

Weave Overview

Q1 2026

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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.

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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 5, 2026, 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.

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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.

Investor highlights

01

Verticalized AI-powered SaaS platform

Purpose-built for healthcare. Nearly two decades of experience behind a platform build for the vital workflows of practice operations.

02

Resilient and growing customer base

We serve over 40,000 customer locations, with billions of patient interactions flowing through our platform.

03

Efficient multi-vector growth

Successfully balancing robust YoY revenue growth with an improving profitability profile.

Financial Update

\$65.5M

Q1'26 Total Revenue

17.4% YoY Growth

\$47.9M

Q1'26 Non-GAAP Gross Profit

19.1% YoY Increase

73.2%

Q1'26 Non-GAAP Gross Margin

110 bps Improvement YoY

89%

Q1'26 Gross Revenue Retention
Rate

\$2.5M

Q1'26 Non-GAAP Operating Income

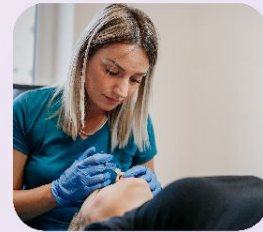
\$2.5M YoY Increase

The problem



We serve those who serve others.

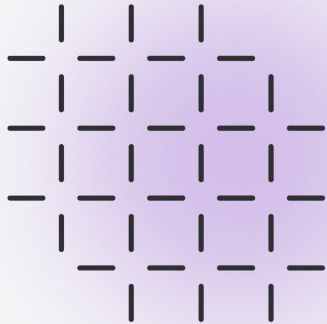
Our customers are healthcare practitioners in Dental, Optometry, Veterinary and Specialty Medical practices.



The chain reaction of friction

The cause: operational patchwork

Practices manage a fragile patchwork of disconnected point solutions.



The symptom: schedule leaks

1 in 3

calls missed during business hours

300

missed calls/month

40%

of appointments are booked after business hours.

