Weave Overview

Q3 2025

Safe Harbor Statement

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This presentation contains "forward-looking statements" within the Private Securities Litigation Reform Act of 1995 that are based on our management's current expectations and projections about future events and financial trends that we believe may affect our financial condition, results of operations, business strategy, short-term and long-term business operations and objectives and financial needs and on information currently available to management. Forward-looking statements include all statements other than statements of historical fact contained in this presentation, including statements regarding information or predictions concerning our future financial performance, strategies, business plans and objectives, long-term target model, potential market and growth opportunities, competitive position, technological or market trends and industry environment. In some cases, you can identify forward-looking statements by terminology such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "might," "objective," "ongoing," "plan," "predict," "project," "potential," "should," "will," "would" or the negative of these terms or other comparable terminology.

Forward-looking statements are subject to known and unknown risks, uncertainties, assumptions and other factors that may cause actual results or outcomes to be materially different from any future results or outcomes expressed or implied by the forward-looking statements including, but not limited to, those related to our business and financial performance, our ability to attract and retain talent, leadership changes, our ability to attract and retain customers, our focus on serving small businesses, our ability to develop new products and enhance our platform and products, our ability to respond rapidly to emerging technology trends, our ability to execute on our business strategy, our ability to compete effectively and our ability to manage growth. Moreover, we operate in a very competitive and rapidly changing environment in which new risks may emerge from time to time. It is not possible for us to predict all risks nor can we assess the impact of all factors on our business or the extent to which any factor, or the combination of factors, may cause our actual results or performance to differ materially from those contained in any forward-looking statements we may make.

These factors, together with those described in greater detail in our Quarterly Report on Form 10-Q that we filed with the Securities and Exchange Commission ("SEC") on August 7, 2025, may cause our actual results, performance or achievements to differ materially and adversely from those anticipated or implied by our forward-looking statements. All forward-looking statements herein reflect our opinions only as of the date of this presentation, and we undertake no obligation, and expressly disclaim any obligation, to update forward-looking statements herein in light of new information or future events, except to the extent required by law.

This presentation contains statistical data, estimates and forecasts that are based on independent industry publications or other publicly available information, as well as other information based on our internal sources. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to these estimates. Although we believe such information is accurate and that the sources from which it has been obtained are reliable, we have not independently verified the accuracy or completeness of the data contained in these industry publications and other publicly available information.

Accordingly, we make no representations as to the accuracy or completeness of that data nor do we undertake to update such data after the date of this presentation.

This presentation includes non-GAAP financial measures, including free cash flow and adjusted loss from operations. These non-GAAP financial measures are in addition to, and not as a substitute for or superior to measures of financial performance prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP financial measures. For example, other companies may calculate similarly-titled non-GAAP financial measures differently. Refer to the Appendix for a reconciliation of these Non-GAAP financial measures to the most directly comparable GAAP measures.

Elevate the patient experience through a unified platform that improves business operations so healthcare professionals can focus on patient care and realize their dreams.

A better healthcare experience. Every practice. Every patient. Every interaction.

Who we are

Leading vertical SaaS platform that delivers Al-powered patient engagement and payment solutions for small and medium-sized healthcare practices.

What we do

Help practices grow, keep schedules full, optimize operations, get paid faster, and elevate patient experiences.

How we do it

Al-powered solutions bringing together phones, text, scheduling, payments, reviews, and more.



35,000+ Customer locations

Our platform automates millions of patient interactions each month, driving strong daily engagement and measurable ROI. Scalable, cloud-based infrastructure and intelligent automation deliver high margins, efficient onboarding, and strong retention-positioning Weave to expand across healthcare verticals and grow share of wallet.

\$230M

TTM Q3'25 Total Revenue 17% YoY Growth

\$220M

TTM Q3'25 Subscription & Payment Processing Revenue

17% YoY Growth

\$14.6M

TTM Free Cash Flow \$7.4M improvement YoY

Investor highlights

Al Powered Communication & Payments Platform

Automates communication, scheduling, and payments to help SMB healthcare practices deliver seamless patient experiences. Weave's intelligent platform streamlines workflows, accelerates collections, and transforms every call into actionable insights.

1

Multiple New Vectors of Growth

Expanding through specialty medical verticals, payments, Al powered solutions, mid-market, and partnerships.

2

Resilient Customer Base

SMB healthcare practices have proven resilient despite economic uncertainty.

Efficiently Scaling the Business

Effectively balancing growth while driving operating leverage.

3

4

Financial Update

\$61.3M

Q3'25 Total Revenue 17% YoY Growth \$58.8M

Q3'25 Software & Payments Revenue 17% YoY Growth 90%

Q3 2025 Gross Revenue Retention Rate

73.0%

Q3 2025 Non-GAAP Gross Margin

50 bps Improvement YoY

\$5.0M

Q3 2025 Free Cash Flow

\$1.5M YoY Increase

\$1.7M

Q3 2025 Non-GAAP Operating Income

\$0.3M YoY Increase

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Our Customer







We serve those who serve others.

Our customers are healthcare practitioners in Dental,
Optometry, Veterinary and
Specialty Medical Practices.



