



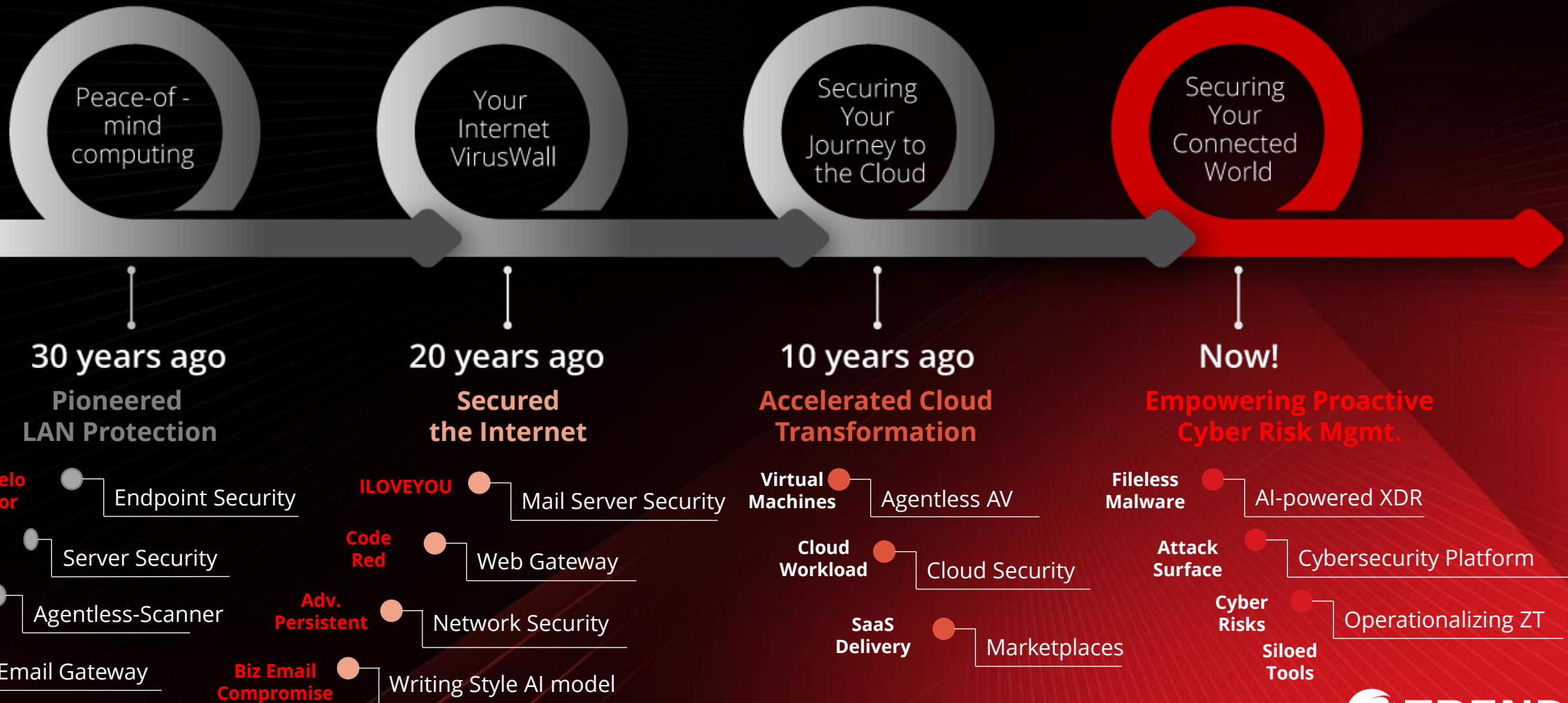
Trend Micro DNA

Why Trend is Trend

Eva Chen | CEO & Co-Founder
Trend Micro

Decades of Innovations: Securing Technology Evolution

Shaped by changes in threat landscapes and customer behaviors



As a Result of our Hedgehog Strategy

\$1.95B 2023 Gross Sales[†]
†Constant currency

For over 35 years, we've been helping make the world safe for exchanging digital information



424,000+ Subscription Commercial Customers

500,000+ commercial customers, 175+ countries

77M+

Protected Enterprise Assets

#1 in **Cloud** Workload Security

Based on global market share*

A Leader in **XDR**

Based on offering strength and strategy**

A Leader in **EPP**



Based on completeness of vision and ability to execute***

Highest Market Share in **IDPS**

Based on sum of vendor revenue (\$) for 2Q23****



7000+ Employees in **73** Countries

#1 in Public Vulnerability Disclosure[‡]
+ Over **161 Billion** threats blocked in 2023



*IDC Worldwide Cloud Workload Security 2022 Market Shares, #US49669822, May 2023
**The Forrester New Wave™: Extended Detection And Response (XDR) Providers, Q4 2021
‡Quantifying the Public Vulnerability Market, Omdia, May 2022