The result: patient frustration

60%

find the process of seeing a new provider frustrating

79%

Want to use technology to manage their experience

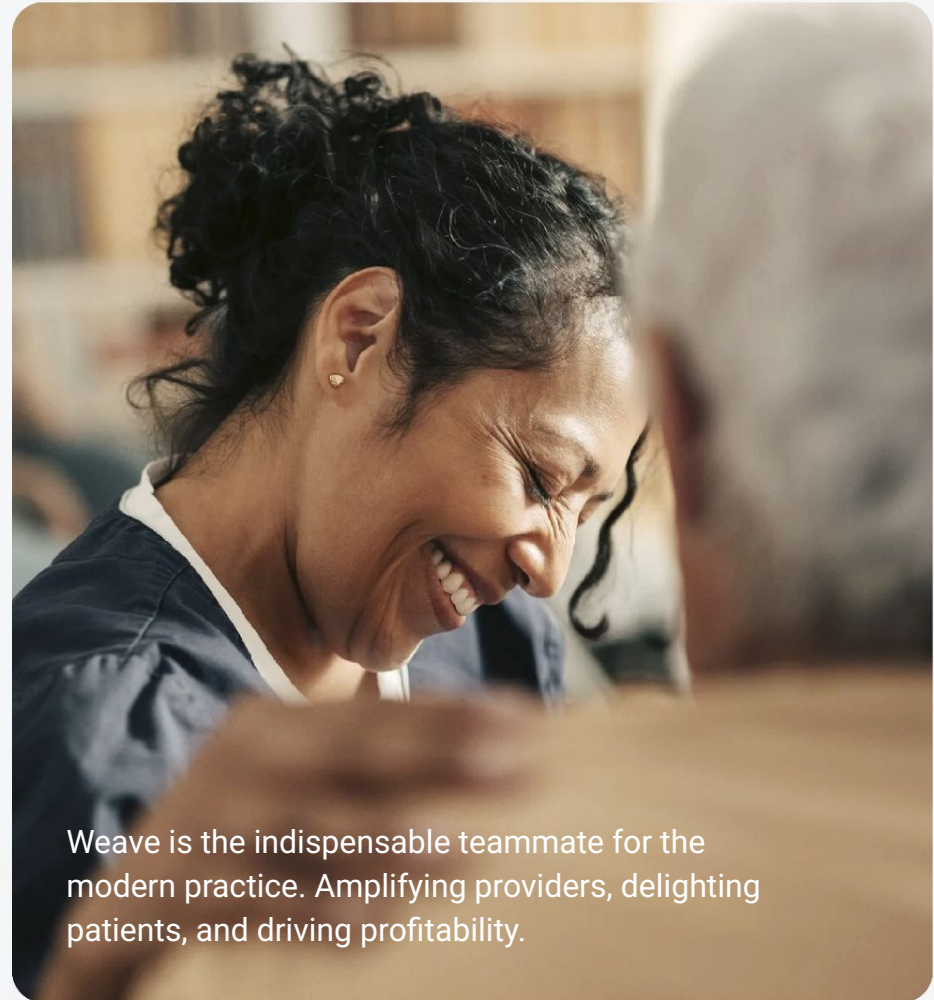
52%

Say kindness from the office staff is important when meeting with healthcare providers for the first time

Our solution

From friction to fulfillment

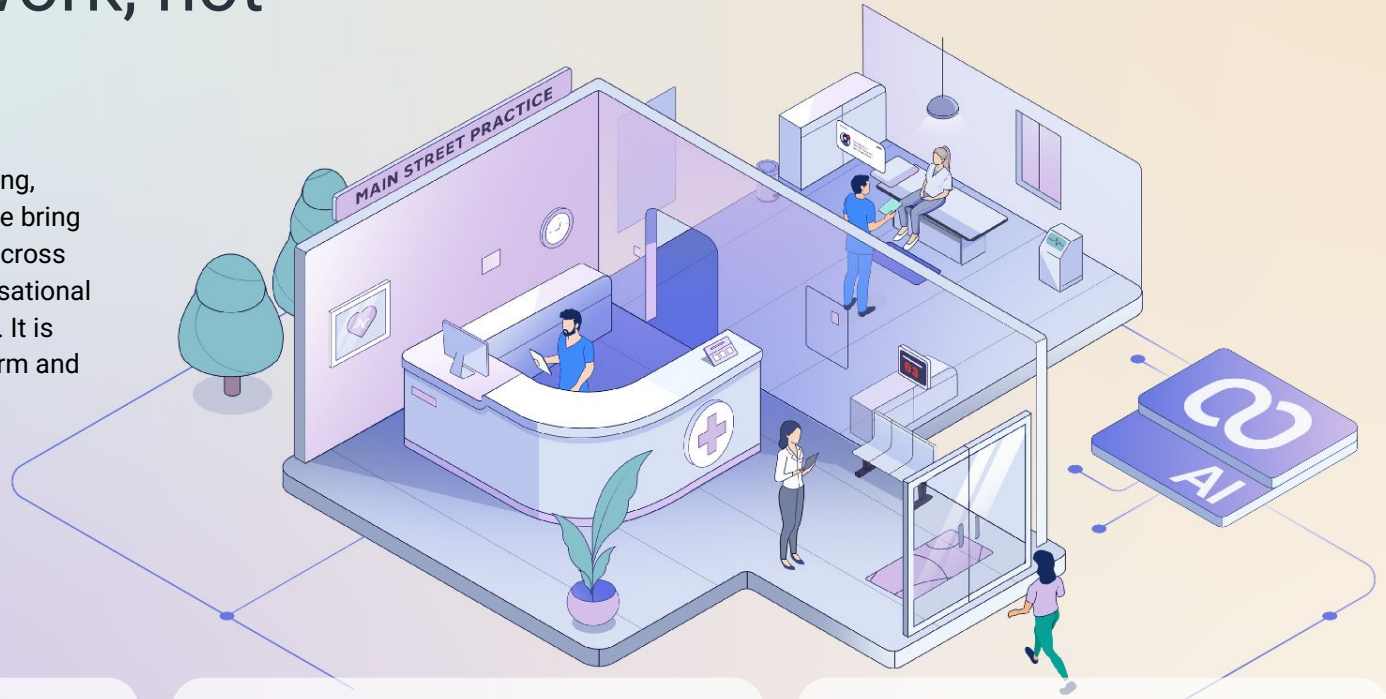
- **The past:** administrative burden, burnout, missed opportunities
- **The Weave era:** smarter operations, faster growth, lasting patient relationships



Weave is the indispensable teammate for the modern practice. Amplifying providers, delighting patients, and driving profitability.

A system of work, not just software

Weave powers workflows like scheduling, patient engagement, and payments. We bring together AI agents and practice staff across voice and text while preserving conversational context throughout the patient journey. It is coordinated teamwork between platform and provider.



