

Weave

Raymond James Conference
March 2, 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 Quarterly Report on Form 10-Q that we filed with the Securities and Exchange Commission (“SEC”) on November 6, 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.

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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.

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

Who we are

Leading vertical platform that delivers AI-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

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



39,000+ 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.

\$239M

FY'25 Total Revenue
17% YoY Growth

\$229M

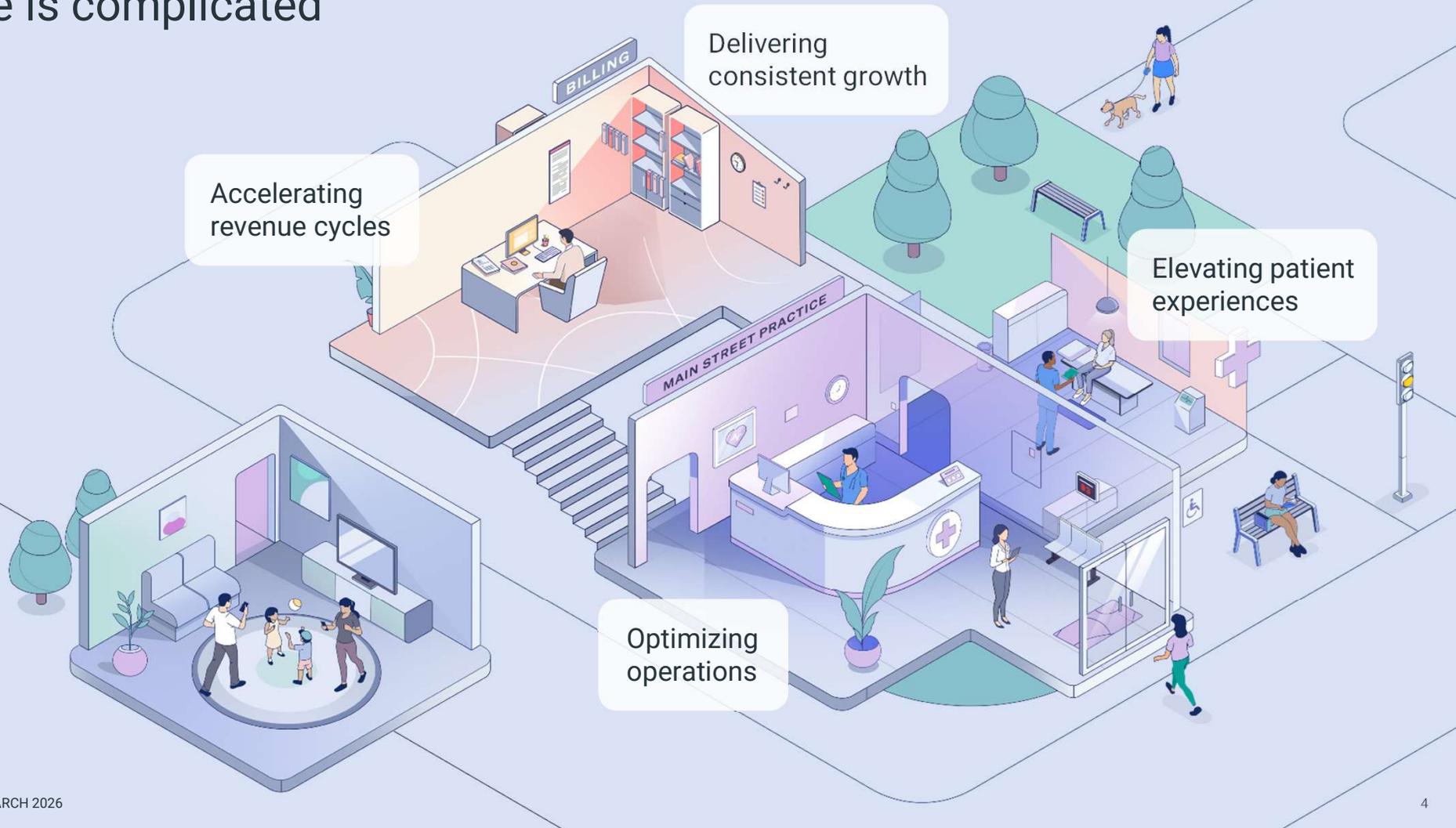
FY'25 Subscription & Payment Processing Revenue

17% YoY Growth

\$12.9M

FY'25 Free Cash Flow
\$2.5M improvement YoY

Running a modern healthcare practice is complicated



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

Reviews. Phones. Texting. Reminders. Payments. Analytics. AI.