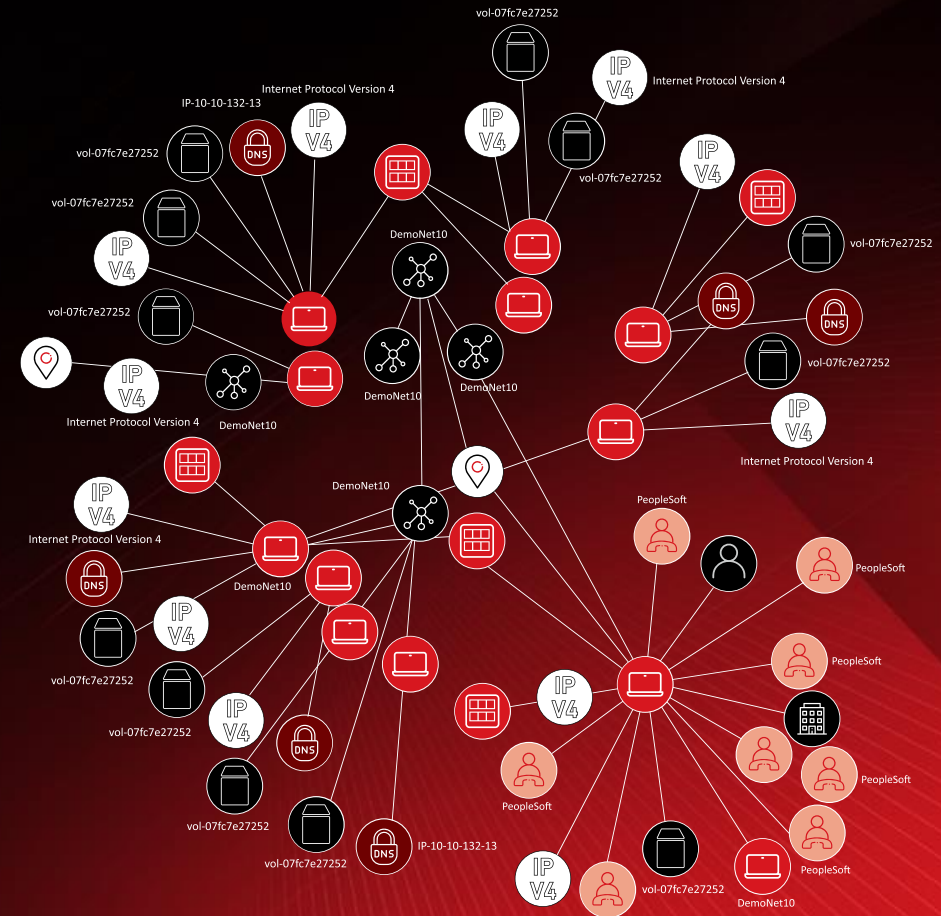
***Gartner Magic Quadrant for Endpoint Protection Platforms, 31 December 2023
****Gartner Market Share: Enterprise Network Equipment by Market Segment, Worldwide, 2Q23, 25 September 2023

Shifting Threat Defense Mindsets

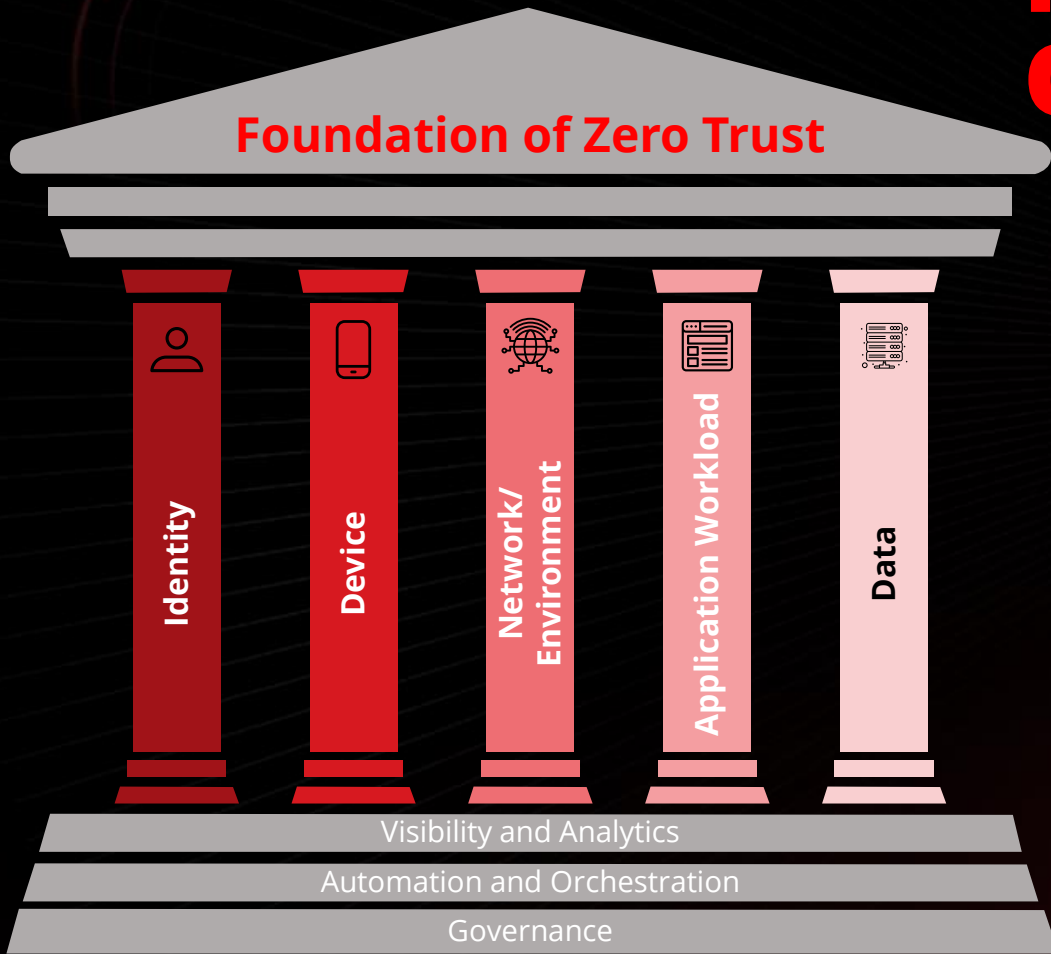
Defenders think in list

- ✓ NIST cybersecurity framework
- ✓ Endpoint security
- ✓ Network security
- ✓ Cloud security
- ✓ Vulnerability management