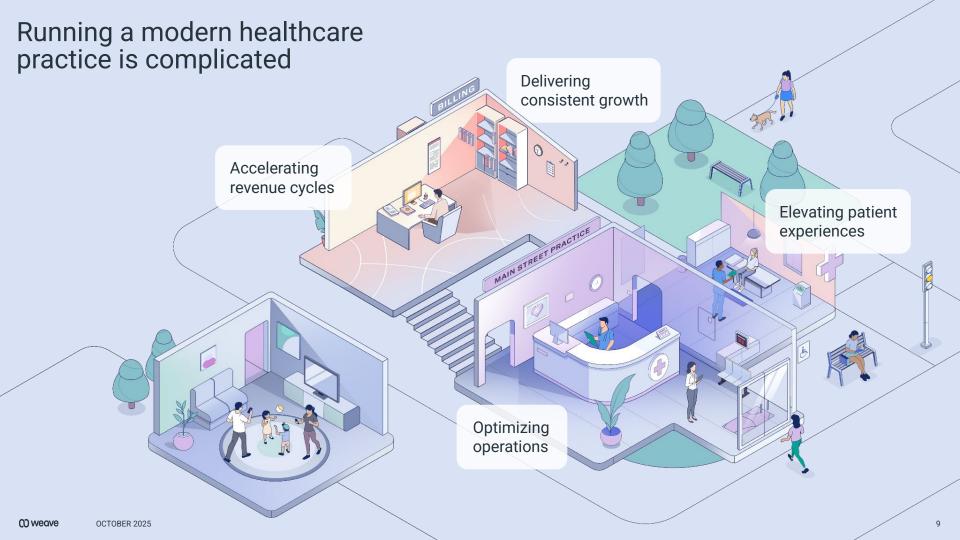






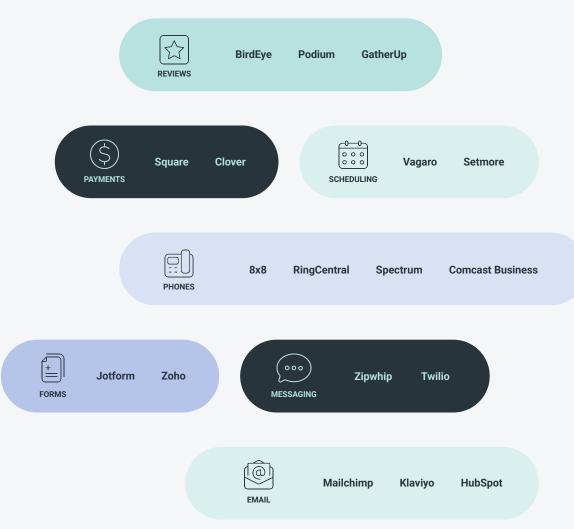






They have to manage a patchwork of point solutions

Running a healthcare business means deploying, managing, and paying for a patchwork of point solutions, often without dedicated IT, business intelligence, finance, or marketing teams



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No-shows, cancellations, and fluctuating demand make it challenging to keep schedules full

 $1_{in}3$

Practices miss 1 out of 3 calls during business hours

300

The average dental practice misses 300 calls a month

47%

47% of bookings occur after hours

80%

80% of missed calls are related to booking requests, and 65% come from potential new patients

The patient experience is ready for an upgrade

60% of Americans find the process of seeing a new healthcare provider to be frustrating

60%

79% want the ability to use technology when managing their healthcare experience

79%

52% say kindness from the office staff is important when meeting with healthcare providers for the first time

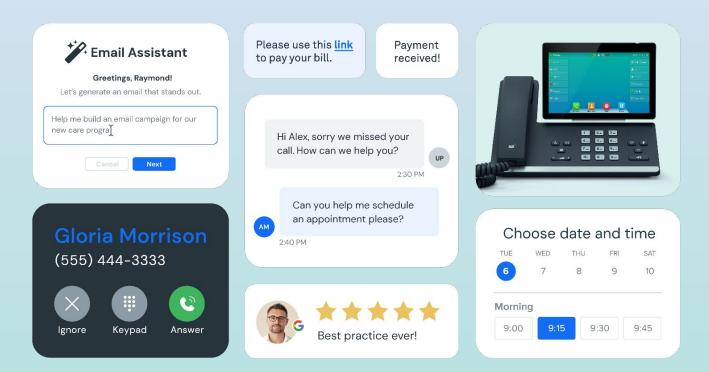
52%

Source: https://www.tegria.com/resources/thought-leadership/healthcare-patients-prioritize-convenience-and-technology

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 12

Weave is a unified platform purpose built for SMB healthcare practices.

Reviews. Phones. Texting. Reminders. Payments. Analytics. Al.



