



# Investor Presentation

Q4 2020

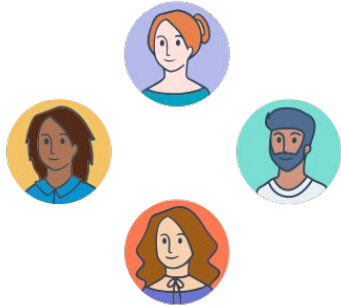
# Important Information

This presentation includes certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding management's expectations for future financial and operational performance and operating expenditures, expected growth, and business outlook, including our long-term financial framework; our focus on profitable growth; cash flow and margin improvement expectations; our product plans, strategies, and trends; our ability to expand our total addressable market; our position to execute on our growth strategy and related growth drivers; our opportunities in international markets; and our ability to expand our leadership position and market opportunity for our CRM platform. These forward-looking statements include, but are not limited to, plans, objectives, expectations and intentions and other statements contained in this press release that are not historical facts and statements identified by words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," "estimates" or words of similar meaning. These forward-looking statements reflect our current views about our plans, intentions, expectations, strategies and prospects, which are based on the information currently available to us and on assumptions we have made. Although we believe that our plans, intentions, expectations, strategies and prospects as reflected in or suggested by those forward-looking statements are reasonable, we can give no assurance that the plans, intentions, expectations or strategies will be attained or achieved. Furthermore, actual results may differ materially from those described in the forward-looking statements and will be affected by a variety of risks and factors that are beyond our control including, without limitation, risks associated with the impact of COVID-19 on our business, the broader economy, and our ability to forecast our future financial performance as a result of COVID-19; our history of losses, our ability to retain existing customers and add new customers, the continued growth of the market for an inbound platform; our ability to differentiate our platform from competing products and technologies; our ability to manage our growth effectively to maintain our high level of service; our ability to maintain and expand relationships with our solutions partners; our ability to successfully recruit and retain highly-qualified personnel; the price volatility of our common stock, and other risks set forth under the caption "Risk Factors" in our Annual Report on Form 10-K filed on February 16, 2021 and our other SEC filings. We assume no obligation to update any forward-looking statements contained in this document as a result of new information, future events or otherwise.



# HubSpot Overview

We provide a growth platform with award-winning software, services, and support to transform the way organizations attract, engage, and delight customers.



103,000+  
Total Customers



120+  
Countries



11  
Office Locations  
Worldwide

# HubSpot Snapshot

- Recurring SaaS revenue model
- Growth platform for SMEs
- Large, growing TAM
- Balancing fast growth with profitability
- Strong underlying unit economics
- Experienced team





# HubSpot's Journey



HubSpot's mission is to help  
millions of organizations  
grow better.



# What does it mean to **grow better**?



Where others annoy,  
you attract.



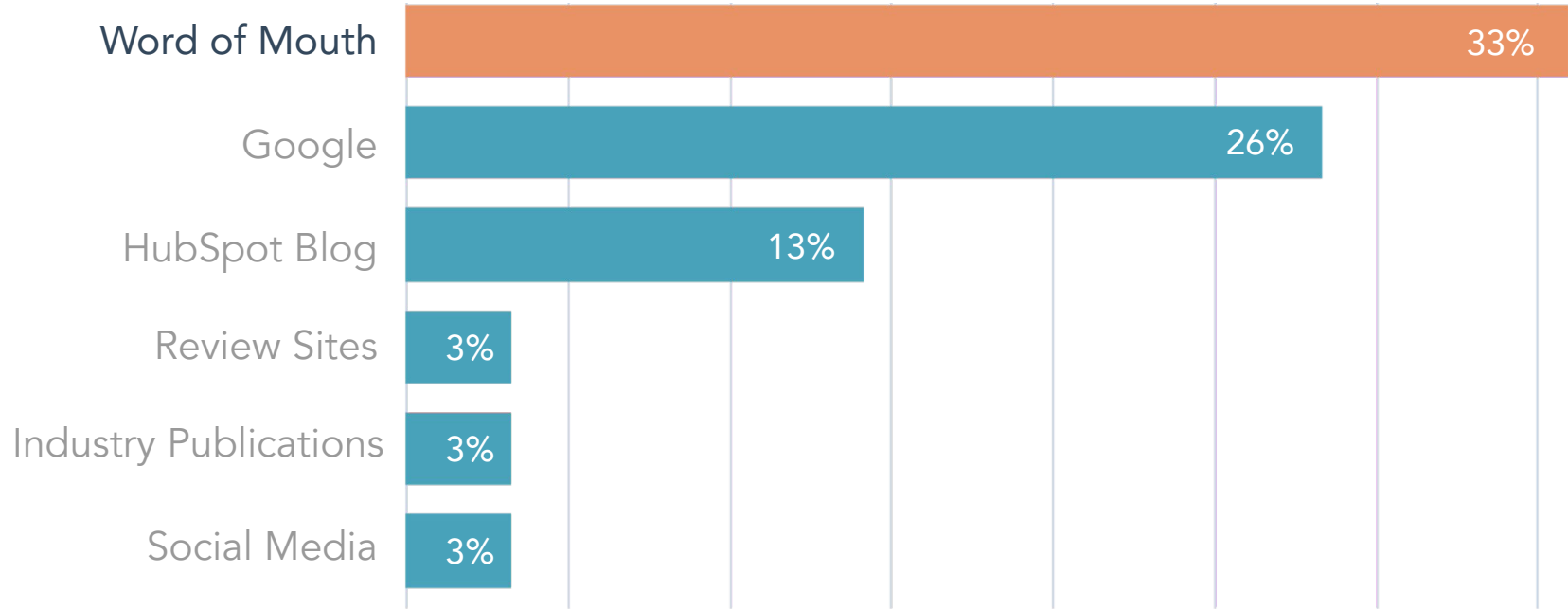
Where others harass,  
you help.



Where others ignore,  
you enable.

Where others may sacrifice the customer experience to grow,  
you find ways to grow better.

# More than a kind sentiment, it's a key strategy



How did you first learn about HubSpot?