Attackers think in graphs



Mandate on Operationalizing Zero Trust



Visibility is a Foundational Need

Discovery of Attack Surface

Verify Beyond Identity

Continuously Assess Risk Scoring

Integration is Paramount

Centralized Policy Decision with Native Enforcement Points



User & Identity



Data



Endpoints & Servers



Email



Network



Cloud Infra



ICS/OT



5G



Apps



Code Repo

Source: United States Cybersecurity and Infrastructure Security Agency's "Zero Trust Security Model", July 2021

Shift from Security Tools to an AI-Powered Cybersecurity Platform

Attack Surface Risk Management

Discover Attack Surface • Assess Risk • Mitigate Risk

Zero Trust Architecture

Extended Detection and Response (XDR)

Managed Services

Ecosystem Integration



Email



Endpoints & Servers



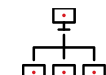
Cloud Infrastructure



Applications



Code Repository



Network



5G



ICS/OT



Data



User and Identity

Email Security

Endpoint Security

Cloud Security

Network Security

Data Security

Identity Security

Risk Mitigation • IT Automation

Orchestration and Automation

Custom Playbooks • Case Management

Attack Surface Intelligence • Zero Day Initiative **Global Threat Intelligence**

Threat Research • Big Data Analytics

AI Privacy and Ethics • AI Companion

AI Native Foundation

Generative AI • Custom LLM • Machine Learning

Growth through the Platform Transformation

Standardize Selling | Focus on Existing Customer Success



Modernizing Cybersecurity

Improve cyber security outcomes through *platform consolidation*



From Risk to Resilience

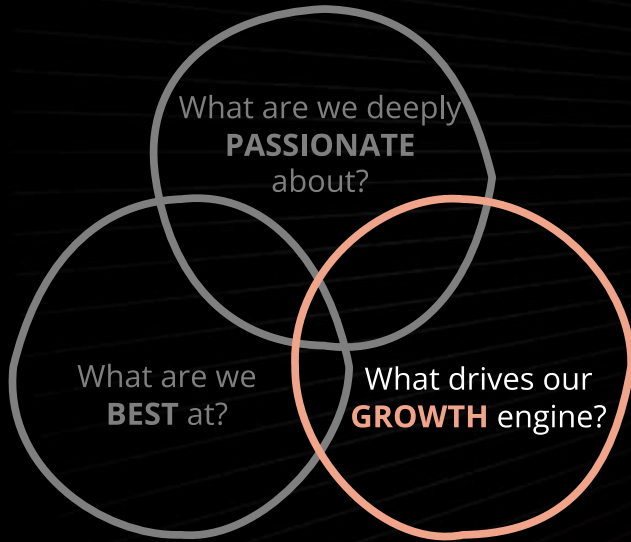
Proactively communicate, prioritize and mitigate cyber risk exposures



Operationalize Zero Trust

No matter where you are in your *Zero Trust Journey*

Our Growth Engine



Organization

Global & Regional to customer-centric
Radial Web

Go-to-Market

Pivot from product licensing & marketing to
platform customer success

Technology

Shift from packaged software to
cybersecurity platform.

