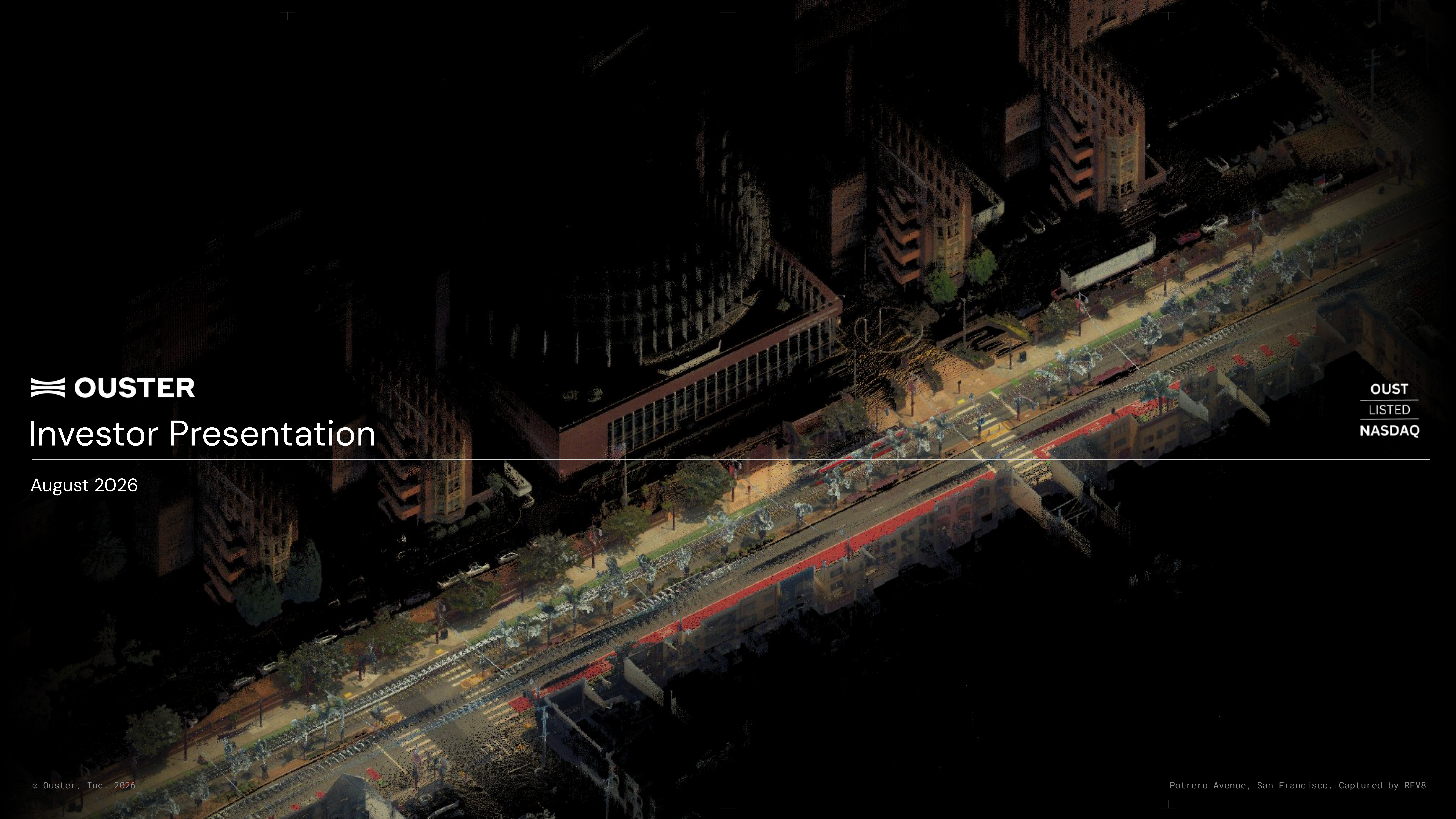


OUSTER

Investor Presentation

August 2026

OUST
LISTED
NASDAQ

Potrero Avenue, San Francisco. Captured by REV8

OUSTER

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Ouster intends such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. Such statements are based upon current plans, estimates and expectations of management that are subject to various risks and uncertainties that could cause actual results to differ materially from such statements. The inclusion of forward-looking statements should not be regarded as a representation that such plans, estimates and expectations will be achieved. Words such as “anticipate,” “expect,” “project,” “intend,” “believe,” “may,” “will,” “should,” “plan,” “could,” “continue,” “target,” “contemplate,” “estimate,” “forecast,” “guidance,” “predict,” “possible,” “potential,” “pursue,” “likely,” and the negative of these terms and similar expressions are intended to identify forward-looking statements, though not all forward-looking statements use these words or expressions. All statements, other than statements of historical fact, including statements regarding our future financial results and financial condition, our strategy, our market positioning, anticipated performance, benefits to and expectations around customer adoption and application of our products, and the impact of our recent acquisition of Stereolabs constitute forward-looking statements. All forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those that we expected, including, but not limited to, risks related to Ouster’s limited operating history and history of losses; the substantial research and development costs needed to develop and commercialize new products; Ouster’s limited sales history and the ability to maintain confidence in the Company’s long-term business prospect among customers in target markets; fluctuations in its operating results; its ability to maintain competitive average selling prices, high sales volumes and reduce product costs; competition in Ouster’s industry; the adoption of its products and the growth of the lidar market generally; the negotiating power and product standards of its customers; product quality and liability risks; Ouster’s future capital needs and ability to secure additional capital on favorable terms or at all; market acceptance of lidar and Ouster’s forecasts for market growth and estimates of total addressable market; Ouster’s ability to manage growth, including growing the sales and marketing organization; risks related to international operations, including international manufacturing; cancellation or postponement of contracts or unsuccessful implementations; the Company’s ability to manage its inventory; credit risk of customers; the Company’s ability to use tax attributes; Ouster’s dependence on key third party suppliers, in particular, Benchmark Electronics, Inc., Fabrinet, and other suppliers; supply chain constraints and challenges; conditions in the industries the Company targets or the global economy; Ouster’s ability to recruit and retain key personnel; its ability to complete, successfully integrate or achieve the anticipated benefits of new acquisitions or investments, including the Stereolabs acquisition; changes to trade policy, tariffs, and import/export regulations may have a material adverse effect on Ouster’s business, financial condition and results of operations; risks related to the use of AI tools by us and others, including risks related to product performance, cybersecurity, and data privacy; Ouster’s ability to adequately protect and enforce its intellectual property rights; legal and regulatory risks; risks related to operating as a public company; and other important factors discussed in the Company’s Annual Report on Form 10-K for the year ended December 31, 2025, as updated by the Company’s Quarterly Report on Form 10-Q for the quarterly period ended on June 30, 2026, and as may be further updated from time to time in the Company’s other filings with the SEC. Readers are urged to consider these factors carefully and in the totality of the circumstances when evaluating these forward-looking statements, and not to place undue reliance on any of them. Any such forward-looking statements represent management’s reasonable estimates and beliefs as of the date of this presentation. While Ouster may elect to update such forward-looking statements at some point in the future, it disclaims any obligation to do so, other than as may be required by law, even if subsequent events cause its views to change.

Non-GAAP Financial Measures

In addition to its results determined in accordance with generally accepted accounting principles in the United States (“GAAP”), Ouster believes the non-GAAP measures of Non-GAAP Gross Profit, Non-GAAP Gross Margin and Adjusted EBITDA are useful in evaluating its operating performance. Ouster calculates Non-GAAP Gross Profit as gross profit (loss) excluding amortization of acquired intangibles, and stock-based compensation expense. Non-GAAP Gross Margin is calculated as Non-GAAP Gross Profit divided by revenues. Adjusted EBITDA is calculated as net loss excluding interest expense (income), net, other (income) expense, net, stock-based compensation expense, provision for income taxes, amortization of acquired intangibles, depreciation expenses, certain acquisition and integration-related charges, certain litigation expenses (recovery), gain on lease termination and other items. Ouster believes that Non-GAAP Gross Profit, Non-GAAP Gross Margin, and Adjusted EBITDA may be helpful to investors because it provides consistency and comparability with past financial performance and may be helpful in comparison with other companies, some of which use similar non-GAAP information to supplement their GAAP results. Adjusted EBITDA is also used by the Board and management as a performance metric for compensation purposes. The non-GAAP financial information is presented for supplemental informational purposes only and should not be considered a substitute for financial information presented in accordance with GAAP and may be different from similarly titled non-GAAP measures used by other companies. A reconciliation of any non-GAAP financial measures presented herein to the most directly comparable GAAP financial measure is included at the end of this presentation.

