

Third Quarter 2025 Earnings Update

OUST
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NASDAQ



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," "brings," "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 Ouster's revenue guidance; anticipated new product launches and developments; Ouster's use of artificial intelligence; Ouster's future results of operations and financial position; the anticipated impact of Ouster's next generation hardware and software solutions; increases in Ouster's addressable market; the execution against the Company's product roadmap and demand for products; and Ouster's business objectives, plans, strategic priorities, and market growth, all 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 negotiating power and product standards of its customers; the adoption of its products and the growth of the lidar market generally; 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; 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; Ouster'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 or achieve the anticipated benefits of new acquisitions or investments; the impact of recent U.S. legislation on Ouster's business; 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; 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, 2024 and Quarterly Report on Form 10-Q for the three months ended September 30, 2025 to be filed with the SEC, 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 and Non-GAAP Gross Margin are useful in evaluating its operating performance. Ouster calculates Non-GAAP Gross Profit as gross profit (loss) excluding amortization of acquired intangibles, certain excess and obsolete expenses and losses on firm purchase commitments, and stock-based compensation expense. Non-GAAP Gross Margin is calculated as Non-GAAP Gross Profit divided by revenues. Ouster believes that Non-GAAP Gross Profit and Non-GAAP Gross Margin 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. 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. Reconciliation tables of the most comparable GAAP financial measures to the non-GAAP financial measures are included at the end of this presentation in the Appendix.

