Weave Overview

Q2 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 Annual Report on Form 10-K that we filed with the Securities and Exchange Commission ("SEC") on March 13, 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 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.





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.

\$221M

TTM Q2'25 Total Revenue 18% YoY Growth

\$217M

TTM Q2'25 Subscription & Payment Processing Revenue

19% YoY Growth

\$13.1M

TTM Free Cash Flow \$7.4M 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.

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

\$221M

TTM Q2'25 Total Revenue 18% YoY Growth \$58.5M

Q2'25 Total Revenue 16% YoY Growth 90%

Q2 2025 Gross Revenue Retention Rate

72.3%

Q2 2025 Non-GAAP Gross Margin

40 bps Improvement YoY

\$3.4M

1H 2025 Free Cash Flow

\$2.7M YoY Increase

96%

Q2 2025 Net Revenue Retention Rate

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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.



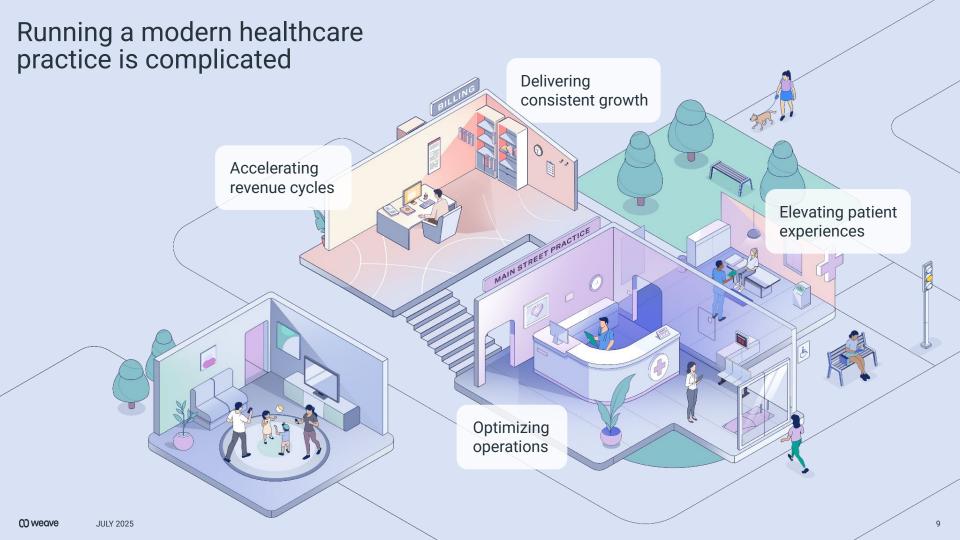












No-shows, cancellations, and fluctuating demand make it challenging to keep schedules full

 $1_{\mathsf{in}}3$

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%

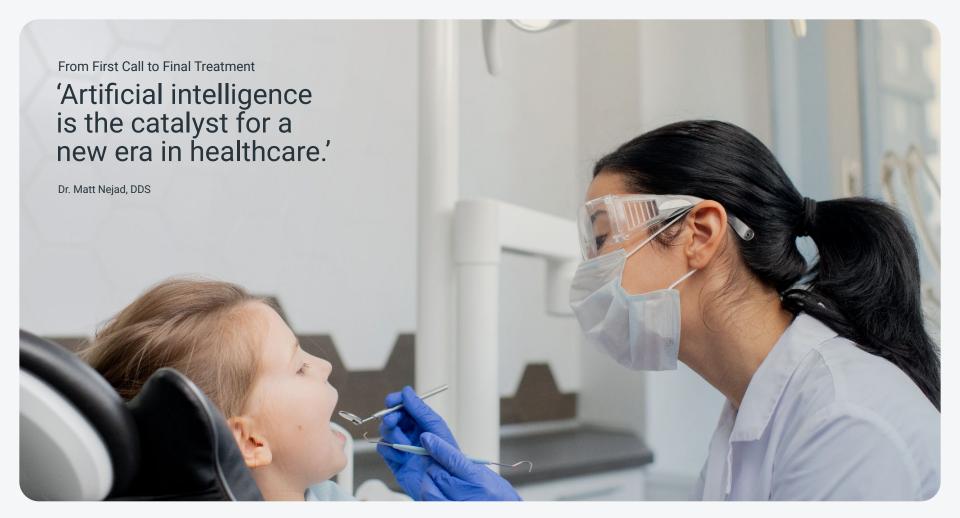
79% want the ability to use technology when managing their healthcare experience

