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INVESTOR DAY - 2025

Investing in Safe Digital Identities for Generations

Welcome and Introduction

yubico

Speakers

Mattias Danielsson
CEO

Alexandra Barganowski
Investor Relations

Agenda

Time	Activity	Presenter
15:00 – 15:05	**Welcome & introduction**	Mattias Danielsson, CEO
15:05 – 15:25	**Industry trends and Yubico's leadership in its sector**	Jerrod Chong, President & COO
15:25 – 16:10	**Customer journeys**	Carl Helle, Chief Revenue Officer
16:10 – 16:20	**Q&A session**	All Speakers
16:20 – 16:30	*Break*	*Break*
16:30 – 16:55	**Technology architecture & innovation**	Albert Biketi, Chief Product & Technology Officer
16:55 – 17:30	**Business model dynamics**	Snejana Koleva, CFO
17:35 – 17:45	**Q&A session**	All Speakers
17:45 – 17:55	*Break*	*Break*
17:55 – 19:00	**Strategic direction**	
18:00 – 18:15	Accelerating 'Go-to-market' through partner ecosystem	Mattias Danielsson, CEO
18:15 – 18:25	Digital identity paradigm shift	Jerrod Chong, President & COO
18:25 – 19:00	Our positioning & value offering	Albert Biketi, Chief Product & Technology Officer
18:50 – 19:00	Partnership with SIROS Foundation	Stina Ehrensvärd, co-founder
19:10 – 19:25	**Q&A session**	All Speakers
19:00 – 19:10	**Recap & Highlights**	Mattias Danielsson, CEO
19:25 – 19:30	**Closing remark**	Alexandra Barganowski, IR

Speaker

Jerrod Chong
President and COO

Cybersecurity Landscape & Yubico's Leadership

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Cyber Attacks in The Age of AI

Almost 1 billion Salesforce records stolen, hacker group claims

By Reuters

October 3, 2025 7:35 PM GMT+1 · Updated October 3, 2025

Capita fined £14m for data breach affecting over 6m people

Date **15 October 2025**

Type **Statement**

Sport Culture Lifestyle

oney Markets Project Syndicate B2B Retail

The Guardian

UK

Explainer

Five million Qantas customers have had personal information leaked on the dark web. Here's what you need to know

One expert warns frequent flyer details create fake flight rescheduling emails redemption offers

● Follow our Australia news live blog
● Get our breaking news email, free a podcast

British Columbia

Public communication systems hacked at two B.C. airports: officials

Some flights were briefly delayed at the Okanagan airport Tuesday evening

CBC News · Posted: Oct 15, 2025 9:46 AM EDT | Last Updated: October 17

▶ Listen to this article ⓘ
Estimated 4 minutes

Mango confirms data breach

Global retailer compromised via supply chain

Tom Allen

16 October 2025 • 2 min read

SHARE

Over the last 6 years the number
of phishing attacks has
increased by more than 150% yearly.

Blurred Lines Between Human and AI

Which one is AI-generated? Which one is written by a human?

Example A

Hi [NAME],

To keep our network secure, we ask that all users reset their login credentials for our project management system every 90 days.

Your login is due to expire soon, so please use the link below to reset your credentials — let us know if you have any issues. https://link/example.com

Thank you,

[NAME]
Company administrator

**written by human
30% correct**

Example B

Hi [NAME],

Just a quick heads-up: your login for the company's project management system has expired (we reset them every 90 days). To keep things secure, we ask that you set up a new login.
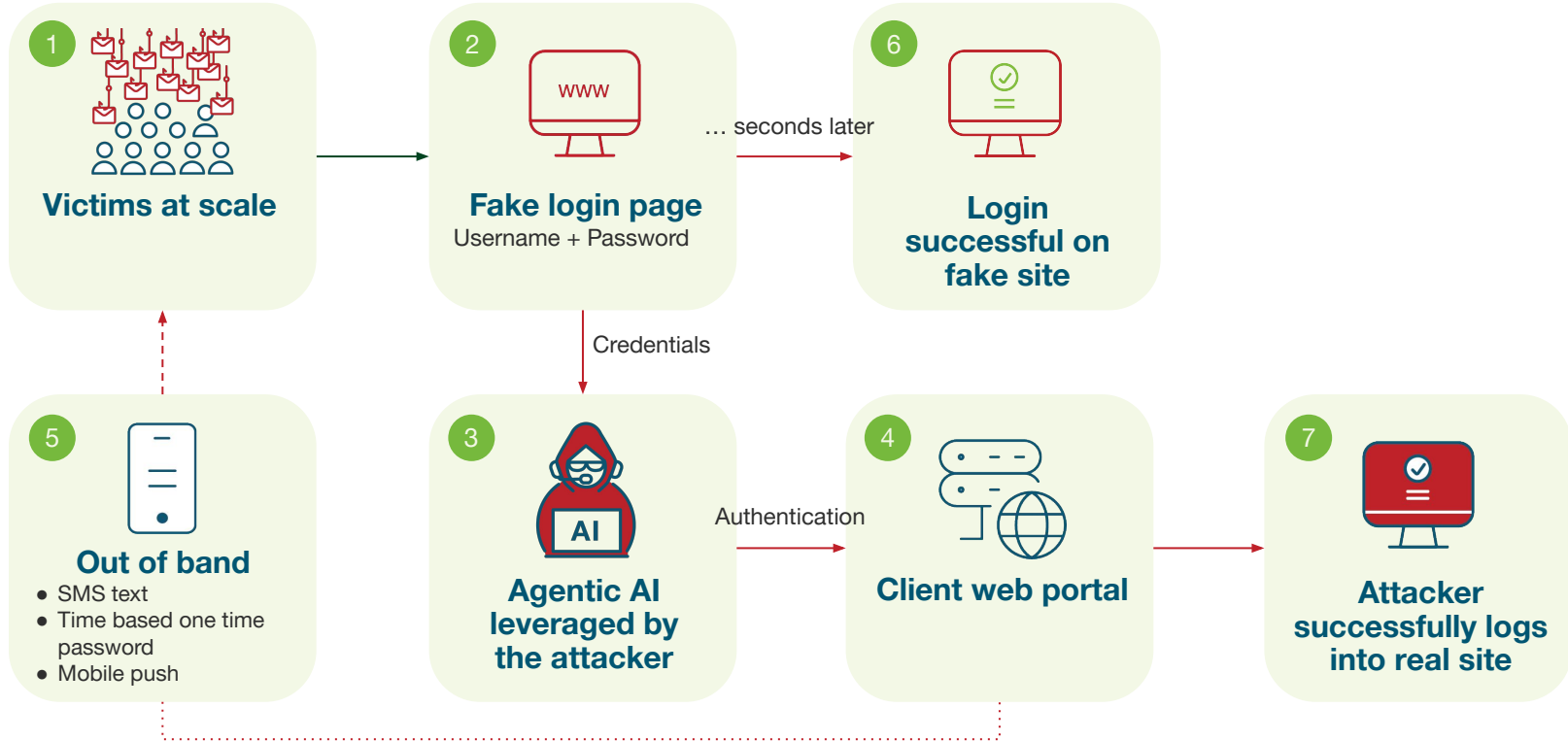
You can do that by clicking the link below: https://link/example.com

Reach out if you have any trouble.

Best,
[NAME]
Company administrator

**written by AI
46% correct**

Fake Login Page Bypasses Legacy MFA

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1 Victims at scale

2 Fake login page
Username + Password

... seconds later

6 Login successful on fake site

Credentials

5 Out of band
- SMS text
- Time based one time password
- Mobile push

3 Agentic AI leveraged by the attacker

Authentication

4 Client web portal

7 Attacker successfully logs into real site

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AI Tools Attack at Scale

Automated generation of targeted spear phishing emails

© 2025 Yubico

Investor Day 2025

11

Tracked Domains

DOMAIN	MX RECORDS	SPF	DMARC	EMAIL FORMAT	ACTIONS
yuboo.com	5 alt1.aspmx.l.google.com, 10 alt4.aspmx.l.google.com, 10 alt3.aspmx.l.google.com, 3 aspmx.l.google.com, 5 alt2.aspmx.l.google.com	v=spf1 ip4:44.235.224.245/32 ip4:134.150.74.24/32 include:_spf.google.com include:servers.netsuite.com ip4:100.101.193.0/23 ip4:85.12.80.3/32 ip4:148.172.106.0/28 ip4:216.191.244.0/30 ip4:216.93.163.18 esmtp:feb_spf.mx.salesforce.com ~all	v=DMARC1; p=reject; rua=mailto:dmarc@yuboo.com,mailto:dmarc@salesforce.com	Unknown	Find Related Start Recon Details

Reconnaissance Status

Starting reconnaissance for yuboo.com...

Starting reconnaissance for yuboo.com using Hunter.io...

Passkeys - A Decade of Evolution

More relevant than ever!

Origins of Passkeys

Google Case study

Risk of Account Takeovers
350,000 hijacking attempts

0% Security key (YubiKey)

10% On-device prompt

24% SMS code

21% Secondary email

50% Phone number

Results of YubiKey Deployment Versus OTP Phone App

0 Account takeovers

4x Faster to login

92% Support reduction

50+m In ROI

Research at Google   Security Keys: Practical Cryptographic Second Factors for the Modern Web, 2016

Passkeys are Passwordless Authentication
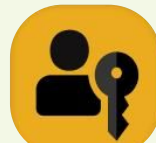
Passkeys

Devices

User Verification

Passkeys Stop Phishing

1 Victim

2 Fake login page
Username + Password

6 AI-based cyber attacks stopped at massive scale

Credentials

5 Human action not invoked.
Attacker does not have authenticator with FIDO credential

3 AI agent leveraged by the attacker

Authentication

4 Client web portal
Browser asks user for FIDO authentication

7 Unsuccessful login by attacker

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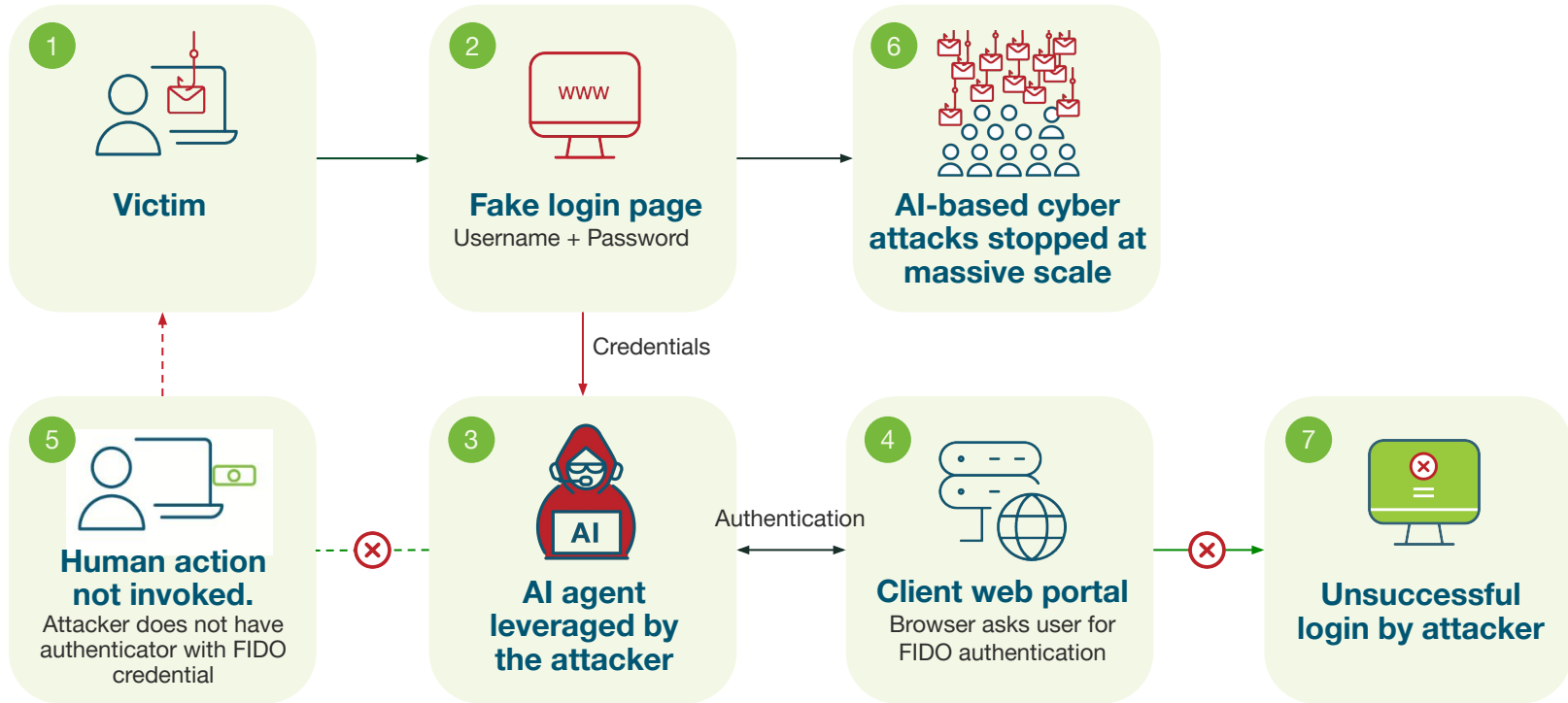
Passkeys Working Together
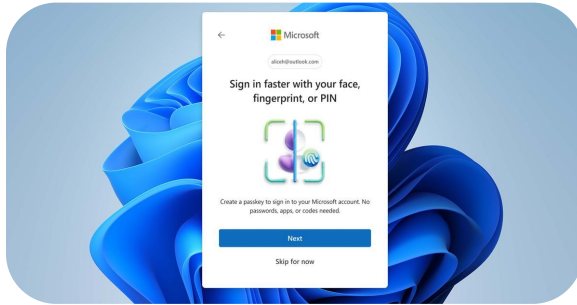
Built in / synced passkeys