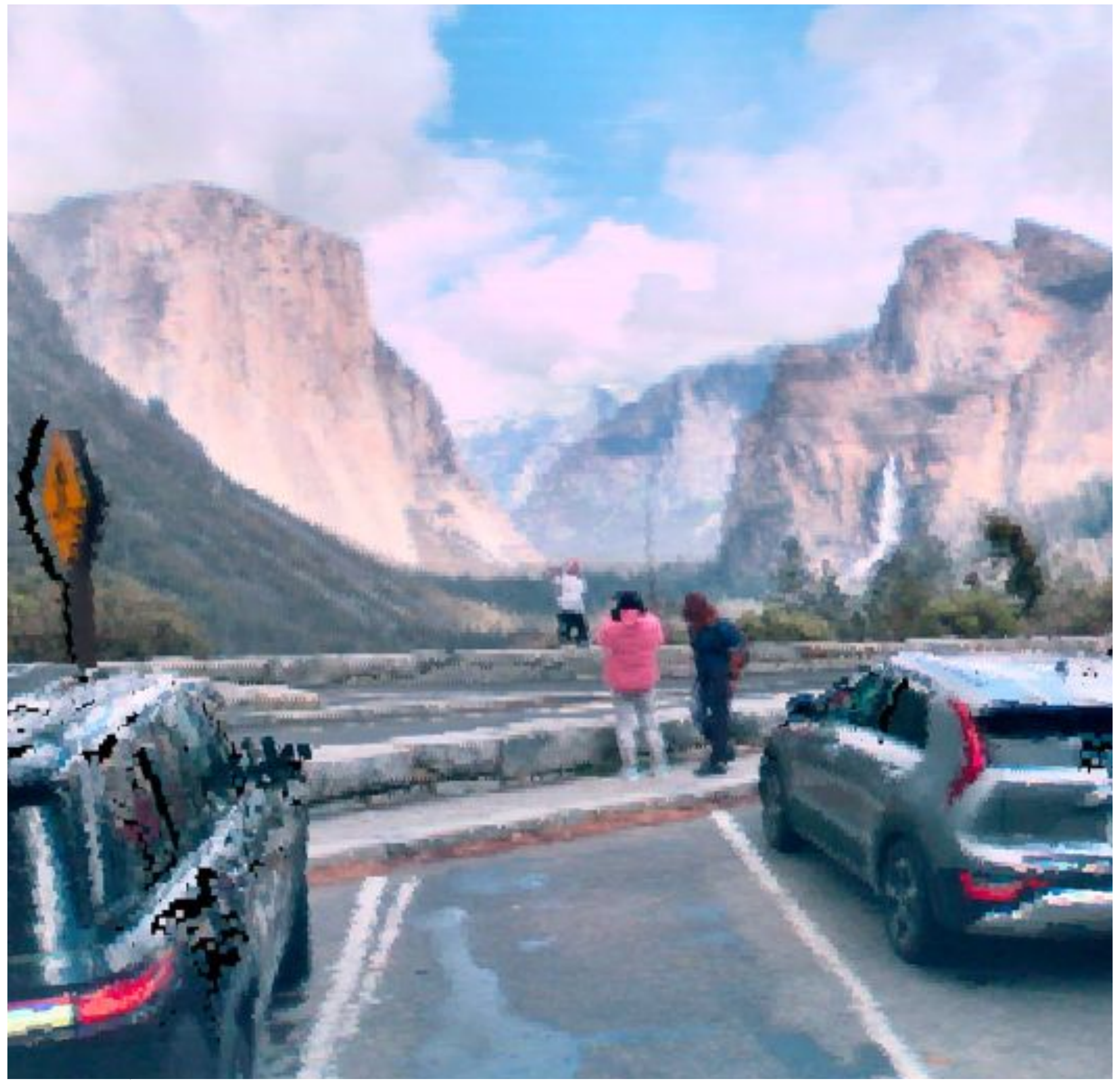
Use of Estimates

Unless otherwise indicated, information contained in this presentation concerning our industry, competitive position and the markets in which Ouster operates is based on information from independent industry and research organizations, other third-party sources and management estimates. Management estimates are derived from publicly available information released by independent industry analysts and other third-party sources, as well as data from our internal research, and are based on assumptions made by the Company upon reviewing such data, and the Company’s experience in, and knowledge of, such industry and markets, which the Company believes to be reasonable. In addition, projections, assumptions and estimates of the future performance of the industry in which Ouster operates and its future performance are necessarily subject to uncertainty and risk due to a variety of factors, including those described above and in our filings with the SEC. These and other factors could cause results to differ materially from those expressed in the estimates made by independent parties and by the Company.

Trademarks and Copyrights

This Presentation may contain trademarks, service marks, trade names and copyrights of other companies, which are the property of their respective owners. Any use of them does not imply affiliation or endorsement, and may be for educational purposes. Solely for convenience, some of the trademarks, service marks, trade names and copyrights referred to in this Presentation may be listed without the TM, SM, © or ® symbols, but Ouster will assert, to the fullest extent under applicable law, the rights of the applicable owners, if any, to these trademarks, service marks, trade names, and copyrights.

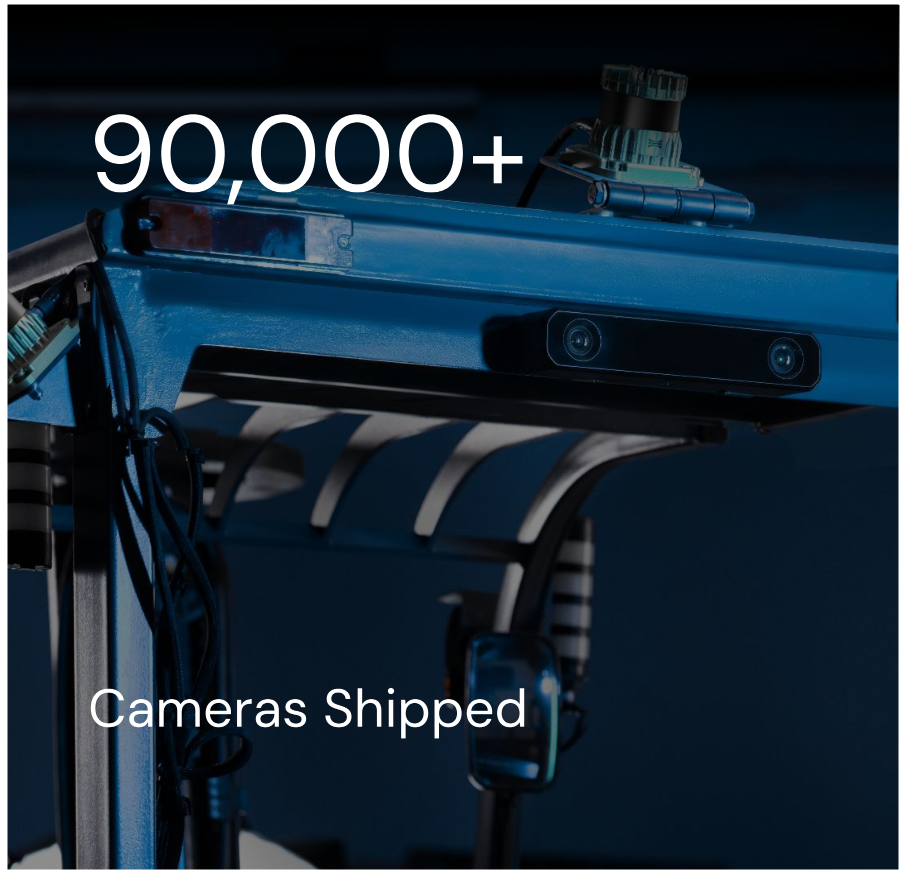
Table of Contents



Yosemite National Park, California . Captured by REV8

Investment
Highlights

- Unified sensing and perception platform for Physical AI
- Diversified market approach with hundreds of use-cases
- Portfolio simplifies and accelerates customer development
- Deep expertise in foundational AI model training
- Financial framework with a clear path to profitability

