# UNITED STATES
# SECURITIES AND EXCHANGE COMMISSION
**WASHINGTON, D.C. 20549**

# FORM 8-K

**CURRENT REPORT**
**Pursuant to Section 13 or 15(d)**
**of the Securities Exchange Act of 1934**

**Date of Report (Date of earliest event reported): November 12, 2026**

# HUBSPOT, INC.
**(Exact name of Registrant as Specified in Its Charter)**

| **Delaware** | **001-36680** | **20-2632791** |
|---|---|---|
| **(State or Other Jurisdiction of Incorporation)** | **(Commission File Number)** | **(IRS Employer Identification No.)** |

| **Two Canal Park, Cambridge, Massachusetts** | **02141** |
|---|---|
| **(Address of Principal Executive Offices)** | **(Zip Code)** |

**Registrant's Telephone Number, Including Area Code: (888) 482-7768**

**Not Applicable**
**(Former Name or Former Address, if Changed Since Last Report)**

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| Title of each class | Trading Symbol(s) | Name of each exchange on which registered |
|---|---|---|
| Common Stock, Par Value $0.001 per share | HUBS | New York Stock Exchange |

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§ 230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§ 240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

**Item 5.02 Departure of Directors or Certain Officers; Election of Directors; Appointment of Certain Officers; Compensatory Arrangements of Certain Officers.**

*Appointment of Chief Executive Officer*

On November 12, 2026, HubSpot, Inc. (the "Company") announced that Yamini Rangan has stepped down as President and Chief Executive Officer ("CEO") and has resigned as a member of the Company's Board of Directors (the "Board") effective as of November 12, 2026 (the "Effective Date"). Ms. Rangan will remain an employee until December 1, 2026, to ensure a smooth transition. In connection therewith, the Board reduced the authorized number of directors from eleven to ten, effective as of the Effective Date. On November 12, 2026, the Board appointed Brian Halligan, the Company's co-founder and a member of the Board, as President and CEO of the Company, effective as of the Effective Date. Mr. Halligan will continue to serve as a member of the Board.

Mr. Halligan, 59, co-founded the Company in 2005 and has served as a director since its founding. He previously served as the Company's Chief Executive Officer from 2005 until September 2021. Mr. Halligan also served as Executive Chairperson of the Board from September 2021 to May 2025. Prior to founding the Company, Mr. Halligan worked as the vice president of sales of Groove Networks, which was later acquired by Microsoft Corporation, and prior to that, as the vice president of sales at PTC Inc. Mr. Halligan served on the board of directors of Fleetmatics Group, a global provider of fleet management solutions, until its acquisition by Verizon Communications Inc. in November 2016. In October 2022, he co-founded Propeller Ventures, a climate-focused tech venture capital firm. Mr. Halligan has also served as a senior advisor for Sequoia Capital Operations, LLC, a venture capital firm, since May 2024.

The Company has not yet finalized Mr. Halligan's compensatory arrangements in connection with his appointment as CEO. The Company will disclose the material terms of such arrangements by amendment to this Current Report on Form 8-K after they have been determined and approved. Mr. Halligan has entered into the Company's standard form of indemnification agreement for its directors and officers, and will be eligible to participate in the benefit programs generally available to senior executives of the Company.

Except for the arrangements described in this Current Report on Form 8-K, there are no existing or currently proposed transactions, arrangements or understandings between Mr. Halligan and the Company or any other persons pursuant to which he was appointed as President and CEO. There are no family relationships among any of the Company's directors or executive officers and Mr. Halligan. Mr. Halligan is not a party to any transaction required to be disclosed pursuant to Item 404(a) of Regulation S-K.

In addition, on November 12, 2026, the Company and Ms. Rangan entered into an Executive Separation Agreement and General Release of Claims (the "Separation Agreement"). Pursuant to the Separation Agreement, and subject to Ms. Rangan's execution and non-revocation of a general release of claims and continued compliance with her restrictive covenant obligations, Ms. Rangan will receive the severance benefits provided to her under the terms and conditions of the Company's Executive Severance Plan, as amended (the "Executive Severance Plan"). The foregoing description of the Separation Agreement does not purport to be complete and is qualified in its entirety by reference to the full text of the Separation Agreement, a copy of which is attached as Exhibit 10.1 to this Current Report on Form 8-K.

*Appointment of Chief Financial Officer*

On November 12, 2026, Kate Bueker, the Chief Financial Officer, Principal Financial Officer and Principal Accounting Officer (collectively, the "CFO") of the Company, notified the Company of her decision to retire as CFO, effective as of February 11, 2027 (the "Transition Date"). Ms. Bueker's decision to retire is not the result of any disagreement with the Company on any matter relating to the Company's financial statements, internal control over financial reporting, operations, policies or practices.

On November 12, 2026, the Company announced that Karen Burgess, 49, has been appointed to succeed Ms. Bueker as CFO, effective as of the Transition Date. Ms. Burgess will begin employment on November 30, 2026, and from that date until the Transition Date, Ms. Burgess will serve as Executive Vice President, Finance (CFO Designate), reporting to the CEO. Ms. Burgess has served in several roles at Adobe, Inc. (NASDAQ: ADBE) since May 2002, where she most recently served as Senior Vice President and Chief Financial Officer of the Creativity & Productivity business unit since December 2023, as Chief Financial Officer and Vice President of the Digital Media Business Unit from December 2022 to December 2023, and as Vice President, Corporate Finance from August 2021 to April 2023. Ms. Burgess holds a Bachelor of Commerce degree from Dalhousie University.