79%

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

52%

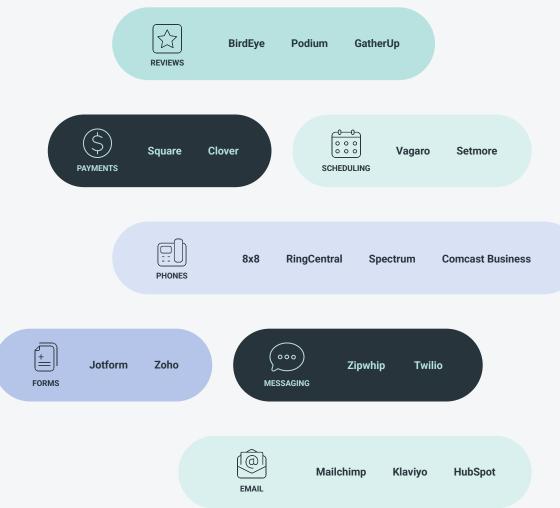
Source: https://www.tegria.com/resources/thought-leadership/healthcare-patients-prioritize-convenience-and-technology



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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

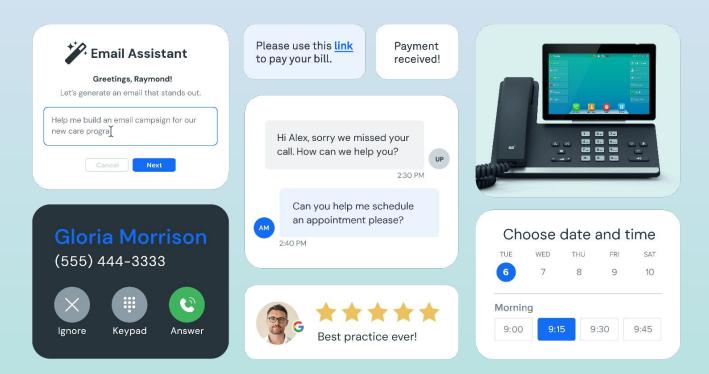


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Weave is a unified platform purpose built for SMB healthcare practices.

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 identifies patient needs and revenue opportunities.



Weave to acquire 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

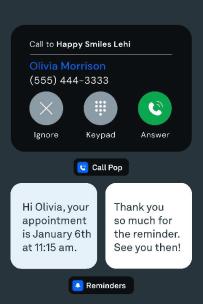
Automatically tags and prioritizes messages to streamline communication and help customers stay on top of what matters most.

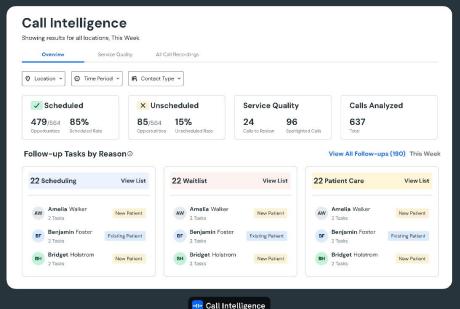
Text Enhancer

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.







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.

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Weave TAM

Future TAM OpportunityTarget international healthcare SMBs.

Further Expanding TAM

Significant opportunity to expand TAM within medical verticals beyond Weave's current focus markets.

Growing Opportunity in Current TAM

Weave's near-term focus is expanding into specialty medical verticals, including Physical Therapy, MedSpa, Plastic Surgery, and Primary Care.