Weave streamlines operations and elevates **patient** experiences



Weave streamlines operations and elevates **practice** experiences



15

Case Study

AFFORDABLE CARE

Weave is the platform of record for patient communications, engagement, and payments for Affordable Care, America's largest dental support organization for tooth replacement solutions. **America's largest** dental support organization for tooth replacement solutions

42 states

Appointment no-shows decreased by 36%

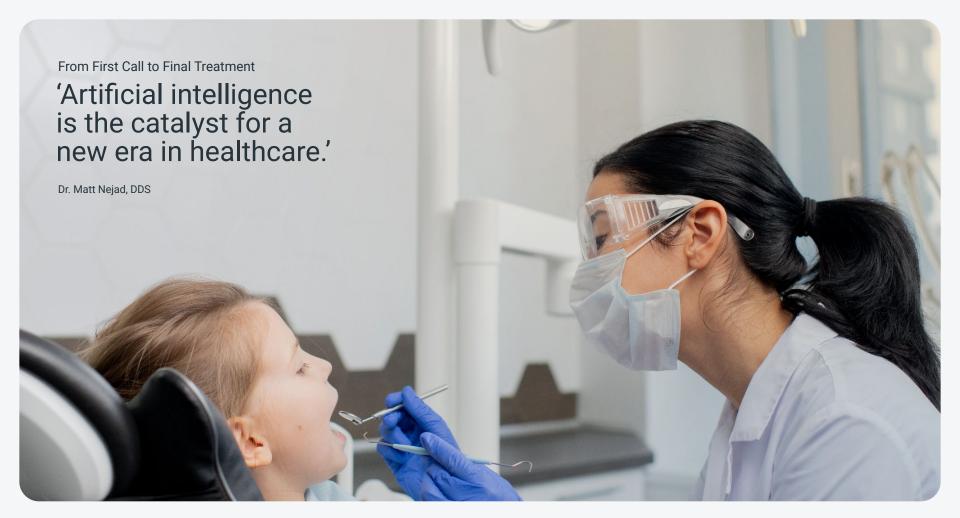
97% of forms are completed prior to appointment

44% more on-time appointments

3hrs

Time spent playing phone tag has been reduced by three hours per day.

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Al-powered tools that actually help

Response Assistant

Drafts responses to online reviews to help practices more easily protect and enhance their reputation.

Voicemail Transcriptions

Allows front desk staff to quickly and privately read voicemails—ideal for busy settings where sensitive info is shared.

Call Intelligence

Analyzes call recordings, detects patient sentiment and identifies patient needs and revenue opportunities.



Weave acquired TrueLark

Accelerating Al-powered front office automation

2023

2024

2025

Email Assistant

Creates personalized, on-brand emails fast—boosting awareness, engagement, and retention.

Message Tagging

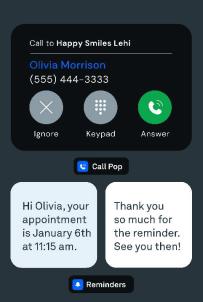
Automatically tags and prioritizes messages to streamline communication and help customers stay on top of what matters most.

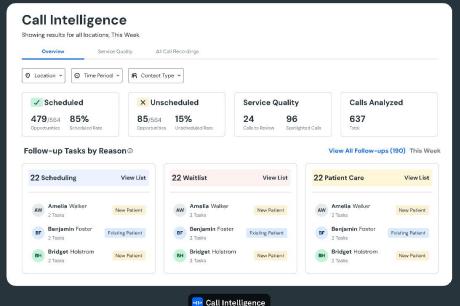
Text Enhancer

Instantly improves tone, clarity, and impact when messaging patients from the Weave mobile app.

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Over a decade of patient interactions—billions of calls, voicemails, and texts—fine tune our large language models.

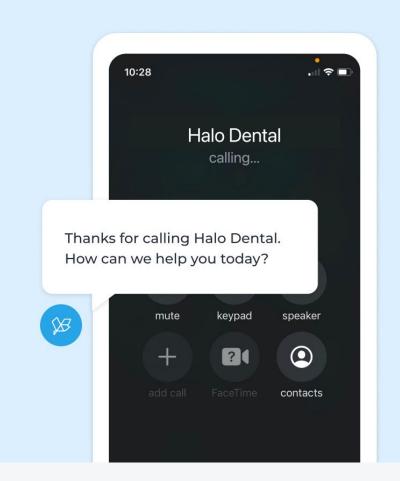






Missed calls = missed opportunities

Our AI Receptionist, powered by TrueLark, works around the clock via SMS and web chat, ensuring every missed call is responded to promptly.



Make marketing budgets go farther

Our AI Receptionist sends an instant text message to new leads via SMS or web chat, allowing them to book appointments directly within the text conversation.

If a patient doesn't book in the initial conversation, our Al Receptionist follows-up with a helpful SMS to keep the conversation going and offer another chance to book.

64% of leads book within 10 minutes or not at all

Schedule a cleaning and receive 20% off teeth whitening!

. . .

Halo Dental

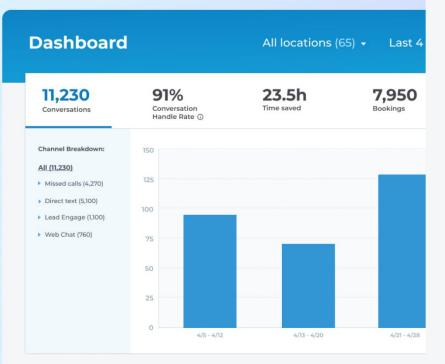
Hi, Jane! Thanks for signing up for our new patient promotion. What time would you like to come in?