Always-On Teammate

Operating 24/7, intercepting missed calls and capturing leads

Unified Context

A single inbox where agentic text, voice, and staff actions seamlessly blend

System of Work

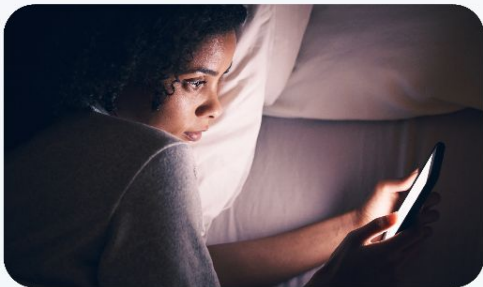
Deep integrations with practice management systems for reliable execution

The contextual loop

The power of a persistent interaction: Weave preserves the entire conversation history across channels, ensuring seamless patient care.

Missed Call (2:08 am)

Patient experiences a dental emergency after hours and calls the practice, but hangs up when they realize the time.



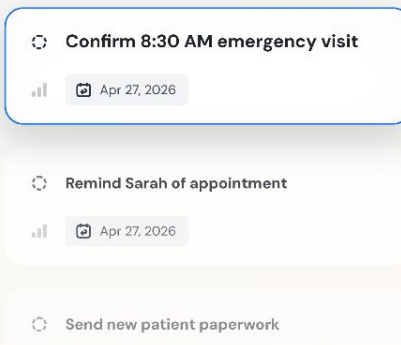
Proactive AI Text (2:08 am)

The AI Receptionist instantly texts the patient, offering an 8:30 AM emergency slot. Weave Call Intelligence transcribes the interaction, prioritizes the request, and creates a follow-up task.



Staff Review (8:00 am)

Staff arrives. Reviews the schedule for the day and follow-up tasks in the Unified Inbox. Context is unbroken.



Practice ROI & scalability

Operational efficiency & labor savings



Voicemail Transcriptions

Allows front desk staff to quickly and privately read voicemails in busy settings.

Message Tagging

Automatically prioritizes incoming messages to streamline communication triage.

Text Enhancer

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

Email & Reviews Assistant

Creates personalized, on-brand emails and replies to online reviews to boost awareness and retention.

Revenue generation & practice growth



AI Receptionist

Works around the clock to promptly respond to every missed call, turning missed opportunities into bookings.

Call Intelligence

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

Integrated Payments

Secures practice revenue through seamless text-to-pay, automated reminders, and frictionless checkout.

◆ Weave is the always-on teammate that powers patient care and practice growth, around the clock.

Customers start with a core solution designed to keep schedules full and running smoothly.

AI-powered enhancements streamline operations and significantly increase their value.

50% +

Customer locations use at least one embedded Weave AI solution

The Future: AI-workflows reduce friction along the patient journey

12:00 am

Patient schedules an appointment

Phone call answered by AI Receptionist, appointment booked for later that week. Appointment confirmation text sent.



Evening

7:00 am*

Insurance coverage + any outstanding balance verified

No phone calls or waiting. Coverage/deductible in place for review and copay collected.



Morning

12:00 pm

Patient calls for appointment details

AI receptionist provides the patient with the office location and parking information while staff takes their lunch break.



Afternoon

12:01 am*

Intake forms sent to the patient

Digital intake forms sent to the patient to reduce time spent in waiting rooms to keep schedules running on time.

9:00 am

Appointment reminder

Reminder text sent for next day's appointment. Modifications to the appointment are handled directly by the AI Receptionist.

Appointment follow-up*

A pending treatment plan is sent with patient financing and payment links, along with educational videos on procedures to be performed.

As we create more value, our AI opportunity grows



Driving value today

Growing market share & increasing stickiness



AI Receptionist

24/7 automated inbound call and text handling



Call Intelligence

Analyzing sentiment and identifying revenue opportunities on live calls



Workflow Automation

Voicemail transcriptions, Email Assistant, and instant Text Enhancer



Driving future TAM

Expanding capabilities and market opportunity



AI Insurance Verification & Claims

Automated coverage checks and expedited reimbursements



AI Billing & Payments

Streamlined invoicing and automated collections



Predictive AI Scheduling

Optimized bookings and cancellation reduction



AI Treatment Planning

Diagnostic tools for optimized treatment recommendations



AI Marketing

Automated, personalized patient journey mapping

The opportunity

The AI value capture curve

A deliberate, phased integration of Weave's AI capabilities across the Weave platform.