Opportunity in DOV

Historical focus has been Dental, Optometry, and Veterinary verticals. Significant opportunity remains to grow within our current TAM International Target Markets (DOVM)
 → \$10B₃
 → \$5B₃ DOV + Select Med (US)
 → \$3B₃ DOV (US)

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Euromonitor 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, Q3'24 through Q2'25

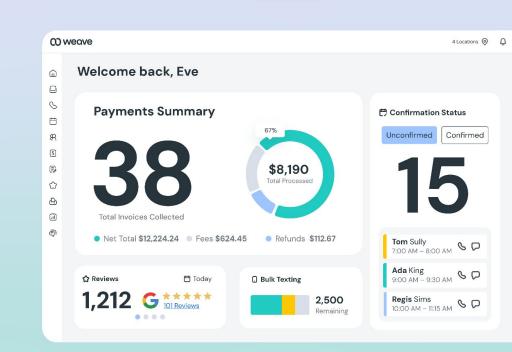
^{3.} Sources used to derive TAM for each vertical include IBIS, BLS, Census, industry-specific organizations (such as the American Dental Association, American Optometric Association, American Veterinary Medical Association, etc), market research reports, and proprietary Weave data 4. International 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



Why Weave

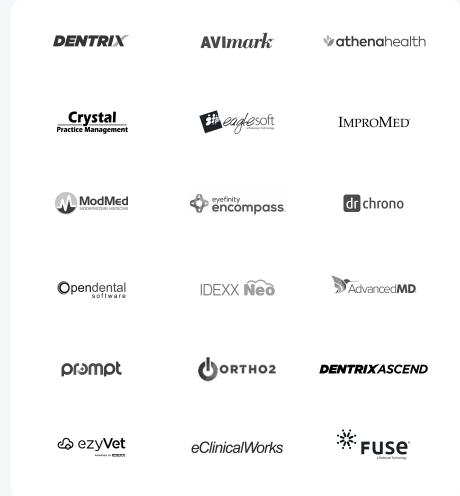
What makes us unique

Modernized tech stack and intuitive user experience

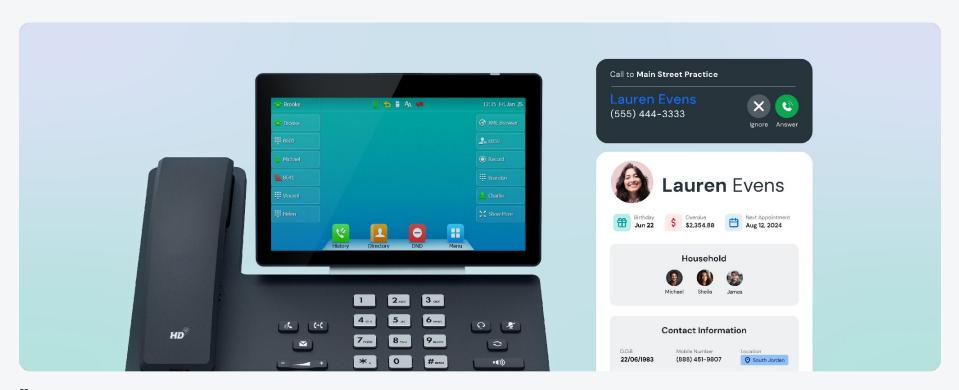


Authorized integrations. More customer value.

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

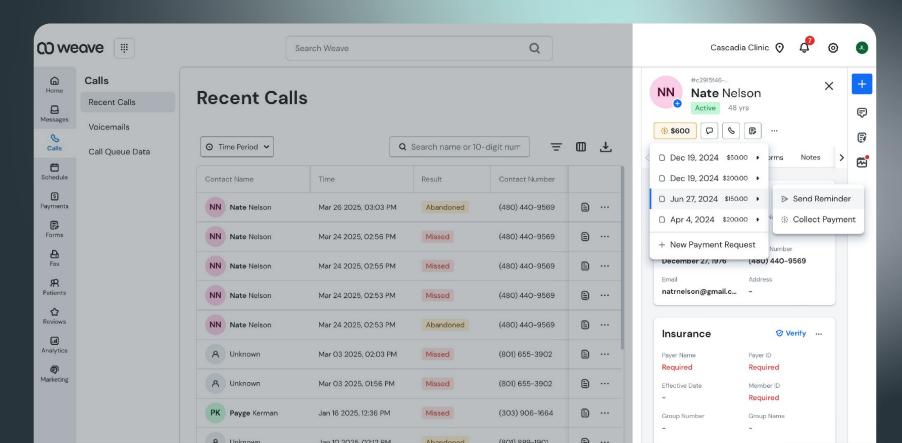


We manage the trusted practice phone number. Communications come from a single, recognizable source.



