or local elections in 2025.

Quality commitment

Quality Management System

Central to our commitment to putting "patients first, always" is the shared responsibility all Intuitive employees have for assuring quality.

Intuitive's Quality Management System (QMS) is foundational to our delivery of safe, effective, and high-quality products and services. Our QMS adheres to global regulatory standards including ISO 13485:2016 and complies with the Medical Device Single Audit Program.

Key QMS components include:

- Setting and monitoring quality goals and metrics
- Regularly conducting internal and external audits
- Implementing corrective and preventive actions
- Seeking continuous improvement through review and evaluation of quality management processes

Quality Improvement Plan

Now in its third year, Intuitive's Quality Improvement Plan (QIP) workstreams are focused on simplifying and optimizing cross-functional "product realization" systems including Design Controls, Risk Management, Production and Process Controls, and Change and Document Controls.

Additional projects are underway to leverage greater automation, advanced analytics, and AI tools to deepen insights and improve process performance. The

World Quality Week 2025: celebrating a culture of quality

World Quality Week took place November 10–14, 2025, bringing together Intuitive employees globally to recognize the essential role quality plays in enabling safe, reliable and effective patient care.

Employees participated in workshops, recognition events, and hands-on demonstrations showing how quality principles guide our work—from continuous improvement initiatives to cross-functional collaboration on quality-critical processes.

next phase of the QIP will help prepare Intuitive for the forthcoming Quality Management System Regulation by ensuring system readiness, documentation updates, and long-term scalability across our global operations.

Data and AI practices

Ethical use of data and AI

Our data analytics and digital capabilities are built on a foundation of credible, quality data that includes system settings, procedure type, instrument usage, kinematics, video, instrument force, patient outcomes, cost of care, and system maintenance.

We gather and apply this data using practices and principles based on compliance, transparency, and governance that protect rights and preserve the trust of patients, surgeons, and our customers.

Protecting data

Safeguarding the information entrusted to us by employees, customers, and stakeholders is a top priority.

Our Information Security Management System includes cybersecurity, privacy protection, and information security measures that adhere to global industry standards. This includes certification to the ISO 27001:2022 standard, as well as EU-U.S. Data Privacy Framework and HITRUST certifications. In addition, we follow guidelines from the National Institute of Science and Technology and Health Information Trust Alliance.

We prioritize data privacy and security across the product lifecycle and seek to continuously improve and expand protections in step with new product developments and releases. From initial product design to end-of-life disposal, this approach includes mapping data types, implementing encryption protocols, and applying robust risk controls.

Intuitive's responsible AI guiding principles

1. Beneficial and effective use:
We apply AI only where it meaningfully supports our mission by enhancing clinical decisions and workflows to benefit patients and care teams.

2. Safety:
Patient safety is our priority. We mitigate AI-specific risks through rigorous analysis and monitoring, ensuring safe and reliable use.

3. Reliability and accountability:
We ensure traceability and clearly defined responsibilities, overseen by our AI Governance Committee.

4. Quality and regulatory:
We comply with global regulatory standards and best practices, including ISO 13485 and ISO/IEC 62304, Good Machine Learning Practice (GMLP) by FDA, Health Canada, and UK MHRA, and EU AI Act.

5. Privacy and security:
We comply with data privacy and security regulations, such as General Data Protection Regulation and the Health Insurance Portability and Accountability Act, to safeguard and ensure data privacy and security standards are met.

6. Fairness:
We address and mitigate potential bias and inequities to ensure fairness and prevent unintended consequences.

7. Transparency and explainability:
We commit to transparent communication about AI systems, including model rationale, limitations, and data collection practices.

8. Human control:
We deploy AI solutions that allow user interaction, feedback, and adjustments, while empowering users to retain final decision-making authority.