PRODUCTS + *PLATFORM* HYBRID BUSINESSES

SMB + CONSUMER +

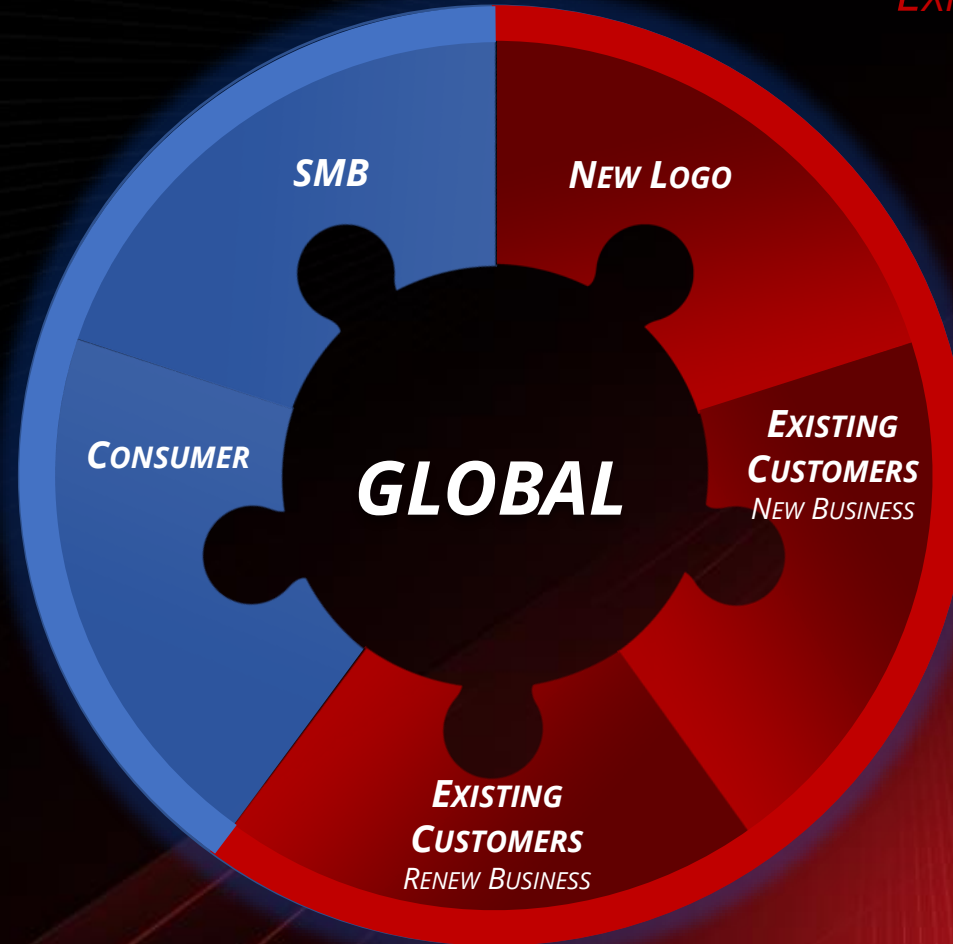
ENTERPRISE

NEW LOGOS +

EXISTING CUSTOMERS NEW BIZ +

EXISTING CUSTOMERS RENEWAL BIZ

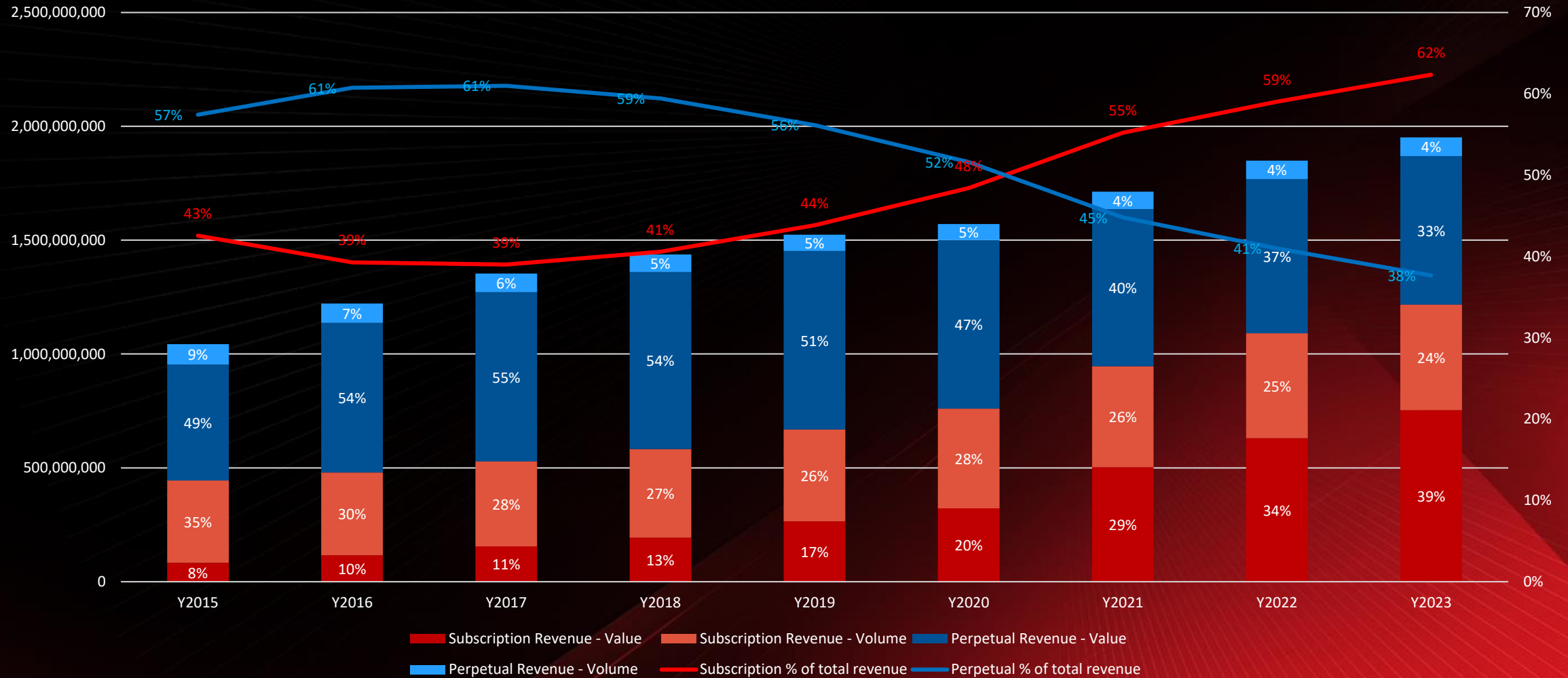