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Payments integrated into communication workflows



Weave leads the G2 Grid® for Patient Relationship Management

Leaders (rw) RevenueWell NexHealth Dental Intelligenc Engagement **High Performers**

Satisfaction

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



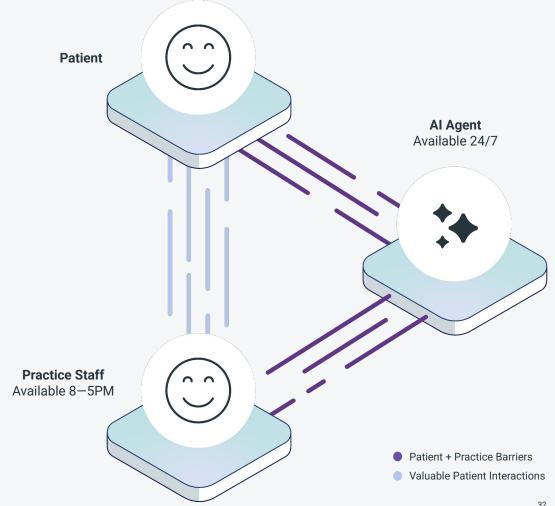
From friction to fulfillment

The Al-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.

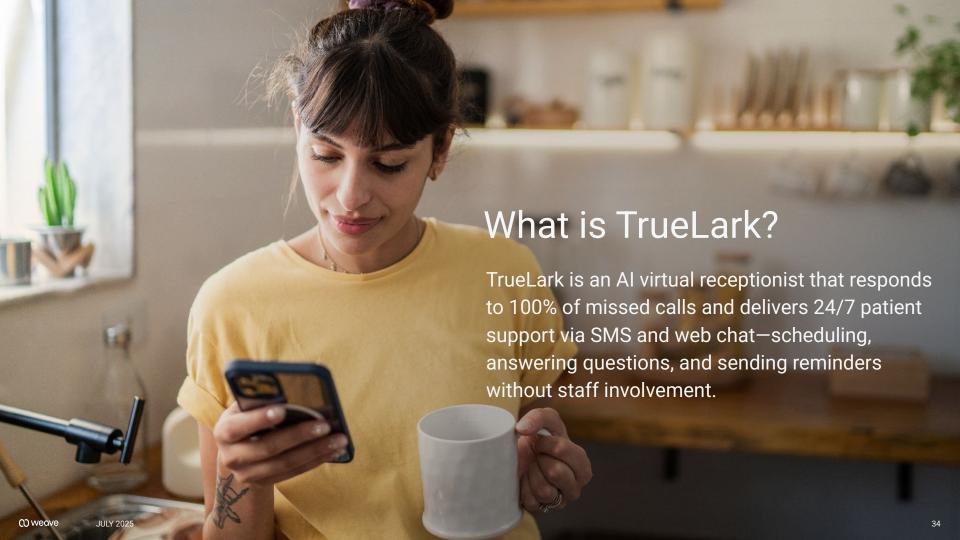
Staff focus on valuable patient interactions-not mundane tasks and paperwork—while operations run 24/7.

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



Oweave + truelark

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A smart fit for Weave

TrueLark

Brings new Al 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 Al capabilities.

TrueLark + Weave

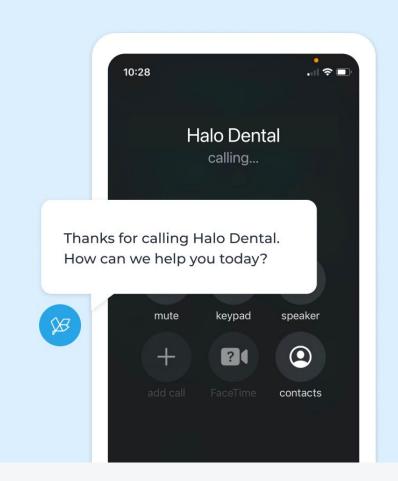
Material step forward in bringing to life Weave's vision of AI offloading mundane tasks so healthcare practices and their staff can focus on providing exceptional care.