In connection with her appointment, Ms. Burgess will be a full-time employee of the Company and will receive an annual base salary of $535,000. Ms. Burgess will also be granted a one-time cash signing bonus of $500,000. Ms. Burgess will be eligible to participate in the Company's Amended and Restated Cash Incentive Bonus Plan (the "Bonus Plan") beginning in fiscal year 2026, prorated based on her start date. Her target bonus under the Bonus Plan will be 75% of her base salary, assuming 100% attainment of Company performance. In addition, Ms. Burgess will be eligible to

participate in the Executive Severance Plan. Ms. Burgess will also be granted the following equity awards under the Company's 2024 Stock Option and Incentive Plan, as amended: (i) on December 1, 2026 (the "First Grant Date"), Ms. Burgess will receive an initial equity award of restricted stock units ("RSUs") valued at $2,500,000, which shall vest over two years commencing on the First Grant Date, with 25% vesting on the six month anniversary of the First Grant Date and the remaining 75% vesting in equal quarterly increments thereafter; and (ii) on March 1, 2027 (the "Second Grant Date"), Ms. Burgess will receive an RSU award valued at $8,500,000, which shall vest over three years commencing on the Second Grant Date, with 16.67% vesting on the six month anniversary of the Second Grant Date and the remaining 83.33% vesting in equal quarterly increments thereafter, in each case subject to Ms. Burgess's continued service relationship with the Company on such vesting dates.

Ms. Burgess will also enter into the Company's standard form of indemnification agreement for its directors and officers, effective as of the Transition Date, and will be eligible to participate in the benefit programs generally available to senior executives of the Company.

Except for the arrangements described in this Current Report on Form 8-K, there are no existing or currently proposed transactions, arrangements or understandings between Ms. Burgess and the Company or any other persons pursuant to which she was appointed as CFO. There are no family relationships among any of the Company's directors or executive officers and Ms. Burgess. Ms. Burgess is not a party to any transaction required to be disclosed pursuant to Item 404(a) of Regulation S-K.

Ms. Bueker will continue to serve as the CFO through the Transition Date. On November 12, 2026, the Company and Ms. Bueker entered into a Transition Agreement (the "Transition Agreement"), pursuant to which, on the Transition Date, Ms. Bueker will transition into an advisory role until December 31, 2027 (the "Separation Date," and the period between the Transition Date and the Separation Date, the "Transition Period"). During the Transition Period, Ms. Bueker will remain an employee of the Company and will (i) continue to receive her regular base salary, less applicable withholdings and taxes, (ii) be entitled to the continued vesting of all outstanding equity awards through the Separation Date, and (iii) continue to participate in the Company's medical insurance, life insurance, disability, retirement and other benefit plans. Ms. Bueker will remain eligible to receive a bonus payment for the second half of fiscal year 2026 and will not be eligible to receive an annual bonus for fiscal year 2027.

The foregoing description of the Transition Agreement does not purport to be complete and is qualified in its entirety by reference to the full text of the Transition Agreement, a copy of which is attached as Exhibit 10.2 to this Current Report on Form 8-K.

**Item 7.01 Regulation FD Disclosure.**

On November 12, 2026, the Company issued a press release announcing the leadership transitions and reaffirming its financial guidance for the fourth quarter and full year 2026 that it provided on November 4, 2026 in its third quarter earnings results press release. A copy of the press release is furnished with this Current Report on Form 8-K as Exhibit 99.1. The information in the press release attached hereto is intended to be furnished and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such filing.

This Current Report on Form 8-K and the accompanying Exhibit 99.1 contain certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding the Company's leadership transition, statements regarding management's expectations of future financial and operational performance, expected growth and business outlook, including the Company's financial guidance for the fourth fiscal quarter of and full year 2026; statements regarding the Company's positioning for future growth and market leadership; statements regarding the strength of the Company's agentic customer platform; and statements regarding expected market trends, future priorities and related investments, and market opportunities, including the adoption, performance and impact of changes to the Company's pricing, packaging and go-to-market strategies. These forward-looking statements include, but are not limited to, plans, objectives, expectations and intentions and other statements contained in this Current Report on Form 8-K and the accompanying Exhibit 99.1 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 the Company's current views about its plans, intentions, expectations, strategies and prospects, which are based on the information currently available to the Company and on assumptions it has made. Although the Company believes that its plans, intentions, expectations, strategies and prospects as reflected in or suggested by those forward-looking statements are reasonable, the Company 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 the Company's control including, without limitation, risks associated with the Company's ability to retain existing customers and add new customers; the continued growth of the market for a customer platform; the Company's ability to develop new products and technologies and differentiate the Company's platform from competing products and technologies, including artificial intelligence and machine learning technologies; the Company's ability to execute its leadership transition; and other risks set forth

under the caption “Risk Factors” in the Company’s U.S. Securities and Exchange Commission filings, including its Annual Report on Form 10-K for the fiscal year ended December 31, 2025 and its Quarterly Report on Form 10-Q for the fiscal quarter ended September 30, 2026. The Company undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits

| Exhibit No. | Description |
|---|---|
| 10.1* | Separation Agreement, dated November 12, 2026, by and between Yamini Rangan and HubSpot, Inc. |
| 10.2* | Transition Agreement, dated November 12, 2026, by and between Kate Bueker and HubSpot, Inc. |
| 99.1 | Press Release of HubSpot, Inc., dated November 12, 2026, furnished herewith. |
| 104 | Cover Page Interactive Data File (embedded within the Inline XBRL document) |

* Indicates a management contract or compensatory plan.

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

HubSpot, Inc.

November 12, 2026

By: /s/ Kate Bueker
Name: Kate Bueker
Title: Chief Financial Officer

**Exhibit 10.1**

November 12, 2026

Yamini Rangan
[***]
[***]

Dear Yamini,

The purpose of this letter agreement (this "Agreement") is to confirm the terms of your separation from HubSpot, Inc. ("HubSpot" or the "Company") (collectively, the "Parties"). The payments and benefits described in Section 2 of this Agreement are provided to assist you with your transition from the Company and are in exchange for the obligations you are accepting which are described in this Agreement. HubSpot's obligations under this Agreement are contingent on (1) your timely signing of this Agreement and this Agreement becoming effective, and (2) your compliance with the terms and conditions of this Agreement. Please return the signed Agreement via DocuSign within twenty-one (21) days of the date of this Agreement. This Agreement will be effective the day following the conclusion of your seven-day revocation period described in Section 4(d) (the "Effective Date").