- Use existing end user devices

- Native support for Android and iPhone ecosystems

- Familiar user experience on device

Passkeys in Security Keys

- Purpose-built security device with highest assurance

- Secure and Consistent user experience across all platforms and devices

- Physical delivery to a user strengthen user verification

Thought **Leadership**

Standards, Industry, Regulations & Policy

Co-created FIDO

Yubico's journey

2007

Yubico is founded

2013

Contributes U2F to FIDO Alliance, becomes FIDO 1.0. Yubico join as board member

2015

Growing support for YubiKeys - Dropbox, GitHub, Facebook

2019

W3C/WebAuthn announced as global standard, including FIDO2

Support by all leading platforms & browsers

2022

Apple now supports FIDO2 in iCloud accounts

2025

Yubico has manufactured, programmed, and shipped **35+ million keys** to end-users worldwide

2012

Yubico signs partnership with Google. Co-creation of U2F, mainly based on Yubico's inventions

2014

First FIDO U2F reference design launch

Google supports YubiKeys

2018

FIDO 2.0 reach standard stage

Microsoft supports YubiKeys

2021

Launches YubiKey 5 Series, the first FIDO passwordless YubiKey

2024

Introduced **FIDO** pre-registered YubiKeys shipped directly to users

Built the FIDO Ecosystem

Gartner: YubiKeys offers the highest level of security

The Gartner Trust Scale for Authentication

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Very High

High

Medium

Low

Very Low

Passkeys

- Password
- Magic link

- Desktop OTP+
- Missed call+
- OTT messaging+
- Printed grid card+
- RFID token+
- SMS OTP+
- 2-way messaging+
- USSD+
- Voice OTP+
- Voice callback+

- Mobile OTP app*
- Mobile push*

- FIDO2 platform authenticator
- FIDO2 security key+
- FIDO2 software roaming authenticator*
- Hardware OTP+
- Mobile OTP+
- Mobile push+
- Integral PKI token#
- Windows Hello for business
- X.509 certificate+

- FIDO2 security key#
- X.509 hardware token#

+ = with a password as a second factor; * = with local authentication; # = with biometric or PIN

Source: Gartner

782650_C

Gartner

Gartner Report: The Must-Have IAM Requirements for Enterprise Applications 6.5.25
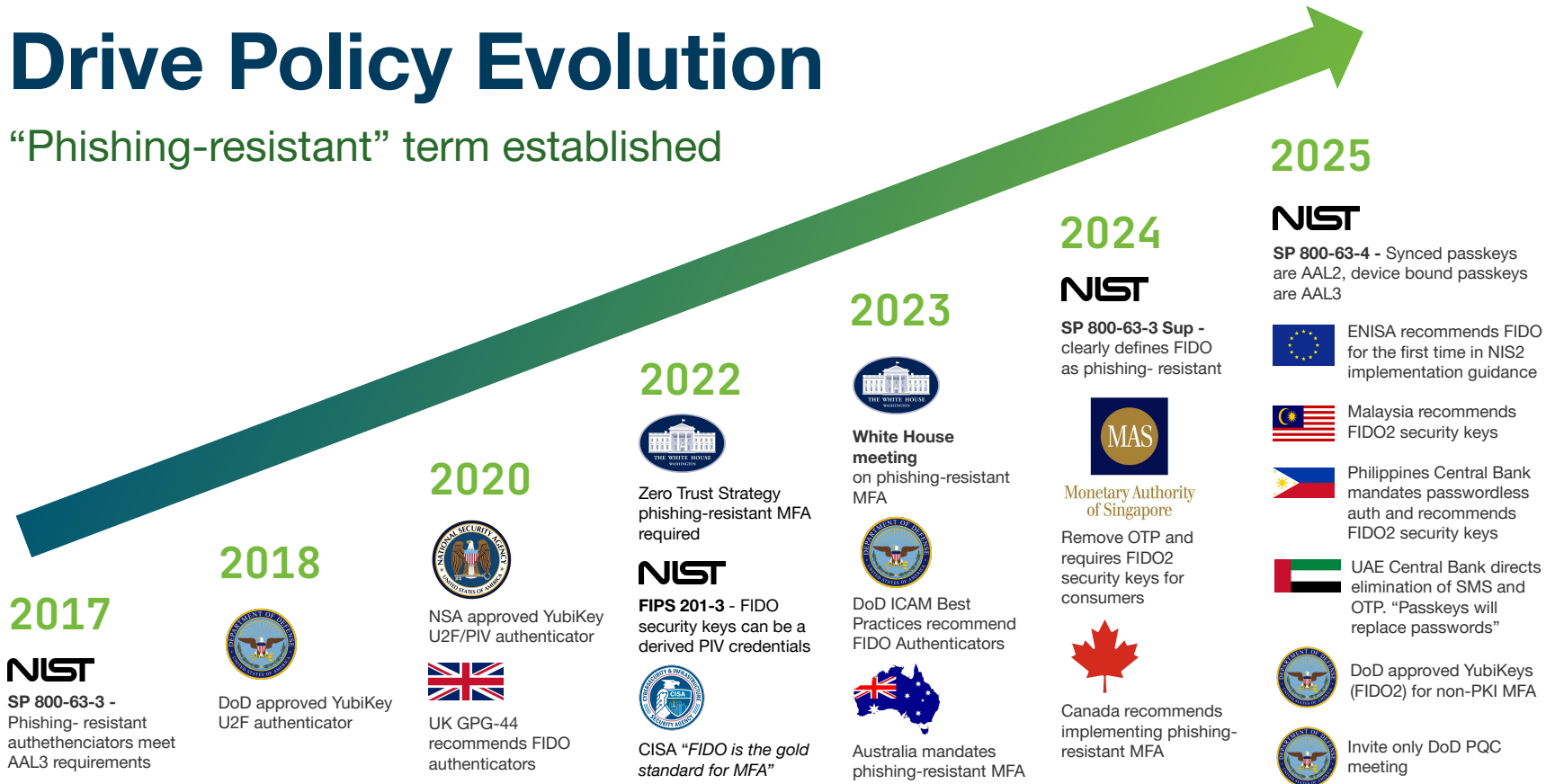
What is the
yubiKey®?
by yubico

Speaker

Carl Helle
Chief Revenue Officer

Customer Journeys

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Economic Impact of Threats

$9.5T
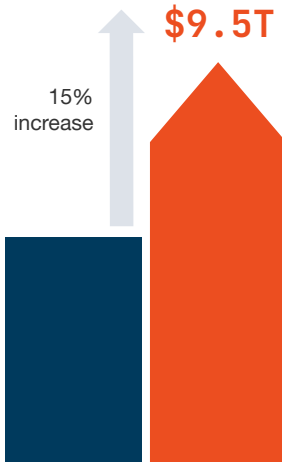
15% increase

Global Cybercrime Costs

$215B
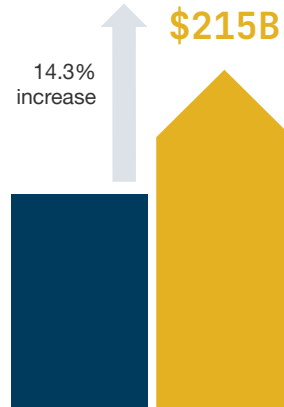
14.3% increase

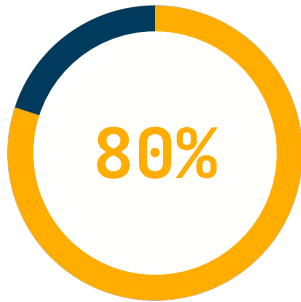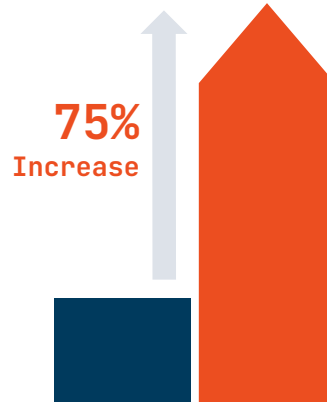**Increased Cyber-security Spending**

84%
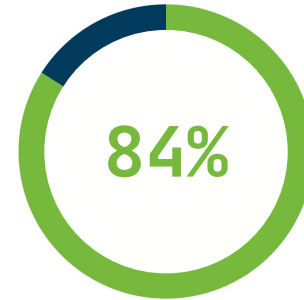
Board-CISO Alignment

Sources: Cybersecurity Venture, Cobalt, Cybersecurity Ventures, Proofpoint

High Stakes
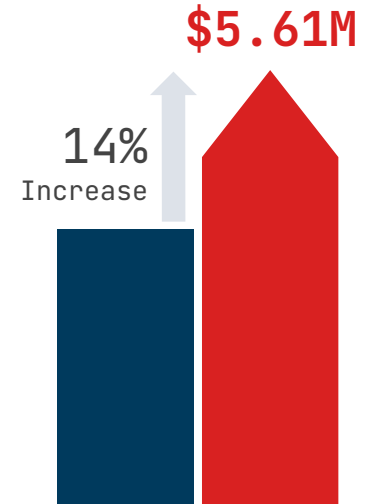
80%

**Breaches from
stolen credentials**

75%
Increase

**Increase in cyber
attacks YoY**

$5.61M

14%
Increase

Average impact

Source: 80% of breaches; Verizon Data Breach Investigations Report / 75% surge in cyber attacks, Checkpoint / $5M; IBM Cost of a Data Breach Report

Mission-Critical Goals

Business Continuity

Brand Protection

Achieving Compliance

How Are Companies Keeping Up?

Stronger passwords

SMS codes

Authenticator apps

Phone and biometrics

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Pitfalls of Legacy Methods

Stronger passwords

SMS codes

Authenticator apps

Phone and biometrics

Compliance gaps

Partial protection

Burdened users

New World

Proactive prevention

Passwordless security

Purpose built

Compliance built-in

Protection for all

User-friendly security

Your Strategic Partner

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35M+
YubiKeys sold

~5000
Business customers

1000+
Proven technology partner integrations

99.9%
Credential theft risk reduction

92%
Reduction in support incidents

Rethink Identity Security

Too Common for Comfort

SAS

Click here to view the online version.

Important information about an incident concerning your personal data

Hi,

You are receiving this message because you travelled with SAS from Dublin Airport in August 2025.

We were recently informed by Dublin Airport that an unauthorized party gained access to certain passenger data related to flights departing from the airport during that period. This means that your booking details may be among the information that was affected.

The affected files included your booking reference, first name, last name and Frequent Flyer Number (e.g. your EuroBonus number). Based on this information, it is possible that other details connected to your booking – such as contact information and travel itinerary – could have been accessed. It is possible that this information may be leaked to the public by the unauthorized party.

We recommend that you take appropriate precautions and remain attentive to any unusual communication referring to your August trip or booking details.

As a precaution, we have disabled the option to retrieve receipts for past bookings using only a booking reference and last name. Past bookings are not available in manage my booking.

We have reported the incident to the Swedish Authority for Privacy Protection (Integritetsskyddsmyndigheten, IMY) and are following up closely together with Dublin Airport to manage the situation and protect our customers' information.

We apologize for any concern this may cause.