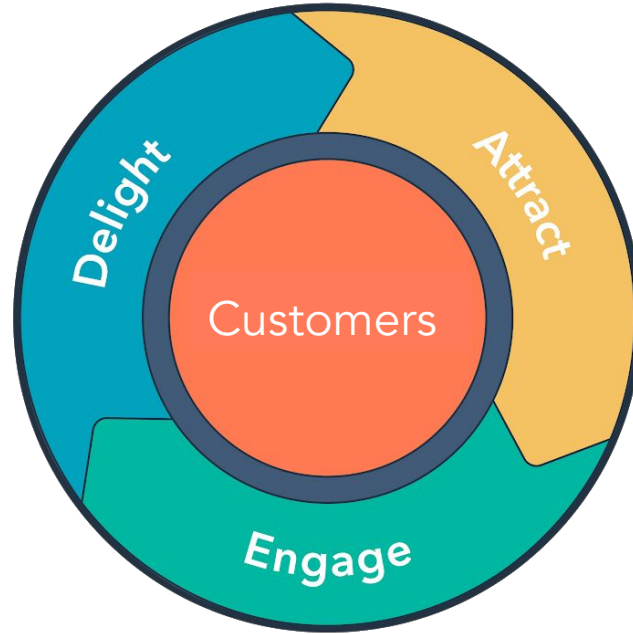
Customers Accelerate Growth  
But many companies view  
them as an afterthought.



# We've transformed our business around a new model of growth

Promoters  
Added & Lost

Traffic  
Added & Lost



Customers  
Added & Lost

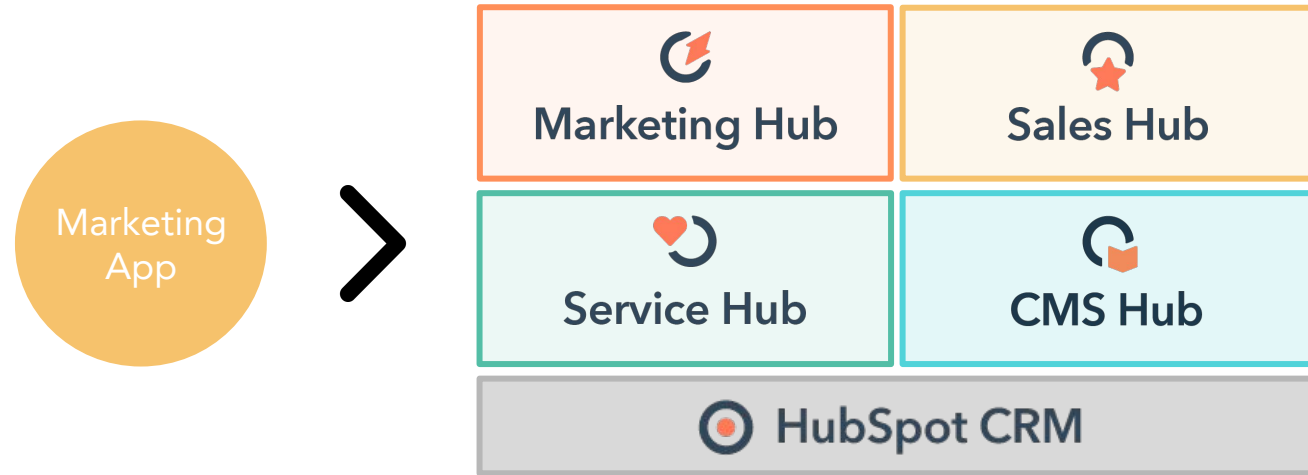
Free Users  
Added & Lost

The Flywheel

Each time we reduce friction for our customers, we fuel our own flywheel. And we're working to enable millions of organizations to do the same.



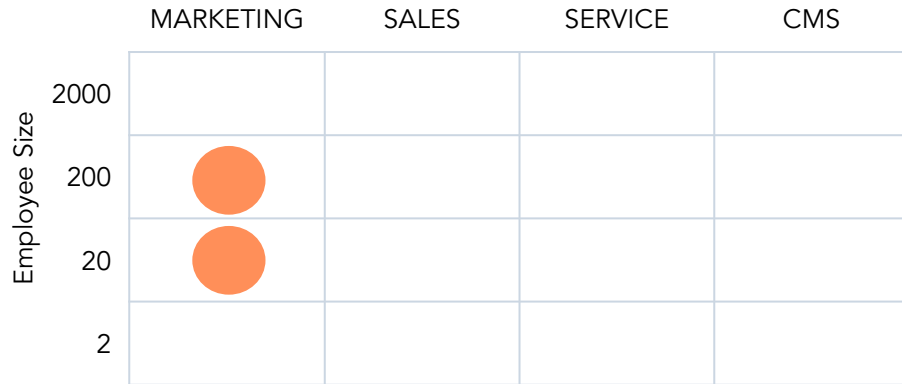
To do so, we evolved from an app to a suite...



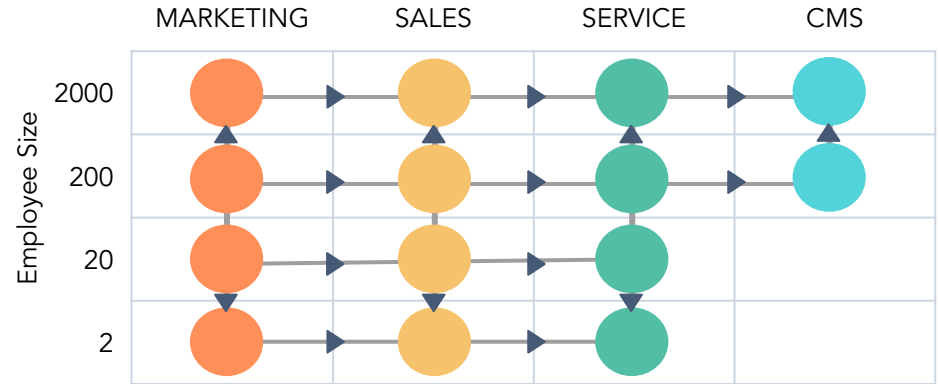
...because the customer experience should be seamless.

# We dramatically expanded our offering, and in turn, our TAM, through product development

HubSpot at IPO



HubSpot today



because every company should be able to grow better, and no company should have to outgrow it.