1**. Termination as Chief Executive Officer and Separation from Employment**

As of November 12, 2026 (the "Transition Date"), you will no longer serve as the Company's Chief Executive Officer, Principal Executive Officer, and President. Your final day of employment is December 1, 2026 (the "Separation Date"), which shall be the Date of Termination for purposes of any payments due to you pursuant to the HubSpot, Inc. Executive Severance Plan (the "Executive Severance Plan"). This is a termination by the Company without Cause under the Executive Severance Plan. You will continue to have access to Slack through November 13, 2026 and to your Company email address through the Separation Date. Between the Transition Date and the Separation Date, you may use paid time off in accordance with the Company's policies.

Prior to the Transition Date, you will continue to be covered under the Company's existing directors and officers liability insurance policy (the "D&O Policy") on the same basis as immediately prior to the date of this Agreement, consistent with your role as an executive officer of the Company. Effective as of the Transition Date, the Company will add you as an individually named insured under the D&O Policy, and will maintain such individual coverage for you through the Separation Date, in each case subject to the terms, conditions, and exclusions of the D&O Policy as in effect from time to time.

2**. Severance and Other Benefits.**

In exchange for: (i) your execution and non-revocation of, and compliance with, this Agreement, and (ii) your execution and non-revocation of the Certificate attached as Exhibit A after the Separation Date within the timeframe set forth therein, as outlined in Section 6 of the Executive Severance Plan, HubSpot will provide you with the below (collectively, the "Severance Benefits").

(a) HubSpot will pay you an amount equal to $1,336,712.33, which represents the sum of (i) your Base Salary (as defined in the Executive Severance Plan) and (ii) your pro-rated Target Bonus (as defined in the Executive Severance Plan) through the Separation Date, less applicable deductions and withholdings (the "Severance Amount"). HubSpot will pay you the Severance Amount in accordance with HubSpot's regular payroll practices in substantially equal installments, over twelve (12) months following the Separation Date (the "Severance Period"), commencing with the first regular payroll date following the Certificate Effective Date (as defined in Exhibit A), but in any event no later than sixty (60) days following the Certificate Effective Date; provided, however, that if the period between the Separation Date and the Certificate Effective Date spans two taxable years, the first payment shall be made in the second taxable year.

(b) Your current coverage under HubSpot's medical and dental insurance plans will automatically continue until December 31, 2026. If you execute, do not revoke, and comply with this Agreement, then, subject to the conditions outlined in the Executive Severance Plan, HubSpot will pay to the group health plan provider or the COBRA provider a monthly payment equal to 100% of your monthly COBRA health and dental insurance monthly COBRA premiums until the earliest of (i) the 12-month anniversary of the Separation Date; (ii) the date that you become eligible for group medical plan benefits under another employer's group medical plan; or (iii) the cessation of your health continuation rights under the Consolidated Omnibus Budget Reconciliation Act ("COBRA"), after which you may, at your own expense, continue participation in COBRA for the balance of time provided by the statute (provided, however, the "qualifying event" under COBRA shall be deemed to have occurred on the Separation Date). If you do not sign and return this Agreement, you may, at your own expense, continue to participate in HubSpot's medical and dental insurance plans, to the same extent that HubSpot provides such insurance to its current employees, by completing the appropriate forms to enroll under COBRA. You will receive the COBRA forms in the mail, and you have 60 days from the Separation Date to submit them. The Separation Date is the date of the "qualifying event" under COBRA.

(c) Notwithstanding anything to the contrary in any applicable Equity Award (as defined in the Executive Severance Plan) agreement or Company equity incentive plan, all Equity Awards held by you that would have otherwise vested during the 12-month period following the Separation Date, including but not limited to all Equity Awards scheduled to vest on December 1, 2027, (with any performance-based Equity Awards being deemed earned at the target level of performance) shall immediately accelerate and become fully vested and exercisable or nonforfeitable as of the Accelerated Vesting Date (as defined in the Executive Severance Plan); provided that in order to effectuate the accelerated vesting contemplated by this Section 2(c), the unvested portion of your Equity Awards that would otherwise terminate or be forfeited on the Separation Date will be delayed until the earlier of (i) the Effective Date of this Agreement (at which time acceleration will occur) or (ii) the date that this Agreement can no longer become fully effective (at which time the unvested portion of your Equity Awards will terminate and be forfeited). Notwithstanding the foregoing, no additional vesting of your Equity Awards will occur during the period between the Separation Date and the Accelerated Vesting Date.

3. **Equity Awards.**

Other than as set forth in Section 2(c) of this Agreement, the terms, rights and conditions of your Equity Awards are governed by HubSpot Inc. 2024 Stock Option and Incentive Plan (the "Plan") or the applicable Prior Plan (as defined in the Plan), as applicable, and any award agreements or other documents that you signed for any stock options, restricted stock units or other Equity Awards under the Plan or the Prior Plans. Any Equity Awards scheduled to vest on December 1, 2026, will vest on such date.