Kind regards,
SAS

Every User is a Privileged User

Privileged access

Mobile restricted

Shared workstation

Remote workforce

Office workers

3rd party access

End customers

Two Customer Purchase Scenarios

Planned

- Sales process involves Discovery
- Identify gaps in customer environment
- Architecture mapping
- Purchase

Unplanned

- Escalated risk indicators
- Damage and environment analysis
- Rapid Response Program (™)
- Purchase

Typical Customer Journey

Planned

- Financial Services institution
- Looking for biometric convenience
- Engagement with Yubico teams
- 150,000 users now passwordless
- **$7M purchase**

Unplanned

- Financial Services institution
- 9 days from first outreach to close
- Lightning fast enterprise license agreement
- **$800K purchase**

Customer—T-Mobile

Brian Bell
Principal Cybersecurity Architect
Strategy Lead, T-Mobile

Companywide YubiKey rollout

Challenge

- Escalation of cyber threats

- Deliver modern, phishing-resistant MFA **across T-Mobile's global workforce**

Solution

- **Over 200K+ users** successfully onboarded to YubiKeys

- Unprecedented velocity; **July 2023 - Feb 2024**

- Yubico delivered high volume orders–**15-50K units per shipment**

Results

- Eliminated passwords or OTP codes–**YubiKey as primary factor for MFA**

- Acceleration to Passwordless verification

- Secured multiple user segments–**corporate, retail, remote**–across U.S. and global regions

Customers **Count on Yubico**

Trusted Brands Trust Yubico

Note: This is a small subset of Yubico's customers – Publicly referenceable

Cloudflare
implements
YubiKeys

Companies Want to Protect All Users

Privileged access

Mobile restricted

Shared workstation

Remote workforce

Office workers

3rd party access

End customers

Modern Day Security Requirements

| Protection for everyone | Simplified budgeting | Highest level of Identity Security | Simplified order process | Easy and quick rollout |

An Industry First—YubiKey as a Service

Lower cost to entry

Flexibility and choice

Faster deployment

Achieve Compliance

Customer - Bank of New York

Joe Janik
3x CISO and Former Head of Identity and Access Management, Bank of New York

YubiKey as a Service customer

Challenge

- **Compliance** a key driver

- Develop **phishing resistance**

- Meet requirements of **heavily regulated** industry

Solution

- Opted for YubiKeys, **the gold standard** of authentication

- **YubiKey as a Service**, Compliance Tier

- Room for **growth** and deployment **flexibility**

Results

- **Future-proofed** investment

- Meet **regulatory** needs

- Path to **passwordless**

➤BNY

Key Takeaways

Customer Journeys

- Organizations must protect all users

- Customer propensity and speed to act is accelerating

- Yubico is focused on surpassing customer needs with YubiKey as a Service (YaaS)

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Q&A

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Break

Agenda

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Speaker

Albert Biketi
Chief Product &
Technology Officer

Technology Architecture & Innovation

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From Protocol Authors to Influencing Platform Builders

Differentiation through creating and delivering on **Open Standards.**

Passkey Adoption Doubled in 2024

15 billion

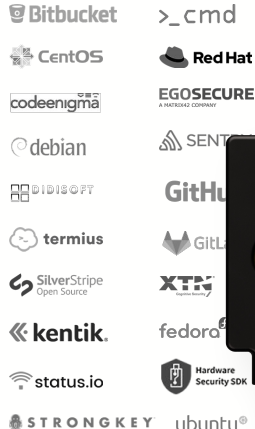"Online accounts can leverage passkeys for faster, safer sign-ins"…

Source: FIDO Alliance, December 2024
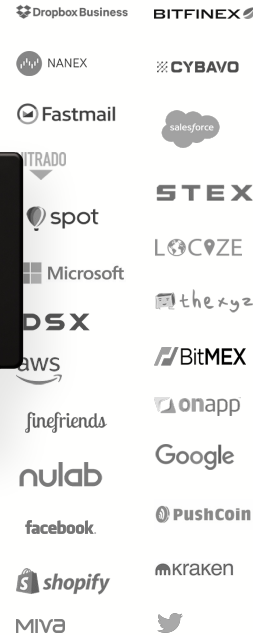
One YubiKey to Unlock All Services

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Identity Access Mgmt

AuthLite, codeenigma, aws, Authlogics, AuthStack, FORGEROCK, AVATIER, LinOTP, DUO, ezeelogin, SECRET DOUBLE OCTOPUS, secmaker, IDENTITY AUTOMATION, WSO2, Trustelem, isosec, GreenRocket Security, RCDevs, nok nok, mi-token, RSA, PhenixID, RADIANT LOGIC, privacyIDEA, scorpion software, JumpCloud, gluu, okta, SILVERFORT, idaptive, IBM Security, Ping Identity, MICRO FOCUS, PortalGuard, Daon, SAASPASS, onelogin, Shibboleth, dig|dentity, SECUREAUTH

Developer & Encryption Tools

Bitbucket, >_cmd, CentOS, Red Hat, codeenigma, EGOSECURE A MATRIX42 COMPANY, debian, SENTRI, DIDISOFT, GitHub, termius, GitLab, SilverStripe Open Source, XTN, kentik, fedora, status.io, Hardware Security SDK, STRONGKEY, ubuntu

Online Services

Dropbox Business, BITFINEX, NANEX, CYBAVO, Fastmail, salesforce, BITRADO, STEX, spot, LOCIZE, Microsoft, the xyz, DSX, BitMEX, aws, onapp, finefriends, Google, nulab, PushCoin, facebook, kraken, shopify, MIVA, twitter

Remote Access & VPN

CITRIX, islonline, secureW2, rohos, CISCO, digicert, mobilityguard, LogonBox, Pulse Secure, Mideye, CURITY, f5

Password Mgmt

PASSPACK, bitwarden, PSONO, Password Tote, Password Safe, DASHLANE, ManageEngine PasswordManager Pro, Pleasant Solutions, KEEPER, KeePass, 1Password, LastPass

CMS

CYBER ARMED, Entrust Datacard, axiad, versasec, HID, intercede

Privileged Access

thycotic, Centrify, BeyondTrust, Onion ID, ONELOCK, CYBERARK, COMPOSE AN IBM COMPANY

Computer Login

macOS, Windows, Linux

Convenient, and Secure.

YubiKeys work across platforms to deliver high assurance.

High assurance use cases and strict compliance requirements will trend away from cloud synced credentials.

The Gartner Trust Scale for Authentication

Very Low
- Password
- Magic link

Low
- Desktop OTP+
- Missed call+
- OTT messaging+
- Printed grid card+
- RFID token+
- SMS OTP+
- 2-way messaging+
- USSD+
- Voice OTP+
- Voice callback+

Medium
- Mobile OTP app*
- Mobile push*

High
- FIDO2 platform authenticator
- FIDO2 security key+
- FIDO2 software roaming authenticator*
- Hardware OTP+
- Mobile OTP+
- Mobile push+
- Integral PKI token#
- Windows Hello for business
- X.509 certificate+

Very High
- FIDO2 security key#
- X.509 hardware token#

+ = with a password as a second factor; * = with local authentication; # = with biometric or PIN

Source: Gartner

782650_C

Gartner.

The Root of Trust

Hardware anchored trust for two decades of resilience.

Single chip design with state of the art secure element

Exclusively in-house firmware code inside

Dependable gold touch sensor
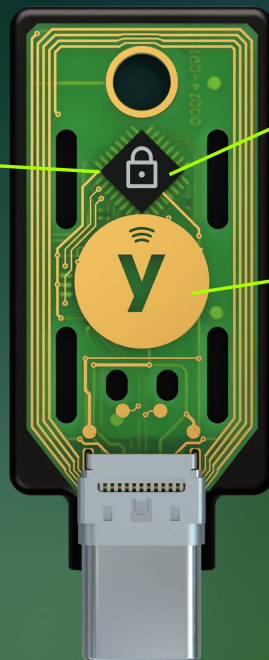
Certified as trustworthy

FIDO2 Level 2

ANSSI CSPN

140-2 Level 2

CC EAL 6+ chip

The Root of Trust

Hardware anchored trust for two decades of resilience.

Unique blend of glass reinforced plastic for durability and strength

Hermetically sealed monobloc design. No moving parts or batteries

Tamper resistant and tamper evident design

Trust Built with Two Decades of Experience

Designs that Last for Generations.
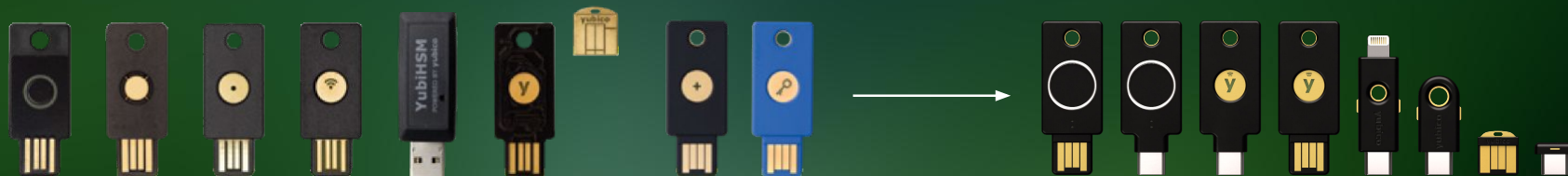
Production at Scale

- **Capacity of 1.5+ million /month**
  35+ million sold

- **Manufactured, programmed, and shipped** in
  Sweden and the United States

- **Secure & scalable production** 12+ years of
  innovation
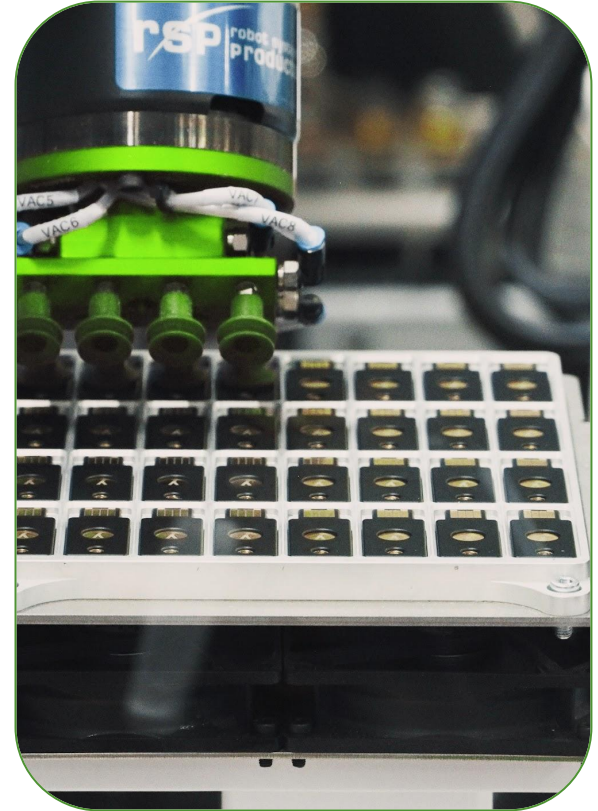
From Classical to Hybrid to Quantum-Safe Trust

We are not betting on when quantum arrives. We're ensuring our customers arrive secure when it does

Accelerating Adoption of YubiKeys

Lifecycle management

Auditing & compliance

Delivery & logistics

Deployment Intelligence

User enrollment & recovery

Identity verification (IDV)

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YubiKey as a Service

Best ROI with seamless rollouts

Lower cost to entry

- Value over multiple years
- Includes extended warranty
- Discounts on additional replacement and backup keys and more

Flexibility and choice

- Choice of YubiKey form factors
- Upgrades to other keys within the tier over time (e.g. USB-A to USB-C)
- Various pre-enrollment options to meet different enterprise workflows
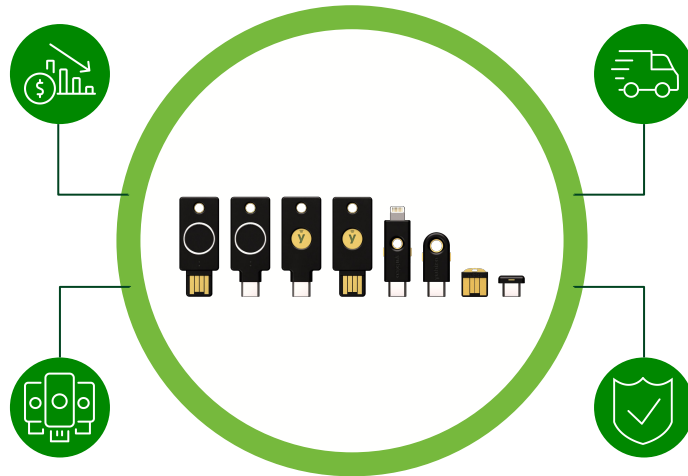
Faster deployment

- Credits applied towards Professional Services
- Enable faster deployments with best-in-class onboarding
- Dedicated Customer Success Manager—24/7/365 Priority Support

Achieve compliance

- Keys with latest certifications to meet latest regulations
- Eligible for 25% additional keys to cover employee churn or lost/replacement keys

Enrollment and Onboarding Simplified

FIDO pre-reg with leading Identity Providers (Okta, Microsoft Entra ID)
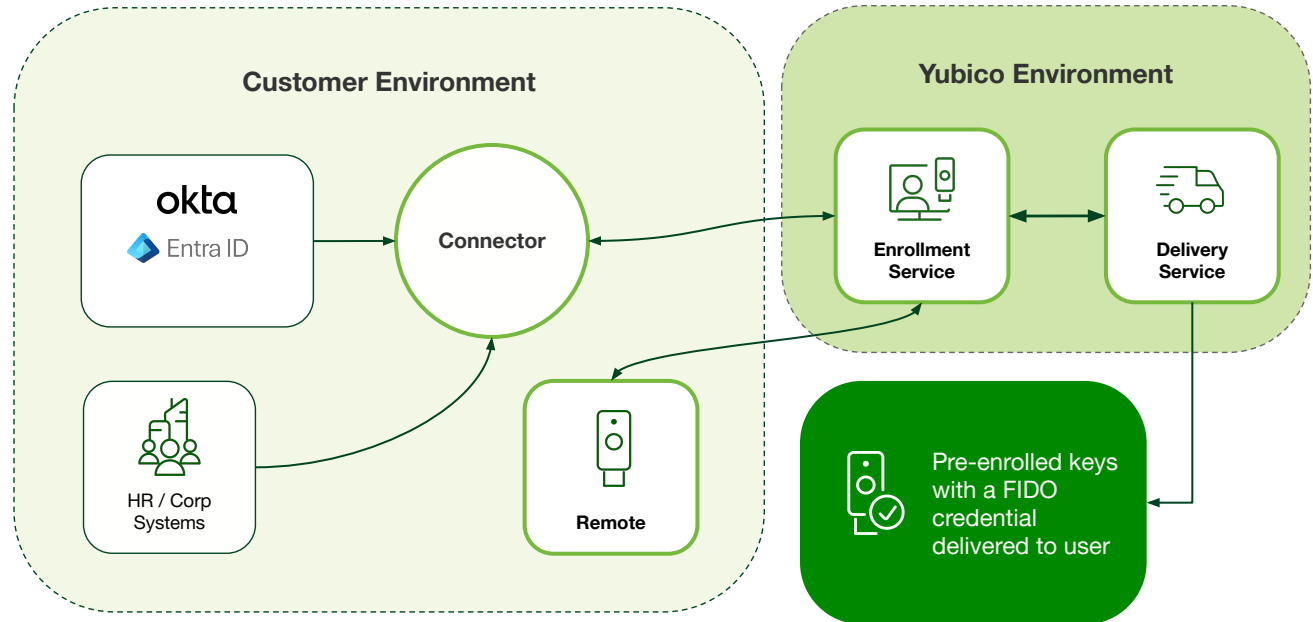
Hardware Trust to Identity Leadership - Foundation laid