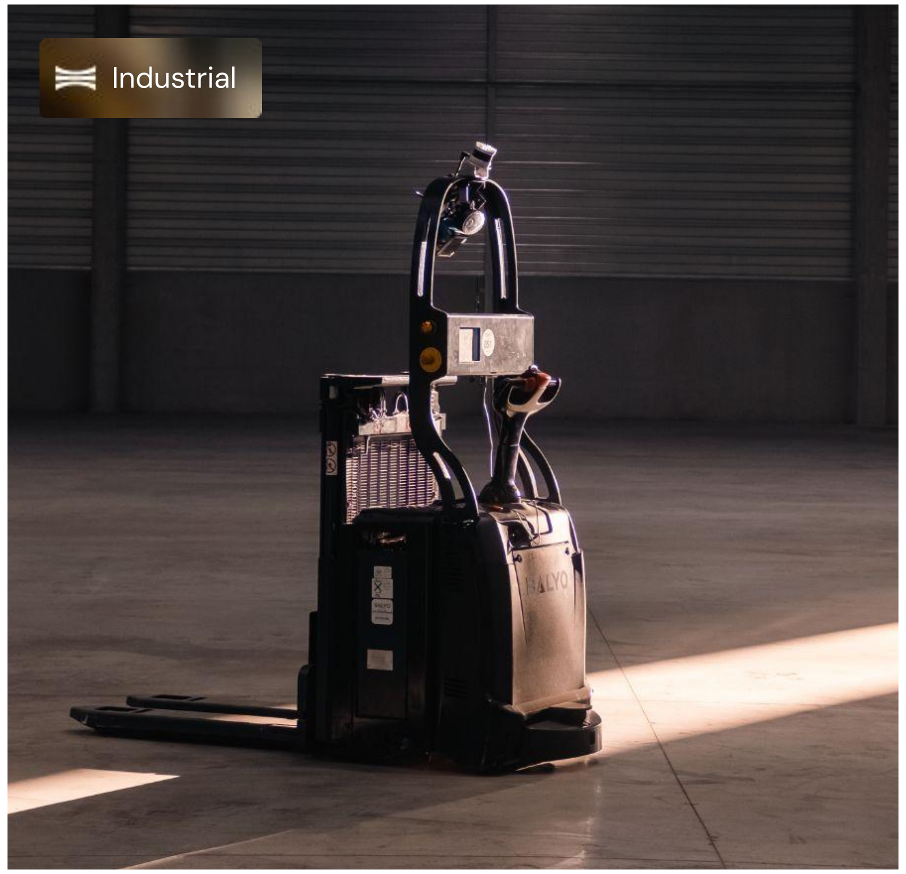


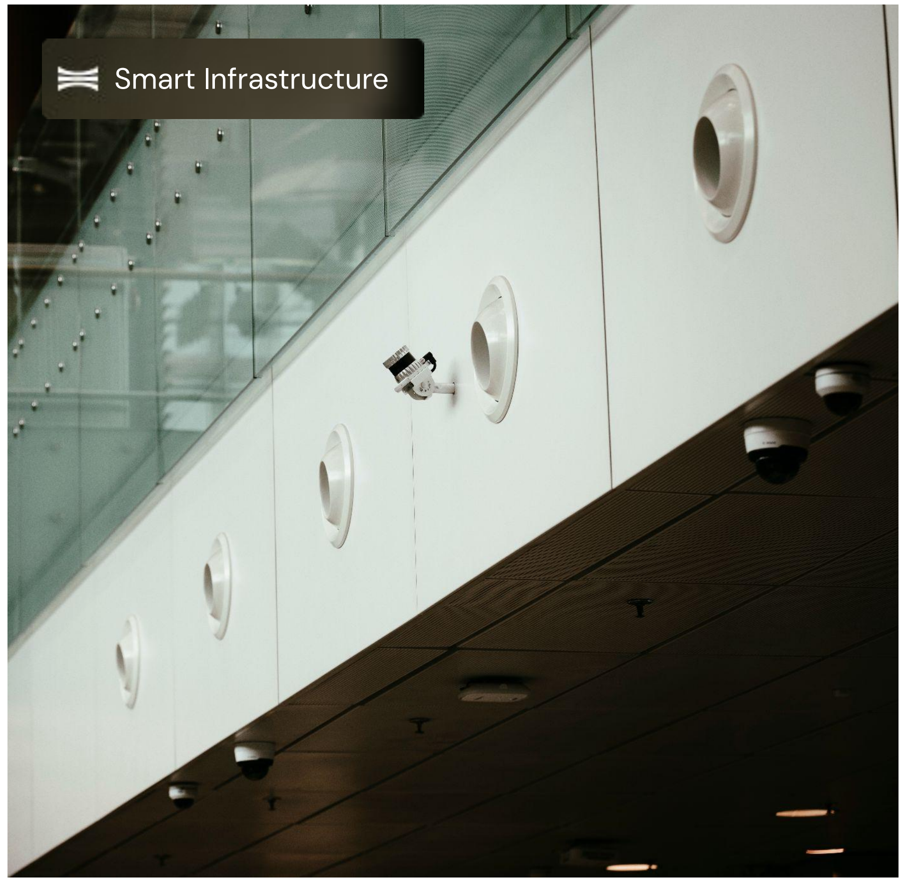
Ouster brings Physical AI to life

Digital Lidar, Cameras, and AI Compute

Physical AI Solutions

Autonomy Across Industries





Physical AI’s First Unified Sensing & Perception Platform

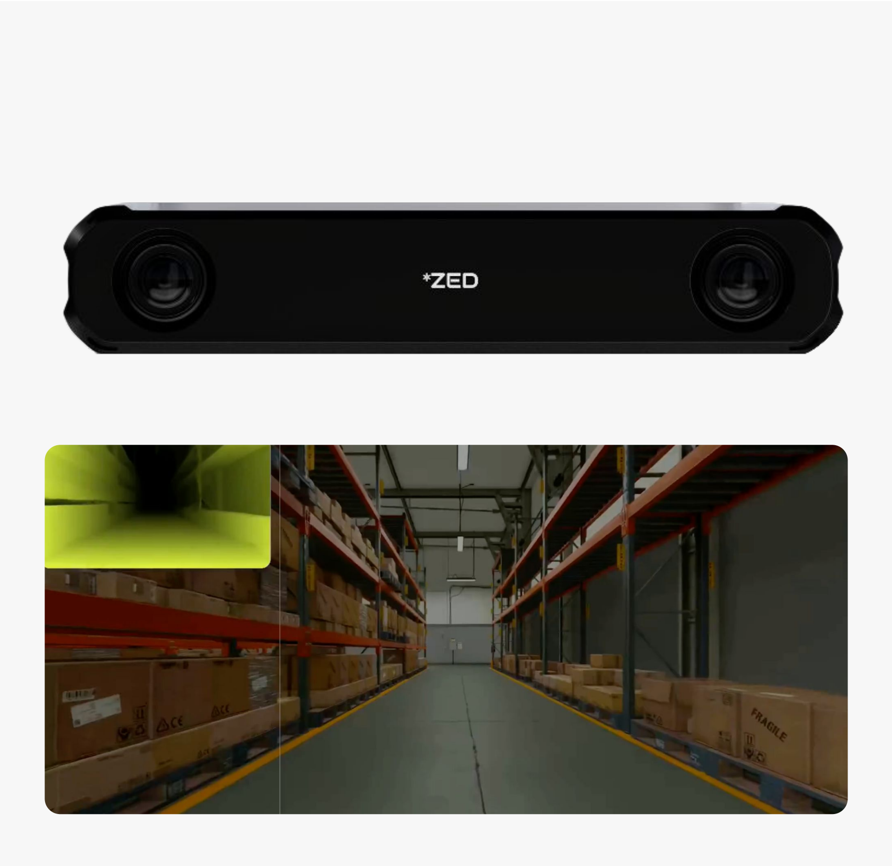
Sensor data, software, and AI compute that works reliably, in real-time

Short-range stereo camera data for maneuvering in narrow, dynamic aisles, distinguishing objects, and reading visual indicators

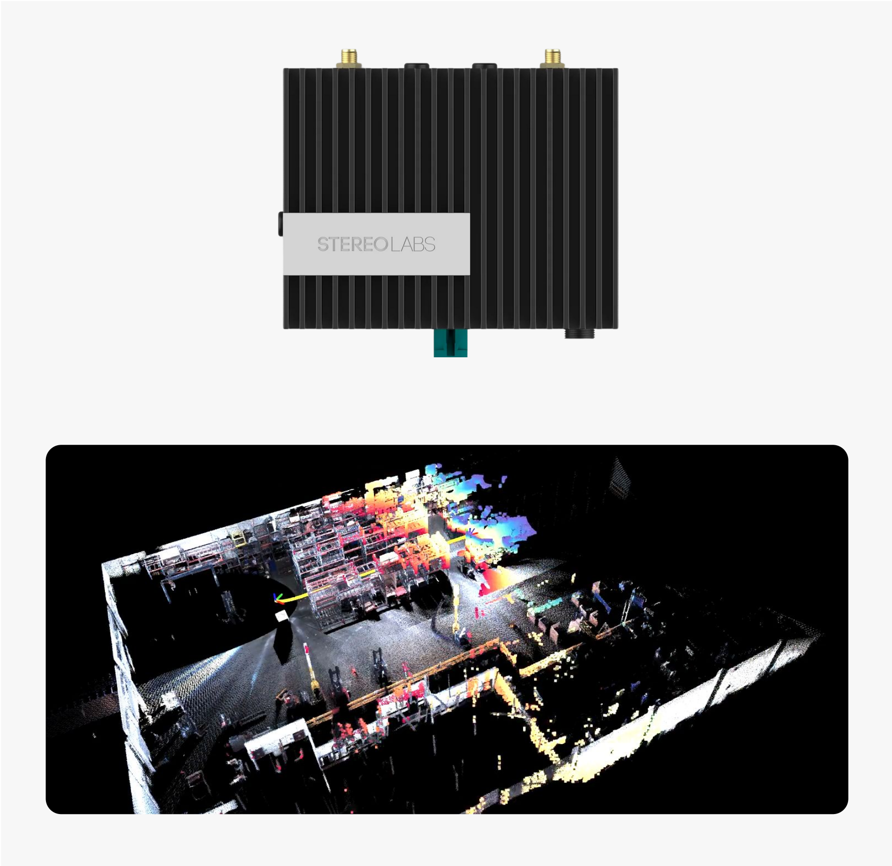
Precision lidar data for mapping, localization, and safe obstacle avoidance at any speed