4. **Release and Review.**

(a) Release. In exchange for the Severance Benefits, which you acknowledge you would not otherwise be entitled to receive, you hereby fully, forever, irrevocably and unconditionally release, remise and discharge HubSpot, including, but not limited to, its current and former officers, directors, stockholders, agents, plan administrators, attorneys and employees and its corporate affiliates, subsidiaries and parent companies (collectively, the "Released Parties") from all claims, charges, complaints, demands, actions, causes of action, suits, rights, debts, sums of money, costs, accounts, covenants, contracts, agreements, promises, doings, omissions, damages, executions, obligations, liabilities, and expenses (including attorneys' fees and costs) of every kind and nature arising before and up to the date you sign this Agreement related to your employment with or separation from HubSpot, including, but not limited to, (1) all employment discrimination claims under Title VII of the Civil Rights Act of 1964 (42 U.S.C. §2000e et seq.), the Massachusetts Fair Employment Practices Act (also known as Chapter 151B), the Americans With Disabilities Act of 1990 (42 U.S.C., §12101 et seq.), the Family and Medical Leave Act of 1993 (29 U.S.C. §2601 et seq.), the Age Discrimination in Employment Act ("ADEA"), the Older Workers Benefit Protection Act ("OWBPA"), the California Family Rights Act and all other similar applicable federal and state statutes, all as amended; (2) all claims arising out of the Fair Credit Reporting Act (15 U.S.C. §1681 et seq.), the Employee Retirement Income Security Act of 1974 (ERISA, 29 U.S.C. §1001 et seq.) and the Worker Adjustment and Retraining Notification Act (29 U.S.C. §2101 et seq.), all as amended; (3) all common law claims including, but not limited to, actions in tort, defamation and breach of contract; (4) all claims related to wages, hours, whistleblowing and the terms and conditions of employment, including, but not limited to, the Fair Labor Standards Act, the Massachusetts Payment of Wages Law (Massachusetts General Laws Chapter 149, §§ 148, 150), Massachusetts General Laws Chapter 149 in its entirety and Massachusetts General Laws Chapter 151 in its entirety (including, without limitation, the sections concerning payment of wages, minimum wage and overtime), the California Labor Code, the California Workers' Compensation Act, the Massachusetts Earned Sick Time Law and the Massachusetts Paid Family and Medical Leave law, all as amended; (5) all claims to any non-vested ownership interest in HubSpot, whether contractual or otherwise, including, but not limited to, claims to unvested Equity Awards (other than those Equity Awards that accelerate and vest pursuant to Section 2(c) of this Agreement); and (6) any claim or damage arising out of your employment with or separation from HubSpot (including a claim for retaliation) under any common law theory or any federal, state or local statute or ordinance not expressly referenced above. You represent that you have not filed nor are there any pending charges or lawsuits filed by you against any Released Party.

California Civil Code Section 1542. You acknowledge that you have been advised to consult with legal counsel and are familiar with the provisions of California Civil Code Section 1542, a statute that otherwise prohibits the release of unknown claims, which provides as follows:

**A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.**

You, being aware of said code section, agree to expressly waive any rights you may have thereunder, as well as under any other statute or common law principles of similar effect.

(b) Company Release. In consideration of your promises under this Agreement, effective as of the Effective Date, except for the Excluded Claims (as defined below), HubSpot, its subsidiaries, and their respective successors and assigns (collectively, the "Company Releasing Parties") hereby fully, forever, irrevocably and unconditionally releases, remises and discharges you and your heirs, executors, administrators and assigns from all claims, demands, actions, causes of action, damages, liabilities, obligations, costs and expenses (including attorneys' fees and costs), of every kind and nature, whether known or unknown, suspected or unsuspected, that Company Releasing Parties has or may have arising out of or relating to your employment with, service to, or separation from HubSpot on or before the date HubSpot signs this Agreement. Notwithstanding the foregoing, the Company Releasing Parties do not release or discharge any claims against you for willful misconduct, fraud, breach of fiduciary duty of loyalty, criminal acts or conduct, embezzlement, or misappropriation of trade secrets or proprietary information (the "Excluded Claims"). HubSpot represents that it is not aware, as of the date it signs this Agreement, of any facts sufficient to support an Excluded Claim. For the avoidance of doubt, the release does not apply to any Excluded Claim asserted by a stockholder derivatively on behalf of the Company Releasing Parties. HubSpot acknowledges that it has been advised to consult with legal counsel, is familiar with California Civil Code Section 1542 as quoted in Section 4(a), and expressly waives all rights under that section and any statute or common law principle of similar effect with respect to the claims released by the Company Releasing Parties (except for the Excluded Claims).

(c) Neither Party's release under this Agreement releases any claim to enforce this Agreement, any claim arising after the applicable releasing Party signs this Agreement, or any claim that cannot lawfully be released. Your release does not waive your rights to vested benefits, the Severance Benefits, or indemnification, advancement of expenses or coverage under applicable directors' and officers' liability insurance.

(d) Review and Rescission Period. Because you are at least forty (40) years of age, you have specific rights under the ADEA and OWBPA, which prohibit discrimination on the basis of age. The release in this Section 4 is intended to release any claim you may have against HubSpot alleging discrimination on the basis of age under the ADEA, OWBPA and other laws. Notwithstanding anything to the contrary in this Agreement, the release in this Section 4 does not cover rights or claims under the ADEA that arise from acts or omissions that occur after the date you sign this Agreement. It is the Company's desire and intent to make certain that you fully understand the provisions and effects of this Agreement. To that end, the Company hereby advises you in writing to consult with legal counsel prior to signing this Agreement for the purpose of reviewing the terms of this Agreement. Consistent with the provisions of the OWBPA, the Company is providing you with twenty-one (21) days to consider and accept the terms of this Agreement by signing below and returning it to the Company. You may use as much of this 21-day period as you see fit. However, to the extent that you decide to sign the Agreement prior to the expiration of this 21-day period, such decision was knowing and voluntary on your part. You agree that this time period has provided you with ample opportunity to review the terms of the Agreement and to seek legal counsel. You agree that any changes to this Agreement, whether material or immaterial, will not restart the running of this 21-day period. In addition, you may rescind your assent to this Agreement if, within seven (7) days after you sign this Agreement, you deliver a notice of rescission to the Company **ATTN: Chief People Officer**, at 2 Canal Park, Cambridge, MA 02141. To be effective, such rescission must be hand delivered or postmarked within the seven-day period and sent by trackable mail courier (e.g., FedEx or USPS certified mail, return receipt requested).

(e) Limitation. Nothing contained in this Agreement, any other agreement with the Company or any Company policy limits your ability, with or without notice to the Company, to: (i) file a charge or complaint with any federal, state or local governmental agency or commission (a "Government Agency"), including without limitation, the Equal Employment Opportunity Commission, the National Labor Relations Board or the Securities and Exchange Commission (the "SEC"); (ii) communicate with any Government Agency or otherwise participate in any investigation or proceeding that may be conducted by any Government Agency, including by providing non-privileged documents or information; (iii) exercise any rights under Section 7 of the National Labor Relations Act, which are available to non-supervisory employees, including assisting co-workers with or discussing any employment issue as part of engaging in concerted activities for the purpose of mutual aid or protection; (iv) discuss or disclose information about unlawful acts in the workplace, such as harassment or discrimination or any other conduct that you have reason to believe is unlawful; or (v) testify truthfully in a legal proceeding. Any such communications and disclosures must not violate applicable law and the information disclosed must not have been obtained through a communication that was subject to the attorney-client privilege (unless disclosure of that information would otherwise be permitted consistent with such privilege or applicable law). If a Government Agency or any other third party pursues any claim on your behalf, you waive any right to monetary or other individualized relief (either individually or as part of any collective or class action), but the Company will not limit any right you may have to receive an award pursuant to the whistleblower provisions of any applicable law or regulation for providing information to the SEC or any other Government Agency.