Helps practices to scale without the need to hire additional staff

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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.

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

Schedule a cleaning and receive 20% off teeth whitening!

. . .

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

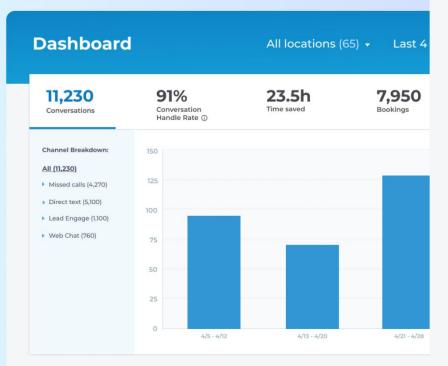
Halo Dental

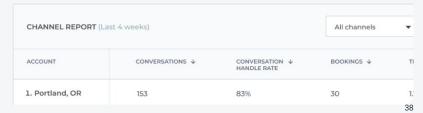


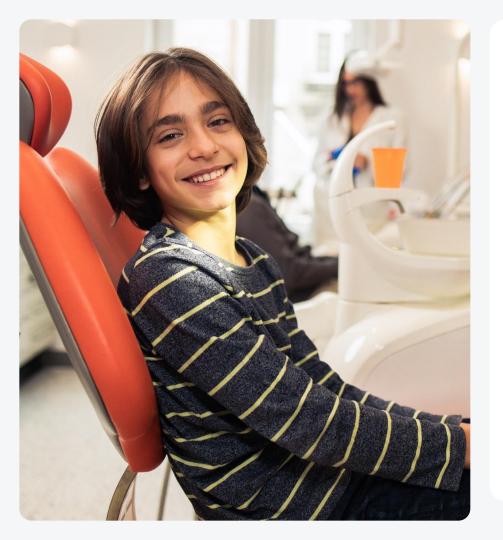
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Accomplish more with limited time

80% of patient calls fielded by TrueLark 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 Smiljst