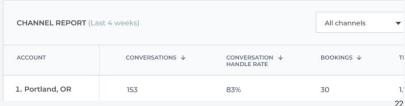


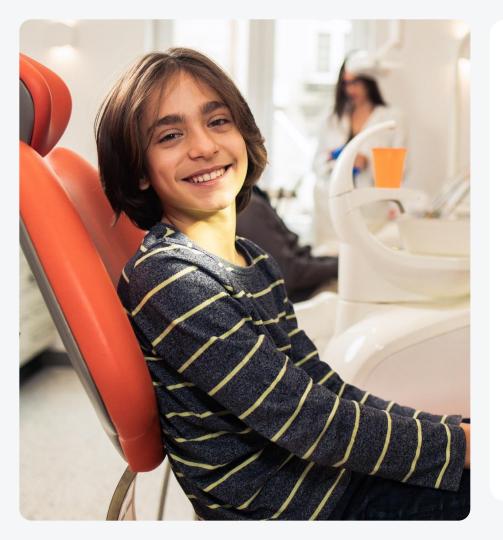
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Accomplish more with limited time

of patient calls fielded by our Al Receptionist don't require staff follow-up







Case Study



'TrueLark is our complete call handling solution.

We call it a project goalkeeper or 'no patient left behind.'

It pays for itself if just one new patient shows up.'

Myles McAllister, COO at SGA Dental Partners

\$500,000

Annual increase in EBITDA (est.)

\$5,000

Additional revenue per practice from auto financing link in communications 900

New patients in the first four months of using TrueLark Case Study

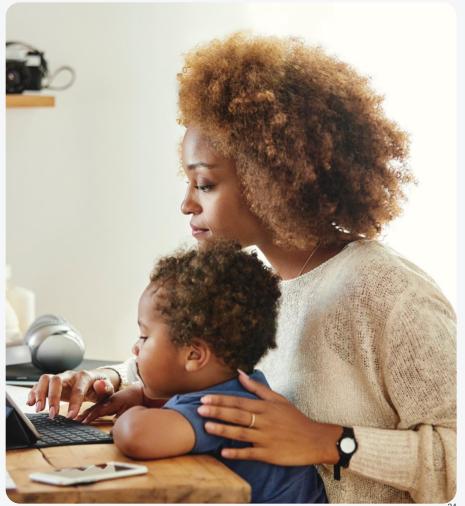
the Smilist

'On a monthly basis, TrueLark books or reschedules over 1200 appointments for us. And somebody at the front desk would otherwise be doing that. So there's a tremendous amount of cost savings.'

Phillip Toh, Co-founder

1200

appointments booked monthly by TrueLark



Built to scale

Single login to manage all locations and settings

Consolidate phones, forms, faxes, reminders, texting, and team communication

Centralized inbox for messages across locations

Centralized management of reviews, and appointment requests

Unify payment requests











Weave TAM



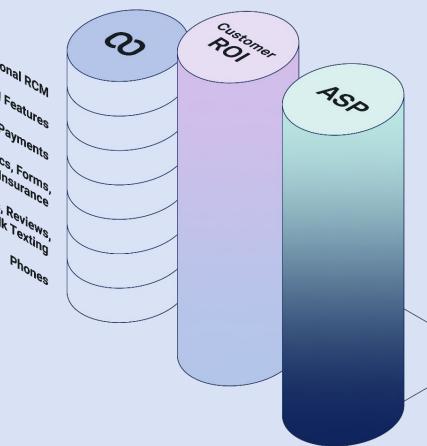
uromonitor labor statistics within each vertical

^{1.} Estimated total locations of 2.3 million, multiplied by * total ARR (subscription + payments + TrueLark) per location

^{2.} Trailing twelve months of revenue, Q4'24 through Q3'25

^{3.} Sources used to derive TAM for each vertical include IBIS, BLS, Census, industry-specific organizations (such as the American Dental Association, American Optometric Association, American Veterinary Medical Association, etc), market research reports, and proprietary Weave data
4. International TAM consists of locations within 17 target countries (Australia, New Zealand, Canada, UK, Ireland, Germany, Austria, France, Netherlands, Belgium, Switzerland, Norway, Sweden, Denmark, Finland, Czechia, and Singapore); TAM estimates derived from Passport by
Furnomotific Indications within each vertical