5. **Post-Termination Obligations.**

Your obligations under any confidentiality, assignment of inventions and/or restrictive covenant agreements that you entered into with the Company and any other policies and/or agreements with continuing obligations will survive in accordance with their terms. Notwithstanding your confidentiality and nondisclosure obligations, you are hereby advised as follows pursuant to the Defend Trade Secrets Act: "An individual shall not be held criminally or civilly liable under any Federal or State trade secret law for the disclosure of a trade secret that (A) is made (i) in confidence to a Federal, State, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (B) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal. An individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual (A) files any document containing the trade secret under seal; and (B) does not disclose the trade secret, except pursuant to court order."

6. **Return of HubSpot Property.**

You represent and affirm that you will return to HubSpot all Company property and equipment in your possession or control no later than the Separation Date, including, but not limited to, computer equipment (such as, but not limited to, computer hardware, software and printers, wireless handheld devices and cellular phones), customer information, customer lists, employee lists, Company files, notes, contracts, records, business plans, financial information, specifications, computer-recorded information, software, tangible property, identification badges and keys and any other materials of any kind that contain or embody any proprietary or confidential material of HubSpot (and all copies of these materials). You agree to leave intact all electronic Company documents, including those that you developed or helped develop during your employment. You also agree to cancel all accounts for your benefit, if any, in HubSpot's name such as, but not limited to, credit cards, telephone charge cards, cellular phone accounts and computer accounts.

7. **Business Expenses and Compensation.**

You acknowledge that all outstanding business expenses incurred in connection with your employment with HubSpot will be submitted for payment within 30 days of the Separation Date.

8. **Non-Disparagement.**

Subject to Section 4(e) of this Agreement, you agree not to make any false, disparaging, derogatory or defamatory statements (whether in person, electronically, on social media or otherwise) in public or in private to any party regarding HubSpot or any of the other Released Parties, or regarding HubSpot's business affairs, business prospects and financial condition. HubSpot and the members of the Board of Directors (the "Board") agree not to make any public, official statement that is false, disparaging, derogatory or defamatory (whether in person, electronically, on social media or otherwise) regarding you. HubSpot shall further instruct its Board members and the Company Executive Leadership Team not to make any such statements, whether in public or in private. These restrictions cover statements to all third parties, such as,

but not limited to, media outlets, industry groups, financial institutions and current and former employees, consultants, clients and customers of HubSpot. Nothing in this Section prohibits either Party, or any individual subject to this Section, from giving truthful testimony, making truthful statements required by law, subpoena or other legal process, communicating with or participating in proceedings before any Government Agency, making disclosures protected by applicable law, making truthful statements reasonably necessary to enforce this Agreement, and shall not prohibit any Board member or member of the Company Executive Leadership Team from making statements in good faith for legitimate business purposes, including in connection with the discharge of their fiduciary duties, Board deliberations, the evaluation of management or business performance, or communications with legal counsel, auditors, regulators or other persons having a legitimate business need to receive such statements, provided that the Board member or member of the Company Executive Leadership Team reasonably believes the statements to be accurate and appropriate for the purpose and audience.

9. **Cooperation.**

To the extent that HubSpot determines you possess relevant information, you agree to provide such reasonable cooperation and assistance as may be requested in good faith by the Company and at mutually convenient times with respect to the investigation and handling of any threatened, pending or future litigation, regulatory proceeding, investigation, administrative or other hearing, trial or proceeding initiated by Company or any other person, entity or governmental body against Company, its affiliates, subsidiaries and/or related entities. Cooperation and assistance that may be requested includes, but is not limited to, participating in HubSpot's fact finding investigations, administrative proceedings, depositions, hearings, trial preparation, trial, other court or administrative proceedings and related activities. HubSpot shall pay you at a fixed rate of $1,500 per hour for all time reasonably spent providing cooperation or assistance under this Section excluding any time testifying under oath, including reasonable preparation and travel time, and shall reimburse you for all reasonable out-of-pocket expenses incurred in connection with such cooperation or assistance. Such payments and reimbursements shall be in addition to, and shall not reduce, the Severance Benefits and shall be made within thirty (30) days after your submission of an itemized invoice and reasonable supporting documentation. Any compensation for cooperation shall be solely for your time and services and shall not be contingent on the substance of your testimony or the outcome of any matter, and shall be payable only to the extent permitted by applicable law. The Indemnification Agreement by and between HubSpot and you, dated as of January 8, 2020, remains in full force and effect.

10. **Amendment.**

The Parties may modify this Agreement only in writing signed by the duly authorized representatives of both Parties. This Agreement is binding upon and shall inure to the benefit of the Parties and their respective agents, assigns, heirs, executors, successors and administrators.

11. **Waiver of Rights.**

No delay or omission by HubSpot in exercising any right under this Agreement shall operate as a waiver of that or any other right. A waiver or consent given by HubSpot on any one occasion shall be effective only in that instance and shall not be construed as a bar or waiver of any right on any other occasion.

12. **Validity.**

If any court of competent jurisdiction declares or determines any provision of this Agreement to be illegal or invalid, then the validity of the remaining parts, terms or provisions will not be affected, and the illegal or invalid provision will be deemed not to be a part of this Agreement.

13. **Nature of Agreement.**

You understand and agree that this Agreement is a separation agreement and does not constitute an admission of liability or wrongdoing on the part of HubSpot.