Proactive threat management

We stay ahead of evolving threats through aggressive testing, continuous monitoring, and vulnerability analysis. Our multilayered security approach includes:

- **Mandatory employee training:** Providing regular education on security policies, data protection, and global data privacy laws
- **Threat intelligence:** Monitoring global threat notifications and taking swift action as and when needed
- **Remote-access protection:** Implementing strict controls to manage access to our network, applications, and data
- **Advanced cyber threat management technology tools:** Leveraging state-of-the-art solutions to detect, analyze, and prevent security threats
- **Privacy and data protection for virtual meetings and collaboration activities:** Ensuring secure communication platforms to protect sensitive data during virtual engagements

Supply chain responsibility

Supplier standards and expectations

Our expectations for excellence extend across our supply chain. Through our Supplier Agreement, Quality Agreement, and Supplier Code of Conduct, we set clear standards for our partners, including:

- Maintaining high product quality and performance through ongoing improvement
- Conducting business ethically, with integrity, confidentiality, and compliance with applicable laws
- Supporting employee engagement, training, safety, and respect for human rights
- Advancing social responsibility and environmental stewardship

Supplier selection and performance oversight

We assess prospective suppliers using comprehensive criteria, including product quality and capacity, technical and regulatory compliance, on-time delivery and financial stability, and alignment with our Supplier Code of Conduct and applicable ISO certifications, including ISO 13485 for medical devices and ISO 9001 for general quality.

Approved suppliers complete required training, undergo rigorous quality evaluations, and provide compliance declarations.

To promote transparency and accountability, we use supplier scorecards to evaluate performance across quality, delivery, and cost, as well as alignment with human rights and environmental sustainability standards. Recent enhancements to our supplier assessments include monitoring suppliers for compliance with forced labor requirements and alignment with ISO 14001 or comparable environmental frameworks.

Respecting human rights

In 2025, we published our Position on Human Rights.

Our employment practices and policies, including our Code of Business Conduct and Ethics, support human rights principles of freely chosen employment, non-discrimination, the elimination of forced labor and child labor, and workers' rights as articulated in the International Labour Organization Core Conventions. Intuitive also adheres to the UN Guiding Principles on Business and Human Rights and the ILO-IOE Child Labor Guidance Tool for Business. Our suppliers are also expected to respect internationally recognized human rights.

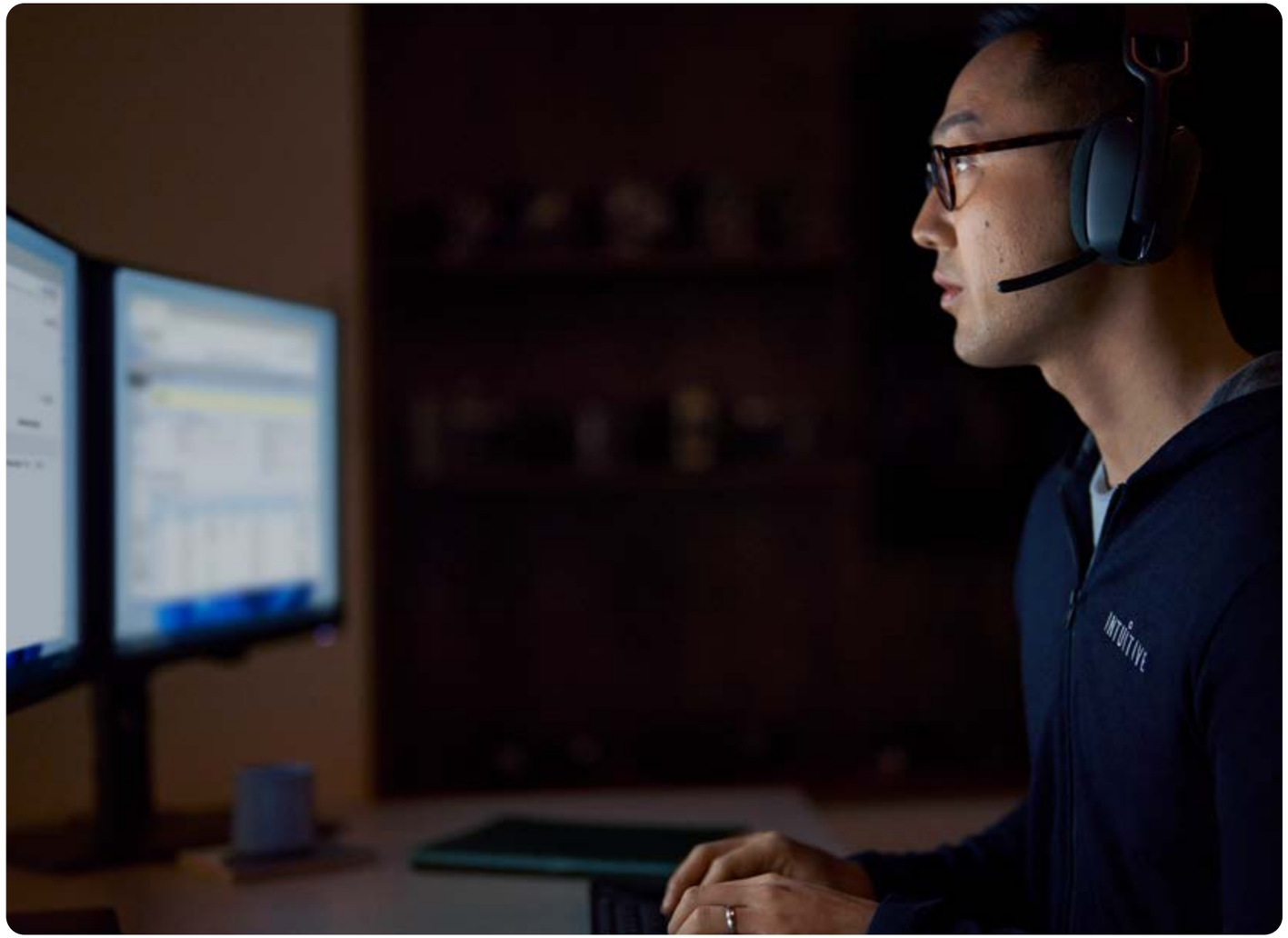
In 2025, 72% of suppliers by total supply chain spend were evaluated using these scorecards. We also engage suppliers through training, audits, and capability-building programs to support continuous improvement and collaboration on responsible sourcing, sustainability, and ethical business practices.