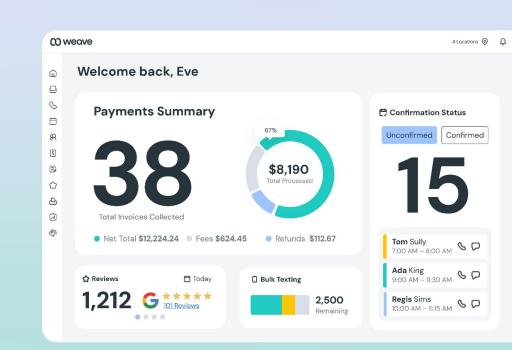




Why Weave

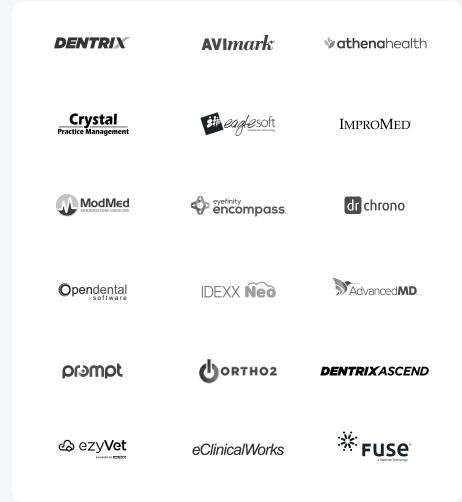
What makes us unique

Modernized tech stack and intuitive user experience

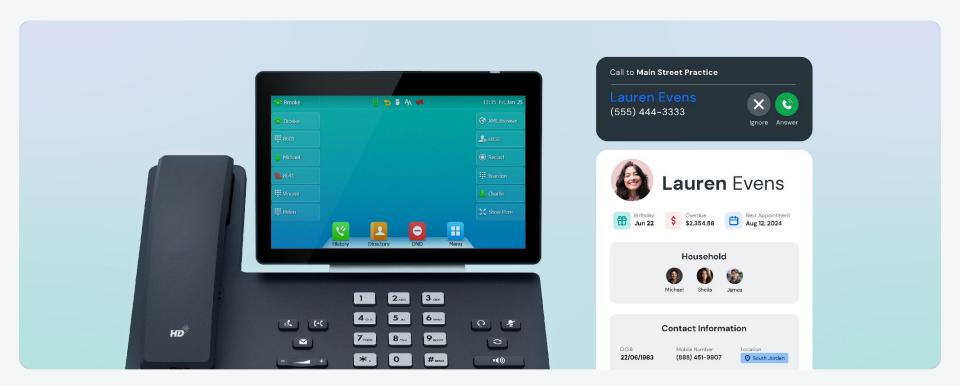


Authorized integrations. More customer value.

With over 85 integration partners, including the industry's biggest names, we can work with almost any customer's preferred system of record.



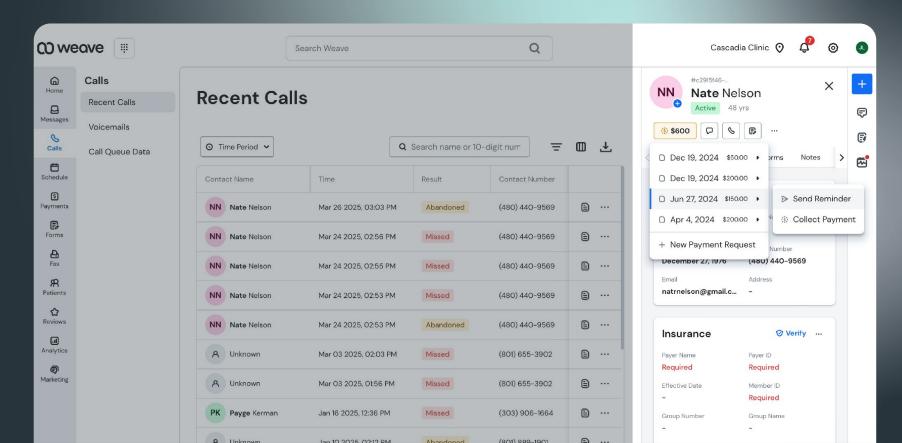
We manage the trusted practice phone number. Communications come from a single, recognizable source.



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Payments integrated into communication workflows



Weave leads the G2 Grid® for Patient Relationship Management



Source: G2 Grid for Patient Relationship Management (PRM) Market Presence

The future of healthcare operations

What the future looks like for our customers



What the future looks like for our customers



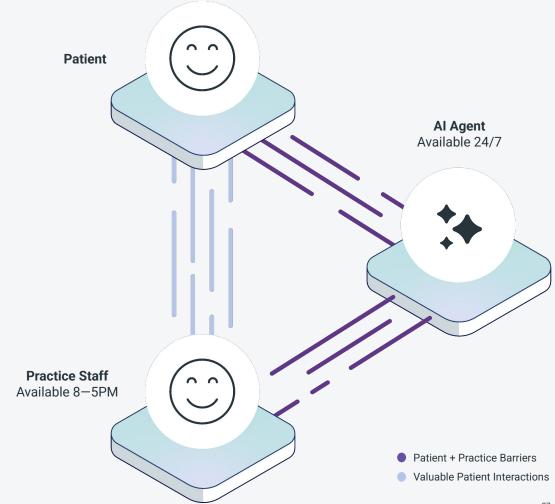
From friction to fulfillment

The AI-powered future is designed to help healthcare practices better serve people.

In the Al-powered future, practitioners and their teams will gain back critical time that could be spent serving their patients.

Staff focus on valuable patient interactions—not mundane tasks and paperwork—while operations run 24/7.

