# Weave Overview

Q1 2025

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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," "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.

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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.

#### Our vision

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 all-in-one customer communications, engagement, and payments platform purpose-built for SMB healthcare practices.

#### What we do

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

#### How we do it

Integrated vertical SaaS platform bringing together phones, text, scheduling, payments, reviews, and more.

#### ()) weave



## 35,000+ Customer locations

Our platform powers millions of patient interactions each month, reflecting strong daily user engagement. Scalable, cloudbased infrastructure drives high margins, efficient onboarding, and strong retention—positioning us to expand across verticals and grow share of wallet.

## \$213M

TTM Q1'25 Total Revenue 20% YoY Growth

## \$204M

TTM Q1'25 Subscription & Payment Processing Revenue

20% YoY Growth

## \$2.2M

TTM Non-GAAP Operating Income \$11.1M improvement YoY

## Investor highlights

#### Al Powered Communication & Payments Platform

Streamlines communications, accelerates collections, and delivers call insights to help dental, optometry, veterinary and medical practices create better experiences for their patients and clients.

#### Multiple New Vectors of Growth

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

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#### Resilient Customer Base

SMB healthcare practices are ready to modernize and the verticals we serve have proven resilient despite economic uncertainty.

## Efficiently Scaling the Business

Effectively balancing growth while driving operating leverage.

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**Financial Highlights** 

## \$213M

TTM Q1'25 Total Revenue 20% YoY Growth

### \$56M

Q1'25 Total Revenue 18% YoY Growth 91%

Q1 2025 Gross Revenue Retention Rate

### 72.1%

Q1 2025 Non-GAAP Gross Margin

170 bps Improvement YoY

## \$1M

Q1 2025 Adjusted EBITDA

\$1M YoY Increase

98%

Q1 2025 Net Revenue Retention Rate

2% YoY Increase

# Our Customer







#### We serve those who serve others.

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















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

1 in 3

300

47%

Practices miss 1 out of 3 calls during business hours

The average dental practice misses 300 calls a month

47% of bookings occur after hours

80%

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

Source: http://groupdentistrynow.com/dso-group-blog/patient-communication/

## The patient experience is ready for an upgrade

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

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

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

## 60%

/9%

52%

#### Our customers went to medical school, not business school

They are looking for ways to focus on their *patients* rather than being tied up with billing, forms, phone calls and administrative work

#### 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



## 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



## 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

and revenue opportunities.

identifies patient needs



Weave to acquire TrueLark, accelerating Al-powered front office automation

#### 2025

2023

#### 2024

#### **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.

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



## 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



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.

## Weave TAM



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

2. Trailing twelve months of revenue, Q2'24 through Q1'25

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 Weate 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 Euromonitor labor statistics within each vertical

## As we create more value, our opportunity grows



# 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.



What makes us unique

## Payments integrated into communication workflows

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Messages	Voicemails						
Calls	Call Queue Data	🖸 Time Period 🗸		Q Search name or 10	-digit num 🗧		
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Weave leads the G2 Grid® for Patient Relationship Management

Source: G2 Grid for Patient Relationship Management (PRM)

MAY 2025

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# The future of healthcare operations

## What the future looks like for our customers



## What the future looks like for our customers

AI Billing and Payments

prevent payment fraud.

Al-powered billing systems will streamline invoicing, automate collections, and

MAIN STREET PRACTICE



Al-powered diagnostic tools will analyze patient data to recommend optimized treatment plans and predict long-term outcomes.

Al Receptionist Al voice assistants will handle inbound calls and messages.

O weave MAY 2025

## 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.





### What is TrueLark?

TrueLark is an AI virtual receptionist that responds to 100% of missed calls and delivers 24/7 patient support via SMS and web chat—scheduling, answering questions, and sending reminders without staff involvement.

## A smart fit for Weave

#### TrueLark

Brings new AI capabilities to the Weave platform

Brings Mid Market customer relationships to Weave

Team of seasoned machine learning and AI experts

#### Weave

Large customer base with significant cross-sell opportunity

GTM Engine to drive demand in single location practices and adjacent vertical markets

Patient interaction data provides an unparalleled training dataset to further enhance TrueLark's AI capabilities.