# Our Product Pricing

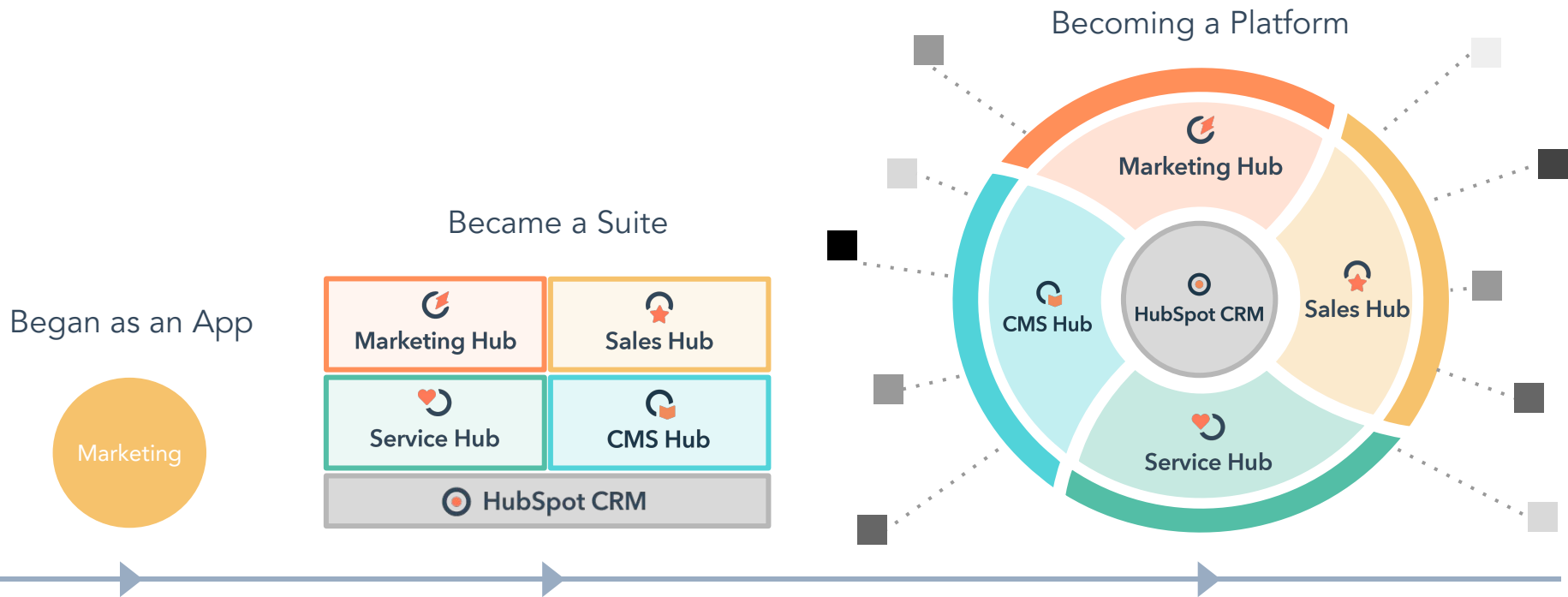
	Marketing Hub	Sales Hub	Service Hub	CMS Hub
Enterprise	\$3,200 +	\$1,200 +	\$1,200 +	\$900
Professional	\$890 +	\$500 +	\$400 +	\$300
Starter*	\$50 +	\$50 +	\$50 +	
CRM	Free			

[ Growth Suite Bundle: 25% Off When Purchasing Marketing, Sales & Service Hubs At Any Pricing Tier ]

\*Our Starter Growth Suite pricing is \$50 for a limited time.  
Note: All prices are monthly subscription prices. "+" indicates additional cost for Contacts for Marketing Hub customers and additional cost for Users for Sales Hub customers.