Q4 2025

Unified Inbox (Launched)

Consolidating TrueLark's text-based AI agent and staff actions into a single contextual view.

No more toggling between systems.

H1 2026

Omnichannel AI Receptionist

General availability.

Answering calls 24/7, handling FAQs, booking appointments, and intelligently handing off complex interactions.

H2 2026+

Added Workflows

Skills added to the AI receptionist will include automated payment requests, collection of copays, proactive outreach and scheduling, and pre-treatment deposits within the scheduling flow.

Weave TAM

Future TAM Opportunity

Target international healthcare SMBs.

Further Expanding TAM

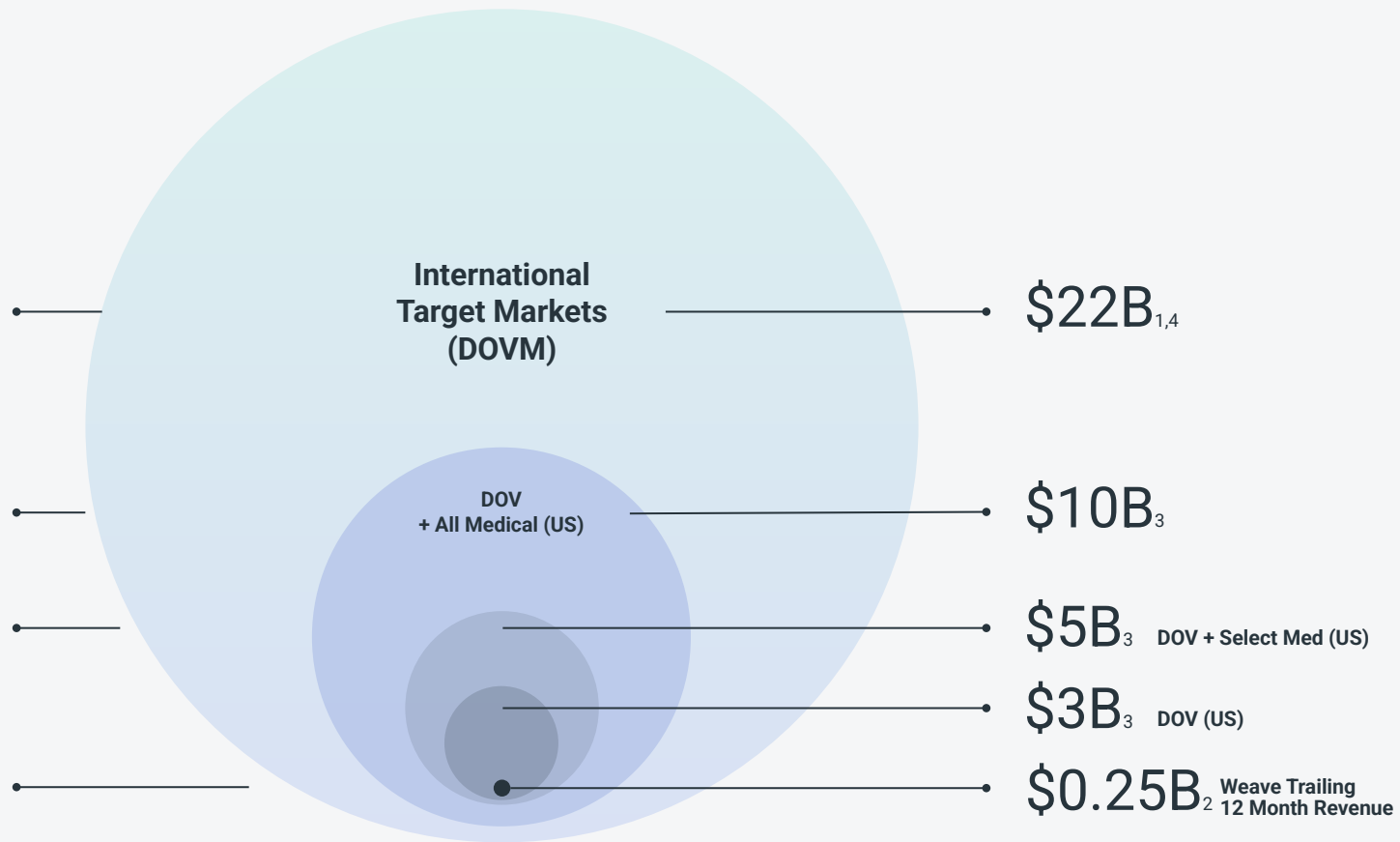
Significant opportunity to expand TAM within medical verticals beyond Weave's current focus markets.