14. **Acknowledgements.**

You affirm that no person or entity has offered or made any other promises or agreements of any kind to cause you to sign this Agreement, and that you fully understand the meaning and intent of this Agreement. You further affirm that you have carefully read this Agreement, understand its contents, freely and voluntarily assent to all of its terms and conditions and sign your name of your own free will.

15. **Applicable Law; Venue.**

This Agreement shall be interpreted and construed by the laws of the State of California, without regard to conflict of law provisions. You and HubSpot agree that any suit, action or other proceeding arising out of or relating to this Agreement or its subject matter must be brought in the state or federal courts in the State of California (which courts, for purposes of this Agreement, are the only courts of competent jurisdiction), and you and HubSpot irrevocably submit to and acknowledge the jurisdiction of these courts.

16. **Entire Agreement.**

Except for the agreements and affirmations referenced herein as surviving (which shall remain in full force and effect), this Agreement constitutes the entire understanding and agreement between you and HubSpot with respect to your separation from HubSpot and cancels all previous oral and written negotiations, agreements, commitments or writings in connection with the subject matter of this Agreement.

17. **Counterparts & Electronic Signature.**

This Agreement must be executed electronically via DocuSign unless otherwise required by law, and in one or more counterparts, each of which shall be deemed to be an original and all of which together shall be deemed to be one and the same instrument. Each Party's electronic signature on this Agreement shall have the same validity and force and effect as an original, wet signature.

If you choose to execute this Agreement, please return all pages of the Agreement via DocuSign, within the twenty-one (21) days described in Section 4(d). If you have any questions about the matters covered in this Agreement, please feel free to contact Helen Russell.

**18. Code Section 409A.**

The parties intend that all payments and benefits provided under this Agreement either comply with, or be exempt from Section 409A of the Internal Revenue Code. To the extent applicable, the provisions of Section 10 of the Executive Severance Plan relating to Section 409A are incorporated herein by reference and shall govern the interpretation and administration of this Agreement.

HubSpot, Inc.

By: /s/ Helen Russell — November 12, 2026
Name: Helen Russell — Date
Title: Chief People Officer

You are advised to consult with an attorney before signing this Agreement. This is a legal document. Your signature will commit you to its terms. By signing below, you acknowledge that you have carefully read and fully understand all of the provisions of this Agreement and that you are knowingly and voluntarily entering into this Agreement.

/s/ Yamini Rangan — November 12, 2026
Yamini Rangan — Date

**Exhibit A**

**CERTIFICATE UPDATING RELEASE OF CLAIMS**

I hereby acknowledge and certify that I entered into a letter agreement with HubSpot, Inc. (the "Company"), dated November 12, 2026 (the "Agreement"). Capitalized but undefined terms in this Certificate are defined in the Agreement. Pursuant to the Agreement, I am required to sign this "Certificate," which updates the release of claims in the Agreement, in order to receive some of the severance benefits described in the Agreement. For this Certificate to become effective and for me to receive such severance benefits, I must sign this Certificate after the Separation Date but no later than twenty-one days after the Separation Date and must not revoke the Certificate. I understand that I may not sign this Certificate before the Separation Date. I further agree as follows:

1. A copy of this Certificate was attached as an Exhibit to the Agreement, and I have had at least 21 days to consider this Certificate.

2. In consideration of the benefits described in the Agreement, for which I become eligible only if I sign and do not revoke this Certificate, I hereby extend the release of claims set forth in the Agreement to any and all claims that arose after the date I signed the Agreement through the date I signed this Certificate, subject to all other exclusions and terms set forth in the Agreement.

3. I have carefully read and fully understand all of the provisions of this Certificate, I knowingly and voluntarily agree to all of the terms set forth in this Certificate, and I acknowledge that in entering into this Certificate, I am not relying on any representation, promise or inducement made by the Company or its officers, directors, employees, agents or other representatives with the exception of those promises expressly contained in this Certificate and the Agreement.

4. I understand I must sign this Certificate within twenty-one (21) days following the Separation Date. I further understand that I may revoke this Certificate within seven (7) days after I sign it by delivering a notice of revocation to the Company. If I do not sign the Certificate or if I revoke the Certificate, I will not be entitled to the severance payments and benefits set forth in the Agreement. This Certificate shall become effective the date following the conclusion of the revocation period (the "Certificate Effective Date").

6. I agree that this Certificate is part of the Agreement.

Accepted and Agreed:

Yamini Rangan

Date

**Exhibit 10.2**

November 12, 2026

Kate Bueker
[***]
[***]

Dear Kate,

This Letter Agreement ("Agreement") confirms our agreement regarding your planned retirement and transition from the role of Chief Financial Officer of HubSpot, Inc. (the " Company ") to a non-executive advisory role, and the terms that will apply during and after that transition.

You currently serve as the Company's Chief Financial Officer pursuant to your offer letter with the Company dated May 14, 2018 (the "Offer Letter"). You are also party to the Company's Executive Severance Plan as a Tier 2 Executive pursuant to a participation letter dated April 16, 2025 (together with the Executive Severance Plan attached thereto as Exhibit A, the "Severance Plan").

1. **Transition From Chief Financial Officer Role**

Effective as of February 11, 2027 (the "Transition Date"), you will step down from the position of Chief Financial Officer of the Company and from any other officer or similar positions you hold with the Company and its subsidiaries and affiliates, and you will cease to be an "executive officer" of the Company for purposes of applicable securities laws and the Company's governance policies.

Effective as of the Transition Date, you will transition to the non-executive role of advisor to the Company (the " Advisor Role "), reporting to the Chief Executive Officer or such other person as the Company may designate. Your at-will employment with the Company will continue through the Transition Date and until December 31, 2027 (the "Separation Date"). During the period beginning on the Transition Date and ending on the Separation Date (the "Advisor Period"), you will provide such transition, advisory, and other support services to the Company as the Chief Executive Officer may reasonably request from time to time, consistent with the non-executive, advisory nature of the Advisor Role.