OS Series

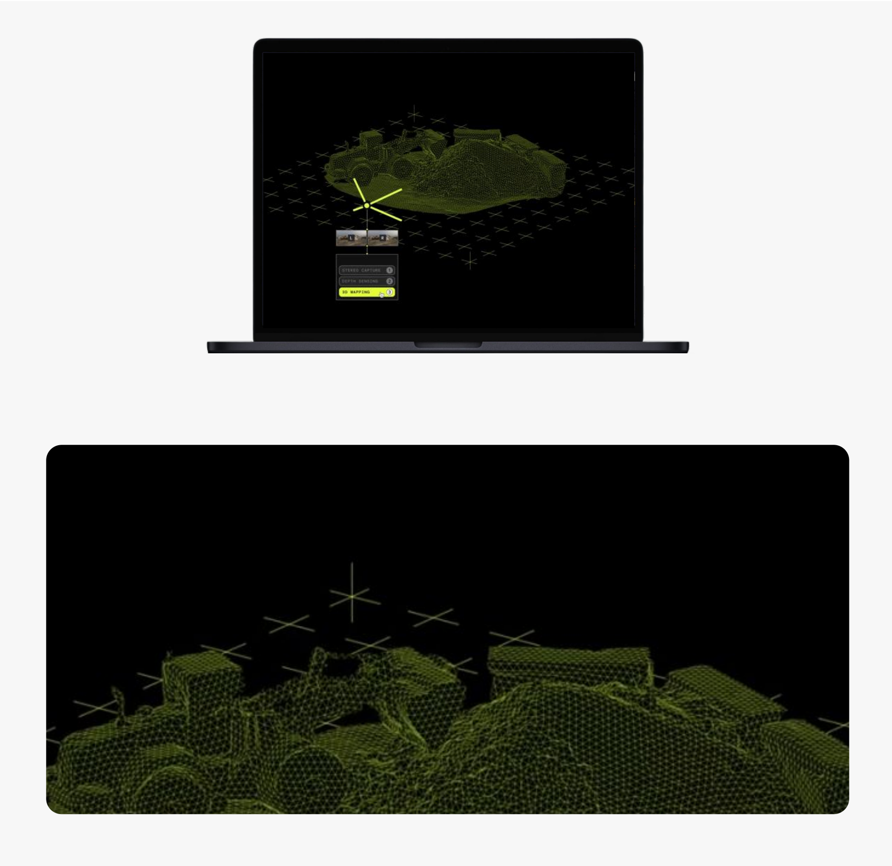
ZED X cameras



AI Compute



AI Models



Sense

OS Digital Lidar

360° scanning digital lidar
Hemispheric, short, mid, and long-range sensors

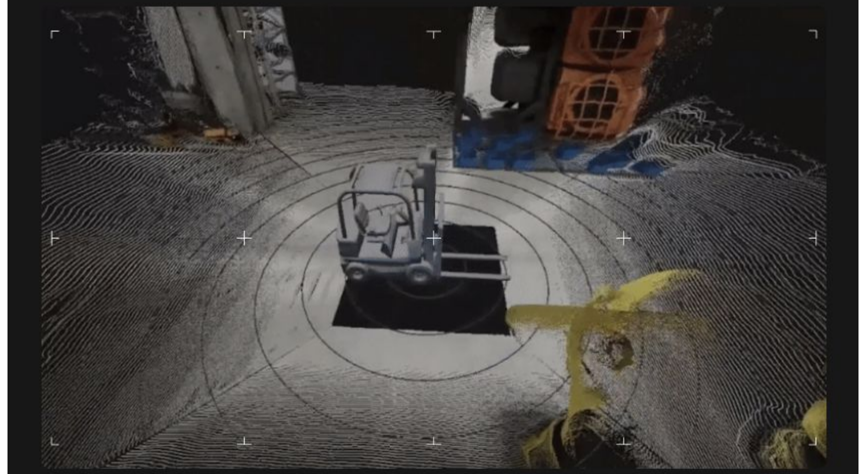
ZED Cameras

Complete portfolio of industrial monocular and stereo cameras

Think

Perception Software

AI enabled object detection, classification, tracking, and navigation



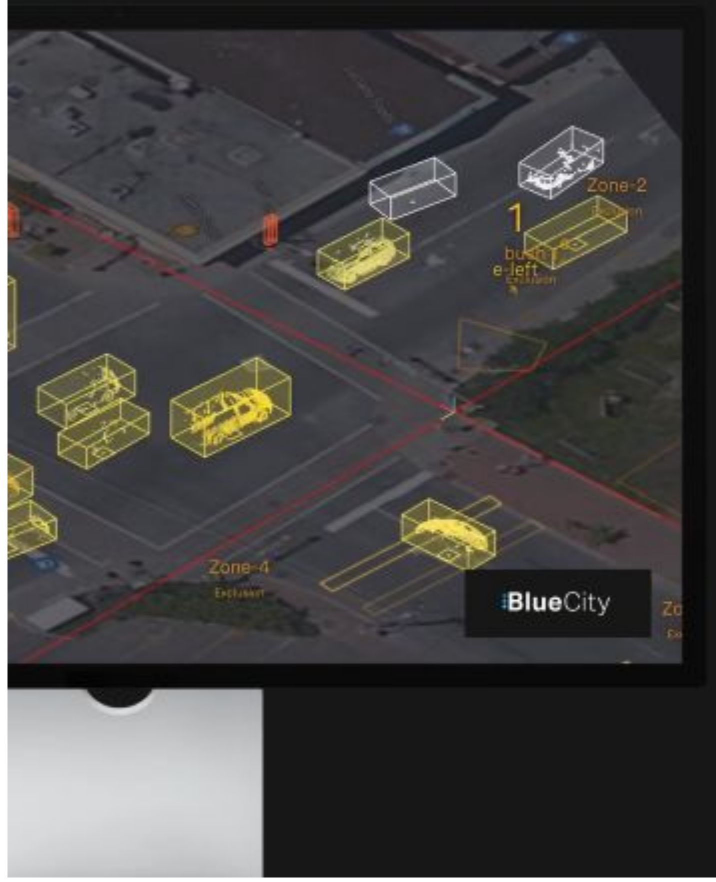
AI Compute

Compact and powerful compute to unlock AI powered by NVIDIA® Jetson Orin™

Act

Applications

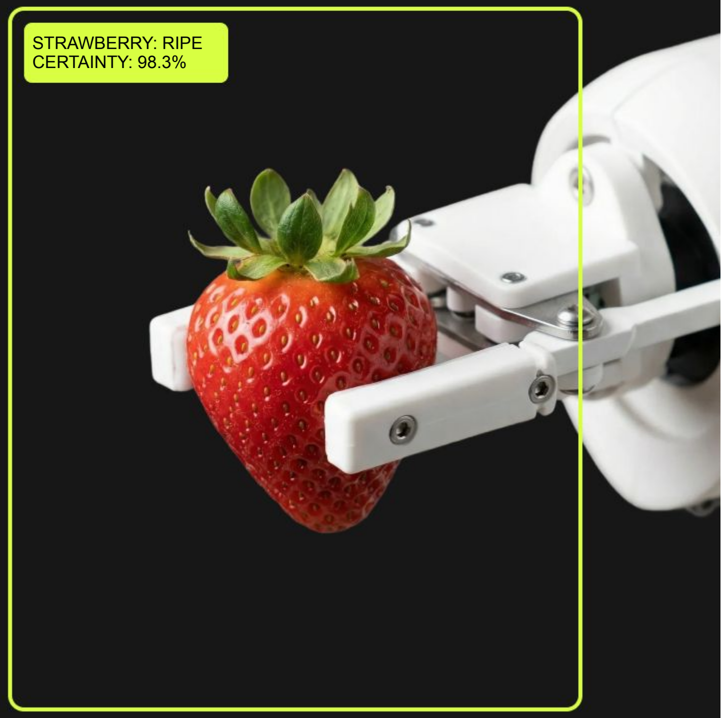
Turnkey software solutions for verticalized use-cases
Enable real-world autonomy across verticals



Learn

AI Training & Models

Real-world 3D data collection enables networked fleet learning
Deep-learning models trained on millions of labeled objects