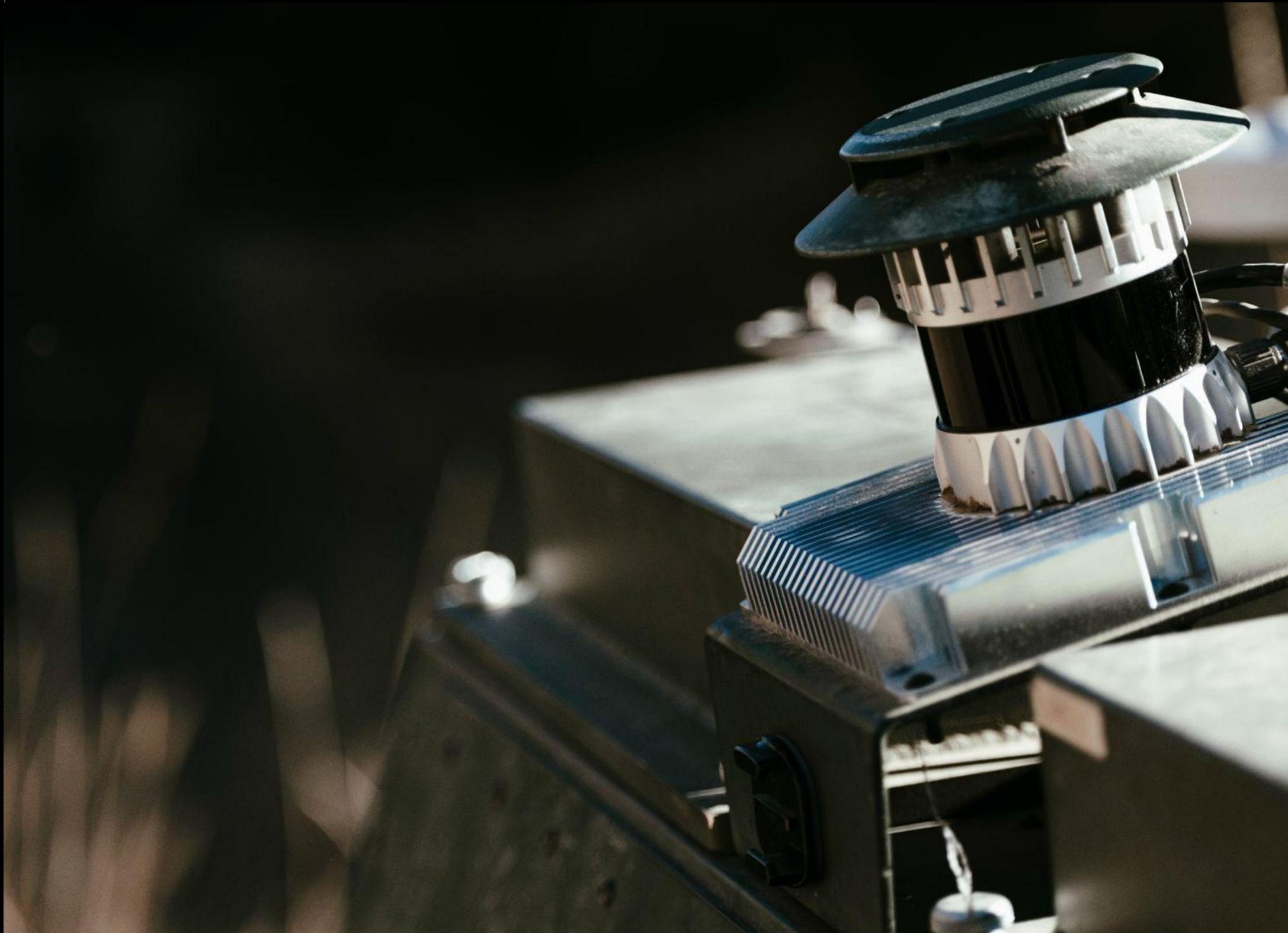
Use of Estimates

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.

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Ouster Brings Physical AI to Life



Digital Lidar Technology

AI Software Solutions

Autonomy Across
Industries

Message from the CEO

Ouster delivered outstanding third quarter results with **revenue of \$39.5 million, gross margin of 42%, and a record 7,200 sensors shipped**. This represents our 11th consecutive quarter of meeting or exceeding guidance. We finished with a robust balance sheet and \$247 million of cash and equivalents and no debt.

This performance further demonstrates our ability to **convert pilot programs into large-volume orders** as we deepen our relationships across our diverse customer base.

Ouster is at the forefront of technology that is reshaping how the world engages with the physical environment. **Our Physical AI solutions are helping deliver improvements in safety and efficiency across a wide range of industries.** All of this, coupled with our cutting-edge product roadmap, position us well to further accelerate the adoption of Physical AI.



