



Annual Meeting of Stockholders

June 4, 2026

Rules of Conduct

Welcome to the 2026 Annual Meeting of Stockholders (the "Annual Meeting") of Outset Medical, Inc. (the "Company"). In the interest of a fair and informative Annual Meeting, we ask for your cooperation in observing the following Rules of Conduct:

1. In accordance with the Company's bylaws, Leslie Trigg, in her capacity as Chair of the Company's board of directors, will serve as Chair of the Annual Meeting and conduct the meeting consistent with the requirements set forth in the bylaws.
2. We will strictly follow the Agenda as we conduct the meeting.
3. Each stockholder as of the close of business on April 9, 2026, the record date, wishing to attend, vote or ask questions during the virtual Annual Meeting will have an opportunity to do so by following these Rules of Conduct.
4. Because this is a meeting of our stockholders, only our stockholders of record as of the record date are permitted to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please log in at www.virtualshareholdermeeting.com/OM2026 as a stockholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company's inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote. Stockholders may vote electronically during the Annual Meeting until the polls are closed.
5. Stockholders with questions about one of the matters in the Agenda to be voted on by the stockholders at the Annual Meeting may submit such questions in the field provided in the web portal at or before the time the matters are before the Annual Meeting for consideration. We will answer questions on matters in the Agenda to be voted on by the stockholders at the Annual Meeting before the polls are closed. Please note if stockholders submit any questions related to the Company's business not otherwise related to the business of the Annual Meeting, we will plan to address such questions during the "Question and Answer Session" listed on the Agenda.
6. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to two questions. It will help us if questions are succinct and cover only one topic per question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together. Please include your name and affiliation, if any, when submitting a question.

7. Stockholder questions are welcome. However, the Company does not intend to address any questions that are, among other things:
 - irrelevant to the Company's business or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - related to personal grievances;
 - derogatory references to individuals or that are otherwise in bad taste;
 - repetitious statements already made by another stockholder;
 - in furtherance of the stockholder's personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Secretary in their reasonable judgment.
8. If there are any matters of individual concern to a stockholder and not of general concern to all stockholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at investors@outsetmedical.com.
9. In the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chair may adjourn, recess or expedite the Annual Meeting, or take such other action that the Chair determines is appropriate in light of the circumstances.
10. A webcast playback of the meeting will be available at www.virtualshareholdermeeting.com/OM2026 after the completion of the meeting for one year following the Annual Meeting. Any other recording of the Annual Meeting is strictly prohibited.

If you have trouble accessing the virtual meeting platform or encounter other technical difficulties with the platform before or during the meeting, please call the technical support number posted on the Annual Meeting login page at www.virtualshareholdermeeting.com/OM2026. Technicians will be available to assist you.

Thank you for your attendance and cooperation.