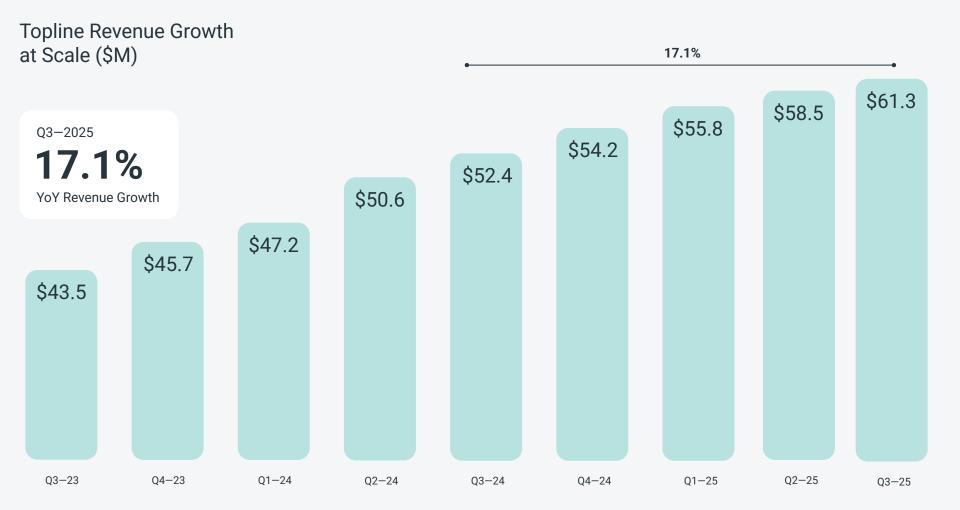
No more calling on collections. No more waiting on the phone with insurance companies. And practices can scale without hiring more staff.



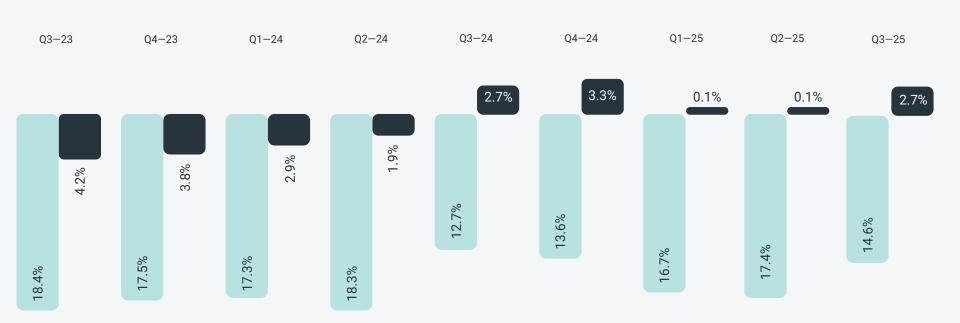
Financials

Our growth vectors

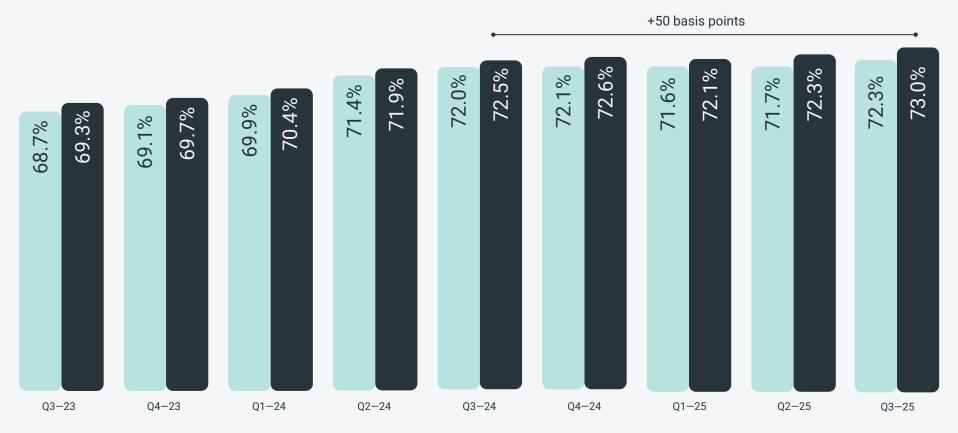
Specialty medical verticals	Integration partnerships	Payments	Multi-location practices	Al-powered innovations
		(\$)		