Trusted by the world's largest enterprises

~30%

Of Global 2000

~5000

Enterprise customers

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Key Takeaways

Architecture & Innovation

- We eliminate security risks and remove deployment friction across user journeys

- We provide turnkey solution to protect all users, for all accounts, across all platforms

Speaker

Snejana Koleva
Chief Financial Officer

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Business Model Dynamics

Topics for Today

Financial Development 2022 - 2025 Q3

Yubico's Business Models Overview

Key Takeaways

Financial Development

- Long-term growth in Order Bookings and Net Sales

- Volatility in the Order Booking quarter-over-quarter driven by timing of closing of large deals

- Accelerating YubiKey-as-a-Service bookings and ARR

- Stable Gross profit at ca 80% margin

- Operational expenses increasing with growth, and expected to scale going forward

- EBIT improved since 2022, but challenged by lower Net sales growth in 2025 Q3 YTD

- Positive cash flow generations in the last 3 years

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Bookings Growing with 15% CAGR, YaaS Accelerating

Orders Bookings (Total Contract Value), Q1 22 - Q3 25, SEK Millions

CAGR 2022-2025 Q3 LTM

Total	15%
YaaS	27%
Perpetual	13%

Chart values (Total, YaaS %, Perpetual %):

- Q1 22: 305 — 5% / 95%
- Q2 22: 572 — 18% / 82%
- Q3 22: 335 — 18% / 82%
- Q4 22: 373 — 17% / 83%
- Q1 23: 350 — 8% / 92%
- Q2 23: 406 — 15% / 85%
- Q3 23: 400 — 14% / 86%
- Q4 23: 684 — 19% / 81%
- Q1 24: 579 — 18% / 82%
- Q2 24: 673 — 21% / 79%
- Q3 24: 610 — 15% / 85%
- Q4 24: 771 — 19% / 81%
- Q1 25: 524 — 11% / 89%
- Q2 25: 622 — 32% / 68%
- Q3 25: 504 — 17% / 83%

Share of YaaS bookings, %   Share of Perpetual bookings, %

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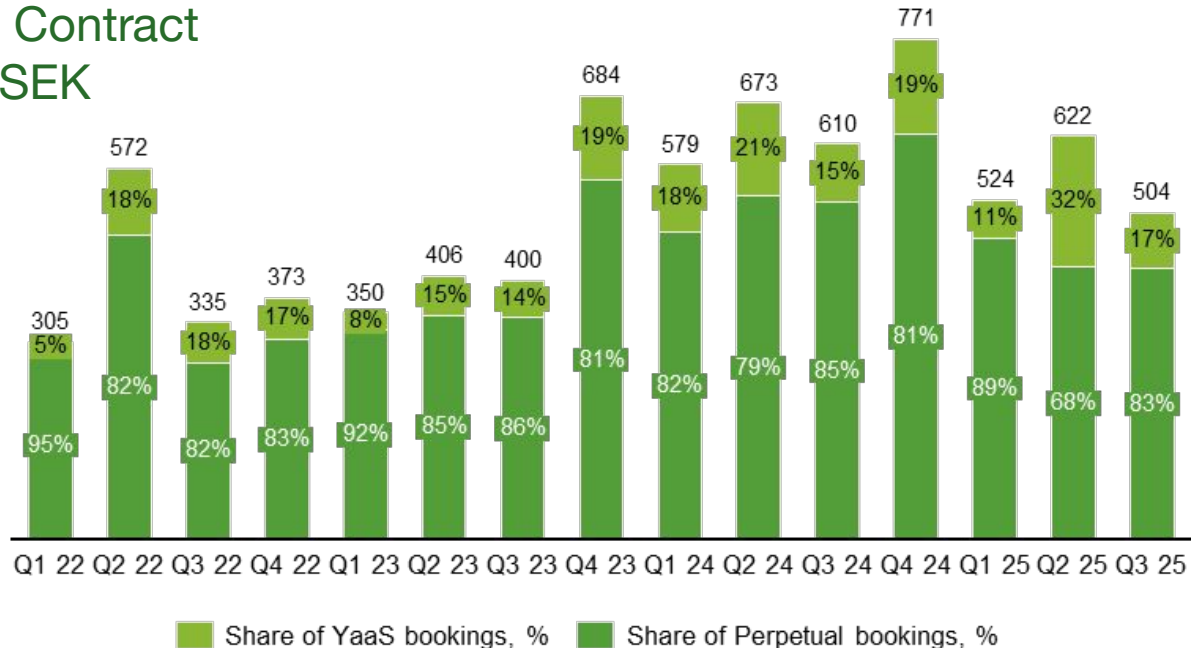
Order Booking Quarter-on-Quarter Depends on Timing of Large Orders

Orders Bookings (Total Contract Value) By Deal
Size, Q1 22- Q3 25, SEK Millions

Legend: Above $3M · $1M-3M · Under $1M

Data labels by quarter: Q1 22: 305; Q2 22: 572; Q3 22: 335; Q4 22: 373; Q1 23: 350; Q2 23: 406; Q3 23: 400; Q4 23: 684; Q1 24: 579; Q2 24: 673; Q3 24: 610; Q4 24: 771; Q1 25: 524; Q2 25: 622; Q3 25: 504

Net Sales Growing with 14% CAGR, YaaS Accelerating

Net sales, Q1 22 - Q3 25, SEK Millions

CAGR 2022-2025 Q3 LTM

Total	14%
YaaS	33%
Perpetual	12%

Long-Term Financial target* — 25%
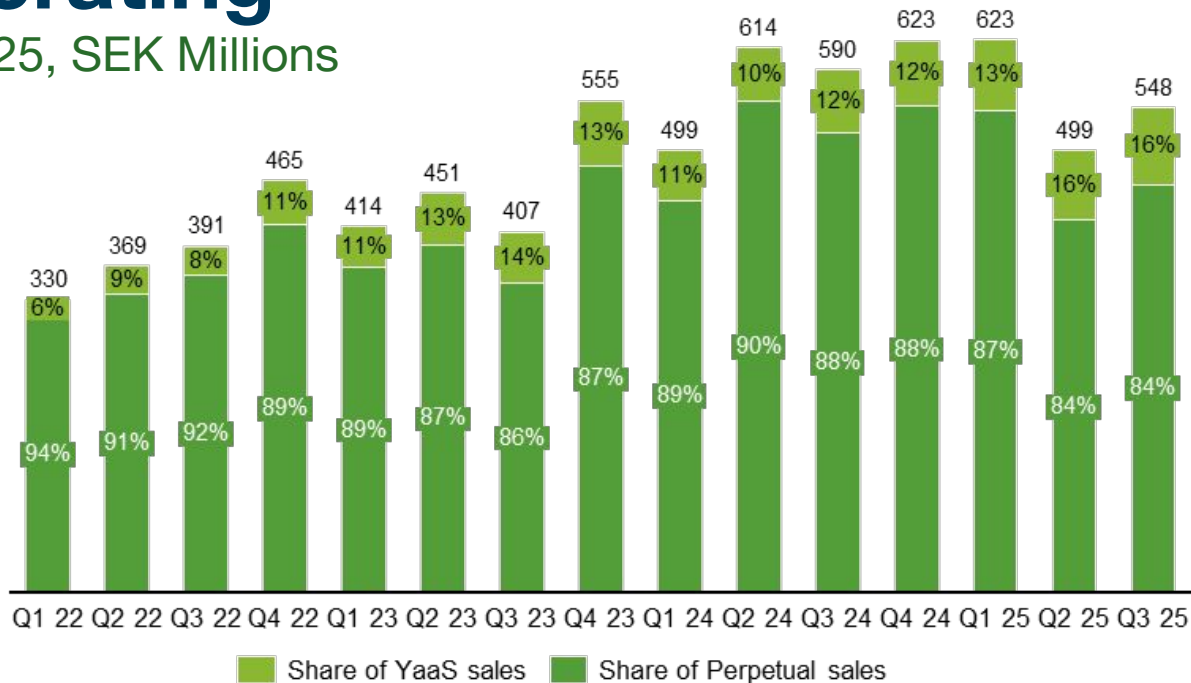
* Set in 2024 and apply for the next five years

Growth Driving OpEx, Scaling Expected

Total Operational Expenses, SEK Millions and % of Net Sales
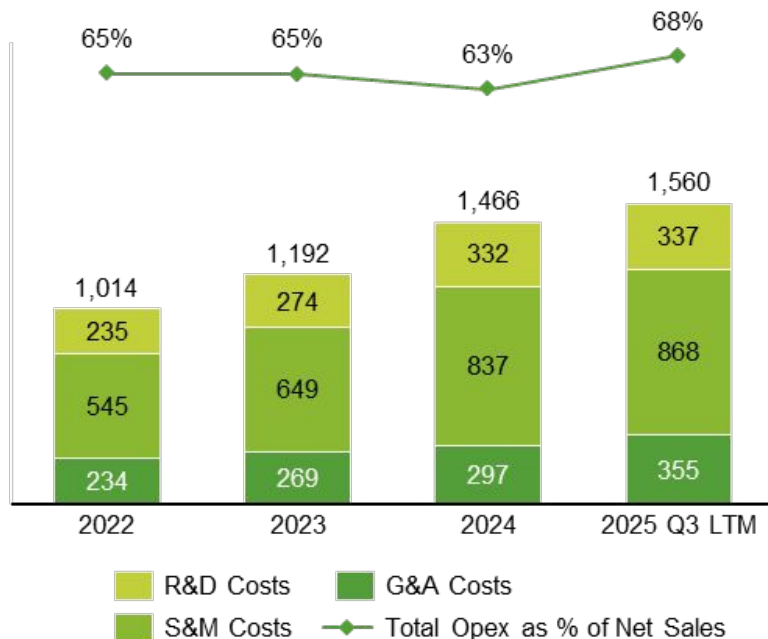
Total Employee cost, SEK Millions and % of Net Sales
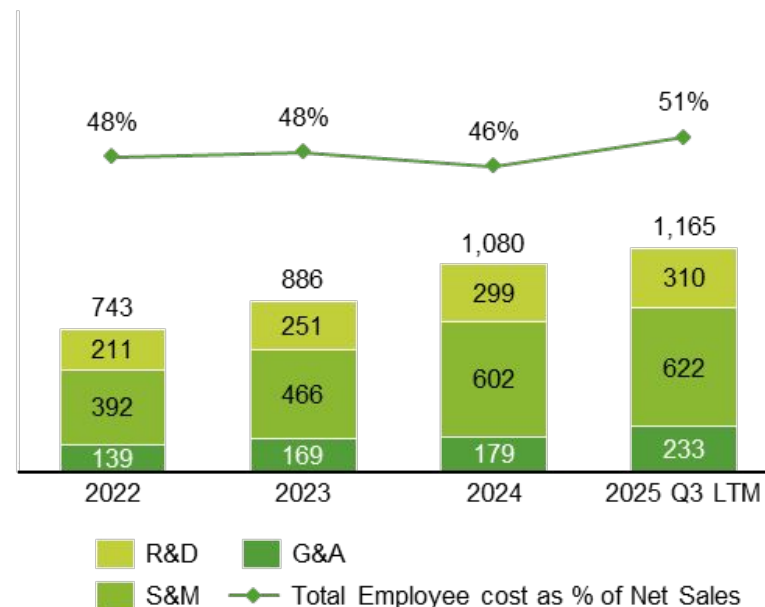
EBIT improved since 2022, impacted by lower growth in recent quarters

EBIT, SEK Millions and Percent of Net Sales

Recap

- Net Sales growth lower during 2025

- Stable GP%

- Opex % of Revenue also stable - scaling expected in future

Legend: ■ EBIT — LTM EBIT margin, %

20% Long-term Financial Target*

Quarter	EBIT	LTM EBIT margin
Q1 22	12	-3%
Q2 22	58	4%
Q3 22	71	11%
Q4 22	63	13%
Q1 23	68	16%
Q2 23	97	17%
Q3 23	16	14%
Q4 23	84	15%
Q1 24	85	15%
Q2 24	131	15%
Q3 24	111	18%
Q4 24	111	19%
Q1 25	93	18%
Q2 25	21	14%
Q3 25	80	13%
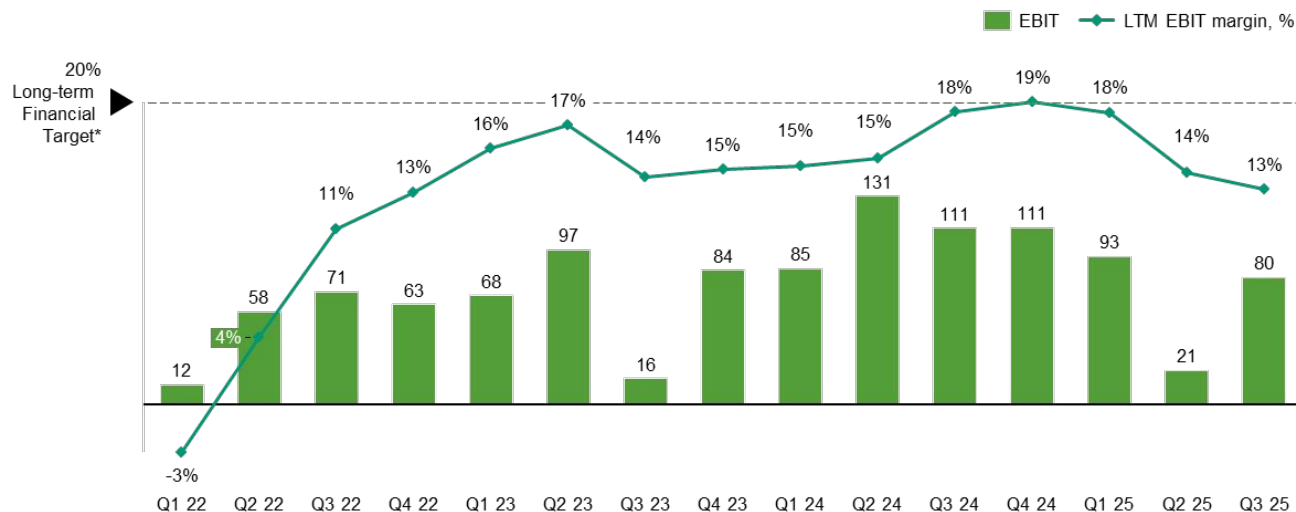
*Set in 2024 and apply for the next five years