#### TrueLark + Weave

Material step forward in bringing to life Weave's vision of Al offloading mundane tasks so healthcare practices and their staff can focus on providing exceptional care.

Helps practices to scale without the need to hire additional staff

## Missed calls = missed opportunities

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


## Make marketing budgets go farther

TrueLark 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, TrueLark follows-up with a helpful SMS to keep the conversation going and offer another chance to book.



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?



# Accomplish more with limited time

80% of patient calls fielded by TrueLark don't require staff follow-up



CHANNEL REPORT (La	st 4 weeks)		All channels	•
ACCOUNT	CONVERSATIONS $\downarrow$	CONVERSATION ↓ HANDLE RATE	BOOKINGS $\downarrow$	ті
1. Portland, OR	153	83%	30	1.



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



# Financials

# Our growth vectors



Topline Revenue Growth at Scale (\$M)



Our Path to Profitability —Operating margin



#### Strong Progress on Gross Margin

+170 basis points



GAAP GM% • Non-GAAP GM%

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

#### Cash from Operations and Free Cash Flow (\$M)



# Est. 2008 35K+

**Customer locations** 



As of 12/31/2024

### People First. Always.



## **Weave Milestones**



## Leadership team



Brett White Chief Executive Officer

Omindbody ORACLE



Jason Christiansen Chief Financial Officer

NICE Deloitte.



Erin Goodsell Chief Legal Officer

qualtrics.<sup>™</sup> Cooley



David McNeil Chief Revenue Officer

HubSρồt





Marcus Bertilson Chief Operating Officer

Thumbtack McKinsey&Company



Chris Baird Chief Marketing Officer

Observe Point 🛛 🗛 Adobe



Brooke Shreeve Chief People Officer

**We**X ★ MarketStar.



Abhi Sharma SVP of Technology



# Appendix

### Revenue and Operating Income Guidance

	Q2-25 Guidance								
	Low	High							
Revenue	\$57.3M	\$58.3M							
Non-GAAP Operating Income (Loss)	\$(1.0M)	\$0.0M							
Weighted Average Share Count	75.7M								
	FY'25 Guidance								
	FY' 25 G	uidance							
	FY' 25 G Low	uidance High							
Revenue									
Revenue Non-GAAP Operating Income	Low	High							

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

	 Q1-23	Q2-23	Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25
GAAP Net Loss	\$ (7,859) \$	(8,988) \$	5 (7,145) \$	(7,039) \$	(7,203) \$	(8,553) \$	\$ (5,879) \$	(6,711) \$	(8,825)
Interest Expense	472	501	512	438	319	399	405	400	397
Provision for Income Taxes	20	49	79	112	14	52	56	67	71
Interest Income	(436)	(527)	(594)	(639)	(420)	(432)	(520)	(479)	(463)
Other Income/Expense	(715)	(868)	(874)	(865)	(865)	(721)	(692)	(650)	(500)
GAAP Loss from Operations	\$ (8,518) \$	(9,833) \$	; (8,022) \$	(7,993) \$	(8,155) \$	(9,255) \$	\$ (6,630) \$	(7,373) \$	(9,320)
Stock-Based Compensation	4,513	5,876	6,187	6,247	6,772	8,291	8,022	9,135	8,985
Acquisition Transaction Costs									374
Non-GAAP Income (Loss) from Operations	\$ (4,005) \$	(3,957) \$	; (1,835) \$	(1,746) \$	(1,383) \$	(964) \$	5 1,392 \$	1,762 \$	39

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

	Q1-23		Q2-23		Q3-23		Q4-23		Q1-24	Q2-24		Q3-24		Q4-24		Q1-25
Net Cash Provided by (Used in) Operating Activities	\$	1,541	\$	1,604	\$ 3,334	\$	3,742	\$	(19,701) \$	22,676	\$	4,500	\$	6,674	\$	(219)
Less: Purchase of Property and Equipment		(620)		(218)	(675)		(178)		(513)	(741)		(548)		(383)		(444)
Less: Capitalized Internal-use Software		(334)		(457)	(579)		(629)		(305)	(718)		(411)		(166)		(399)
Free Cash Flow	\$	587	\$	929	\$ 2,080	\$	2,935	\$	(20,519) \$	21,217	\$	3,541	\$	6,125	\$	(1,062)