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.



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

2. Trailing twelve months of revenue, Q2'25 through Q1'26

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 Euromonitor labor statistics within each vertical

Financials

Our growth vectors

Specialty
medical verticals



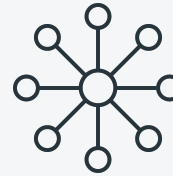
Integration
partnerships



Payments



Multi-location
practices



AI-powered
innovations

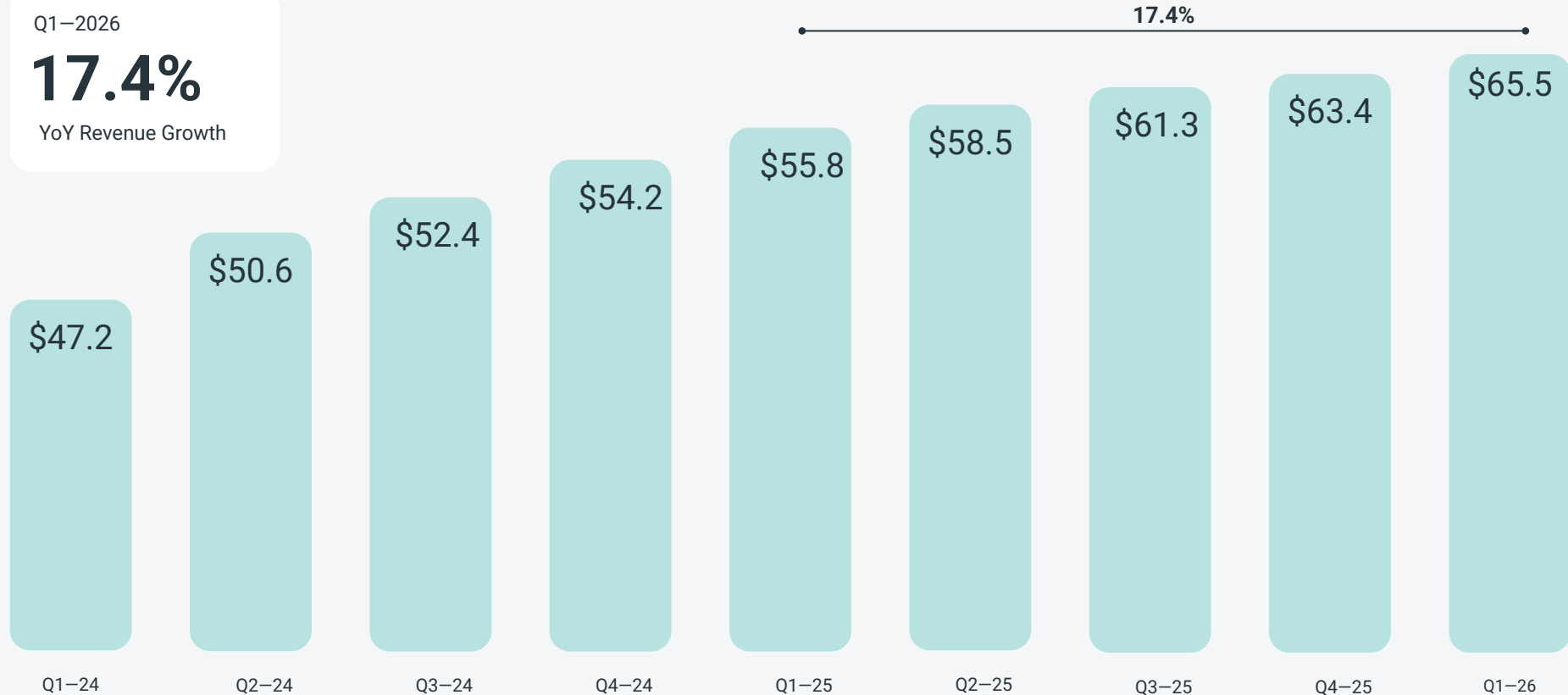


Topline Revenue Growth at Scale (\$M)