Products



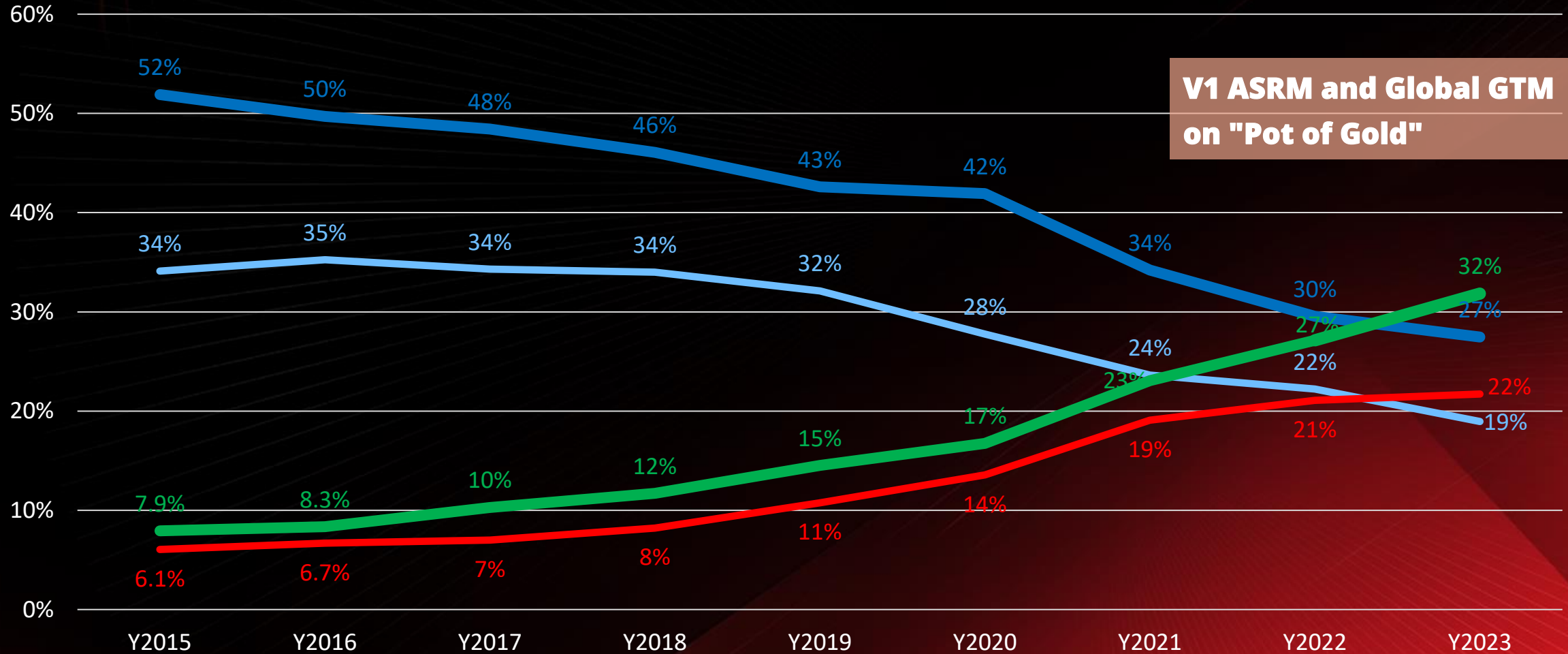
Platform

Revenue Composition

Subscription vs. Perpetual trending



Subscription Revenue (Value)



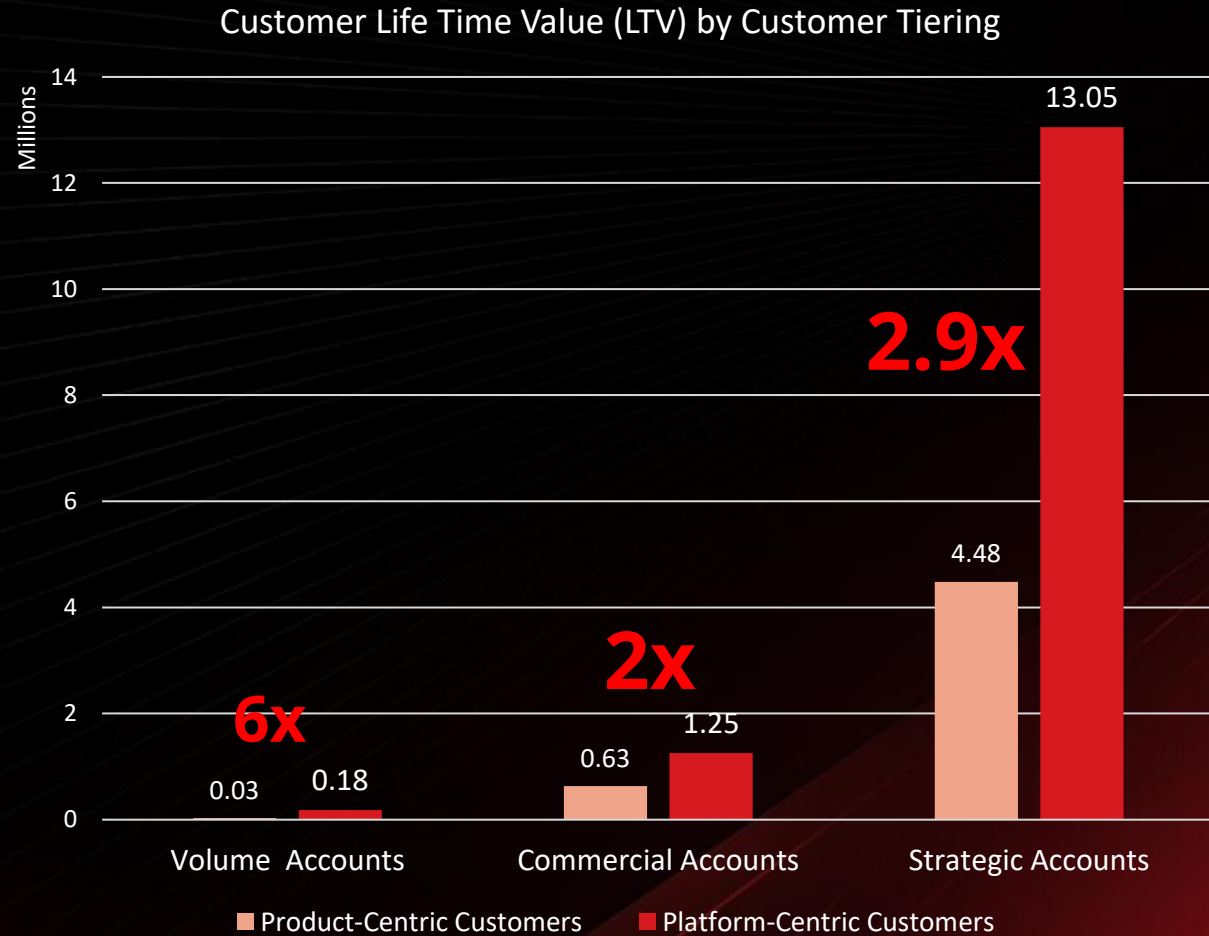
V1 ASRM and Global GTM on "Pot of Gold"