Positive Cash Flow since 2022

Cash Flow from Operating activities, SEK Millions

Net Cash Flow, SEK Millions

	2022	2023	2024	2025 Q3 LTM
Cash flow before WC changes (total)	33	114	344	332
	221	254	432	302
Changes in AR/AP	62	196	88	161
Changes in inventory	-250	-336	-176	-131

Net Cash Flow: 7, 265, 262, 164
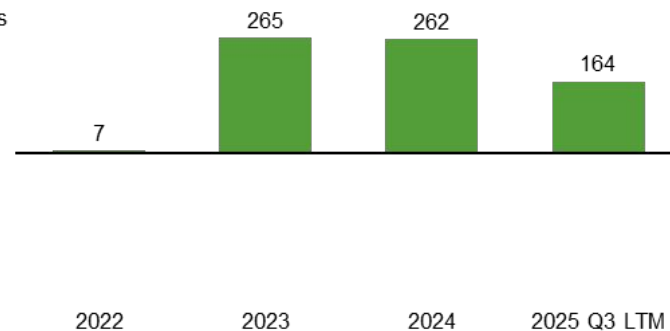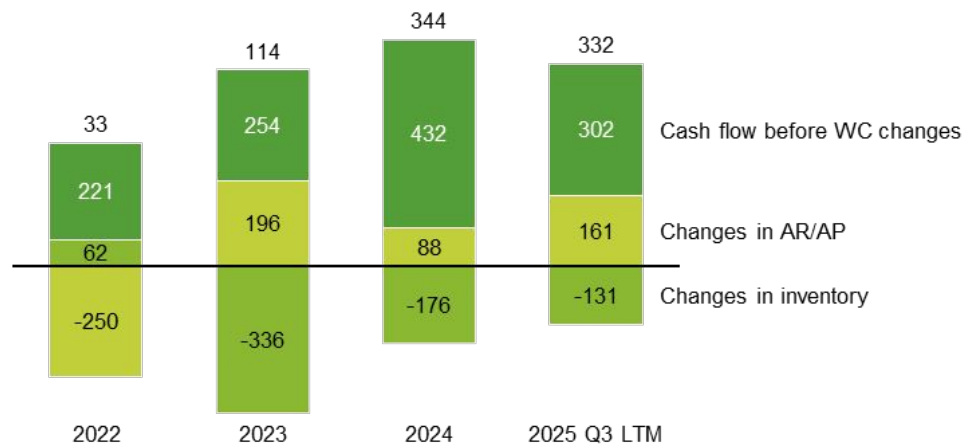
Inventory as Percent of Net sales

| 11% | 27% | 30% | 33% |

Key Takeaways

Yubico Business Model

- **2 Business models**

- **Perpetual** is a one-time purchase of keys with revenue recognized on key delivery

- **YubiKey as a Service (YaaS)** is a subscription model with multi-year contract terms
  - Revenue recognized linearly over the contract duration
  - Annual Recurring Revenue (ARR) - Strong growth and Net retention in the last 3 years

- Long-term YaaS model provides more value to customers and generates higher revenue and gross profit.
  In the short-term Order bookings growth might outpace the Revenue growth if share of YaaS Booking increases quickly

Yubico's Evolving Business Model

Yubico was founded

YubiKey as a Service (YaaS) is launched

2007

2020

The perpetual model (2007)

- **Original business model -** One-time purchase - hands off approach

- **Sector preference**
  - Common in high-tech sectors
  - E-commerce

- **Problem solution**
  - Customers needed Phishing resistant MFA who drive rollout independently

The YaaS model (2020)

- **YubiKey as a Service** (YaaS) launched in 2020 to meet demand for extended services and expand customer reach

- **Sector preference**
  - Public sector, Financial sector, High-tech, AI sector
  - Yubico acts as a solution and technical partner

- **Problem solution - not only Phishing resistant MFA, but also**
  - User identification (who should have a YubiKey)
  - Delivery
  - Deployment and Expansion
  - Continuous Support

Perpetual Model: Order to Cash

Illustrative example

Within 2-5 weeks typically

Order
Total Contract Value (TCV) reported
as Order booking

Revenue recognition
At delivery

COGS recognition
Manufacturing and shipping cost for
delivered keys

Payment
Typical payment terms of 30 days

SEK Millions

■ Order booking
■ Sales
■ Gross Profit
■ Cash collection
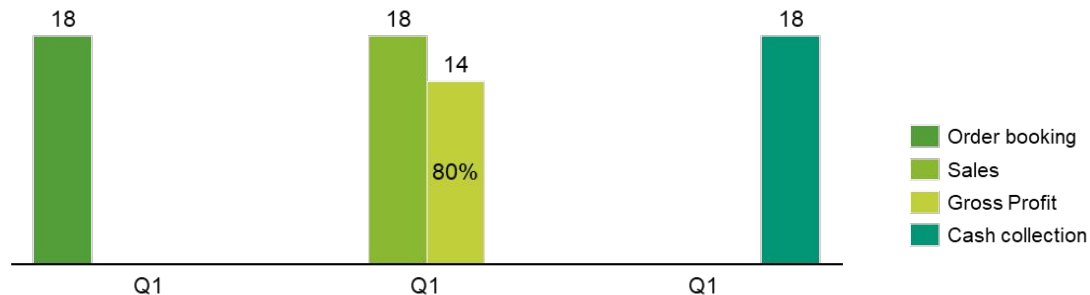
Factors Impacting Perpetual Revenue Recognition

Timing of the order

- Customers placing orders at the end of a quarter may choose to have YubiKeys delivered in the following quarter

- Revenue recognition spread out through quarters

Deal size

- **Orders over USD 1M:** Larger orders typically delivered with multiple shipments, hence Revenue can be recognized in different quarters

- **Orders under USD 1M:** Smaller orders generally fulfilled within the same period when the order is placed

Customers deployment choices

- **Staggered deliveries:** Customers may choose to receive YubiKeys in multiple shipments for gradual deployment

YaaS Model: Order to Cash

Illustrative example

Order
Total contract value (TCV) is reported as Order booking - typically 3 years service agreement

Typically shortly after contract signing

Revenue recognition
Starts as the contract is signed
Recognized on linear basis for the duration of the contract, typically 3 years
Pricing is typically based on number of users

COGS recognition
COGS of delivered keys and shipping costs are recognized at the time of delivery

Payment
Typically invoiced annually in advance

SEK Millions

Legend:
- Order booking
- Sales
- Gross Profit
- Cash collection

Order booking: 21 (Q1/Y1)

Sales / Gross Profit:
- Y1: 7 / 5 (67%)
- Y2: 7 / 6 (91%)
- Y3: 7 / 6 (91%)

Cash collection:
- Y1: 7
- Y2: 7
- Y3: 7
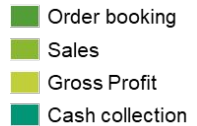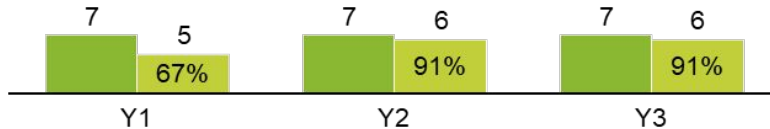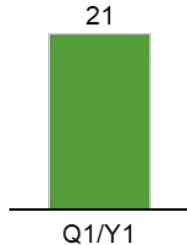
Factors Impacting YaaS Revenue Recognition

Ramp ups

- Phased deployment approach, starting with a limited rollout in Year 1 and expanding the number of users over the contract term

Contract duration

- A typical subscription contract last 3 years, but there are contracts from 1 to 5 years

Customers Deliveries Choices

- Delivery schedules even under YaaS can vary

- Direct COGS recognized at the time of delivery of YubiKeys

- Revenue recognition however not impacted

Increasing YaaS Share Boosts ARR

Annual Recurring Revenue of YaaS orders, SEK Millions

yubico

+23%

205 — As of Q4 22
287 — As of Q4 23
324 — As of Q4 24
386 — As of Q3 25
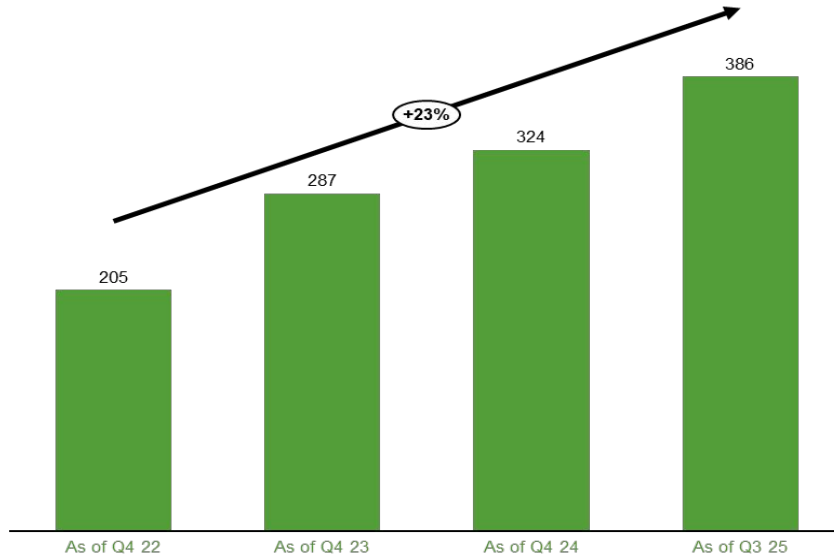
- **Annual Recurring Revenue (ARR) =** Total contract value for subscription contracts that have commenced as of the end of the reporting period—excluding one-time fees—divided by the contract term, translated using the average foreign exchange rate on a rolling 12-month basis

- Recurring revenue base continues to expand as subscription share rises

ARR Indicates Our Next 12 Months Subscription Sales

ARR and Net Sales from Subscriptions, SEK Millions
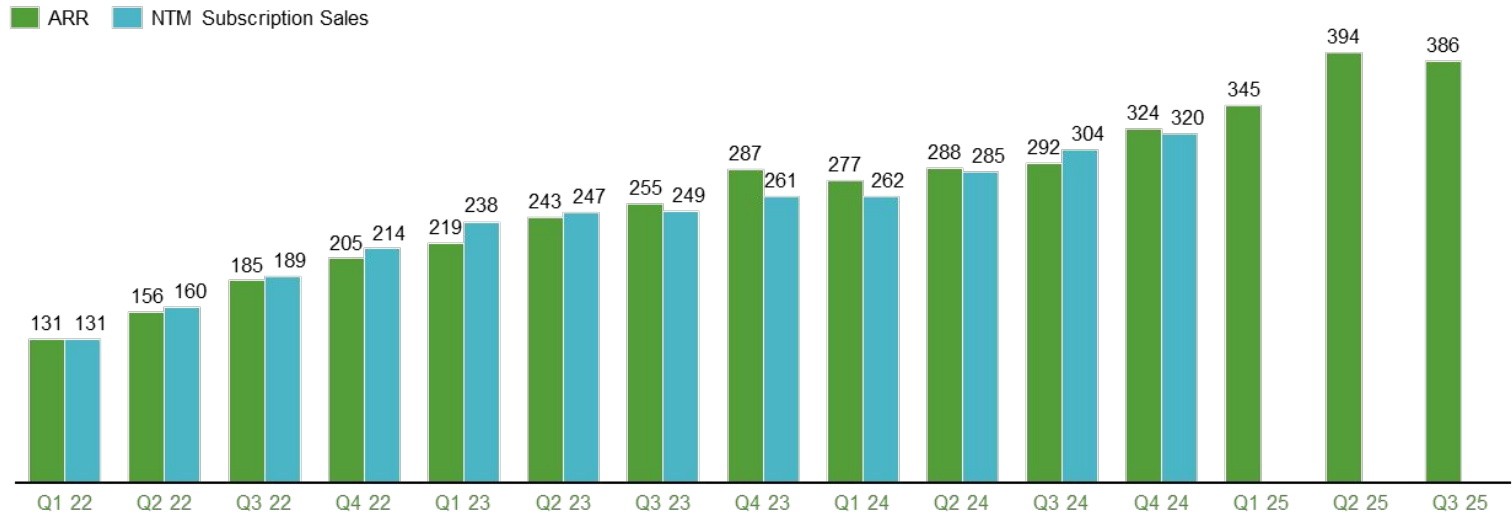
Difference driven by changes in the existing contracts in the next 12 months (renewals, expansions), adding new contracts, and different currency rates