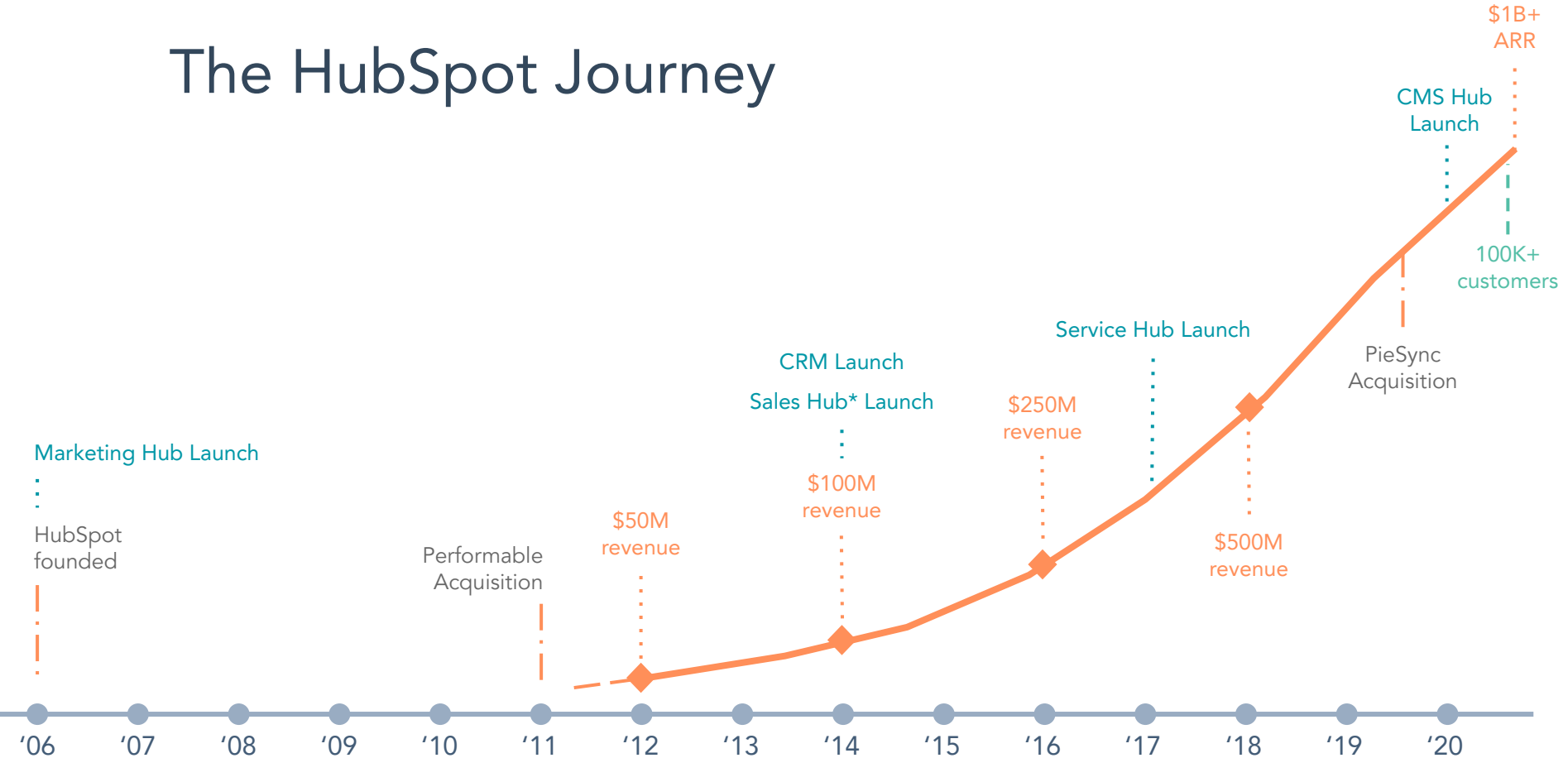


# All of that is just the beginning...



We're focused on helping companies grow better in ever expanding ways.

# The HubSpot Journey



\*Originally launched and branded as "Sidekick"