Our Path to Profitability Operating margin



Strong Progress on Gross Margin

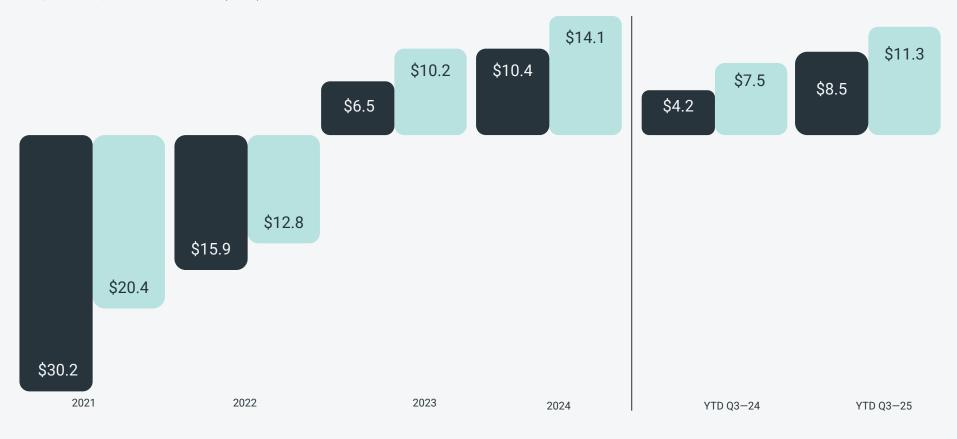


■ GAAP GM% ■ Non-GAAP GM%

58% Non-GAAP Gross Margin at IPO (2021)

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Improving Cash Flows (\$M)



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Free Cash Flow

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Cash from Operations

Est.

2008 35K+

Customer locations



1. As of 12/31/2024

People First. Always.





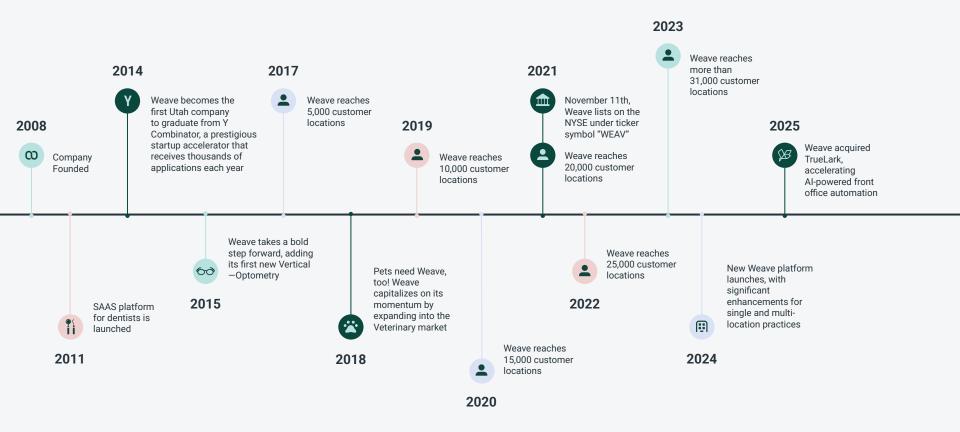








Weave Milestones



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Leadership team



Brett White Chief Executive Officer

mindbody

ORACLE"



Jason Christiansen Chief Financial Officer

NICE

Deloitte.



Erin Goodsell Chief Legal Officer

qualtrics.XM

Cooley



David McNeil Chief Revenue Officer

HubSpot





Marcus Bertilson Chief Operating Officer

Thumbtack McKinsey&Company



Chris Baird Chief Marketing Officer

Observe Point

A Adobe



Brooke Shreeve Chief People Officer

wex

★ MarketStar.



Abhi Sharma Chief Technology Officer

(ii) twilio



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Appendix

Revenue and Operating Income Guidance

	Q4-25 G	uidance					
	Low	High					
Revenue	\$62.4M	\$63.4M					
Ion-GAAP Operating Income (Loss)	\$1.5M	\$2.5M					
Veighted Average Share Count	78.	2M					
	78.2M FY'25 Guidance Low High						
	Low	High					
devenue	\$238M	\$239M					
Ion-GAAP Operating Income	\$3.3M	\$4.3M					
Veighted Average Share Count	76.	3M					

Operating Income (Loss) Reconciliation (Non-GAAP) (in thousands)

		Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	
GAAP Net Loss	\$	(7,145) \$	(7,039)	\$ (7,203)	\$ (8,553) \$	(5,879) \$	(6,711) \$	(8,825) \$	(8,711) \$	(8,668)	
Interest Expense		512	438	319	399	405	400	397	537	366	
Provision for Income Taxes		79	112	14	52	56	67	71	(1,106)	82	
Interest Income		(594)	(639)	(420)	(432)	(520)	(479)	(463)	(435)	(447)	
Other Income/Expense		(874)	(865)	(865)	(721)	(692)	(650)	(500)	(471)	(277)	
GAAP Loss from Operations	\$	(8,022) \$	(7,993)	\$ (8,155)	\$ (9,255) \$	(6,630) \$	(7,373) \$	(9,320) \$	(10,186)	(8,944)	
Stock-Based Compensation		6,187	6,247	6,772	8,291	8,022	9,135	8,985	9,253	9,922	
Amortization of acquisition-related intangibles									156	362	
Acquisition Transaction Costs								374	847	334	
Non-GAAP Income (Loss) from Operations	Ś	(1,835) \$	(1,746)	\$ (1,383)	\$ (964) \$	1,392 Ś	1,762	39 Ś	70 \$	1,674	

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Free Cash Flow Reconciliation (Non-GAAP) (in thousands)