Email Assistant
Greetings, Raymond!
Let's generate an email that stands out.
Help me build an email campaign for our new care program
Cancel Next

Please use this [link](#) to pay your bill. Payment received!

Hi Alex, sorry we missed your call. How can we help you? UP
2:30 PM

Can you help me schedule an appointment please?
AM
2:40 PM

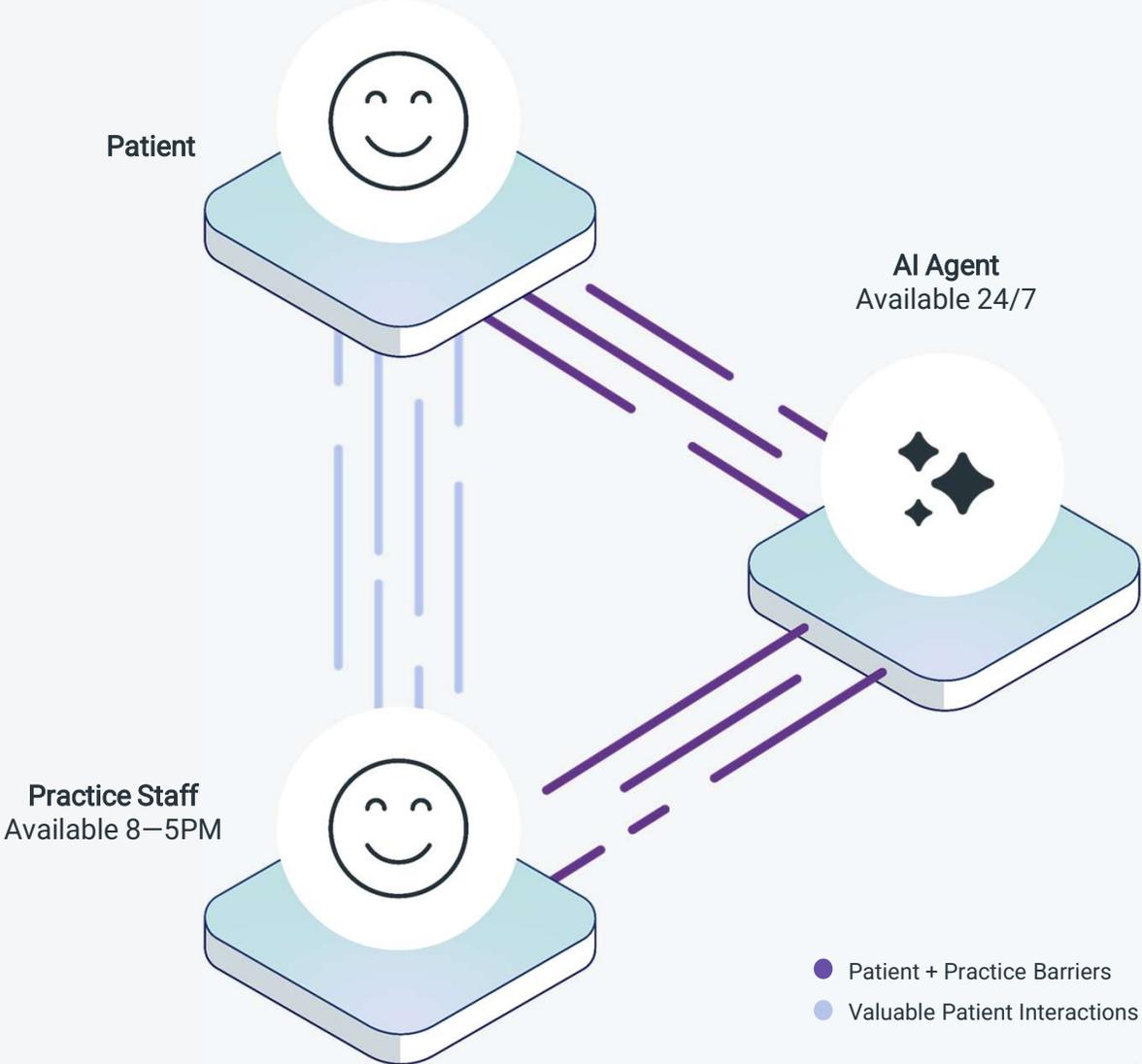
Gloria Morrison
(555) 444-3333
Ignore Keypad Answer

★★★★★
Best practice ever!