Prior to the Transition Date, you will continue to be covered under the Company's existing directors and officers liability insurance policy (the "D&O Policy") on the same basis as immediately prior to the date of this Agreement, consistent with your role as an executive officer of the Company. Effective as of the Transition Date, the Company will add you as an individually named insured under the D&O Policy, and will maintain such individual coverage for you through the Separation Date, in each case subject to the terms, conditions, and exclusions of the D&O Policy as in effect from time to time.

**2. Compensation and Benefits**

You shall continue to receive all current pay, benefits and equity vesting applicable to your Chief Financial Officer role through the Transition Date. During the Advisor Period, the Company will also continue to pay your base salary at the rate, and in accordance with the same payroll practices, as in effect immediately prior to the Transition Date. You will receive your bonus payment for H2 2026 in the normal course, with payment on the company-wide payout date. You are not eligible for a 2027 bonus payment.

In addition, your outstanding equity awards will remain outstanding and will continue to vest in accordance with their existing vesting schedules throughout the Advisor Period, and, except as provided herein, subject to the terms of the applicable award agreements and the equity plans under which such awards were granted. Service in the Advisor Role will be treated as continued service for purposes of vesting of your outstanding equity awards.

During the Advisor Period, you will remain eligible to participate in the Company's employee benefit plans on the same basis as immediately prior to the Transition Date, subject to the terms of those plans as in effect from time to time and any changes applicable to similarly situated employees generally.

You acknowledge and agree that, effective as of the Transition Date, you will cease to be a "Covered Executive" or "Tier 2 Executive" under, and will no longer participate in or be eligible for any payments or benefits under, the Severance Plan, including upon any termination of your employment with the Company on or after the Transition Date, whether in connection with a Change in Control or otherwise. Your participation in the Severance Plan will terminate in its entirety as of the Transition Date, and, except as provided below, the Severance Plan will have no further application to you from and after that date. For the avoidance of doubt, any notice you are required to provide regarding your planned retirement and transition shall not constitute a voluntary resignation without Good Reason for purposes of this Agreement or any other agreement with the Company.

**3. At-Will Employment/Termination Prior to Separation Date**

Nothing in this Agreement changes the at-will nature of your employment with the Company. Either the Company or you may terminate your employment at any time prior to the Separation Date, with or without Cause or notice, subject to applicable law. Notwithstanding the foregoing, if your employment and/or service is terminated prior to the Separation Date for any reason other than a termination by the Company for "Cause" (as defined in the Severance Plan) or by you due to voluntary resignation without Good Reason (as defined in the Severance Plan excluding subpart (iii)), then: (i) the unvested portion of each equity award outstanding immediately prior to such termination that would have vested on or before December 31, 2027 had you remained continuously employed through that date will immediately vest and, as applicable, become exercisable or nonforfeitable as of the later of (a) the Separation Date or (b) the effective date of the Separation Agreement and Release (as defined below); and (ii) the Company will pay you, in a single lump sum (less taxes and withholdings) within 30 days following the effective date of the Separation Agreement and Release (as defined below), an amount equal to the aggregate base salary you would have received for the period beginning on the day immediately following such termination and ending on December 31, 2027, calculated using the base salary rate applicable under this Agreement during the Advisor Period. The Company's obligation to provide you with the acceleration and payments under this Section 3 shall be conditioned upon (i) your execution of a separation agreement and release in a form and manner satisfactory to and provided by the Company that contains a general release of claims in favor of the Company and related persons and entities (with standard exceptions), confidentiality, return of property and non-disparagement provisions, and a reaffirmation of the Continuing Obligations (the "Separation Agreement and Release") and (ii) the Separation Agreement and Release becoming irrevocable, all within 60 days after the date of termination (or such shorter period set forth in the Separation Agreement and Release).

**4. Continuing Obligations**

You hereby acknowledge the Employee Invention, Non-Disclosure, Non-Competition and Non-Solicitation Agreement dated as of June 18, 2018 (the "Restrictive Covenant Agreement"), that was attached to your Offer Letter.

The Company hereby waives, and will not seek to enforce, the non-competition covenant set forth in Paragraph (b) under the heading "Non-Compete/Non-Solicitation" in the Restrictive Covenant Agreement. Except for the non-competition covenant, you hereby agree, effective as of the date you sign this Agreement, to be bound by all of the remaining terms of the Restrictive Covenant Agreement, including the provisions relating to inventions and patents, proprietary information, non-solicitation of employees, independent contractors, and customers, and the other obligations, representations, and miscellaneous provisions set forth in the Restrictive Covenant Agreement (together, the "Continuing Obligations"), each of which is incorporated into this Agreement by reference as if fully set forth herein, and by signing this Agreement, you hereby execute and agree to be bound by the Continuing Obligations.

**5. Miscellaneous**

The payments and benefits provided under this Agreement are intended to be exempt from, or comply with, Section 409A of the Internal Revenue Code of 1986, as amended ("Section 409A"), and this Agreement will be interpreted accordingly. To the extent any payment or benefit constitutes nonqualified deferred compensation subject to Section 409A and is payable upon termination of employment, it will be payable only upon a "separation from service" within the meaning of Section 409A. If you are a "specified employee" within the meaning of Section 409A at such separation from service, any payment or benefit required to be delayed under Section 409A will be paid or provided on the earlier of the date that is six months and one day after your separation from service or your death. Acceleration of vesting under this Agreement will not accelerate settlement of an award subject to Section 409A except as permitted by Section 409A; any such award will be settled on its otherwise applicable payment date.

This Agreement, together with the Restrictive Covenant Agreement and June 2018 Indemnification Agreement, and the other documents referenced herein (including but not limited to your equity award agreements), constitutes the entire agreement between you and the Company with respect to the subject matter hereof and supersedes all prior agreements and understandings, oral or written, with respect to such subject matter. This Agreement may not be amended or modified except by a written instrument signed by both you and the Company.

This Agreement will be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts, without regard to its conflict of laws principles. If any provision of this Agreement is held to be invalid or unenforceable, the remaining provisions will continue in full force and effect.

Kate, we are grateful for your leadership as Chief Financial Officer and look forward to your continued contributions in the Advisor Role. To confirm your agreement to the terms set forth in this Agreement, please sign below and return a copy to me.

