HUBSPOT, INC.

2023 Annual Meeting of Stockholders

RULES FOR CONDUCT

We welcome you to the 2023 Annual Meeting of Stockholders of HubSpot, 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.

• We will strictly follow the agenda as we conduct the meeting.

• Because this a meeting of our stockholders, only our stockholders are permitted to ask questions during the Annual Meeting. You need to have held stock as of the close of business on the record date of April 10, 2023, to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please login 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.

• 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.

• In an effort to provide everyone with an opportunity to ask questions, questions will be limited to one per stockholder, unless time permits otherwise, and limited to 200 characters per question. Please permit each speaker the courtesy of concluding his or her remarks without interruption.

• During the formal portion of the meeting, all questions presented should relate directly to the agenda item under discussion. Questions not relating to specific agenda items will be addressed during the question and answer period following the formal portion of the meeting.

• 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@hubspot.com.

• Recording of the Annual Meeting is prohibited. A webcast playback will be available at http://www.virtualshareholdermeeting.com/HUBS2023 24 hours after the completion of the meeting on the Company’s website.

Thank you for your cooperation and for joining the Company at the Annual Meeting.