ARR Growth Drivers

Growth of existing customers

Renewals

Customer renews contract after 3 years for another 3 years

Expansions

Customer renews contract and expands the number of users

Churn

Customers do not renew their contract

Or convert into perpetual order

New growth

Conversions (from perpetual)

Customer moves from a perpetual license to a subscription license

New orders

New customers that order on subscription basis

Net retention = Renewals + Expansions - Value of contracts that were not renewed at the expirations

Net Retention rate y-o-y % = ARR of existing customer base at the end of the period / ARR of same customer base at the beginning of the period

Positive Net Retention and New Customers Driving ARR Growth

ARR 2022-2025 Q3, SEK Millions, in Fixed currency as of Q3 2025

+23%

As of Q4'22	Net Retained ARR	New ARR	2025 Q3
207	23	157	386
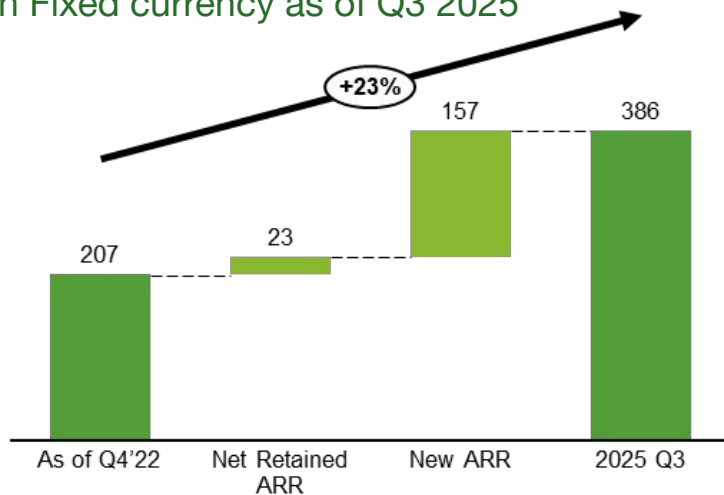
Net Retention Rate, 2023-2025 Q3 LTM, Percent

2023	2024*	2025 Q3 LTM
109	101	103

◄ 100 Benchmark
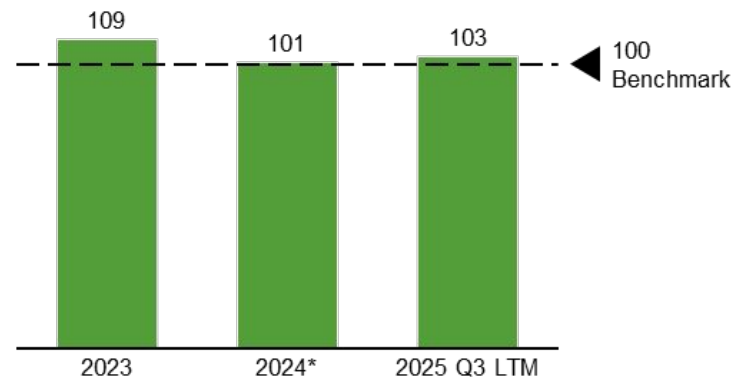
Adjusted for one large contract converting into Perpetuals

yubico

High-level Pricing models

Value increase →

Perpetual

- One-time purchase - price per key

- Replacement keys typically ordered in the following years, typically 25% per year, not included in the initial order
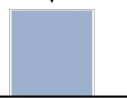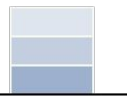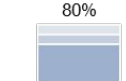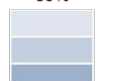
YaaS

- Price per user stable over the term of the contract

- Discounted replacement and backup keys included

- Priority technical support

- Customer success manager

- Yubico Enrollment Suite with best-in-class onboarding

Recap: YaaS vs Perpetual Model Financials

Business models and pricing models: comparison of same scope at list prices

SEK Millions	Perpetual	YaaS	Difference
Order booking - Same scope, typically 25% replacements in Y2 and Y3	+21%		ca +20% higher TCV in YaaS
Net sales - recognized at delivery for Perpetual, linear for YaaS			ca +20% higher Revenue over 3 years in YaaS, but lower in Y1
Direct COGS - same for both models if same scope, expensed at time of delivery	20%	17%	Same direct COGS in both models, lower as % of Revenue in YaaS
Direct Gross profit	80%	83%	Higher in YaaS

Increasing Share of YaaS Bookings Provides Long-Term Sustainable Growth

Illustrative example: scenario with transition to 50% YaaS share of bookings.
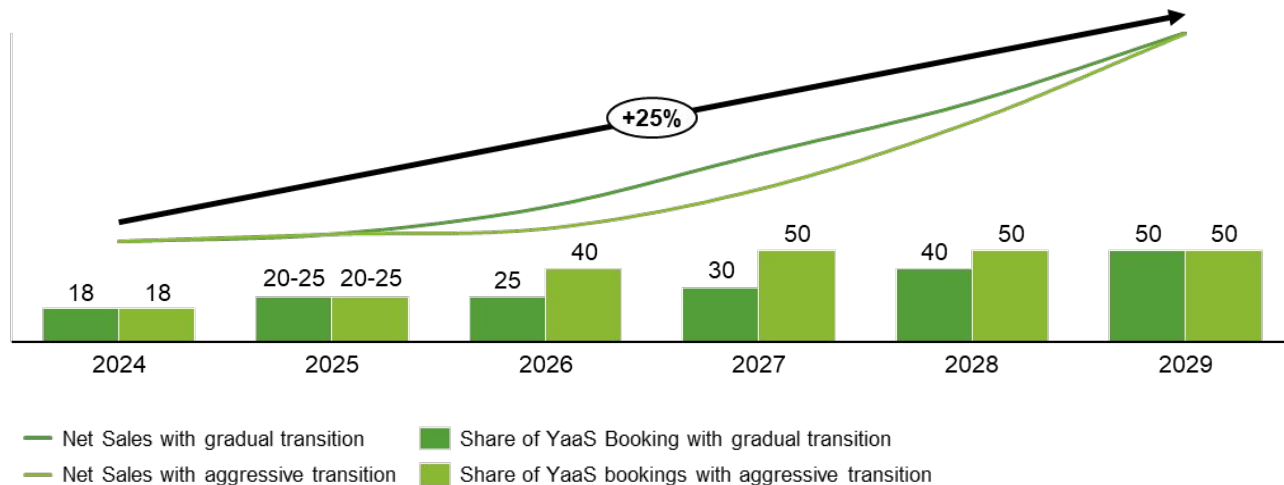
- Increasing share of YaaS will temporarily result in Order bookings growth outpacing Net Sales growth

- Over the longer-term, the Total Net Sales and Gross Profit would be more beneficial with higher share of YaaS offerings

Net Sales with gradual transition — Share of YaaS Booking with gradual transition
Net Sales with aggressive transition — Share of YaaS bookings with aggressive transition

Long Term Financial Targets

Financial targets set in 2024

25
%

Average annual growth rate in net sales

20
%

EBIT margin

Dividend policy:
For the foreseeable future, Yubico will primarily use generated cash flow for investing in continued growth

*Set in 2024 and apply for the next five years

Q&A

yubico

Break

Agenda for the Day

Time	Activity	Presenter
15:00 – 15:05	Welcome & introduction	Mattias Danielsson, CEO
15:05 – 15:25	Industry trends and Yubico's leadership in its sector	Jerrod Chong, President & COO
15:25 – 16:10	Customer journeys	Carl Helle, Chief Revenue Officer
16:10 – 16:20	Q&A session	All Speakers
16:20 – 16:30	*Break*	*Break*
16:30 – 16:55	Technology architecture & innovation	Albert Biketi, Chief Product & Technology Officer
16:55 – 17:30	Business model dynamics	Snejana Koleva, CFO
17:35 – 17:45	Q&A session	All Speakers
17:45 – 17:55	*Break*	*Break*
17:55 – 19:00	Strategic direction	
18:00 – 18:15	Accelerating 'Go-to-market' through partner ecosystem	Mattias Danielsson, CEO
18:15 – 18:25	Digital identity paradigm shift	Jerrod Chong, President & COO
18:25 – 19:00	Our positioning & value offering	Albert Biketi, Chief Product & Technology Officer
18:50 – 19:00	Partnership with SIROS Foundation	Stina Ehrensvärd, Co-founder
19:10 – 19:25	Q&A session	All Speakers
19:00 – 19:10	Recap & Highlights	Mattias Danielsson, CEO
19:25 – 20:30	Closing remarks	Alexandra Barganowski, IR

Strategic Direction

Speaker

Mattias Danielsson
CEO

Accelerate Go-to-Market

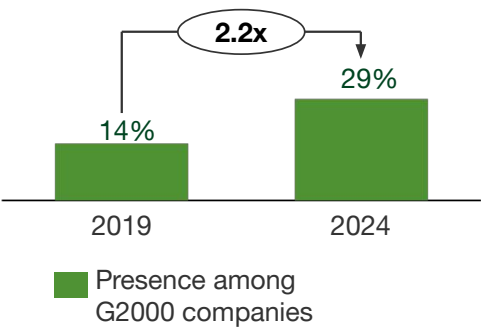# Trusted Brands Trust Yubico

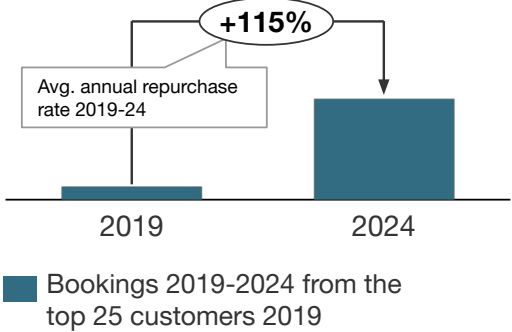*Note: This is a small subset of Yubico's customers – Publicly referenceable*
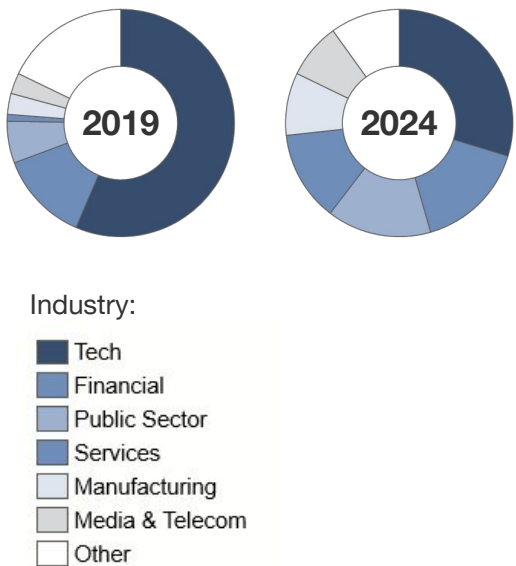
Scaling with Existing Customers

yubico

Landing new key accounts

2.2x

14% → 29%

2019   2024

■ Presence among G2000 companies

Expanding with current accounts

+115%

Avg. annual repurchase rate 2019-24

2019   2024

■ Bookings 2019-2024 from the top 25 customers 2019

While diversifying across verticals

2019   2024

Industry:
- ■ Tech
- ■ Financial
- ■ Public Sector
- ■ Services
- ■ Manufacturing
- ■ Media & Telecom
- ☐ Other

TAM - Advanced Authentication Market Valued at USD 5.2 Billion

Yubico's product is categorized within the Advanced Authentication (AA), a subset of Identity & Access Management (IAM) market.
AA is growing with ~14%

IAM
USD 19.3 bn

AA
USD 5.2 bn
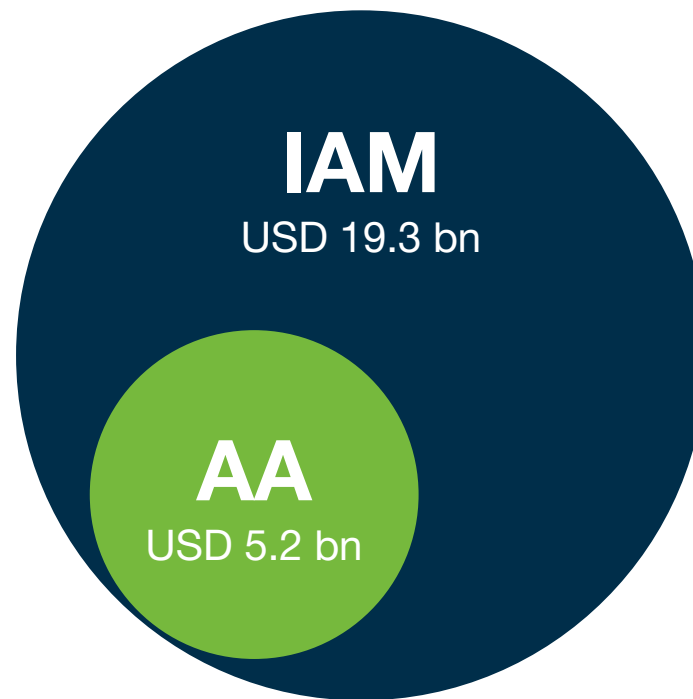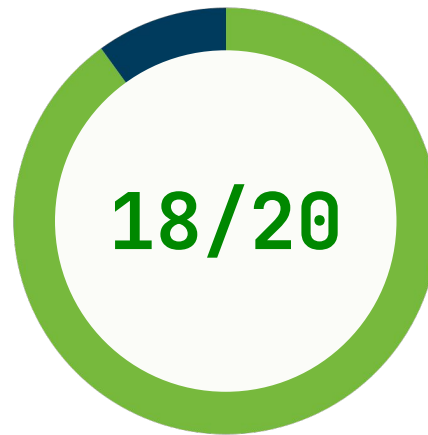
Source: IDC, Market Insights on Advanced Authentication