— Perpetual First Year New % of Gross Sales (Value Biz)
 — Subscription First Year New % of Gross Sales (Value Biz)

— Perpetual Renewal % of Gross Sales (Value Biz)
 — Subscription Renewal % of Gross Sales (Value Biz)

Customers on Platform: Higher ARR & Lifetime Value (LTV)

Top Tier Account's LTV doubles on Vision One Platform | 6x for Volume Enterprises



3x

Strategic accounts' LTV doubles, on Vision One Platform

3.7x

Volume Enterprises' Avg. ARR increases by 3.7x, on Vision One Platform

LTV Formula: Customer lifetime value per customer = Average Hybrid ARR per customer / (1-retention rate)

ASRM Customer Adoption

In Only 6 Months

118M+ Credits Consumed

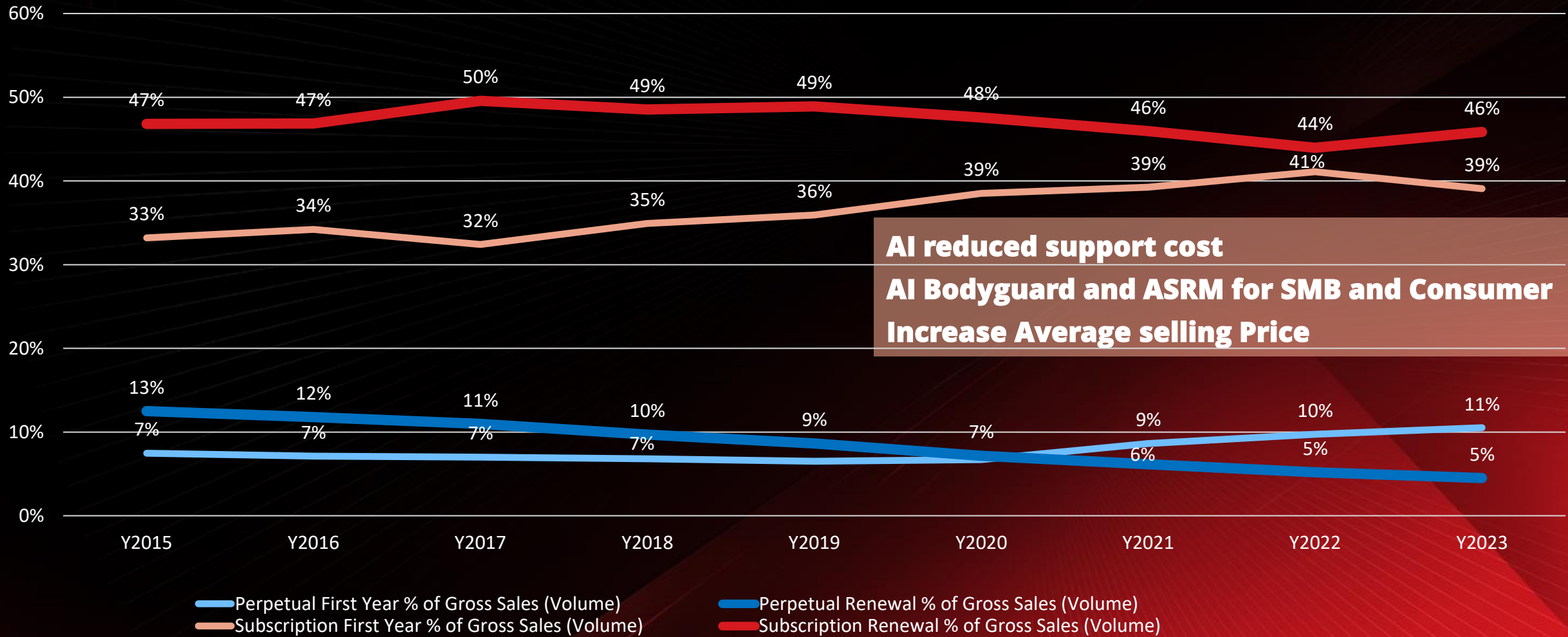
3000+ Paid Customers

(million credits consumed)