	 Q3-23		Q4-23		Q1-24		Q2-24		Q3-24		Q4-24		Q1-25	Q2-25	Q3-25	
Net Cash Provided by (Used in) Operating Activities	\$ 3,334	\$	3,742	\$	(19,701)	\$	22,676	\$	4,500	\$	6,674	\$	(219) \$	5,445	\$	6,069
Less: Purchase of Property and Equipment	(675)		(178)		(513)		(741)		(548)		(383)		(444)	(544)		(279)
Less: Capitalized Internal-use Software	(579)		(629)		(305)		(718)		(411)		(166)		(399)	(423)		(743)
Free Cash Flow	\$ 2,080	\$	2,935	\$	(20,519)	\$	21,217	\$	3,541	\$	6,125	\$	(1,062) \$	4,478	\$	5,047

Disaggregated Revenue and Cost of Revenue (GAAP) (in thousands)

		Q3-23		Q4-23	Q1-24		Q2-24		Q3-24		Q4-24		Q1-25		Q2-25		Q3-25
Subscription and Payment Processing:																	
Revenue	\$	41,601	\$	43,726	\$ 45,092	\$	48,513	\$	50,375	\$	52,126	\$	53,415	\$	56,005	\$	58,760
Cost of Revenue		(9,486)		(10,221)	(10,536)		(10,696)		(10,932)		(11,403)		(12,081)		(12,590)		(12,905)
Gross Profit	\$	32,115	\$	33,505	\$ 34,556	\$	37,817	\$	39,443	\$	40,723	\$	41,334	\$	43,415	\$	45,855
Gross Margin		77.2%		76.6%	76.6%		78.0%		78.3%		78.1%		77.4%		77.5%		78.0%
Onboarding:																	
Revenue	\$	757	\$	824	\$ 960	\$	943	\$	845	\$	799	\$	888	\$	833	\$	821
Cost of Revenue		(2,295)		(2,022)	(1,832)		(2,032)		(2,006)		(1,923)		(1,992)		(2,075)		(2,239)
Gross Profit	\$	(1,538)	\$	(1,198)	\$ (872)	\$	(1,089)	\$	(1, 161)	\$	(1,124)	\$	(1,104)	\$	(1,242)	\$	(1,418)
Gross Margin		-203.2%		-145.4%	-90.8%		-115.5%		-137.4%		-140.7%		-124.3%		-149.1%		-172.7%
Hardware:																	
Revenue	\$	1,186	\$	1,142	\$ 1,121	\$	1,130	\$	1,166	\$	1,244	\$	1,506	\$	1,632	\$	1,761
Cost of Revenue		(1,828)		(1,868)	(1,818)		(1,734)		(1,721)		(1,799)		(1,791)		(1,854)		(1,856)
Gross Profit	\$	(642)	\$	(726)	\$ (697)	\$	(604)	\$	(555)	\$	(555)	\$	(285)	\$	(222)	\$	(95)
Gross Margin		-54.1%		-63.6%	-62.2%		-53.5%		-47.6%		-44.6%		-18.9%		-13.6%		-5.4%

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Adjusted EBITDA (Non-GAAP) (in thousands)

	Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25
GAAP Net loss	\$ (7,145) \$	(7,039) \$	(7,203) \$	(8,553) \$	(5,879) \$	(6,711) \$	(8,825) \$	(8,711) \$	(8,668)
Interest Expense	512	438	319	399	405	400	397	537	366
Provision for Income Taxes	79	112	14	52	56	67	71	(1,106)	82
Interest Income	(594)	(639)	(420)	(432)	(520)	(479)	(463)	(435)	(447)
Other Income/Expense	(874)	(865)	(865)	(721)	(692)	(650)	(500)	(471)	(277)
Depreciation	619	625	609	581	512	487	511	520	515
Amortization	305	332	416	388	345	393	470	469	467
Stock-Based Compensation	6,187	6,247	6,772	8,291	8,022	9,135	8,985	9,253	9,922
Amortization of acquisition-related intangibles								156	362
Acquisition Transaction Costs							374	847	334
Adjusted EBITDA	\$ (911) \$	(789) \$	(358) \$	5 \$	2,249 \$	2,642 \$	1,020 \$	1,059 \$	2,656

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Gross Margin Reconciliation (Non-GAAP) (in thousands)

	Q3-23		Q4-23		Q1-24		Q2-24		Q3-24		Q4-24		Q1-25		Q2-25		Q3-25	
GAAP Gross Profit	\$	29,935	\$ 31,581	\$	32,987	\$	36,124	\$	37,727	\$	39,044	\$	39,945	\$	41,951	\$	44,342	
Stock-Based Compensation Add Back		258	249		239		244		237		294		285		215		200	
Amortization of acquisition-related intangibles															105		215	
Non-GAAP Gross Profit	\$	30,193	\$ 31,830	\$	33,226	\$	36,368	\$	37,964	\$	39,338	\$	40,230	\$	42,271	\$	44,757	
Non-GAAP Gross Margin		69.3%	69.7%		70.4%		71.9%		72.5%		72.6%		72.1%		72.3%		73.0%	

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Thank you