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

		Q1-23		Q2-23		Q3-23		Q4-23 Q1-24		Q1-24	Q	2-24	Q3-24		Q4-24	Q1-25	
Subscription and Payment Processing:																	
Revenue	\$	37,692	\$	39,696	\$	41,601	\$	43,726	\$	45,092	\$	48,513	\$ 50,375	\$	52,126	\$	53,415
Cost of Revenue		(8,978)		(9,509)		(9,486)		(10,221)		(10,536)		(10,696)	(10,932)		(11,403)		(12,081)
Gross Profit	\$	28,714	\$	30,187	\$	32,115	\$	33,505	\$	34,556	\$	37,817	\$ 39,443	\$	40,723	\$	41,334
Gross Margin		76.2%		76.0%		77.2%		76.6%		76.6%		78.0%	78.3%		78.1%		77.4%
Onboarding:																	
Revenue	\$	784	\$	867	\$	757	\$	824	\$	960	\$	943	\$ 845	\$	799	\$	888
Cost of Revenue		(2,125)		(2,268)		(2,295)		(2,022)		(1,832)		(2,032)	(2,006)		(1,923)		(1,992)
Gross Profit	\$	(1,341)	\$	(1,401)	\$	(1,538)	\$	(1,198)	\$	(872) (	\$	(1,089)	\$ (1,161)	\$	(1,124)	\$	(1,104)
Gross Margin		-171.0%		-161.6%		-203.2%		-145.4%		-90.8%		-115.5%	-137.4%		-140.7%		-124.3%
Hardware:																	
Revenue	\$	1,089	\$	1,104	\$	1,186	\$	1,142	\$	1,121	\$	1,130	\$ 1,166	\$	1,244	\$	1,506
Cost of Revenue		(1,928)		(1,849)		(1,828)		(1,868)		(1,818)		(1,734)	(1,721)		(1,799)		(1,791)
Gross Profit	\$	(839)	\$	(745)	\$	(642)	\$	(726)	\$	(697)	\$	(604)	\$ (555)	\$	(555)	\$	(285)
Gross Margin		-77.0%		-67.5%		-54.1%		-63.6%		-62.2%		-53.5%	-47.6%		-44.6%		-18.9%

#### Adjusted EBITDA (Non-GAAP) (in thousands)

	Q1-23	;	Q2-23	Q3-23	Q4-23	Q1-24	Q	2-24	Q3-24	Q4-24	Q1-25
GAAP Net loss	\$ (7,	859) \$	(8,988)	\$ (7,145)	\$ (7,039)	\$ (7,	203) \$	(8,553)	\$ (5,879)	\$ (6,711) \$	(8,825)
Interest Expense		472	501	512	438		319	399	405	400	397
Provision for Income Taxes		20	49	79	112		14	52	56	67	71
Interest Income	(	436)	(527)	(594)	(639)	(	420)	(432)	(520)	(479)	(463)
Other Income/Expense	(	715)	(868)	(874)	(865)	(	365)	(721)	(692)	(650)	(500)
Depreciation		592	605	619	625		509	581	512	487	511
Amortization		299	320	305	332		416	388	345	393	470
Stock-Based Compensation	4,	513	5,876	6,187	6,247	6,	772	8,291	8,022	9,135	8,985
Acquisition Transaction Costs											374
Adjusted EBITDA	\$ (3,	114) \$	6 (3,032)	\$ (911)	\$ (789)	\$ (	358) \$	5	\$ 2,249	\$ 2,642 \$	i 1,020

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

	Q1-23		Q2-23		Q3-23		Q4-23		Q1-24		Q2-24		Q3-24	Q4-24		Q1-25
GAAP Gross Profit	\$ 26,534	\$	28,041	\$	29,935	\$	31,581	\$	32,987	\$	36,124	\$	37,727	\$	39,044	\$ 39,945
Stock-Based Compensation Add Back	213		251		258		249		239		244		237		294	285
Non-GAAP Gross Profit	\$ 26,747	\$	28,292	\$	30,193	\$	31,830	\$	33,226	\$	36,368	\$	37,964	\$	39,338	\$ 40,230
Non-GAAP Gross Margin	67.6%		67.9%		69.3%		69.7%		70.4%		71.9%		72.5%		72.6%	72.1%

# Thank you