ASRM Usage Growth Since July Launch



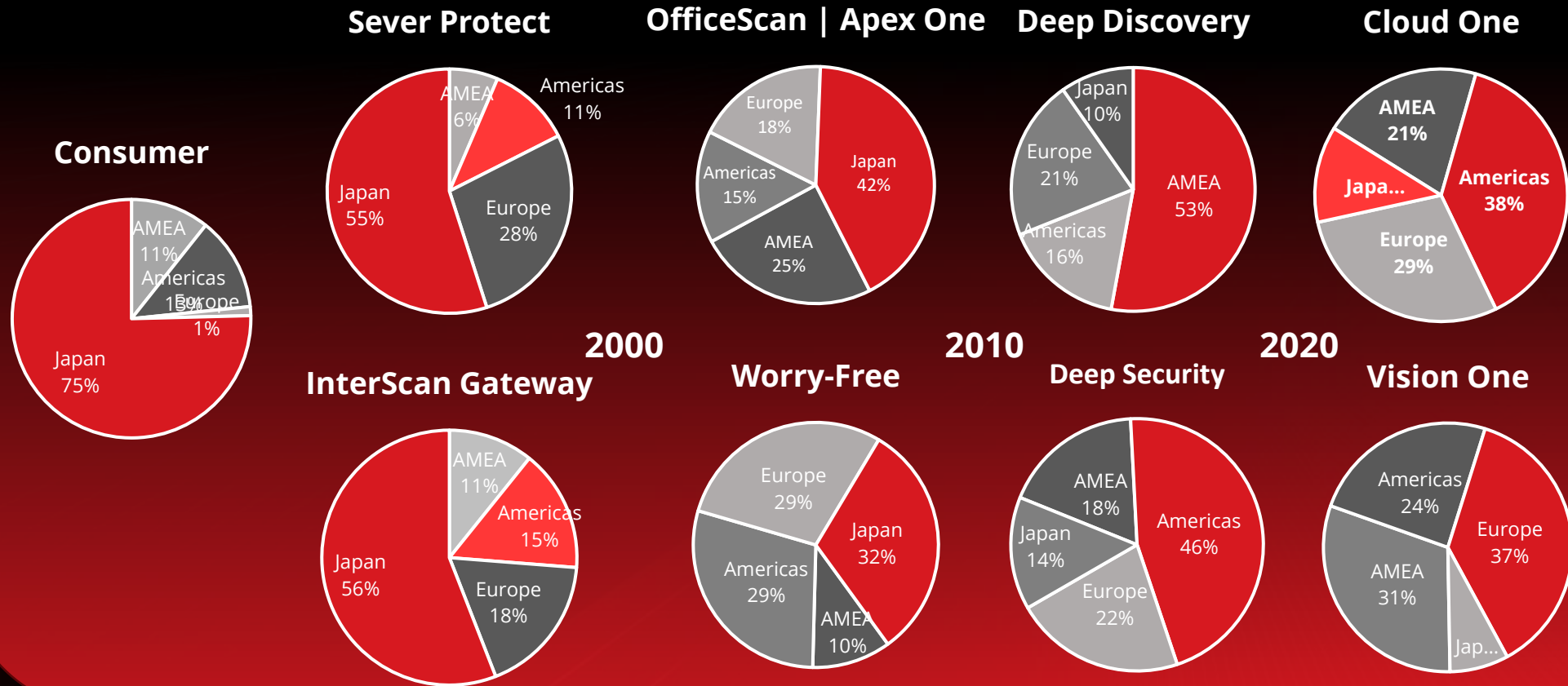
Subscription Revenue (Volume)