Angus Pacala
CEO and Cofounder

2025 Strategic Business Priorities

Scale the software-attached business

Transform the product portfolio

Execute towards profitability

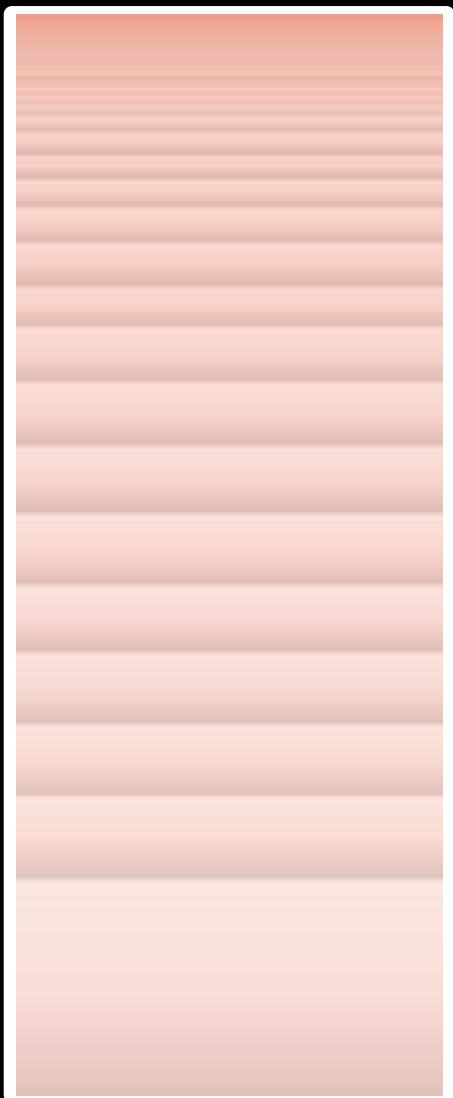
SCALE the Software Attached Business

Capture potential \$19B smart infrastructure opportunity

\$19B TAM¹

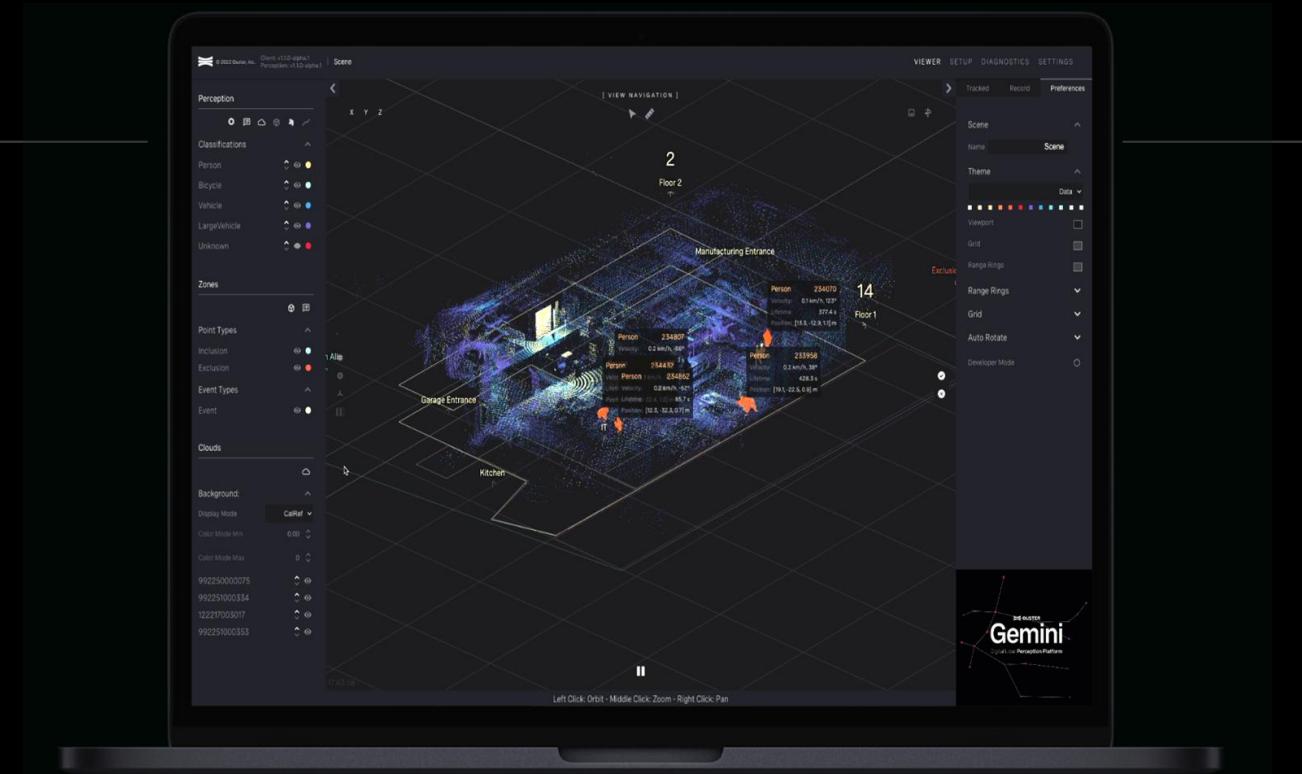
INTELLIGENT
TRANSPORTATION
SYSTEMS

LOGISTICS



PERIMETER SECURITY

CROWD ANALYTICS



¹ Ouster internal estimates, 2030E.

TRANSFORM the Product Portfolio

Innovations anticipated to more than double our current addressable market

- All new hardware powered by next-generation custom silicon
- Powerful new capabilities embedded in firmware
- New developer tools in the Ouster SDK and Ouster Studio
- Increased software functionality in Ouster Gemini and BlueCity

L4

OS SERIES NEXT-GENERATION SYSTEM ON A CHIP

CHRONOS

DF SERIES NEXT-GENERATION SYSTEM ON A CHIP

EXECUTE To Profitability

Achieve 30-50% annual revenue growth

- Support customers moving into commercial production
- Grow sales pipeline in high-volume end markets
- Consumer ADAS as a major upside catalyst

Maintain gross margin at 35-40%

- Drive value proposition with higher performance products
- Leverage low-cost contract manufacturing model
- Increase contribution from software-attached sales

Keep operating expenses at or below Q3 2023 levels

- Expand use of lower cost locations
- Streamline spending with external vendors
- Optimize underutilized fixed assets

Q3 2025 Results

\$39.5M

Revenue

Up 41% vs. the third quarter of 2024

47%

Non-GAAP gross margin¹

Up from 45% in the third quarter of 2024

42%

GAAP gross margin

Up from 38% in the third quarter of 2024

7,200+

Sensors shipped

Up 84% vs. the third quarter of 2024

 1 Non-GAAP gross margin is a non-GAAP financial metric. For a reconciliation of non-GAAP gross margin to GAAP gross margin, please see Appendix.

Q4 2025 Revenue Guidance

\$39.5 to \$42.5 Million

 OUSTER

GAAP to Non-GAAP Reconciliation

GROSS PROFIT MARGIN (\$K)	THREE MONTHS ENDED		
	Sep 30	Sep 30	2025
	2025	2024	
Gross profit on GAAP basis	16,659	10,754	15,842
Stock-Based Compensation	1,618	1,345	1,799
Amortization of acquired intangible assets	467	467	461
Excess & obsolete expenses & loss on firm purchases commitments	-	-	-
Gross profit on a non-GAAP basis	18,744	12,566	18,102
Gross margin on GAAP basis	42%	38%	45%
Gross margin on non-GAAP basis	47%	45%	52%