Risk management

Oversight and integration

We embed oversight of our risk management strategies within our management systems to support long-term objectives and stakeholder expectations, pursue opportunities, and identify and inform our response to, climate-related risks.

The Governance and Nominating Committee of the Board of Directors oversees corporate governance and sustainability strategy, while the Audit Committee provides financial and operational oversight.



Planet

Delivering sustainable care while mitigating environmental impact

Natural resources

Intuitive is committed to delivering minimally invasive care while managing our environmental impact responsibly. This commitment reflects consideration for our customers, employees, suppliers, contractors, shareholders, and the communities in which we operate.

We comply with laws, regulations, and other obligations while managing the life cycle of our products, solutions, and services in an environmentally responsible manner.

As the global adoption of robotic-assisted surgery continues to expand, we seek to responsibly manage our growth through efficient, effective, and environmentally responsible practices that optimize energy and carbon emissions while minimizing waste.

We adopt a holistic approach, addressing emissions and resource usage across our operations, supply chain, and manufacturing activities, while recognizing that the most sustainable surgical method minimizes recovery time and the need for reinterventions, as robotic-assisted surgery does. Over time, we expect continued growth in Intuitive-supported procedures to improve carbon efficiency per patient episode of care, even as absolute emissions increase with higher procedural volumes.

Carbon avoidance

Robotic-assisted procedures performed with da Vinci systems may help reduce the environmental impact of patient care by shortening hospital stays and lowering postoperative complication rates. As more patients are discharged faster and avoid the need for readmission, the overall carbon impact of each episode of care can be significantly reduced.

In 2023, we conducted a study to quantify carbon avoidance during the perioperative phase of patient care, comparing open, laparoscopic, and robotic-assisted procedures.[15] This work resulted in a calculator that estimates carbon use associated with different surgical modalities and their outcomes.

In 2025, applying this methodology, a team from Hackensack Meridian Health—the largest integrated healthcare network in New Jersey—evaluated the environmental benefits/carbon avoidance associated with their use of RAS compared with laparoscopic and open surgery for two procedures: prostatectomy and partial nephrectomy.[16] Using their own real-world procedure data, the team found significant reductions in modeled carbon emissions and medical waste when using RAS compared to either open or laparoscopic procedures.

Scaling to the approximately 700 RAS prostatectomies and partial nephrectomies performed at Hackensack in 2022, the team estimated that:

- An additional 70 metric tons of carbon and eight metric tons of medical waste would have been created had the procedures been performed using laparoscopy
- An additional 102 metric tons of carbon and 13 metric tons of medical waste would have been created if those procedures were performed using open surgery.

[15] Seshadri-Kreaden U, Bangert F, Yankovsky A, et al. *Carbon avoidance via da Vinci robotic-assisted surgery*. Manuscript in preparation for submission to *J. Robot. Surg*.