Growth Engine: Franchise Model

Trend Performance Index (TPI): Growth % + SCM %

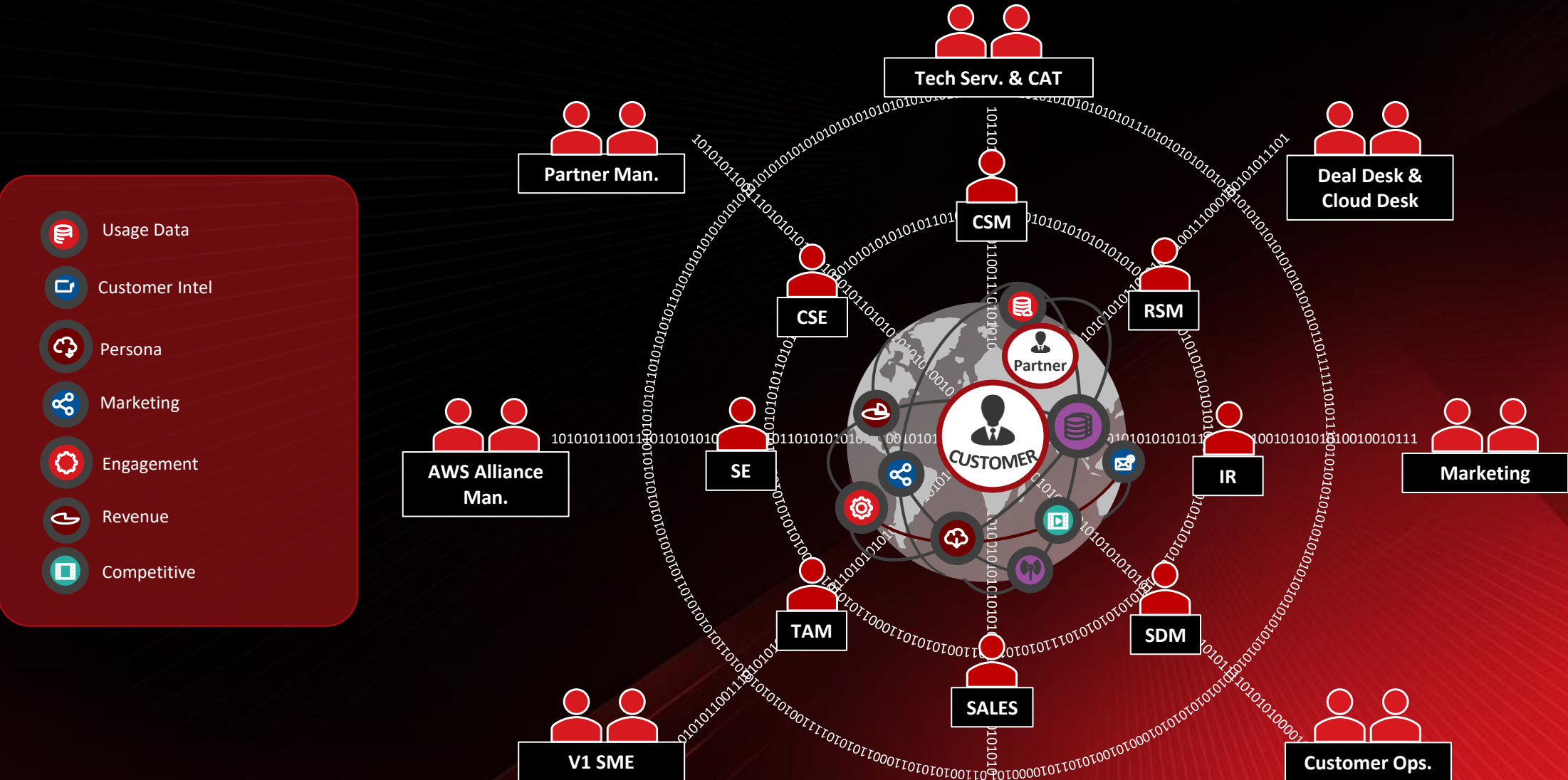
Regional Product Sales Examples



Original Organizational Model



Approach: Data Driven Growth Account Team

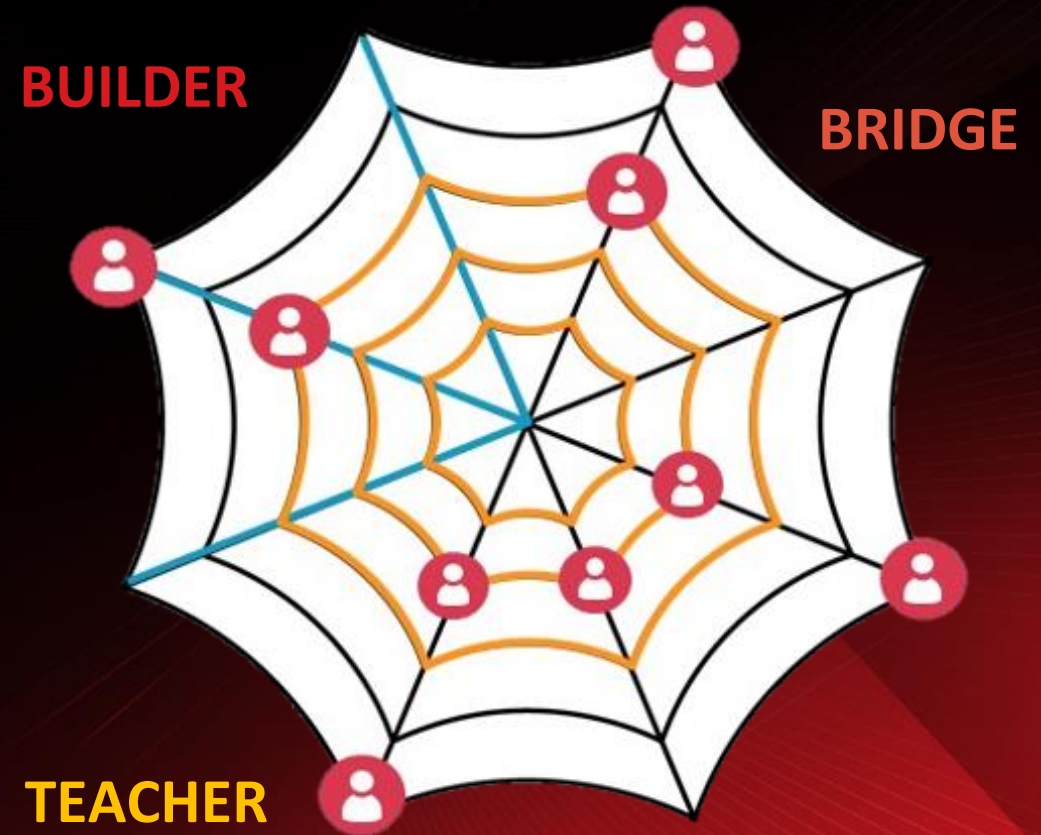


Radial Web

智 **Wisdom** from Data

仁 **Empathy** for Customer

勇 **Bravery** with Accountability



Evolving Our Hedgehog Strategy

Continuous Innovation on
Cybersecurity & Cyber
Risks

**Shift: From
Protection to
Risk Management**

Helping Customers Overcome Cyber
Threats & Risks

**Shift: From Fire Fighting to
Customer-Centric, Radial Web
Organization**

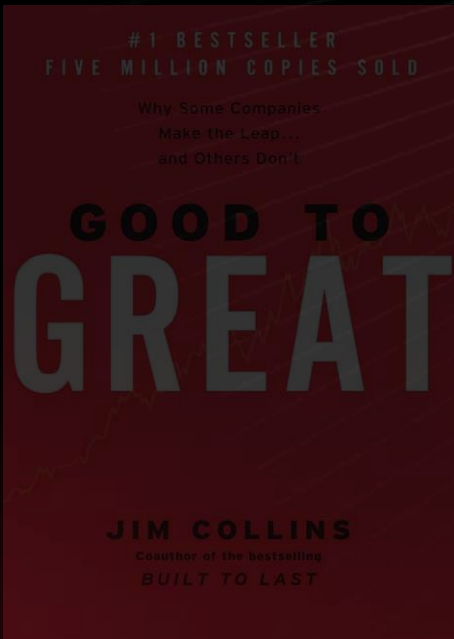
What are we deeply
PASSIONATE
about?

Glocalization & Product
Adoption

**Shift: To Platform &
Account-Based Selling**

What are we
BEST at?

What drives our
GROWTH engine?





More Robust Business Model The Same Trend Hedgehog