'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



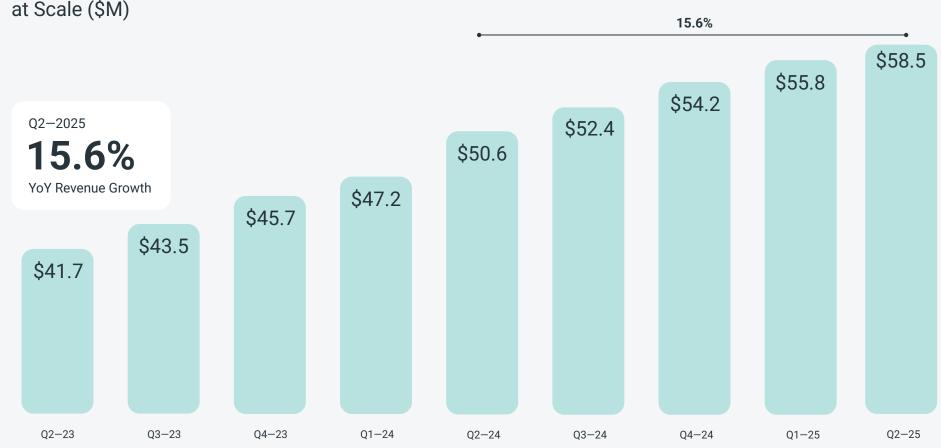
Financials

Our growth vectors

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

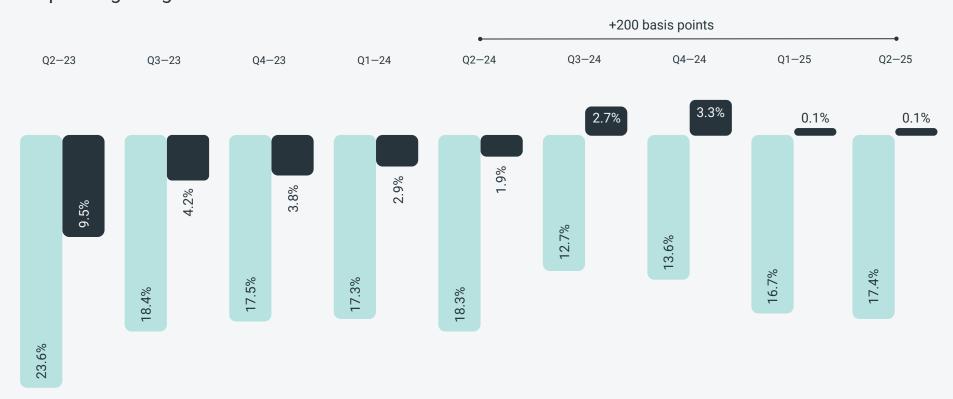
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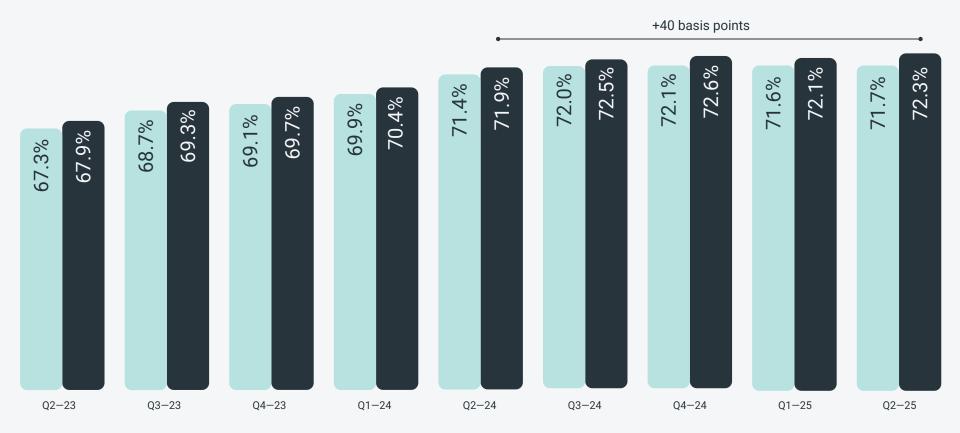
Our Path to Profitability Operating margin



GAAP Op Margin%
Non-GAAP Op Margin %

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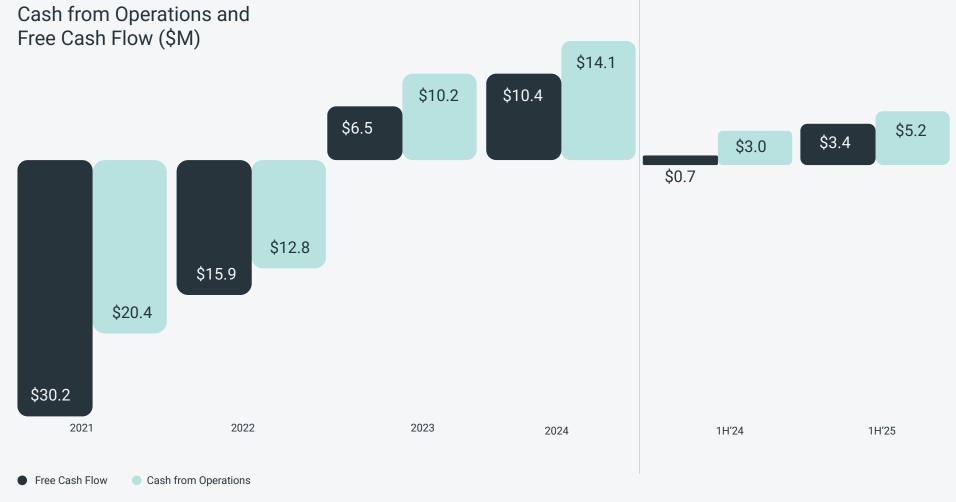
Strong Progress on Gross Margin



■ GAAP GM%
■ Non-GAAP GM%

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

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Est.

2008 35K+

Customer locations



As of 12/31/2024

People First. Always.









