

RUBIUS THERAPEUTICS, INC.

2022 Annual Meeting of Stockholders

RULES FOR CONDUCT

We welcome you to the 2022 Annual Meeting of Stockholders of Rubius Therapeutics, Inc. In order to conduct an informative and constructive meeting, we would appreciate your assistance in observing the following general guidelines and specified time limits.

- Matters will be taken up in the sequence indicated on the Agenda provided at the meeting. You need not vote at this meeting if you have already voted by proxy. However, if you wish to revoke your proxy and vote virtually or if you have not voted, you will be given the opportunity to do so before the polls are closed.
- If you wish to ask a question, please use the Q&A tool by typing your question into the “Ask a Question” field on the virtual meeting website and clicking “Submit.” Please note that in order to submit a question at the meeting, you must be either a stockholder of record as of March 15, 2022 or must have received a proxy given by a stockholder of record as of March 15, 2022. If you do not have a control number, you will not have the option to ask questions during the meeting.
- The views and comments of all stockholders are welcome. However, the Chairman of the meeting reserves the right to limit discussion on a particular topic if comments and questions become repetitive or if a particular viewpoint has been adequately expressed.
- During the formal portion of the meeting, all questions presented should relate directly to the proposal under discussion. Questions not relating to a specific proposal will be addressed during the question and answer period following the formal portion of the meeting. We will hold a question and answer period at the end of the meeting, as time permits, during which time we welcome questions not relating to specific proposals.
- Recording of the meeting is not permitted. An audio playback will be posted after the meeting.
- If questions submitted are repetitive as to a particular topic, the Chairman of the meeting may limit discussion on such topic.