High-Performance Hardware

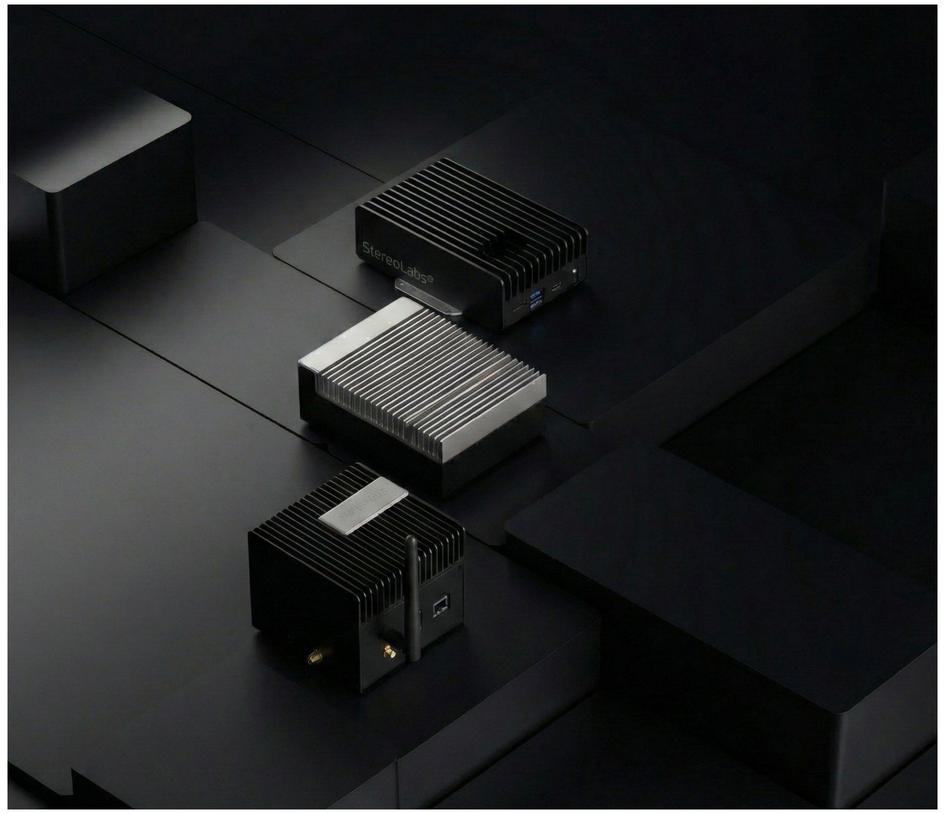
Digital Lidar

Industry's highest-resolution 3D digital lidar in a compact, rugged design

Cameras

High-performance ZED cameras deliver best-in-class 2D and 3D color data

AI Compute



AI compute powered by NVIDIA® Jetson Orin™ facilitates native, real-time sensor fusion

Maximized
Colorized
Ruggedized

REV8

The world's First Native Color Lidar

Maximized

2X
Range

2X
Resolution

Designed for
Functional Safety

REV8

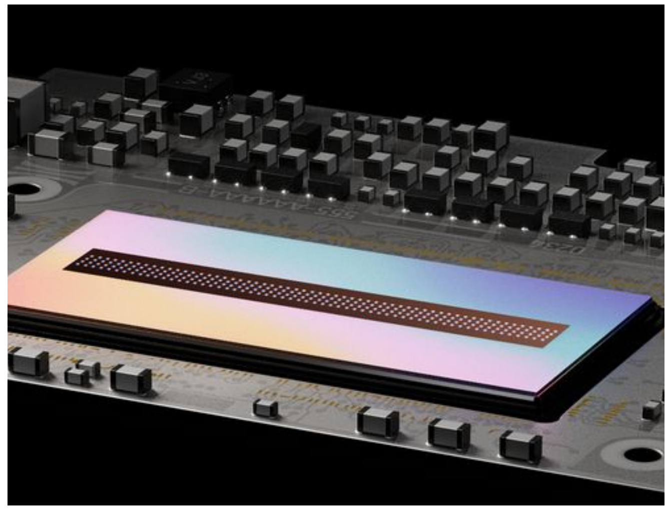
- Auto-grade
- Cybersecure
- ASIL-B to ISO 26262
- SIL-2 to IEC 61508
- PId to ISO 13849

REV8
Technology Partners

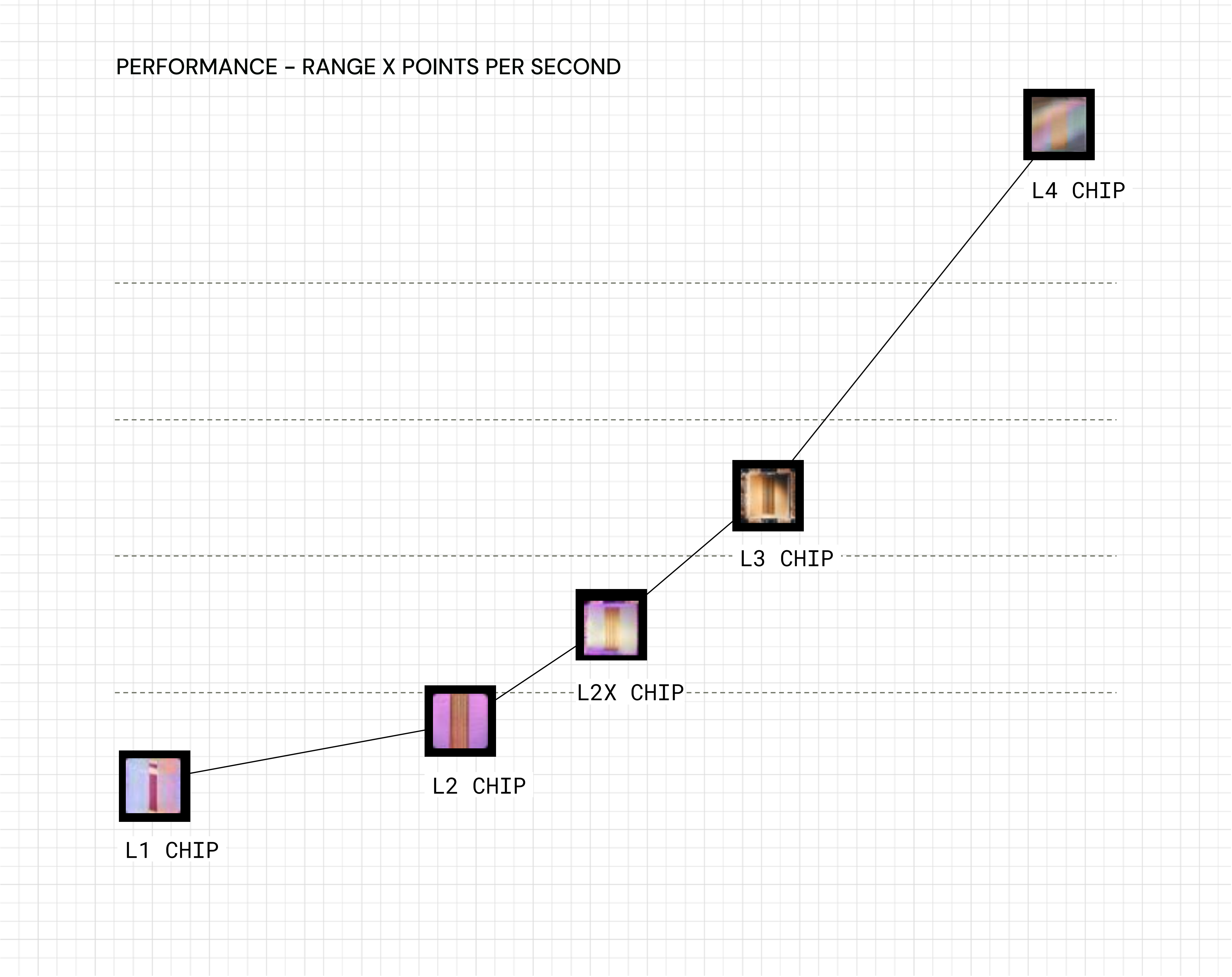
LIEBHERR	PRATT MILLER An Oshkosh Corporation Business	FERNRIDE	Plus	Ati ROBOTICS	SEEGRID
Overland AI	Epiroc	VOLVO	FLYABILITY	FieldAI	Google
BURRO	Kässbohrer	constellis	UR | MiR TERADYNE Robotics	MAY mobility	InertialLabs a VIAVI Solutions company
SWARM FARM ROBOTIC AGRICULTURE	gecko	FREEFLY	CYNGN	BEDROCK	Skydio
Serve Robotics	AIM™	THIRD WAVE AUTOMATION	EOS	ARGUS INTERCEPTION	NVIDIA