Q1-2026

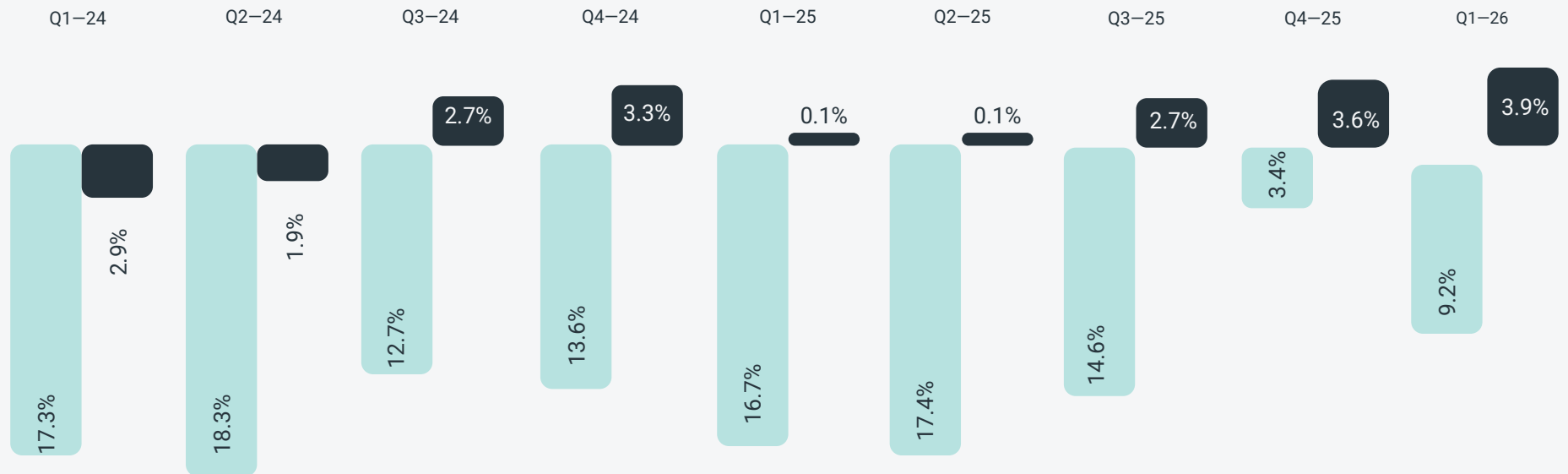
17.4%

YoY Revenue Growth



Our Path to Profitability

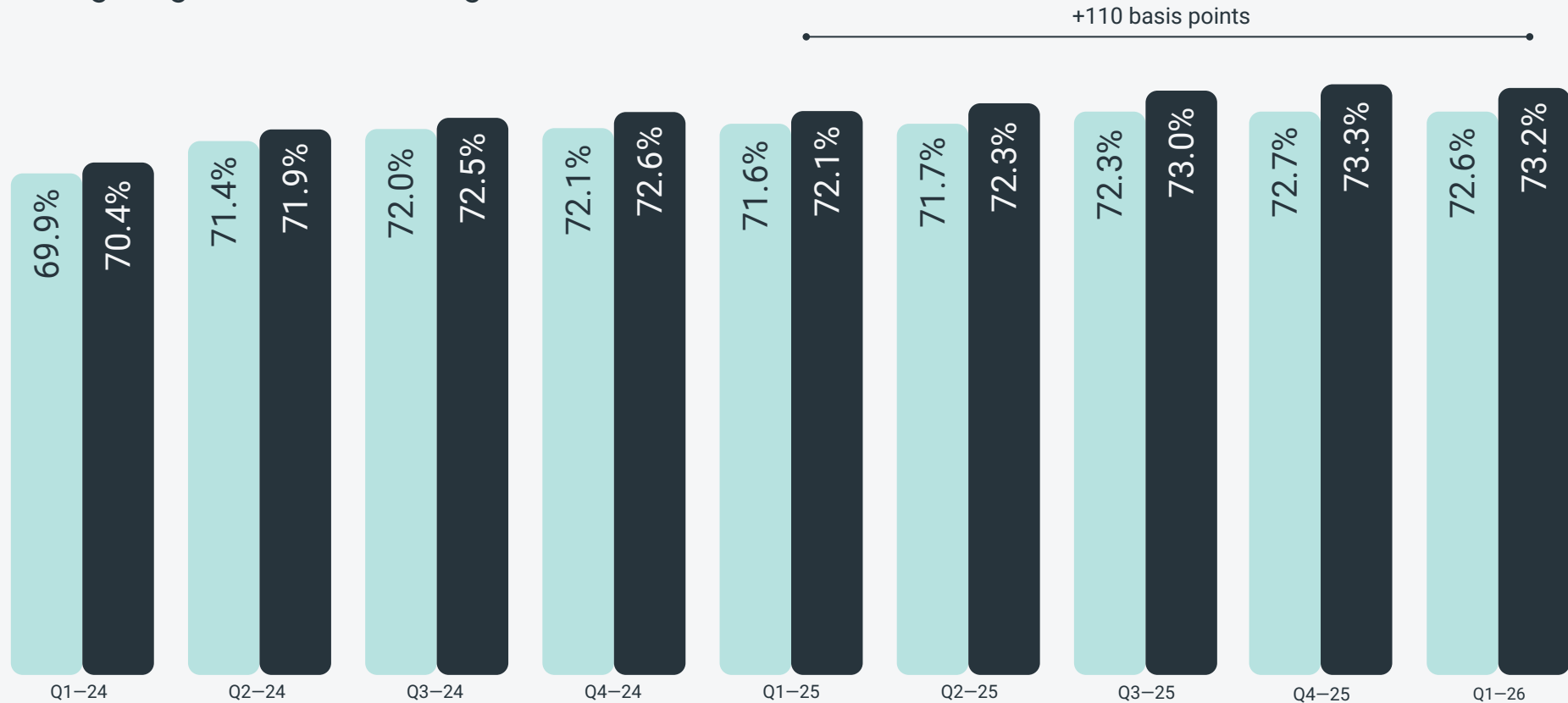
—Operating margin



● GAAP Op Margin %

● Non-GAAP Op Margin %

Strong Progress on Gross Margin



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

● GAAP GM% ● Non-GAAP GM%

Appendix

Revenue and Operating Income Guidance

	Q2-26 Guidance	
	Low	High
Revenue	\$67.2M	\$68.2M
Non-GAAP Operating Income (Loss)	\$2.1M	\$3.1M
Weighted Average Share Count	79.6M	

	FY'26 Guidance	
	Low	High
Revenue	\$275.0M	\$278.0M
Non-GAAP Operating Income	\$10.5M	\$13.5M
Weighted Average Share Count	79.8M	

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

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25	Q1-26
GAAP Net Loss	\$ (7,203)	\$ (8,553)	\$ (5,879)	\$ (6,711)	\$ (8,825)	\$ (8,711)	\$ (8,668)	\$ (1,848)	\$ (5,770)
Interest Expense	319	399	405	400	397	537	366	400	369
Provision for Income Taxes	14	52	56	67	71	(1,106)	82	29	102
Interest Income	(420)	(432)	(520)	(479)	(463)	(435)	(447)	(466)	(372)