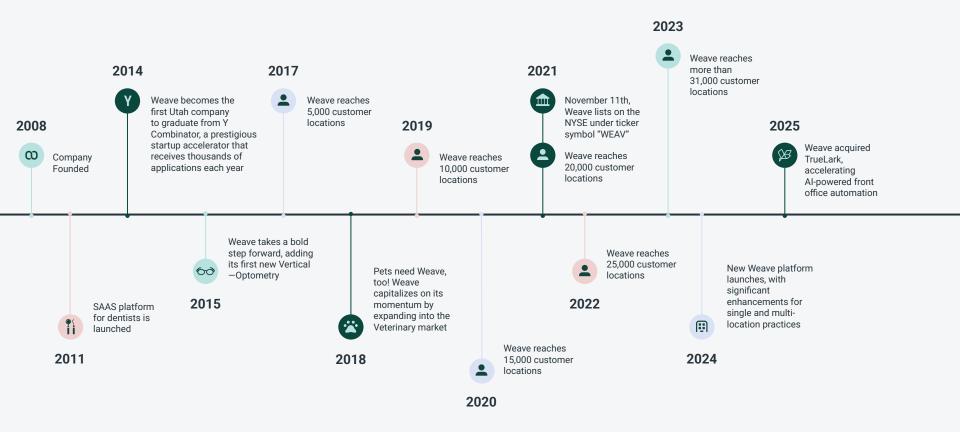








Weave Milestones



JULY 2025

Leadership team



Brett White
Chief Executive Officer

mindbody

ORACLE"



Jason Christiansen
Chief Financial Officer

NICE

Deloitte.



Erin Goodsell
Chief Legal Officer

qualtrics.™

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 SharmaChief Technology Officer

⊕ twilio



Appendix

Revenue and Operating Income Guidance

	Q3-25 G	iuidance							
	Low	High							
Revenue	\$60.1M	\$61.1M							
Non-GAAP Operating Income (Loss)	\$0.0M	\$1.0M							
Weighted Average Share Count	77.4M								
	FY'25 G	uidance							
	Low	High							
Revenue	\$236.8M	\$239.8M							
Non-GAAP Operating Income	\$1.2M	\$3.2M							
Weighted Average Share Count	76.	.5M							

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

	Q2-23	Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25
GAAP Net Loss	\$ (8,988) \$	(7,145) \$	(7,039)	(7,203) \$	(8,553) \$	(5,879) \$	(6,711) \$	(8,825) \$	(8,711)
Interest Expense	501	512	438	319	399	405	400	397	537
Provision for Income Taxes	49	79	112	14	52	56	67	71	(1,106)
Interest Income	(527)	(594)	(639)	(420)	(432)	(520)	(479)	(463)	(435)
Other Income/Expense	(868)	(874)	(865)	(865)	(721)	(692)	(650)	(500)	(471)
GAAP Loss from Operations	\$ (9,833) \$	(8,022) \$	(7,993)	(8,155) \$	(9,255) \$	(6,630) \$	(7,373) \$	(9,320) \$	(10,186)
Stock-Based Compensation	5,876	6,187	6,247	6,772	8,291	8,022	9,135	8,985	9,253
Amortization of acquisition-related intangibles									156
Acquisition Transaction Costs								374	847
Non-GAAP Income (Loss) from Operations	\$ (3,957) \$	(1,835) \$	(1,746)	(1,383) \$	(964) \$	1,392 \$	1,762 \$	39 \$	70

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

	_																
		Q2-23	Q3-23 Q		Q4-23	Q4-23		(Q2-24		Q3-24		Q4-24		Q1-25	Q2-25	
Net Cash Provided by (Used in) Operating Activities	\$	1,604	\$ 3,334	\$	3,742	\$	(19,701)	\$	22,676	\$	4,500	\$	6,674	\$	(219)	\$	5,445
Less: Purchase of Property and Equipment		(218)	(675)		(178)		(513)		(741)		(548)		(383)		(444)		(544)
Less: Capitalized Internal-use Software		(457)	(579)		(629)		(305)		(718)		(411)		(166)		(399)		(423)
Free Cash Flow	\$	929	\$ 2,080	\$	2,935	\$	(20,519)	\$	21,217	\$	3,541	\$	6,125	\$	(1,062)	\$	4,478