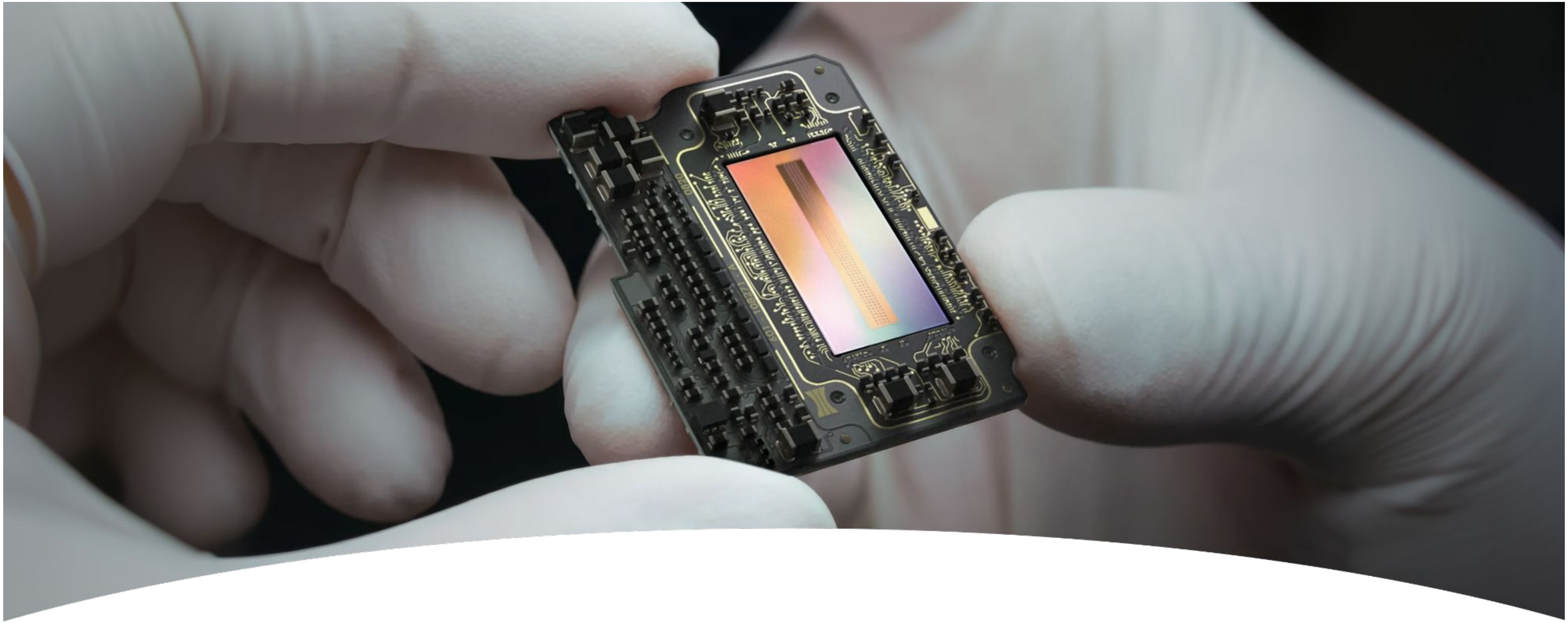
Ouster Silicon

Riding the Wave of Moore's Law



- In Development: DF powered by Ouster CHRONOS





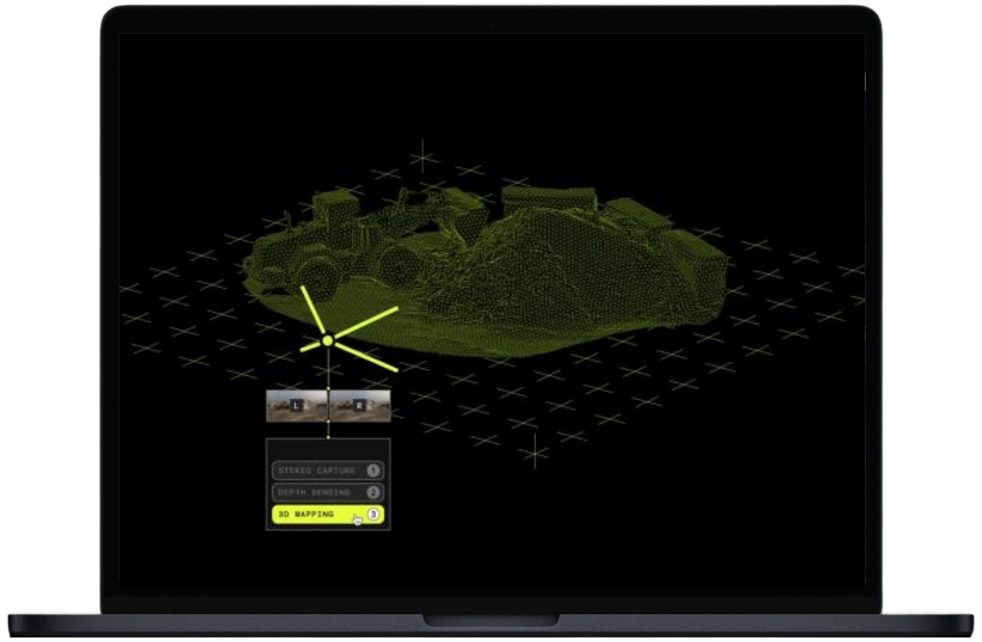
L4 MAX

256 Channels

- 2X Range and resolution
- Native color on the silicon
- 42.9 GMACs of processing power
- 10.4 million points per second

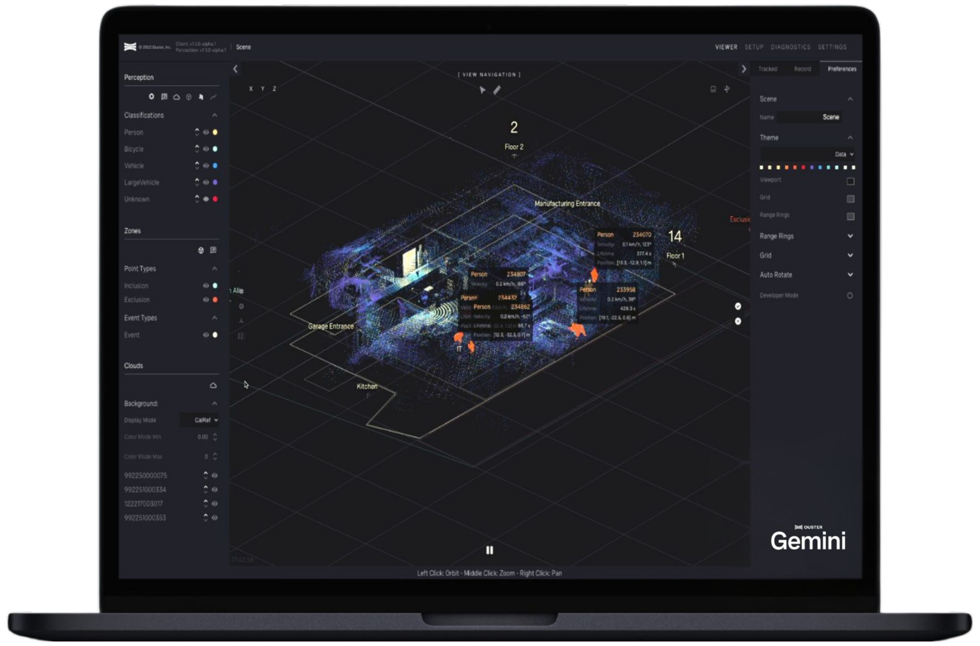
Physical AI Solutions

Cutting-Edge AI Models



- Proprietary AI models leverage real-world data to iterate, retrain, improve, and deliver value to customers

Ouster Gemini



- Perception platform for security, crowd analytics, logistics, and ITS
- Detects, classifies, and tracks people and objects

Ouster BlueCity

- Turnkey, real-time traffic management
- Advanced cloud-based analytics

Diversified Strategy to Capture
Multi-Billion Market Opportunity [1]

Robotics

- Last-mile delivery robots, humanoids, robotic arms, & manipulators
- Drones, mapping, and inspection

Industrial

- Warehouse automation, inspection, and global supply chain
- Off-road vehicles for mining, construction, and agriculture