Those Who are Shaping the Future Realize the Need for YubiKeys

5 years ago

9/10

of the top
Tech companies
secured by YubiKeys

Today

18/20

of the top
AI companies
secured by YubiKeys

GTM Priorities for 2026 and Beyond

yubico

LAND NEW LOGOS

Increasing Coverage

- Geographical
- Industries
- Land Use-cases

Scaling through Reseller Channel

- Global 2-tier model - Drive ARR
- New online & physical retail partners

Leveraging Partner Ecosystem

- System Integrators
- Strategic Technology Alliances

EXPAND INSTALLED BASE

Driving Adoption & Renewal
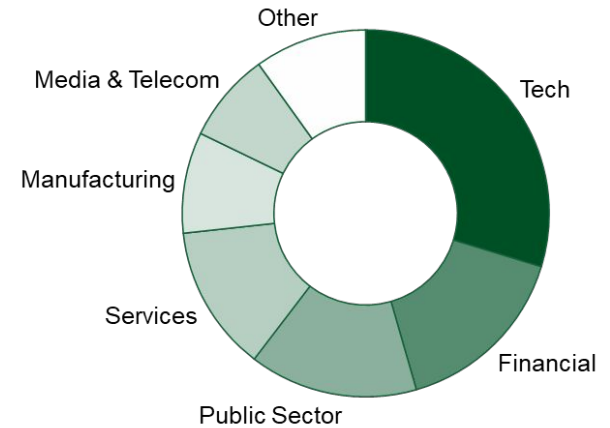
- Additional Use cases
- Upsell

Expand beyond Workforce

- 3rd party suppliers
- B2B2C

Extending Footprint Across Regions & Industries

Increasing geographical footprint

- Stockholm
- Santa Clara
- Singapore — Opening Q1 2026

Broadening industry coverage

- Tech
- Financial
- Public Sector
- Services
- Manufacturing
- Media & Telecom
- Other

Scaling Through Channel Partners

Global reach

- High-efficiency 2-tier model

- Local presence in ~180 countries through ~30 selected distributors

- Focus on channel partners with strategic reach or complementing service offerings

Enablement & Certifications

- Shift from product transactions to deepening partner expertise and service revenue
  - Tiered structure for global consistency with clear requirements

  - Platinum tier for Certified Services Partners and YubiKey-as-a-Service focus

| Platinum Reseller yubico | Gold Reseller yubico | Silver Reseller yubico | Bronze Reseller yubico |

In Store Retail - Starting with Best Buy

Position YubiKeys as an essential security solution for consumers.

Strong authentication isn't just for enterprises - It's for everyone

Strategic Alliances

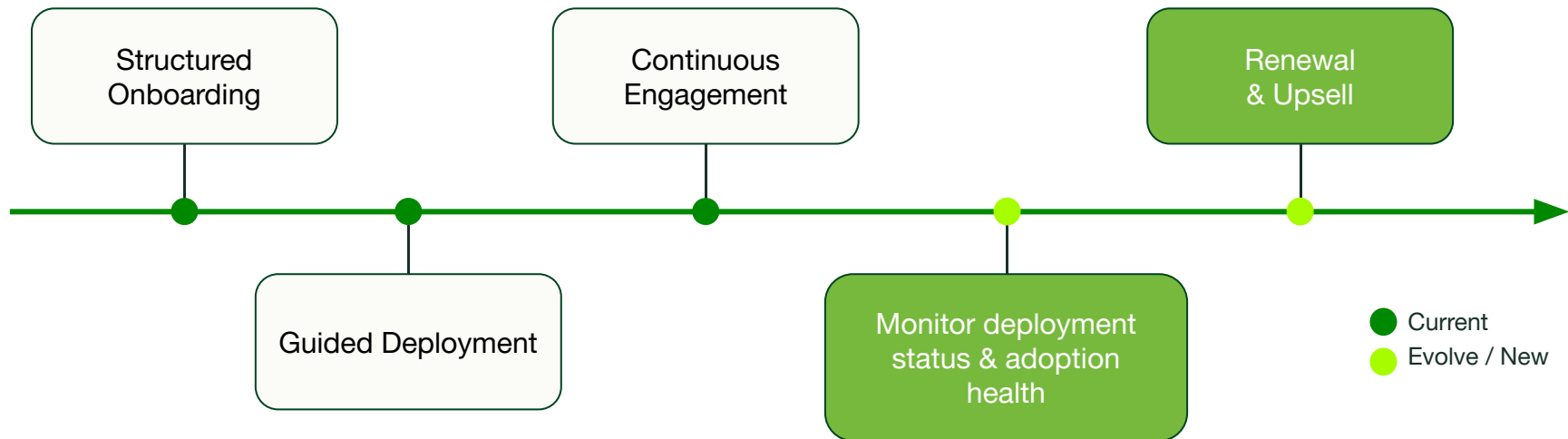Accelerate growth through leverage sales.

- **Integrate** technology partnerships within current GSI offerings

- **Expedite client engagement** through integrated joint value propositions

- **Collaborate on the delivery** of enterprise and government engagements

System Integrators

Technology Alliances
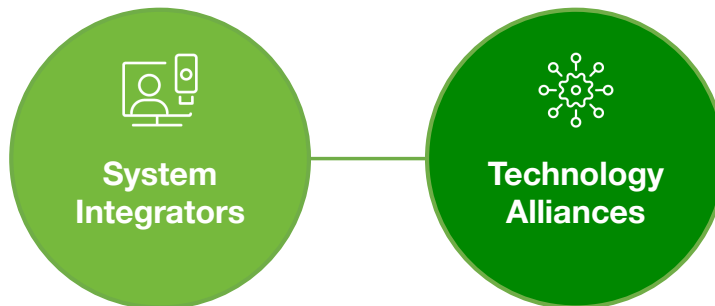
- **Expand influence** in shaping modern authentication through our ecosystem of technology alliances

- **Innovate for the future** with focus on building digital identity platform

Driving Adoption, Renewal, & Upsell

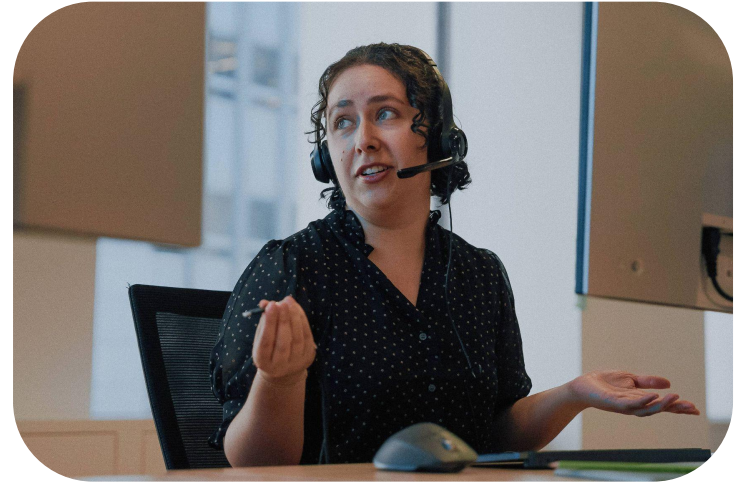Accelerate adoption through dedicated customer success management and program evolvement.

Structured Onboarding

Continuous Engagement

Renewal & Upsell

Guided Deployment

Monitor deployment status & adoption health

● Current
● Evolve / New

yubico

Extending Security for All

Use cases beyond workforce

Protect Customers' End-Customers

B2B2C I B2G2C

Protect "Third parties"

Call centers, Suppliers etc

Key Takeaways

Accelerate Go-To-Market

- Proven success with Direct Sales to largest enterprises and public organizations

- Strategic Land and Expand sales motions
  - Geographic expansion
  - Deeper customer engagements
  - Leverage sales with alliances

yubico

Speaker

Jerrod Chong
President and COO

yubico

Protect the User

The heart of our strategy

Yubico Mission Evolved

yubico

MISSION 2008 - 2024

A safer internet for all - Make secure login easy

MISSION

A safer internet for all - Protect the digital you

Evolving Threat Landscape

Situation

Acceleration of scaled attacks - Quantity & sophistication (AI)

Response
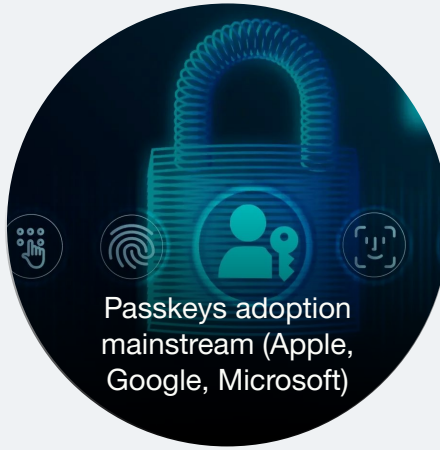
Passkeys adoption mainstream (Apple, Google, Microsoft)

Challenge remains

Identity risk has evolved beyond authentication to control and trust

Identity Related Cyberattacks Escalating

Workforce under attack

CNN Investigation

Inside North Korea's effort to infiltrate US companies

How Kim Jong Un's regime leverages AI and vulnerable Americans to earn millions

By Isaac Yee, Teele Rebane, Ivan Watson, Lou Robinson and Marco Chacón, CNN
Published August 5, 2025

IDs being leaked

B B C

ID photos of 70,000 users may have been leaked, Discord says

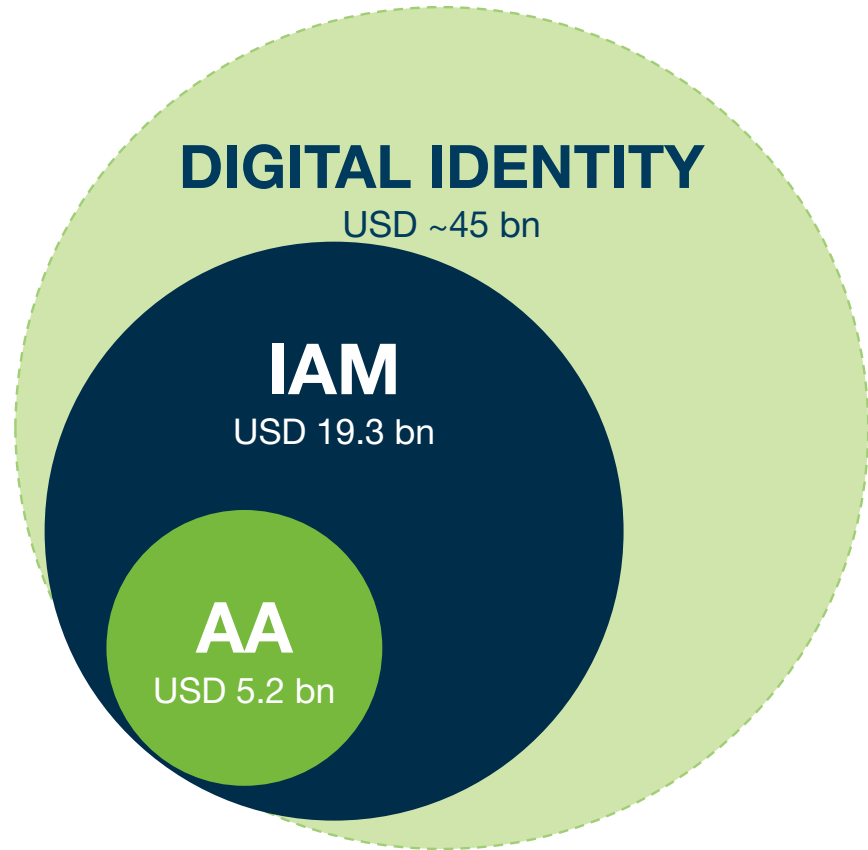9 October 2025

Share   Save

Osmond Chia
Business reporter

Digital Identities

A paradigm shift

Digital Identity Market is Bigger and Growing Faster

DIGITAL IDENTITY
USD ~45 bn

IAM
USD 19.3 bn

AA
USD 5.2 bn

Source: IDC, Market Insights on Advanced Authentication, Fortune Business, Imarc Group, Grand view Research

Authentication and Digital Identity

Authentication

- "Are you the same person as last time?"