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

	(Q2-23	Q3-23	Q4-23	Q1-24	Q2-24	(Q3-24	Q4-24	Q1-25	Q2-25
Subscription and Payment Processing:											
Revenue	\$	39,696	\$ 41,601	\$ 43,726	\$ 45,092	\$ 48,513	\$	50,375	\$ 52,126	\$ 53,415	\$ 56,005
Cost of Revenue		(9,509)	(9,486)	(10,221)	(10,536)	(10,696)		(10,932)	(11,403)	(12,081)	(12,590)
Gross Profit	\$	30,187	\$ 32,115	\$ 33,505	\$ 34,556	\$ 37,817	\$	39,443	\$ 40,723	\$ 41,334	\$ 43,415
Gross Margin		76.0%	77.2%	76.6%	76.6%	78.0%		78.3%	78.1%	77.4%	77.5%
Onboarding:											
Revenue	\$	867	\$ 757	\$ 824	\$ 960	\$ 943	\$	845	\$ 799	\$ 888	\$ 833
Cost of Revenue		(2,268)	(2,295)	(2,022)	(1,832)	(2,032)		(2,006)	(1,923)	(1,992)	(2,075)
Gross Profit	\$	(1,401)	\$ (1,538)	\$ (1,198)	\$ (872)	\$ (1,089)	\$	(1,161)	\$ (1,124)	\$ (1,104)	\$ (1,242)
Gross Margin		-161.6%	-203.2%	-145.4%	-90.8%	-115.5%		-137.4%	-140.7%	-124.3%	-149.1%
Hardware:											
Revenue	\$	1,104	\$ 1,186	\$ 1,142	\$ 1,121	\$ 1,130	\$	1,166	\$ 1,244	\$ 1,506	\$ 1,632
Cost of Revenue		(1,849)	(1,828)	(1,868)	(1,818)	(1,734)		(1,721)	(1,799)	(1,791)	(1,854)
Gross Profit	\$	(745)	\$ (642)	\$ (726)	\$ (697)	\$ (604)	\$	(555)	\$ (555)	\$ (285)	\$ (222)
Gross Margin		-67.5%	-54.1%	-63.6%	-62.2%	-53.5%		-47.6%	-44.6%	-18.9%	-13.6%

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Adjusted EBITDA (Non-GAAP) (in thousands)

	Q2-23	Q3-23	Q4-23	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25
GAAP Net loss	\$ (8,988)	\$ (7,145)	\$ (7,039)	\$ (7,203)	\$ (8,553)	\$ (5,879)	\$ (6,711)	\$ (8,825)	\$ (8,711)
Interest Expense	501	512	438	319	399	405	400	397	537
Provision for Income Taxes	49	79	112	14	52	56	67	71	(1,106)
Interest Income	(527)	(594)	(639)	(420)	(432)	(520)	(479)	(463)	(435)
Other Income/Expense	(868)	(874)	(865)	(865)	(721)	(692)	(650)	(500)	(471)
Depreciation	605	619	625	609	581	512	487	511	520
Amortization	320	305	332	416	388	345	393	470	469
Stock-Based Compensation	5,876	6,187	6,247	6,772	8,291	8,022	9,135	8,985	9, 253
Amortization of acquisition-related intangibles									156
Acquisition Transaction Costs								374	847
Adjusted EBITDA	\$ (3,032)	\$ (911)	\$ (789)	\$ (358)	\$ 5	\$ 2,249	\$ 2,642	\$ 1,020	\$ 1,059

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

	Q2-23	Q3-23		Q4-23		Q1-24		Q2-24		Q3-24		Q4-24		Q1-25		Q2-25
GAAP Gross Profit	\$ 28,041	\$ 29,935	\$	31,581	\$	32,987	\$	36,124	\$	37,727	\$	39,044	\$	39,945	\$	41,951
Stock-Based Compensation Add Back	251	258		249		239		244		237		294		285		215
Amortization of acquisition-related intangibles																105
Non-GAAP Gross Profit	\$ 28,292	\$ 30,193	\$	31,830	\$	33,226	\$	36,368	\$	37,964	\$	39,338	\$	40,230	\$	42,271
Non-GAAP Gross Margin	67.9%	69.3%		69.7%		70.4%		71.9%		72.5%		72.6%		72.1%		72.3%

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Thank you