Sincerely,

HUBSPOT, INC.

By: /s/ Helen Russell
Name: Helen Russell
Title: Chief People Officer

I agree to the terms set forth in this Agreement.

/s/ Kate Bueker
Kate Bueker

Date: November 12, 2026

**Exhibit 99.1**

**HubSpot Announces Leadership Transition:**
**Co-Founder Brian Halligan Returns as Chief Executive Officer to Lead a**
**Refounding of the Company; Karen Burgess Named Next Chief Financial Officer**

*Yamini Rangan to step down as CEO and from the Board*
*Kate Bueker to retire as CFO in February 2027*
*Company reaffirms fourth quarter and full year 2026 guidance*

CAMBRIDGE, Mass., November 12, 2026 – HubSpot, Inc. (NYSE: HUBS), the agentic customer platform for scaling companies, today announced that Yamini Rangan will step down as Chief Executive Officer and from the Board, effective November 12, 2026. The company's Board of Directors has appointed co-founder Brian Halligan as Chief Executive Officer, effective the same day. Rangan will remain with the company through December 1, 2026, to ensure a smooth transition.

HubSpot also announced the long planned retirement of Kate Bueker, Chief Financial Officer, effective February 11, 2027. Karen Burgess, currently Senior Vice President and Chief Financial Officer of Adobe's Creativity & Productivity business unit, will join HubSpot on November 30, 2026, as Executive Vice President, Finance, and will succeed Bueker as CFO on February 11, 2027. Bueker will then serve in an advisory role through December 31, 2027.

**CEO Transition**

Under Rangan's leadership since September 2021, HubSpot scaled into a global, multi-product customer platform, drove expansion upmarket, and built artificial intelligence into its product offering. HubSpot grew from 135,000 customers to more than 311,000, and from $1.3 billion in revenue in 2021 to an expected $3.7 billion in 2026.

Halligan co-founded HubSpot in 2005 with CTO Dharmesh Shah, served as CEO for 16 years, and led the company from its founding through its IPO to a market cap of over $30B in 2021. He has also served on HubSpot's Board of Directors since 2005. As CEO, he will reimagine HubSpot from the ground up – across product, go-to-market, and culture – to drive even more value for customers.

"I am grateful for everything Yamini has done for HubSpot. She brought a deep commitment to our customers, took the company to a new scale, and built a strong leadership team" said Halligan. "Chapter one was creating the inbound marketing category and building a killer app that thousands enjoyed. Chapter two was building an easy and powerful CRM platform that hundreds of thousands use every day.

Chapter three is building the customer relationship harness that will enable millions to grow better. This is a refounding, and I can't wait to start!"

"It has been a privilege to lead and scale HubSpot. What has always motivated me is the opportunity to help millions of small and medium businesses grow. I'm proud of the impact we've had on our customers and deeply grateful to our employees for their dedication, trust, and what we've built together. Brian knows this company better than anyone, and I have tremendous confidence in his leadership as HubSpot enters its next chapter. I'll always be cheering for this team and its success," said Rangan.

"On behalf of the Board, I want to thank Yamini for her leadership in helping scale HubSpot over the past five years. As co-founder, Brian combines unmatched knowledge of our customers and culture with a clear vision for where AI takes our category, and the Board is united in its support of his refounding of the company," said Lorrie Norrington, Chairperson, HubSpot Board of Directors.

**CFO Transition**

Karen Burgess brings more than two decades of software finance and operations experience leading through periods of technological change. Since joining Adobe in 2002, she supported the company's business model transformation, with a focus on strategic investment, financial planning and operational efficiency. Most recently, she led finance for Adobe's Creativity & Productivity solutions, a $20B business unit serving more than 1 billion monthly active users.

"I'm thrilled to welcome Karen to HubSpot. Her financial expertise and strategic perspective will be incredibly valuable in guiding HubSpot's next chapter," said Halligan. "I also want to thank Kate for her steady leadership of HubSpot's financial strategy as the company has scaled. During her eight-year tenure, Kate helped us navigate some of our most important decisions and balanced growth with profitability."

"HubSpot is at an exciting inflection point, with AI creating new possibilities for how businesses connect with and serve their customers," said Burgess. "I look forward to partnering with Brian and the leadership team to bring a disciplined approach to capital allocation, support smart investments to drive our future growth, and create lasting value for stockholders."

"It has been an incredible experience to be part of HubSpot's journey," said Bueker. "I'm especially proud of the finance team and the role we have played in helping HubSpot scale and navigate a rapidly changing industry."

**Fourth Quarter and Full-Year 2026 Outlook**

HubSpot today reaffirmed the financial guidance for the fourth quarter and full year 2026 that it provided on November 4, 2026 in its third quarter earnings results press release.

**About HubSpot**

HubSpot (NYSE: HUBS) is the agentic customer platform that helps businesses connect and grow better. HubSpot delivers seamless connection for customer-facing teams with a unified platform that includes AI-powered engagement hubs, a Smart CRM, and a connected ecosystem with over 2,000 App Marketplace integrations, a community network, and educational content. Learn more at www.hubspot.com.

**Forward-Looking Statements**

*This press release includes certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our leadership transition, statements regarding management's expectations of future financial and operational performance, expected growth and business outlook, including our financial guidance for the fourth fiscal quarter of and full year 2026; statements regarding our positioning for future growth and market leadership; statements regarding the strength of our agentic customer platform; and statements regarding expected market trends, future priorities and related investments, and market opportunities, including the adoption, performance and impact of changes to our pricing, packaging and go-to-market strategies. 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 our ability to retain existing customers and add new customers; the continued growth of the market for a customer platform; our ability to develop new products and technologies and differentiate our platform from*

*competing products and technologies, including artificial intelligence and machine learning technologies; our ability to execute our leadership transition; and other risks set forth under the caption "Risk Factors" in our U.S. Securities and Exchange Commission filings. We assume no obligation to update any forward-looking statements contained in this press release as a result of new information, future events or otherwise.*

**Investor Relations Contact:**

investors@hubspot.com

**Media Contact:**

media@hubspot.com