Smart Infrastructure

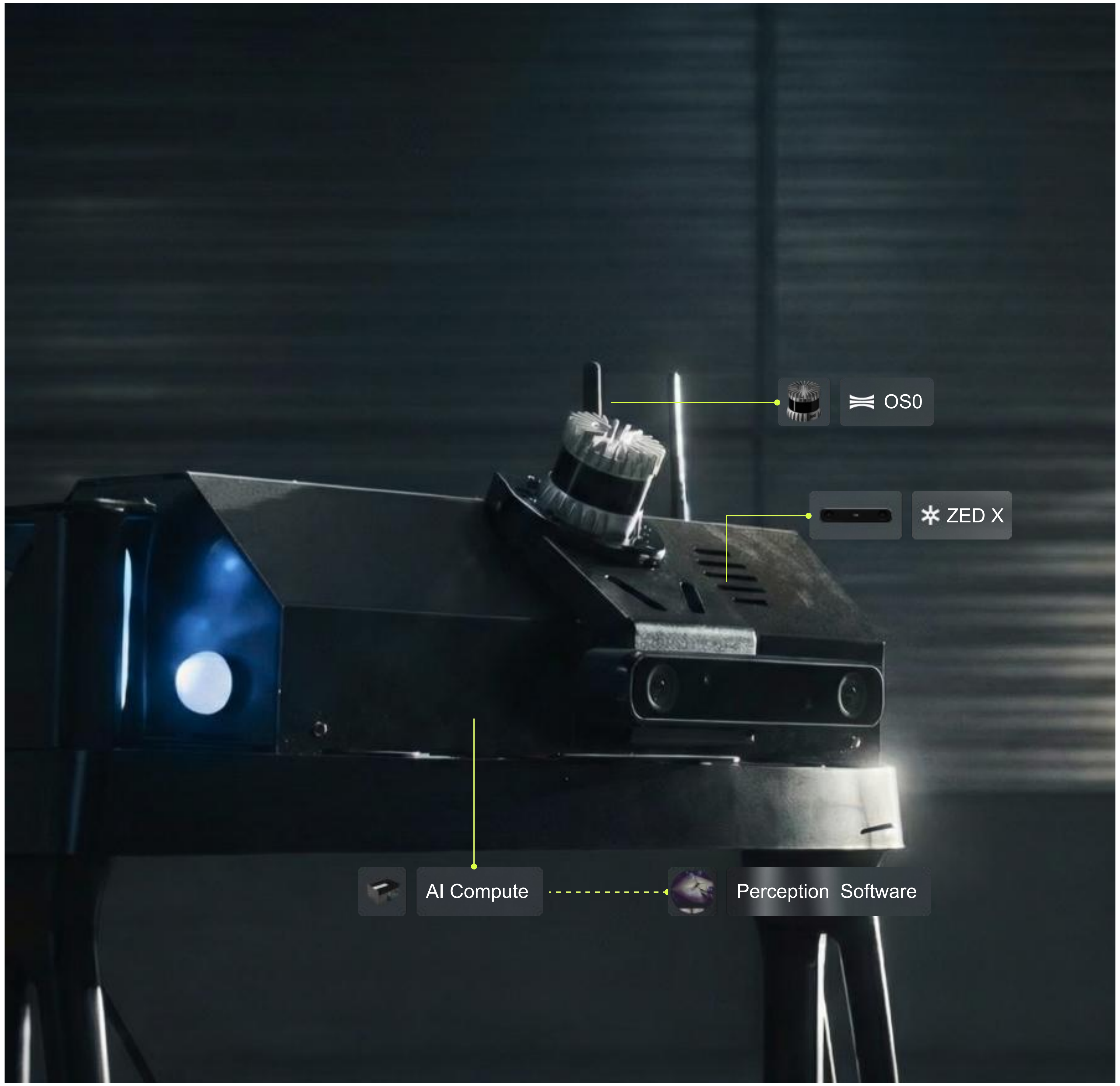
- Intelligent transportation systems (ITS), signal actuation, urban planning
- Perimeter security, crowd analytics, logistics, volumetric detection

Automotive

- L2+, L3, L4 passenger & commercial Advanced Driver Assistance Systems (ADAS)
- L5 autonomous vehicles (AVs)
- Robotrucking and robotaxis

[1] 2030E TAM based on Ouster internal estimates or publicly available information.

2026 Strategic Business Priorities



Revolutionize Our Camera, Lidar, and AI Compute Products

Extend Leadership in Physical AI Solutions

Execute Path to Profitability

Execute Path to Profitability

30-50%

Annual revenue growth

35-40%

GAAP gross margin

<5%

increase in GAAP operating expenses year over year

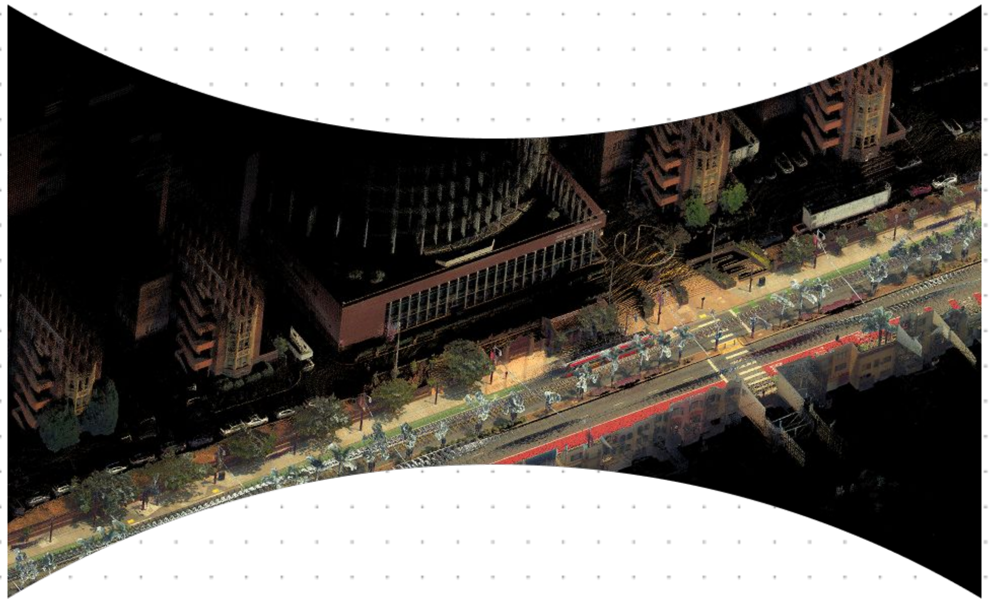
Palm Drive, Stanford. Captured by REV8

Ouster is positioned as the **foundational** end-to-end sensing and perception platform for Physical AI

Sense · Think · Act · Learn

OUSTER

Thank you



August 2026

OUST
LISTED
NASDAQ

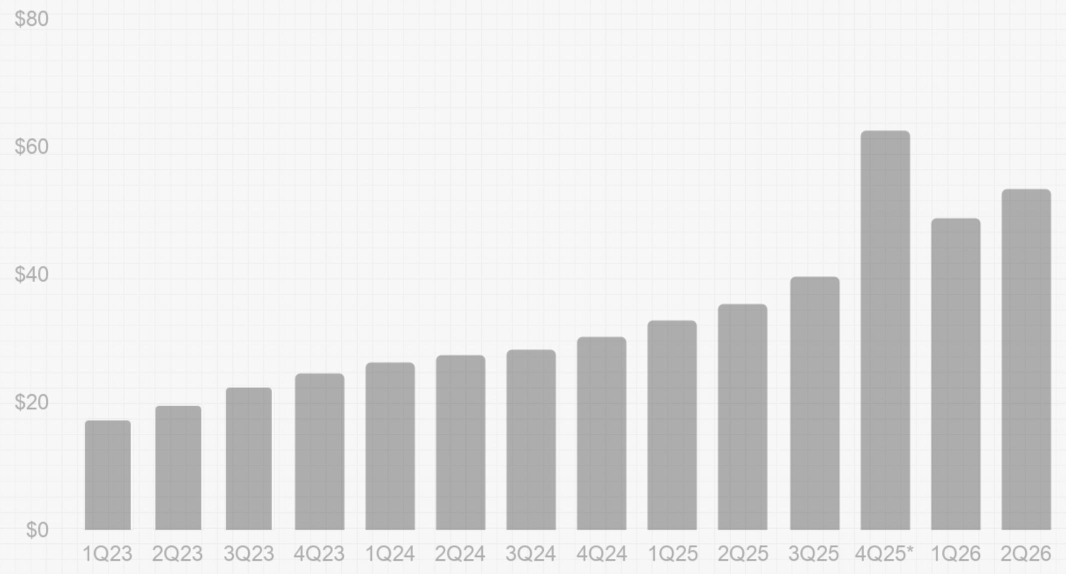
Potrero Avenue, San Francisco. Captured by REV8