Other Income/Expense	(865)	(721)	(692)	(650)	(500)	(471)	(277)	(275)	(352)
GAAP Loss from Operations	\$ (8,155)	\$ (9,255)	\$ (6,630)	\$ (7,373)	\$ (9,320)	\$ (10,186)	\$ (8,944)	\$ (2,160)	\$ (6,023)
Stock-Based Compensation	6,772	8,291	8,022	9,135	8,985	9,253	9,922	3,972	7,130
Amortization of acquisition-related intangibles	-	-	-	-	-	156	362	348	340
Acquisition Transaction Costs	-	-	-	-	374	847	334	141	261
Shareholder matters	-	-	-	-	-	-	-	-	829
Non-GAAP Income (Loss) from Operations	\$ (1,383)	\$ (964)	\$ 1,392	\$ 1,762	\$ 39	\$ 70	\$ 1,674	\$ 2,301	\$ 2,537

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

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25	Q1-26
Net Cash Provided by (Used in) Operating Activities	\$ (19,701)	\$ 22,676	\$ 4,500	\$ 6,674	\$ (219)	\$ 5,445	\$ 6,069	\$ 6,245	\$ (5,705)
Less: Purchase of Property and Equipment	(513)	(741)	(548)	(383)	(444)	(544)	(279)	(1,122)	(521)
Less: Capitalized Internal-use Software	(305)	(718)	(411)	(166)	(399)	(423)	(743)	(726)	(898)
Free Cash Flow	\$ (20,519)	\$ 21,217	\$ 3,541	\$ 6,125	\$ (1,062)	\$ 4,478	\$ 5,047	\$ 4,397	\$ (7,124)