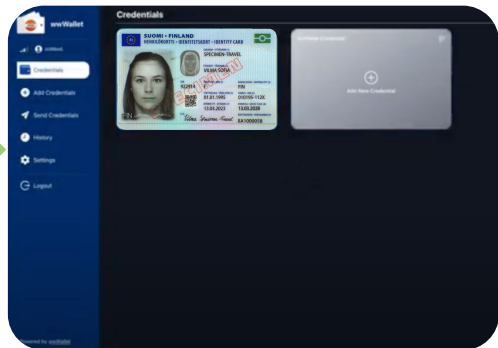- The same party usually issues and verifies

Identification

- "What are your attributes, and who says so?"
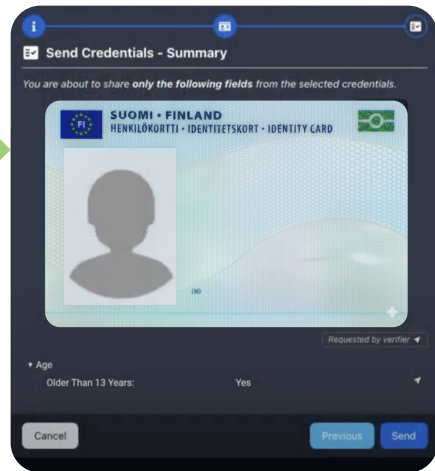
- **Issuer and verifier** are often separate

Digital IDs in Wallet

Privacy via open standards

Digital Identity
- Contain Attributes (birth date)
- Attributes are bind to Verifiable Credentials
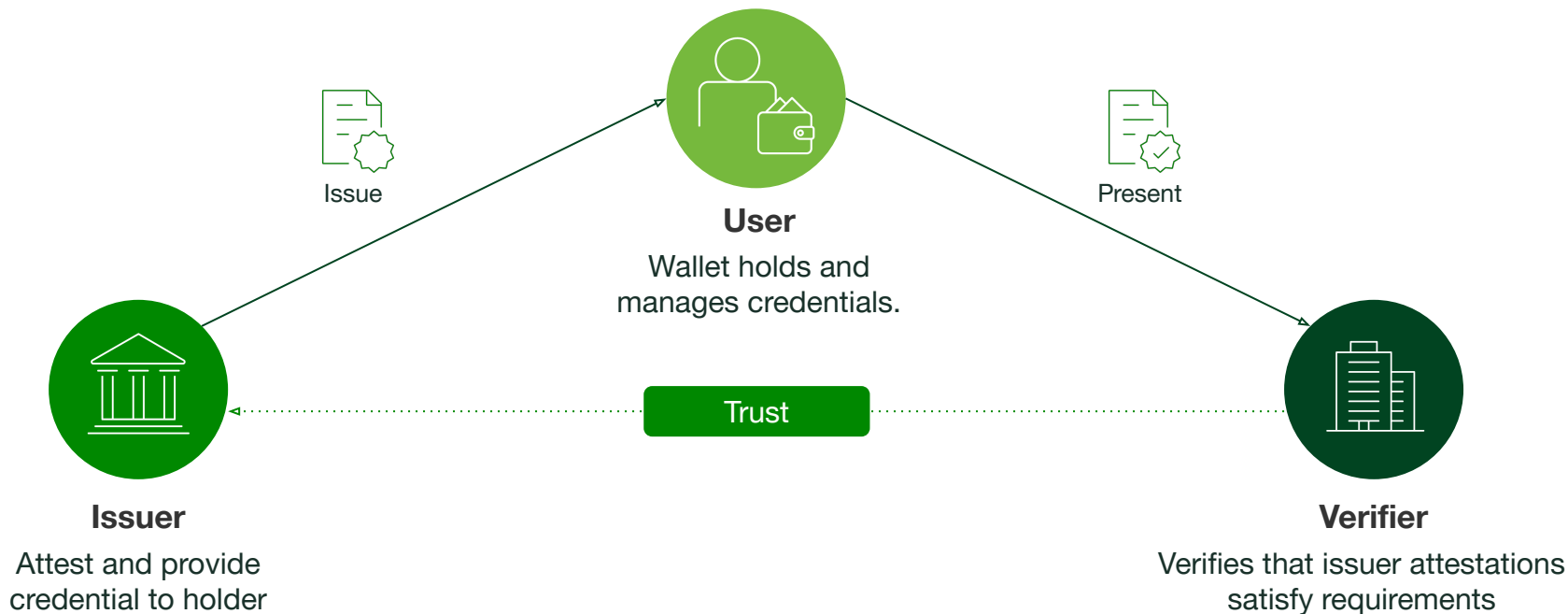- Verifiable Credentials are use to prove aspects of identity

User chooses to selectively disclose
- Date of Birth and Expiration

The Digital Identity Ecosystem

Making trust portable, auditable and privacy-preserving

User
Wallet holds and manages credentials.

Issue

Present

Trust

Issuer
Attest and provide credential to holder

Verifier
Verifies that issuer attestations satisfy requirements

Investor Day 2025

122

Selective Disclosure

Speaker

Albert Biketi
Chief Product &
Technology Officer

DIGITAL IDENTITY

What This Means for Yubico
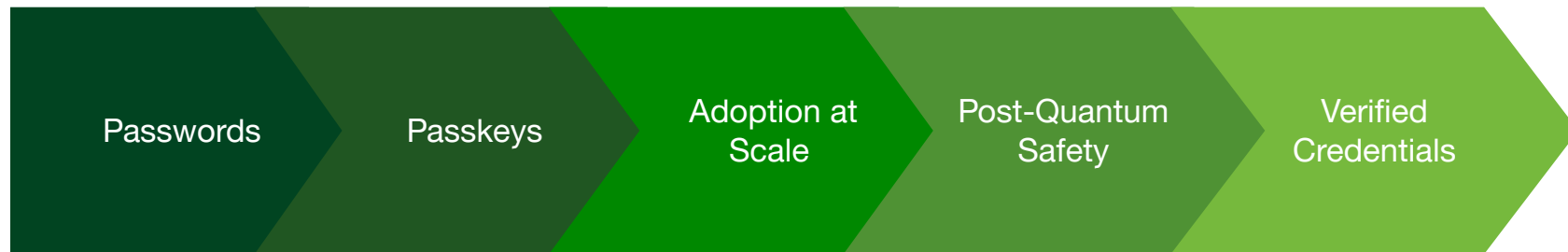
Opportunities we are investing in

Trust for the AI Economy

yubico

From Passwords to Verified Credentials

What happens when we solve trusted authentication?

| Passwords | Passkeys | Adoption at Scale | Post-Quantum Safety | Verified Credentials |

Speaker

Stina Ehrensvärd
Co-founder
Yubico

The digital identity challenge

EUs Vision of User Controlled Identity

Credentials transferred to
a mobile or web app

User shared the data
needed for the service

Options include: Verified
and pseudonymous

Passkey Enabled Digital Identity
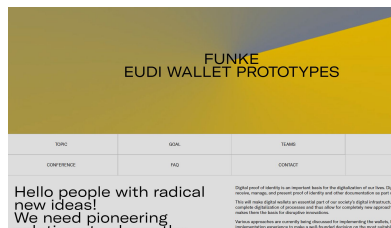
wwWallet

Open standards and open source

- Flexible - works across, platforms, devices and natural and legal persons

- Secure - Both built-in and hardware passkeys

- High privacy - No central collection of data
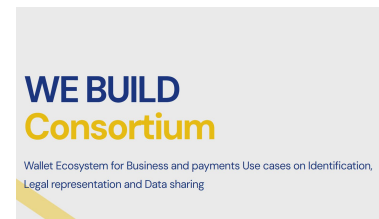
Global User Pilets

Success in first EU pilots

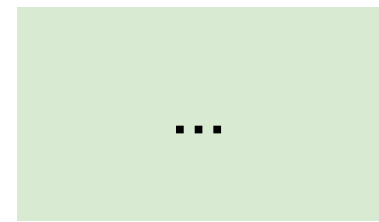#1 in German competition

Canada - France

Legal person ID wallets

Sweden - Singapore

1000 journalists

International research

...

Partnership for Global Digital Identity

SIR✦S   **yubico**

- Nonprofit SIROS Foundation (siros.org)
- Leads open source development
- Government policy

- Established public company
- Leading passkey hardware provider
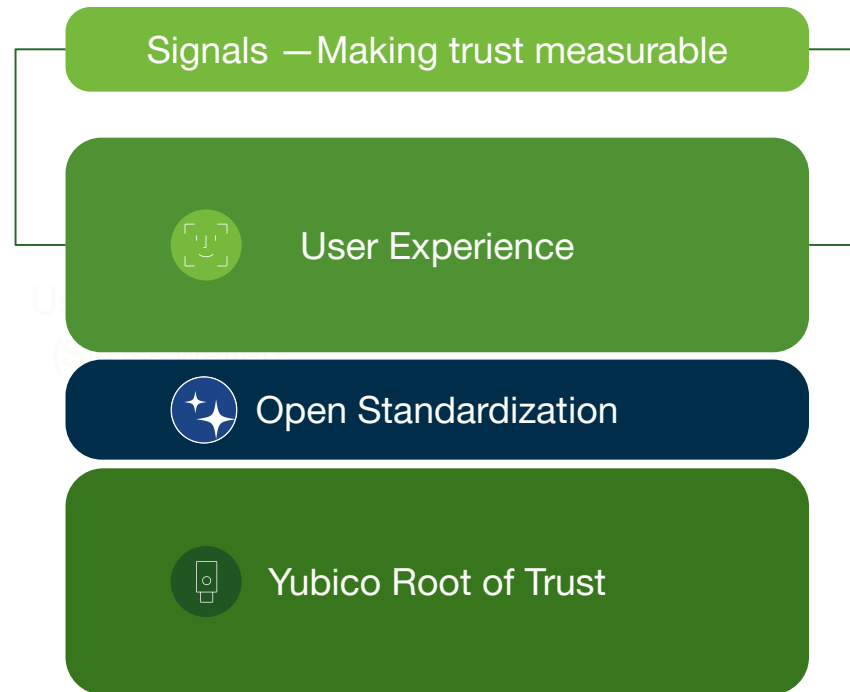- Value added commercial services

The Identity Power Stack

Digital Identity today is evolving in three layers

User engagement layer
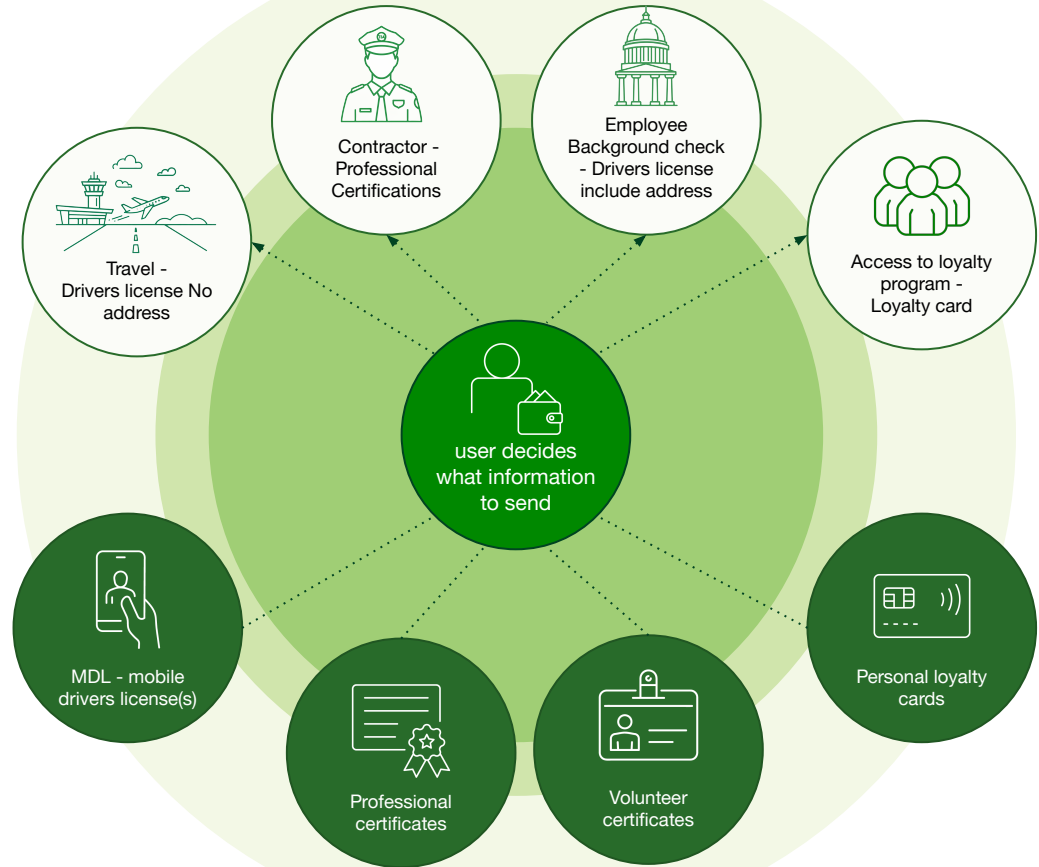
Interoperability layer

Identity protection layer

Signals — Making trust measurable

User Experience

Open Standardization

Yubico Root of Trust

Corporate
Use Case Examples

Digital Wallets - Use Cases

Enabling and protecting personal and professional activities.

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Contractor - Professional Certifications

Employee Background check - Drivers license include address

Travel - Drivers license No address

Access to loyalty program - Loyalty card

user decides what information to send

MDL - mobile drivers license(s)

Personal loyalty cards

Professional certificates

Volunteer certificates

Key Takeaways

Digital identity expansion

- Passkey adoption enables Digital Identity expansion to protect users beyond login

- Yubico as the decentralized 'root of trust' for digital identities

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Q&A

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Speaker

Mattias Danielsson
CEO

Safe Digital Identities for Generations

Large &
Growing Market

Proven
Leadership

Strategic
Evolution

Solid financial
Foundation

Innovating
Forward

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Closing Remarks

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The Key to Trust