HubSpot  Grow Better

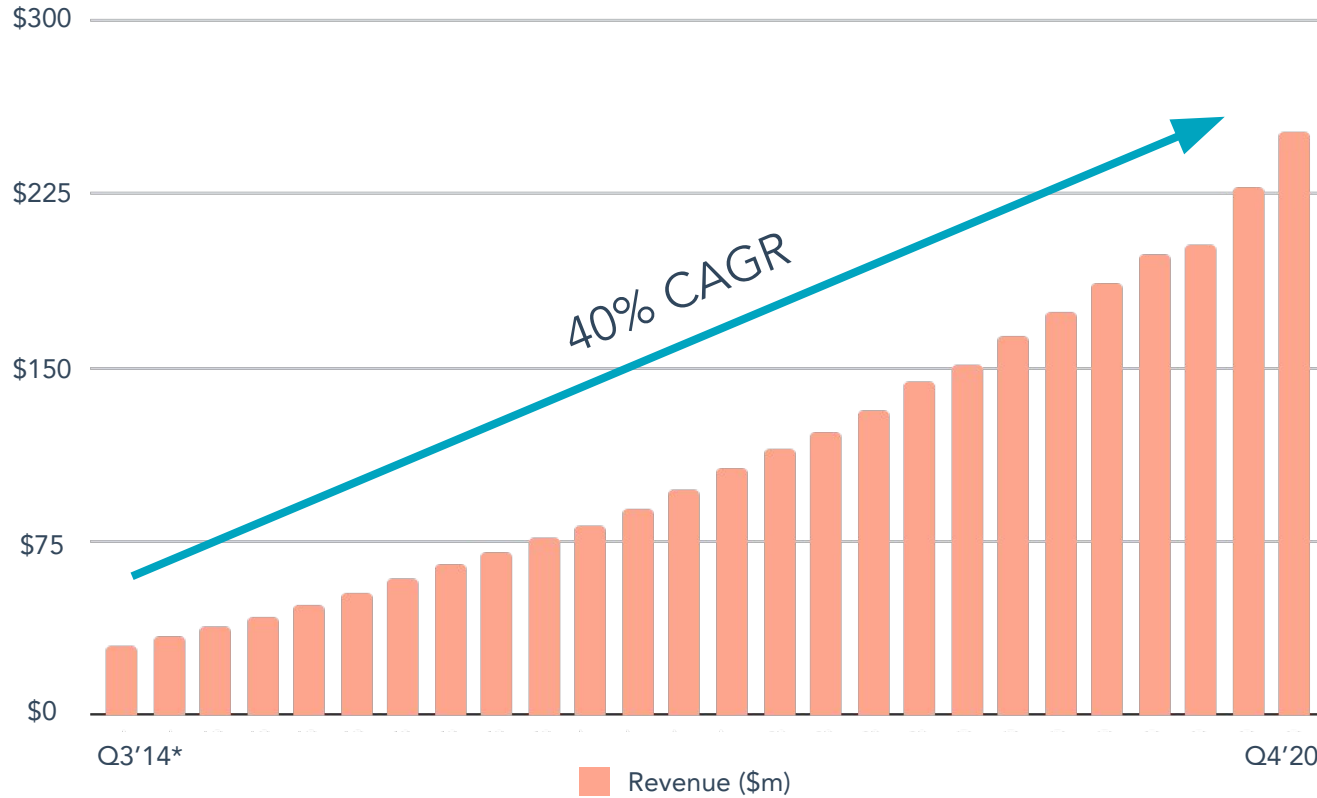


# Financial Review

## Q4 2020

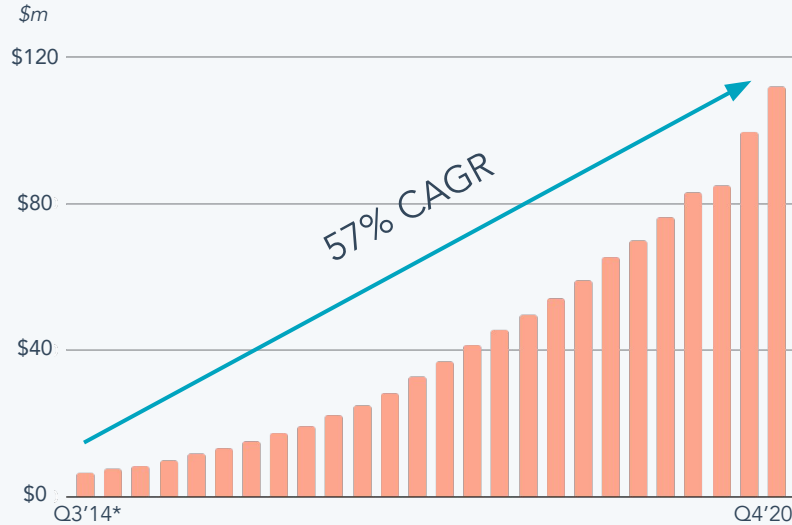


# Revenue growth is strong

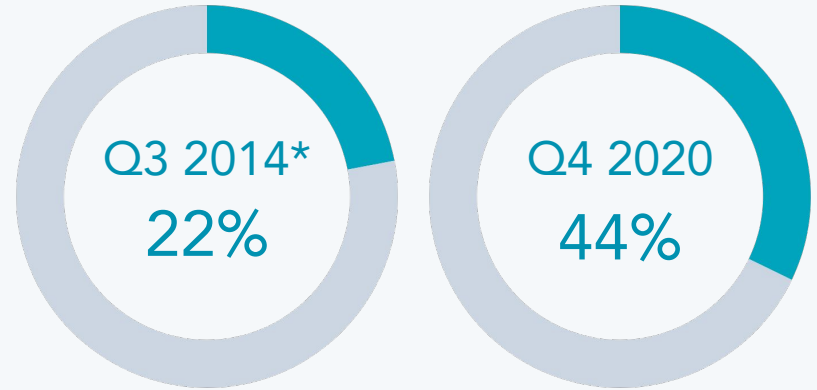


# Large international growth opportunity

## International Revenue

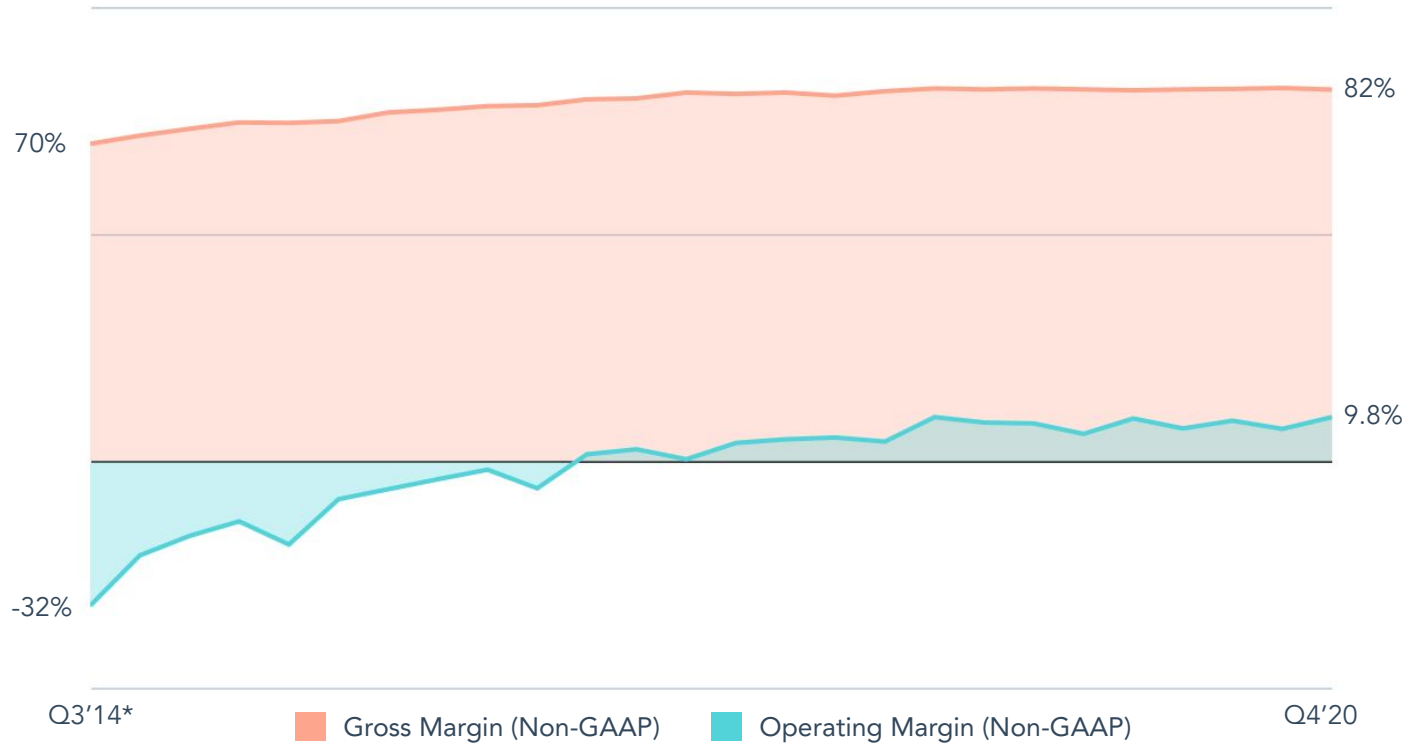


## Increasing % of Revenue



\*IPO  
CAGR: compound annual growth rate

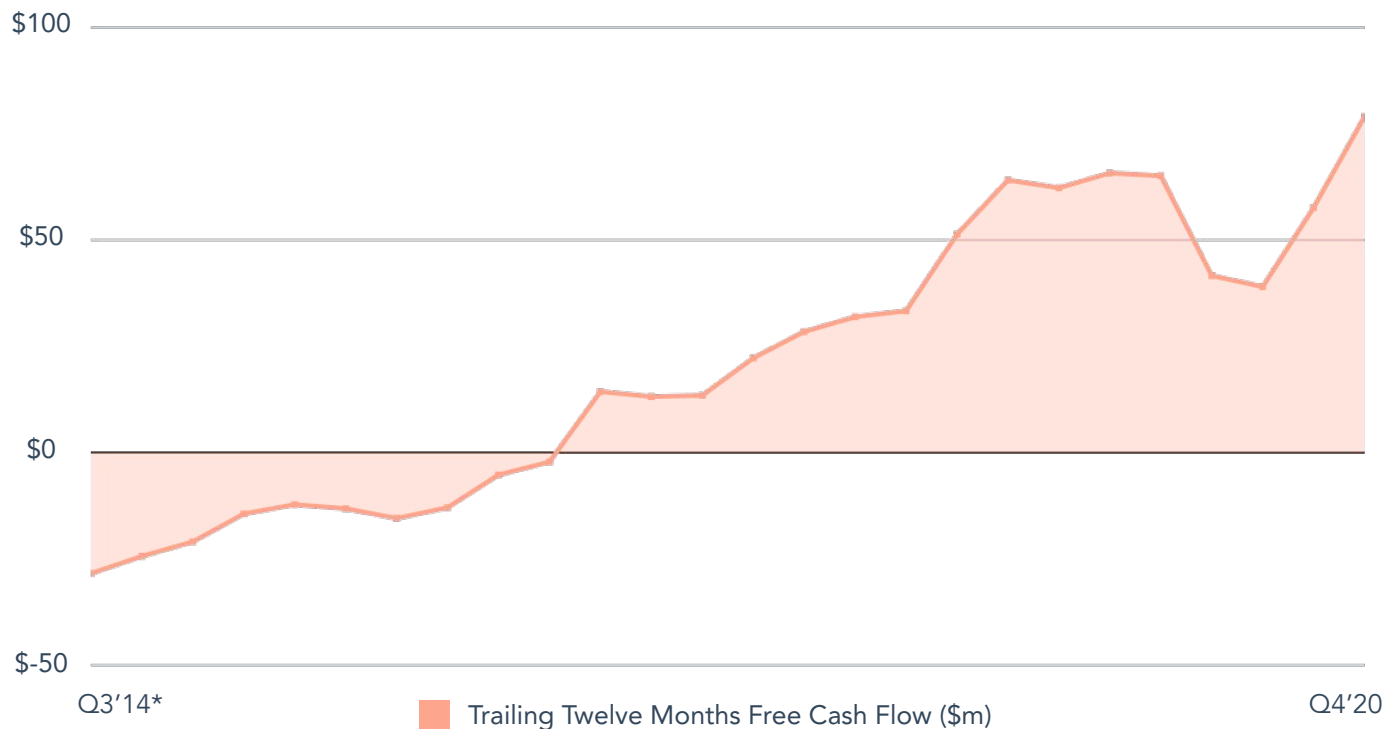
# Improving Levels of Profitability



All percentages for historical periods are non-GAAP and exclude expenses associated with stock based compensation, amortization of acquired intangible assets and acquisition related expenses. Please refer to the end of this presentation for a reconciliation of GAAP to non-GAAP figures. \*IPO



# Generating Positive Free Cash Flow



All amounts are non-GAAP. Free cash flow is defined as cash and cash equivalents provided by (used in) operating activities less purchases of property and equipment and capitalization of software development costs. Please refer to the end of this presentation for a reconciliation of GAAP to non-GAAP figures. \*IPO



# Financial framework focused on profitable growth

	High Growth	Growth	Moderate Growth
Revenue Growth	>30%	≈30%	<30%
Operating Margin %*	1% - 2% increase per year	2% - 3% increase per year	3% - 4% increase per year
Operating Cash Flow	≈Revenue Growth		

\*Theoretical operating margin % is non-GAAP and excludes expenses associated with stock based compensation, amortization of acquired intangible assets and acquisition related expenses.

# Long Term Financial Target

	2016	2017	2018	2019	2020	Long Term Target
Gross Margin	78%	81%	82%	82%	82%	81% - 83%
R&D % of revenue	14%	15%	18%	18%	19%	18% - 20%
S&M % of revenue	55%	52%	46%	45%	45%	30% - 35%
G&A % of revenue	14%	12%	11%	11%	10%	8% - 9%
Operating Margin	-4%	2%	6%	8%	8%	20% - 25%

Note: These estimates reflect our current operating plan as of 2/11/2021 and are subject to change as future events and opportunities arise.  
 All percentages are non-GAAP and exclude expenses associated with stock based compensation, amortization of acquired intangible assets and acquisition related expenses.  
 Please refer to the end of this presentation for a reconciliation of GAAP to non-GAAP figures.