[16] Tafuri K, Stifelman M, Gazdick C, Hoeler D. The environmental impact of improved surgical outcomes: A comparative analysis of robotic, laparoscopic, and open surgery [poster presentation]. Poster presented at: International Hospital Federation World Hospital Congress; 2025.

Using these upper and lower estimates, the use of RAS reduced disposal costs by approximately $19,000+–$30,000 and avoided an amount of carbon equivalent to driving 170,000–250,000 miles in a typical U.S. gas-powered car.

While the authors note that these findings focus on only a few mature RAS procedures and do not include a full lifecycle assessment of the environmental impact of RAS, we believe it demonstrates how improved quality and the reduced need for intensive medical care can impact carbon and waste.

Extending instrument usage

Through continuous innovation, Intuitive has increased the number of times that certain X and Xi instruments can be used, helping hospitals lower the total cost of care and reduce waste. These advances were made possible by improving instrument design, materials, manufacturing processes, and testing protocols. These instruments undergo rigorous electrical, mechanical, and reprocessing testing to validate that they can continue to meet our performance and reliability standards from the first use to the last.

System upgrades and reduction of unusable materials

We offer customers the opportunity to upgrade their systems to the latest available technology. When they do, we either help relocate the older system to a new site of care or take it back to be reconditioned or disposed of responsibly. In all cases, materials from parts, products, and returned instruments that are no longer usable are recycled. We provide guidance to customers on how to dispose of expired products properly and responsibly.

Growth and operations

In 2025, to facilitate innovation and meet the rising demand for RAS, Intuitive continued to invest in facilities around the globe, including at our Sunnyvale, California headquarters and in Plovdiv, Bulgaria and Freiburg, Germany.

We seek to manage the impact of this growth through environmentally responsible construction and operations practices that include resource-efficient designs, waste reduction and recycling, and use of low carbon materials. Many of our buildings feature:

Energy efficiency

- Energy-efficient building design

- High-performance insulation and energy-efficient glazing
- LED lighting and advanced lighting controls
- Energy-efficient HVAC systems
- Onsite renewable energy sources (e.g., solar panels, wind turbines)
    - Our newest Sunnyvale building produces up to 3.1 megawatts of power reducing reliance on external sources.

Water conservation

- Low-flow fixtures and water-efficient appliances
- Rainwater harvesting and greywater recycling systems
- Drought-tolerant landscaping and smart irrigation controls

Resource conservation and material selection

- Use of locally sourced and recycled materials when feasible
- Selection of materials with low embodied carbon and low volatile organic compounds
- Waste reduction strategies, including construction waste recycling

Indoor environmental quality

- Access to daylight and outside views for occupants
- Use of low-emitting materials to reduce indoor air pollutants
- High-quality filtration and ventilation systems

Site sustainability

- Protection and restoration of natural habitats and biodiversity during site selection and development
- Stormwater management through permeable paving and green infrastructure
- Support for alternative transportation (e.g., access to public transport, bicycle facilities, EV charging stations)

Lifecycle and circularity considerations

- Design for flexibility, adaptability, and long-term durability
- Design considerations that facilitate future disassembly and material reuse

Sustainable operations and maintenance

- Automation systems to monitor and optimize resource use

Our dedication to minimizing environmental impact and maximizing social value across our operations is demonstrated by our alignment with globally recognized building standards, including Leadership in Energy and Environmental Design (LEED) and Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB). In 2025, our new Parvomay, Plovdiv, Bulgaria facility achieved LEED Gold certification, and our most recently constructed Sunnyvale, California, building was awarded LEED Platinum certification—the highest level of recognition for sustainable building design and performance.

In addition to new construction, whenever feasible, we pursue reuse strategies to modernize and repurpose existing facilities to reduce waste, preserve resources, and extend the useful life of existing structures. In 2025, we transformed a 1970s-era building in Santa Clara, California into a state-of-the-art manufacturing and R&D facility. Using a renovation process that prioritized sustainable design and construction practices, we were also able to meet LEED certification requirements.

Through these and other similar efforts around the globe, we develop high-performance spaces that support both business needs and long-term sustainability.

Climate scenario analysis

In 2025, we completed a climate scenario analysis for potential physical and transition risks to our business at different time horizons (2030, 2040, 2050) to better understand the resilience of our business strategy. For more information on the results of this assessment and details on other sustainability practices, please see our TCFD Report and CDP Disclosure.