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

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25	Q1-26
Subscription and Payment Processing:									
Revenue	\$ 45,092	\$ 48,513	\$ 50,375	\$ 52,126	\$ 53,415	\$ 56,005	\$ 58,760	\$ 60,589	\$ 62,562
Cost of Revenue	(10,536)	(10,696)	(10,932)	(11,403)	(12,081)	(12,590)	(12,905)	(13,007)	(13,515)
Gross Profit	\$ 34,556	\$ 37,817	\$ 39,443	\$ 40,723	\$ 41,334	\$ 43,415	\$ 45,855	\$ 47,582	\$ 49,047
Gross Margin	76.6%	78.0%	78.3%	78.1%	77.4%	77.5%	78.0%	78.5%	78.4%
Onboarding:									
Revenue	\$ 960	\$ 943	\$ 845	\$ 799	\$ 888	\$ 833	\$ 821	\$ 921	\$ 932
Cost of Revenue	(1,832)	(2,032)	(2,006)	(1,923)	(1,992)	(2,075)	(2,239)	(2,451)	(2,574)
Gross Profit	\$ (872)	\$ (1,089)	\$ (1,161)	\$ (1,124)	\$ (1,104)	\$ (1,242)	\$ (1,418)	\$ (1,530)	\$ (1,642)
Gross Margin	-90.8%	-115.5%	-137.4%	-140.7%	-124.3%	-149.1%	-172.7%	-166.1%	-176.2%
Hardware:									
Revenue	\$ 1,121	\$ 1,130	\$ 1,166	\$ 1,244	\$ 1,506	\$ 1,632	\$ 1,761	\$ 1,893	\$ 2,006
Cost of Revenue	(1,818)	(1,734)	(1,721)	(1,799)	(1,791)	(1,854)	(1,856)	(1,875)	(1,872)
Gross Profit	\$ (697)	\$ (604)	\$ (555)	\$ (555)	\$ (285)	\$ (222)	\$ (95)	\$ 18	\$ 134
Gross Margin	-62.2%	-53.5%	-47.6%	-44.6%	-18.9%	-13.6%	-5.4%	1.0%	6.7%

Adjusted EBITDA (Non-GAAP) (in thousands)

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25	Q1-26
GAAP Net loss	\$ (7,203)	\$ (8,553)	\$ (5,879)	\$ (6,711)	\$ (8,825)	\$ (8,711)	\$ (8,668)	\$ (1,848)	\$ (5,770)
Interest Expense	319	399	405	400	397	537	366	400	369
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Interest Income	(420)	(432)	(520)	(479)	(463)	(435)	(447)	(466)	(372)
Other Income/Expense	(865)	(721)	(692)	(650)	(500)	(471)	(277)	(275)	(352)
Depreciation	609	581	512	487	511	520	515	525	536
Amortization	416	388	345	393	470	470	467	496	650
Stock-Based Compensation	6,772	8,291	8,022	9,135	8,985	9,252	9,922	3,972	7,130
Amortization of acquisition-related intangibles	-	-	-	-	-	156	362	348	340
Acquisition Transaction Costs	-	-	-	-	374	847	334	141	261
Shareholder matters	-	-	-	-	-	-	-	-	829
Adjusted EBITDA	\$ (358)	\$ 5	\$ 2,249	\$ 2,642	\$ 1,020	\$ 1,059	\$ 2,656	\$ 3,322	\$ 3,723

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

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25	Q1-26
GAAP Gross Profit	\$ 32,987	\$ 36,124	\$ 37,727	\$ 39,044	\$ 39,945	\$ 41,951	\$ 44,342	\$ 46,070	\$ 47,539
Stock-Based Compensation Add Back	239	244	237	294	285	215	200	194	166
Amortization of acquisition-related intangibles	-	-	-	-	-	105	215	215	210
Transaction costs	-	-	-	-	-	-	-	-	5
Non-GAAP Gross Profit	\$ 33,226	\$ 36,368	\$ 37,964	\$ 39,338	\$ 40,230	\$ 42,271	\$ 44,757	\$ 46,479	\$ 47,920
Non-GAAP Gross Margin	70.4%	71.9%	72.5%	72.6%	72.1%	72.3%	73.0%	73.3%	73.2%
GAAP Gross Margin	69.9%	71.4%	72.0%	72.1%	71.6%	71.7%	72.3%	72.7%	72.6%

Thank
you