# Appendix

# The HubSpot CRM Platform

## MARKETING HUB

Matching the way you market  
with the way people shop

Content  
Automation  
Analytics & Reporting  
Ads & Social

## SALES HUB

Matching the way you sell  
with the way people buy

Email Templates  
Profiles  
Email Tracking  
Sequences

## SERVICE HUB

Matching how you service  
with the way people expect to  
be treated

Conversations  
Tickets  
NPS  
Knowledge Base

## CMS HUB

Matching enterprise-grade  
web power with  
consumer-grade ease of use

Smart Content  
Partitioning  
Serverless Functions  
Website Themes

## HUBSPOT CRM

The foundation of the HubSpot CRM platform

Contact Timeline   Reporting   Analytics   Prospects

# GAAP to Non-GAAP Reconciliation

	2017		2018		2019		2020		Three Months Ended December 31, 2020	
	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues
	<b>Cost of Revenue</b>									
Subscription	51,563	14%	69,718	14%	98,510	15%	130,685	15%	37,369	15%
Stock-based compensation	(658)	0%	(1,476)	0%	(3,127)	0%	(4,408)	0%	(1,294)	-1%
Amortization of acquired intangibles	(96)	0%	(1,394)	0%	(3,201)	0%	(2,340)	0%	(139)	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP subscription	<u>50,809</u>	14%	<u>66,848</u>	13%	<u>92,182</u>	14%	<u>123,937</u>	14%	<u>35,936</u>	14%
Professional services and other	24,166	6%	30,639	6%	31,448	5%	36,274	4%	9,925	4%
Stock-based compensation	(2,327)	-1%	(2,924)	-1%	(2,829)	0%	(2,536)	0%	(651)	0%
Amortization of acquired intangibles	-	0%	-	0%	-	0%	-	0%	-	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP professional services and other	<u>21,839</u>	6%	<u>27,715</u>	5%	<u>28,619</u>	4%	<u>33,738</u>	4%	<u>9,274</u>	4%
<b>Gross Margin</b>										
Gross margin	299,883	80%	412,623	80%	544,902	81%	716,067	81%	204,771	81%
Stock-based compensation	2,985	1%	4,400	1%	5,956	1%	6,944	1%	1,945	1%
Amortization of acquired intangible assets	96	0%	1,394	0%	3,201	0%	2,340	0%	139	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP gross margin	<u>302,964</u>	81%	<u>418,417</u>	82%	<u>554,059</u>	82%	<u>725,351</u>	82%	<u>206,855</u>	82%
<b>Operating Expenses</b>										
Research and development	70,373	19%	117,603	23%	158,237	23%	205,589	23%	55,564	22%
Stock-based compensation	(12,816)	-3%	(23,328)	-5%	(33,748)	-5%	(39,366)	-4%	(10,303)	-4%
Amortization of acquired intangible assets	-	0%	-	0%	-	0%	-	0%	-	0%
Acquisition related expenses	(1,266)	0%	(2,696)	-1%	(357)	0%	(1,287)	0%	(285)	0%
Non-GAAP research and development	<u>56,291</u>	15%	<u>91,579</u>	18%	<u>124,132</u>	18%	<u>164,936</u>	19%	<u>44,976</u>	18%
Sales and marketing	212,859	57%	267,444	52%	340,685	50%	452,081	51%	127,851	51%
Stock-based compensation	(19,016)	-5%	(31,099)	-6%	(36,599)	-5%	(50,552)	-6%	(13,568)	-5%
Amortization of acquired intangible assets	(7)	0%	-	0%	-	0%	(79)	0%	(20)	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP sales and marketing	<u>193,836</u>	52%	<u>236,345</u>	46%	<u>304,086</u>	45%	<u>401,450</u>	45%	<u>114,263</u>	45%
General and administrative	56,787	15%	75,834	15%	92,971	14%	109,225	12%	28,997	12%
Stock-based compensation	(12,500)	-3%	(17,434)	-3%	(21,451)	-3%	(24,626)	-3%	(5,650)	-2%
Amortization of acquired intangible assets	-	0%	-	0%	-	0%	-	0%	-	0%
Acquisition related expenses	-	0%	-	0%	(552)	0%	(545)	0%	(355)	0%
Non-GAAP general and administrative	<u>44,287</u>	12%	<u>58,400</u>	11%	<u>70,968</u>	11%	<u>84,054</u>	10%	<u>22,992</u>	9%
<b>Loss from Operations</b>										
Loss from operations	(40,136)	-11%	(48,258)	-9%	(46,991)	-7%	(50,828)	-6%	(7,641)	-3%
Stock-based compensation	47,317	13%	76,261	15%	97,754	14%	121,488	14%	31,466	12%
Amortization of acquired intangible assets	103	0%	1,394	0%	3,201	0%	2,419	0%	159	0%
Acquisition related expenses	1,266	0%	2,696	1%	909	0%	1,832	0%	640	0%
Non-GAAP loss from operations	<u>8,550</u>	2%	<u>32,093</u>	6%	<u>54,873</u>	8%	<u>74,911</u>	8%	<u>24,624</u>	10%



# GAAP to Non-GAAP Reconciliation

	Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended	
	September 30, 2015		December 31, 2015		March 31, 2016		June 30, 2016		September 30, 2016		December 31, 2016	
	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues
<b>Gross Margin</b>												
Gross margin	35,233	74%	39,419	74%	44,989	76%	49,779	77%	54,777	78%	59,557	78%
Stock-based compensation	404	1%	457	1%	418	1%	608	1%	577	1%	551	1%
Amortization of acquired intangible assets	20	0%	20	0%	18	0%	13	0%	13	0%	13	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP gross margin	<u>35,657</u>	75%	<u>39,896</u>	75%	<u>45,425</u>	77%	<u>50,400</u>	78%	<u>55,367</u>	78%	<u>60,121</u>	79%
<b>Loss from Operations</b>												
Loss from operations	(13,290)	-28%	(10,449)	-20%	(9,861)	-17%	(11,030)	-17%	(9,951)	-14%	(13,820)	-18%
Stock-based compensation	4,510	9%	6,015	11%	6,231	11%	8,475	13%	8,695	12%	9,274	12%
Amortization of acquired intangible assets	26	0%	26	0%	24	0%	20	0%	20	0%	20	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP loss from operations	<u>(8,754)</u>	-18%	<u>(4,408)</u>	-8%	<u>(3,606)</u>	-6%	<u>(2,535)</u>	-4%	<u>(1,236)</u>	-2%	<u>(4,526)</u>	-6%
	Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended	
	March 31, 2017		June 30, 2017		September 30, 2017		December 31, 2017		March 31, 2018		June 30, 2018	
	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues	\$ '000s	% of Revenues
<b>Gross Margin</b>												
Gross margin	65,180	79%	70,502	79%	78,716	81%	85,485	80%	92,179	80%	97,725	80%
Stock-based compensation	564	1%	844	1%	754	1%	823	1%	967	1%	1,163	1%
Amortization of acquired intangible assets	9	0%	-	0%	38	0%	50	0%	50	0%	50	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP gross margin	<u>65,753</u>	80%	<u>71,346</u>	80%	<u>79,508</u>	81%	<u>86,358</u>	81%	<u>93,196</u>	81%	<u>98,938</u>	81%
<b>Loss from Operations</b>												
Loss from operations	(8,000)	-10%	(10,577)	-12%	(12,126)	-12%	(9,433)	-9%	(11,324)	-10%	(14,052)	-11%
Stock-based compensation	9,303	11%	13,006	15%	12,110	12%	12,898	12%	16,046	14%	19,675	16%
Amortization of acquired intangible assets	16	0%	-	0%	38	0%	50	0%	50	0%	50	0%
Acquisition related expenses	-	0%	-	0%	439	0%	827	1%	802	1%	802	1%
Non-GAAP loss from operations	<u>1,319</u>	2%	<u>2,429</u>	3%	<u>461</u>	0%	<u>4,342</u>	4%	<u>5,574</u>	5%	<u>6,475</u>	5%