GHG emissions inventory

Our greenhouse gas (GHG) emissions inventory is prepared in accordance with the GHG Protocol and includes Scope 1, 2, and 3 emissions across our operations, supply chain, and value-added activities.

In 2025, total emissions were approximately 696,304 metric tons of CO2e. Absolute emissions increased compared to 2024, primarily reflecting business growth, improved data quality, and the expanded use of supplier-specific emission factors for purchased goods and services. The integration of

Carbon footprint (metric tons CO_2e)

Emissions Scope	2021	2022	2023	2024	2025
Worldwide Lab Gas Consumption	14	14	18	21	25
HVAC Fugitive Emissions	1,971	1,833	1,222	1,882	1,327
Company vehicles/fleet transportation	2,112	1,737	2,312	2,921	3,501
Natural Gas Consumption	3,313	3,461	3,585	3,281	4,212
Purchased Electricity (Market-Based)	Did Not Calculate	Did Not Calculate	Did Not Calculate	30,002	30,414
Purchased Electricity (Location-Based)	18,578	21,338	21,565	25,382	29,906
Purchased goods and services (Direct)	251,082	196,066	218,999	186,310	314,199
Purchased goods and services (Indirect)	56,946	73,841	125,542	79,120	100,680
Capital goods	30,218	78,241	149,054	141,185	54,780
Fuel- and energy-related activities	Did Not Calculate	Did Not Calculate	649	1,344	1,602
Upstream transportation and distribution	29,146	63,865	41,353	68,319	89,072
Waste generated in operations	57	38	147	198	115
Business travel	9,194	20,534	31,486	696,304	32,462
Employee commuting	8,711	13,464	17,199	18,841	22,319
Downstream transportation and distribution	68,553	104,881	1,459	5,546	9,259
End of life treatment of sold products	11,707	13,380	6,652	18,805	16,869
Use of sold products	10,776	6,767	9,087	11,256	13,413
End-of-life treatment of sold products	11,707	13,380	6,652	18,805	16,869
Downstream leased assets	Did Not Calculate	Did Not Calculate	1,756	696	596
Investments	2,697	2,730	1,191	1,196	1,968
Total carbon footprint	**505,075**	**602,190**	**633,275**	**592,273**	**696,304**

Total emissions reported are based on the location-based electricity accounting method.

supplier-reported emissions data for selected suppliers improved calculation accuracy and reduced reliance on spend-based estimation methods.

Business travel emissions increased by approximately 25% year over year, driven by increased global meetings, customer events, and travel activity as the company expanded operations. Employee commuting emissions also increased, reflecting company workforce growth.

Location-based electricity emissions increased in 2025 due to higher electricity consumption, including new facilities becoming operational. The purchase of voluntary renewable energy certificates (RECs) for a portion of electricity consumption helped mitigate this increase, and market-based electricity emissions remained relatively stable year over year.

Total emissions reported are based on the location-based electricity accounting method.

Third-party verification of the 2025 emissions inventory is currently in progress. The reported values are preliminary and unaudited.

Environmental sustainability metrics

	2021	2022	2023	2024	2025
Direct (Scope 1) GHG emissions (MT CO_2e)	7,410	7,045	7,137	8,105	9,066
Energy indirect (Scope 2) GHG emissions (MT CO_2e) – Location Based	18,578	21,338	21,565	25,382	29,906
Energy indirect (Scope 2) GHG emissions (MT CO_2e) – Market Based	Did Not Calculate	Did Not Calculate	Did Not Calculate	30,002	30,414
Indirect (Scope 3) GHG emissions (MT CO_2e)	479,087	573,807	604,574	558,786	657,332
Combined scope 1, 2, and 3 GHG emissions (MT CO_2e)	505,075	602,190	633,276	592,273	696,304
Waste collected and recycled (lbs.)	536	544	808	957	450
GHG reduced through recycling (MT CO_2e)	996	1,092	1,644	1,900	586

Conclusion

In 2025, Intuitive advanced its mission to expand and enhance minimally invasive care by continuing to innovate across its platforms, strengthening the evidence base that supports clinical and economic value, and investing in the people, practices, and systems that enable long-term impact. Guided by the Quintuple Aim, the company focused on delivering meaningful improvements for patients and care teams while expanding access to care, operating with integrity, and responsibly managing environmental and social considerations. Together, these efforts reflect Intuitive's commitment to leading through value—today and into the future.