Appendix

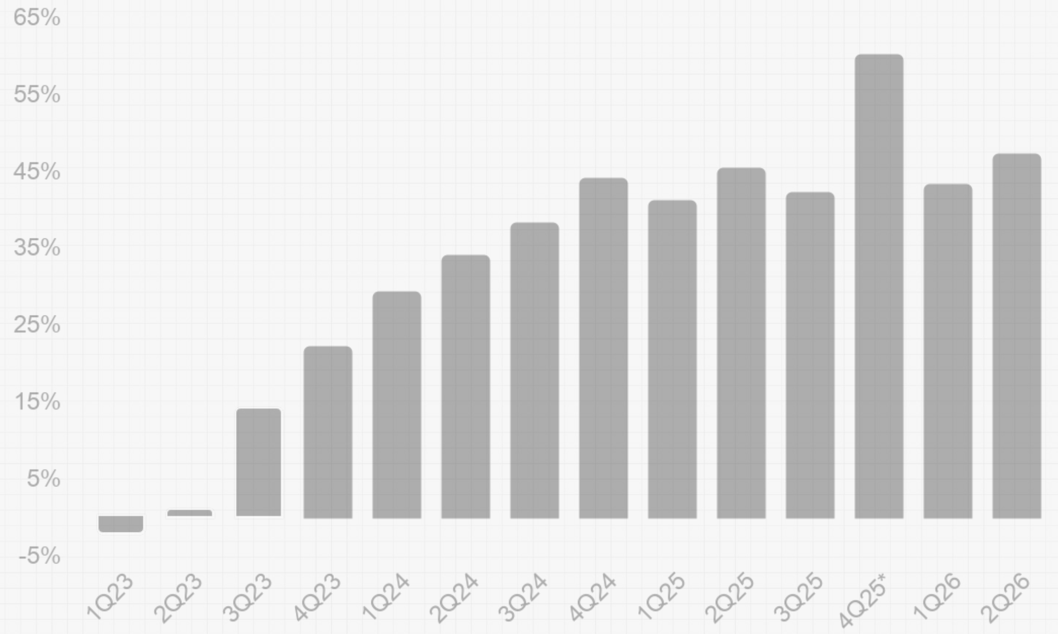
Flyability. REV7 OS1Vatnajokull
Glacier, Iceland

Consistent Operational Execution

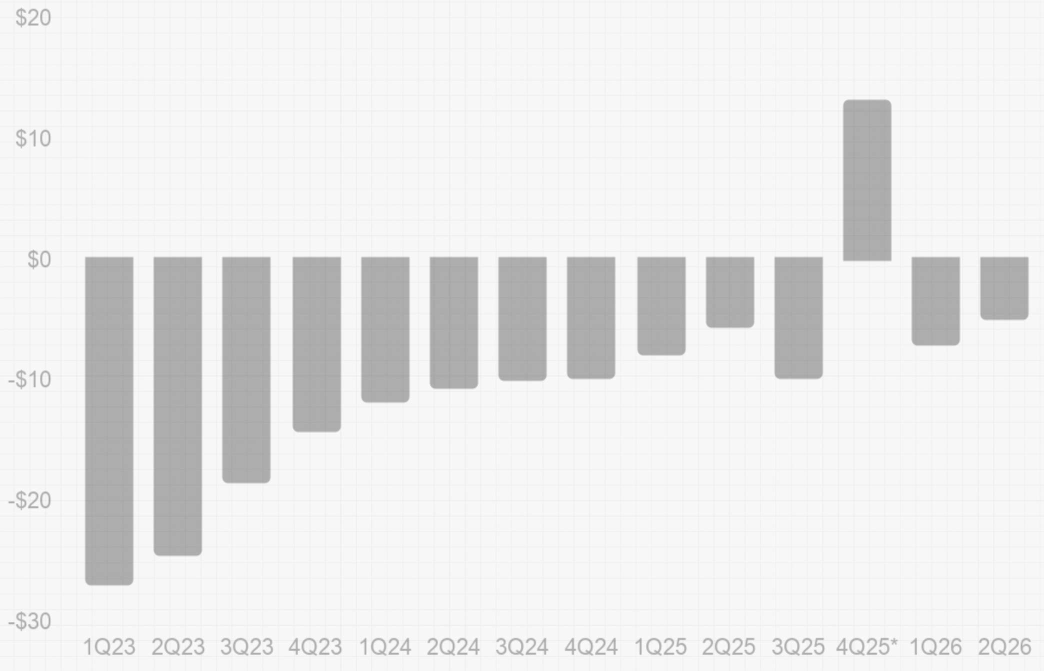
Revenue ($mn)



Gross Margin (GAAP)



Adjusted EBITDA[1] ($mn)



- 14 straight quarters of product revenue growth
- Record product revenue in 2Q26

[1] Adjusted EBITDA is a non-GAAP financial metric.
Q425*: Royalties contributed approximately $21 million to 4Q25 revenue and approximately 20 percentage points to 4Q25 GAAP gross margin.

GAAP to Non-GAAP Reconciliation

($ THOUSANDS)	Mar 31, 2023	Jun 30, 2023	Sep 30, 2023	Dec 31, 2023	Mar 31, 2024	Jun 30, 2024	Sep 30, 2024	Dec 31, 2024	Mar 31, 2025	Jun 30, 2025	Sep 30, 2025	Dec 31, 2025	Mar 31, 2026	Jun 30, 2026
	THREE MONTHS ENDED													
GAAP net income (loss)	(177,280)	(122,733)	(35,102)	(38,995)	(23,849)	(23,869)	(25,590)	(23,737)	(22,017)	(20,612)	(21,733)	3,985	(17,465)	(18,114)
Interest expense (income), net	(50)	(517)	(670)	1,502	(1,910)	(1,511)	(1,807)	(1,795)	(1,705)	(2,620)	(2,414)	(2,746)	(2,474)	(2,116)
Other expense (income), net	(54)	165	13	6	(193)	7	(74)	(386)	(303)	26	(176)	(749)	175	60
Stock-based compensation	21,780	16,466	8,372	11,107	9,404	10,695	11,519	8,841	8,498	13,226	11,829	7,271	7,494	11,385
Provision for income tax expense	282	50	17	174	131	123	(37)	320	195	(3,616)	72	414	552	125
Goodwill impairment charge	99,409	67,266	–	–	–	–	–	–	–	–	–	–	–	–
Restructuring costs, excluding stock-based compensation expense	12,635	3,342	–	–	–	–	–	–	–	–	–	–	–	–
Excess & obsolete expenses & loss on firm purchases commitments	3,630	3,750	3,187	1,732	572	–	–	(1,431)	–	–	–	–	–	–
Amortization of acquired intangibles	1,511	1,702	1,759	1,757	1,754	1,661	1,759	1,342	1,120	1,127	1,134	1,134	1,709	2,099
Depreciation expense	4,648	2,744	1,739	1,239	1,053	839	687	651	675	732	919	941	994	1,135
Acquisition and integration related charges												2,537	2,252	986
Litigation expense	537	3,364	3,536	7,383	1,296	1,636	4,221	6,494	5,793	6,234	652	358	(119)	(13)
Merger and acquisition related expenses	6,058	–	–	–	–	–	–	–	–	–	–	–	–	–
Other items	–	–	(1,256)	–	–	(114)	(513)	–	(65)	–	–	–	–	–
Adjusted EBITDA	**(26,893)**	**(24,401)**	**(18,405)**	**(14,095)**	**(11,743)**	**(10,533)**	**(9,835)**	**(9,701)**	**(7,809)**	**(5,503)**	**(9.716)**	**13,145**	**(6,882)**	**(4,453)**

Executive Leadership Team

Angus Pacala
Co-Founder, CEO

Previously:
Co-Founder/Director of Engineering, Quanergy

B.S./M.S. Engineering, Stanford University

Mark Frichtl
Co-Founder, CTO

Previously:
Quanergy, First Solar, Palantir,
Apple Special Projects

B.S./M.S. Engineering, Stanford University

Ken P. Gianella
CFO

Previously:
CFO and COO, Quantum

25+ years of financial experience in the technology sector

Cyrille Jacquemet
CRO

Previously:
SVP, Global Sales, Ouster

15+ years building and driving commercial organizations for industrial technology cos

Megan Chung
General Counsel

Previously:
Partner, Kilpatrick Townsend & Stockton LLP

Extensive experience in technical intellectual property counseling

Darien Spencer
COO

Previously:
EVP, Operations, Enphase Energy

Scaled hardware manufacturing 4x in US and Asia for Jabil Circuits, Peak Plastics, Maxtor/Seagate

Shaluinn Fullove
Chief People Officer

Previously:
Google, Lyft, Nest, and General Motors

Extensive experience of leadership experience scaling companies from early stage to over a billion-dollars in revenue

Board of Directors

Theodore L. Tewksbury

Former CEO of Velodyne,
Eta Compute

Angus Pacala

Former Co-Founder,
Director of Engineering, Quanergy

Susan Heystee

Former SVP Global
Auto Business,
Verizon Connect

Christina C. Correia

GVP, Chief Accounting Officer and
Business Finance, Lam Research
Corporation

Ernest E. Maddock

Former CFO, Micron Technology,Inc

Stephen A. Skaggs

Former President, CEO, and CFO,
Lattice Semiconductor

Phillip M. Eyler

Former President and CEO,
Gentherm Inc.