# GAAP to Non-GAAP Reconciliation

	Three Months Ended September 30, 2018		Three Months Ended December 31, 2018		Three Months Ended March 31, 2019		Three Months Ended June 30, 2019		Three Months Ended September 30, 2019		Three Months Ended December 31, 2019	
	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of
		Revenues		Revenues		Revenues		Revenues		Revenues		Revenues
<b>Gross Margin</b>												
Gross margin	106,061	80%	116,658	81%	122,220	81%	132,113	81%	140,358	81%	150,211	81%
Stock-based compensation	1,194	1%	1,076	1%	1,633	1%	1,488	1%	1,468	1%	1,367	1%
Amortization of acquired intangible assets	494	0%	800	1%	800	1%	800	0%	762	0%	839	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Non-GAAP gross margin	<u>107,749</u>	82%	<u>118,534</u>	82%	<u>124,653</u>	82%	<u>134,401</u>	82%	<u>142,588</u>	82%	<u>152,417</u>	82%
<b>Loss from Operations</b>												
Loss from operations	(15,050)	-11%	(7,832)	-5%	(9,036)	-6%	(15,725)	-10%	(14,072)	-8%	(8,158)	-4%
Stock-based compensation	19,612	15%	20,927	15%	21,205	14%	28,663	18%	23,791	14%	24,095	13%
Amortization of acquired intangible assets	494	0%	800	1%	800	1%	800	0%	762	0%	839	0%
Acquisition related expenses	802	1%	289	0%	32	0%	32	0%	30	0%	814	0%
Non-GAAP loss from operations	<u>5,858</u>	4%	<u>14,184</u>	10%	<u>13,001</u>	9%	<u>13,770</u>	8%	<u>10,511</u>	6%	<u>17,590</u>	9%

	Three Months Ended March 31, 2020		Three Months Ended June 30, 2020		Three Months Ended September 30, 2020		Three Months Ended December 31, 2020	
	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of	\$ '000s	% of
		Revenues		Revenues		Revenues		Revenues
<b>Gross Margin</b>								
Gross margin	160,683	81%	164,831	81%	185,782	81%	204,771	81%
Stock-based compensation	1,505	1%	1,703	1%	1,792	1%	1,945	1%
Amortization of acquired intangible assets	880	0%	879	0%	442	0%	139	0%
Acquisition related expenses	-	0%	-	0%	-	0%	-	0%
Non-GAAP gross margin	<u>163,068</u>	82%	<u>167,413</u>	82%	<u>188,016</u>	82%	<u>206,855</u>	82%
<b>Loss from Operations</b>								
Loss from operations	(14,102)	-7%	(13,625)	-7%	(15,461)	-7%	(7,641)	-3%
Stock-based compensation	27,463	14%	31,374	15%	31,186	14%	31,466	12%
Amortization of acquired intangible assets	900	0%	899	0%	462	0%	159	0%
Acquisition related expenses	333	0%	518	0%	340	0%	640	0%
Non-GAAP loss from operations	<u>14,594</u>	7%	<u>19,166</u>	9%	<u>16,527</u>	7%	<u>24,624</u>	10%

# GAAP to Non-GAAP Reconciliation

	Trailing Twelve Months Ended September 30, 2015	Trailing Twelve Months Ended December 31, 2015	Trailing Twelve Months Ended March 31, 2016	Trailing Twelve Months Ended June 30, 2016	Trailing Twelve Months Ended September 30, 2016	Trailing Twelve Months Ended December 31, 2016
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
GAAP net cash and cash equivalents provided by (used in) operating activities	(4,815)	(423)	3,571	10,635	19,733	19,366
Purchases of property & equipment	(3,556)	(8,427)	(14,043)	(18,513)	(19,595)	(15,789)
Capitalization of software development costs	(3,829)	(4,314)	(4,978)	(5,034)	(5,362)	(5,749)
Free cash flow	(12,200)	(13,164)	(15,450)	(12,912)	(5,224)	(2,172)

	Trailing Twelve Months Ended March 31, 2017	Trailing Twelve Months Ended June 30, 2017	Trailing Twelve Months Ended September 30, 2017	Trailing Twelve Months Ended December 31, 2017	Trailing Twelve Months Ended March 31, 2018	Trailing Twelve Months Ended June 30, 2018
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
GAAP net cash and cash equivalents provided by (used in) operating activities	35,279	35,364	37,893	49,614	57,244	62,018
Purchases of property & equipment	(14,983)	(15,592)	(17,528)	(20,276)	(20,680)	(20,514)
Capitalization of software development costs	(5,925)	(6,577)	(6,882)	(7,071)	(8,077)	(9,537)
Free cash flow	14,371	13,195	13,483	22,267	28,487	31,967

	Trailing Twelve Months Ended September 30, 2018	Trailing Twelve Months Ended December 31, 2018	Trailing Twelve Months Ended March 31, 2019	Trailing Twelve Months Ended June 30, 2019	Trailing Twelve Months Ended September 30, 2019	Trailing Twelve Months Ended December 31, 2019
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
GAAP net cash and cash equivalents provided by (used in) operating activities	65,734	84,851	95,845	96,041	104,193	118,972
Purchases of property & equipment	(21,875)	(22,305)	(20,331)	(23,051)	(26,814)	(40,372)
Capitalization of software development costs	(10,491)	(11,168)	(11,373)	(10,690)	(11,581)	(13,474)
Free cash flow	33,368	51,378	64,141	62,300	65,798	65,126

	Trailing Twelve Months Ended March 31, 2020	Trailing Twelve Months Ended June 30, 2020	Trailing Twelve Months Ended September 30, 2020	Trailing Twelve Months Ended December 31, 2020
	\$ '000s	\$ '000s	\$ '000s	\$ '000s
GAAP net cash and cash equivalents provided by (used in) operating activities	104,267	56,880	75,878	88,913
Purchases of property & equipment	(47,249)	(48,257)	(46,972)	(37,318)
Capitalization of software development costs	(15,422)	(18,309)	(19,979)	(21,599)
Repayment of 2022 Convertible Notes attributable to the debt discount	-	48,675	48,675	49,048
Free cash flow	41,596	38,989	57,602	79,044