Choose date and time
TUE WED THU FRI SAT
6 7 8 9 10
Morning
9:00 9:15 9:30 9:45

AI Receptionist: a trusted team member

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



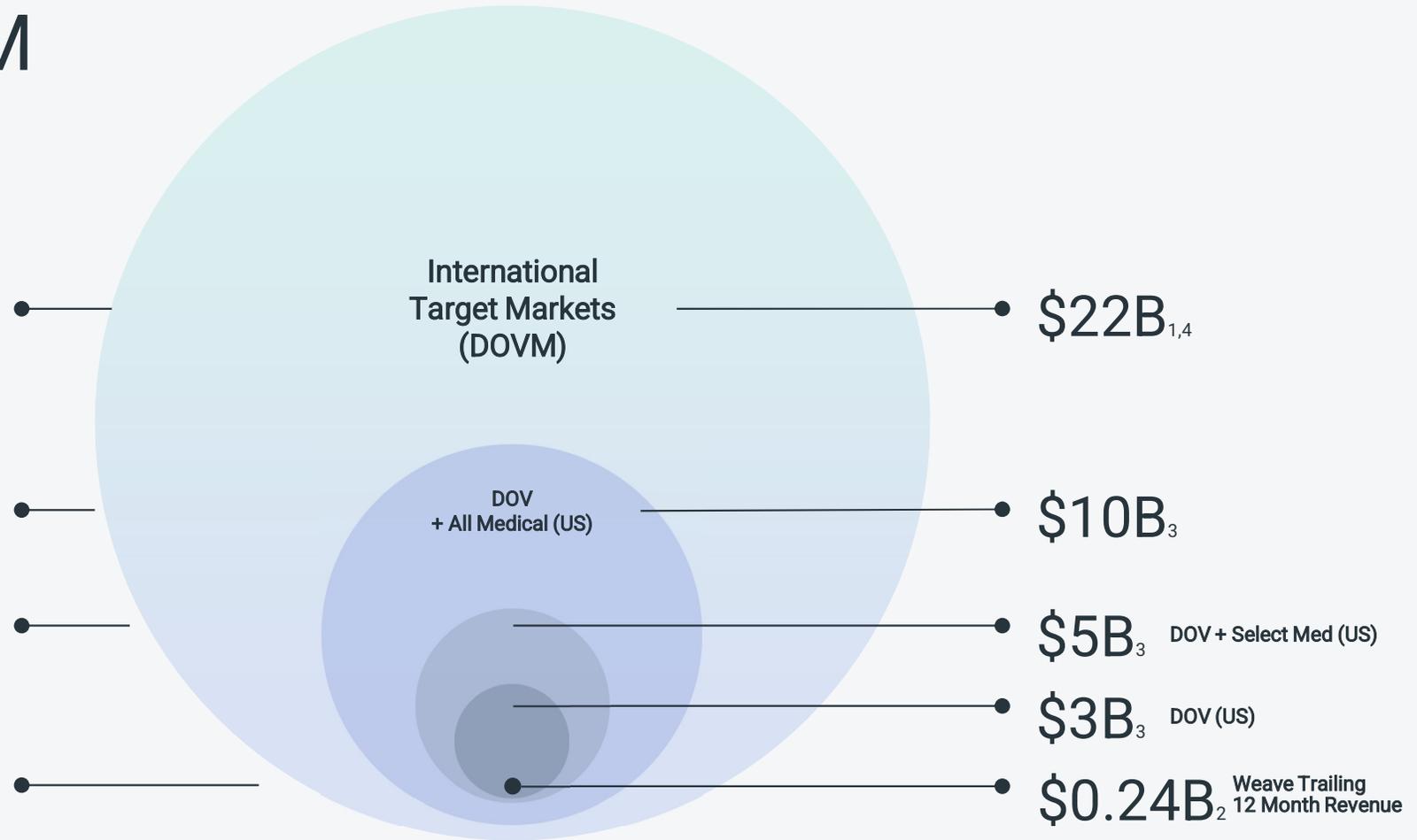
Weave TAM

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, Q1'24 through Q4'25

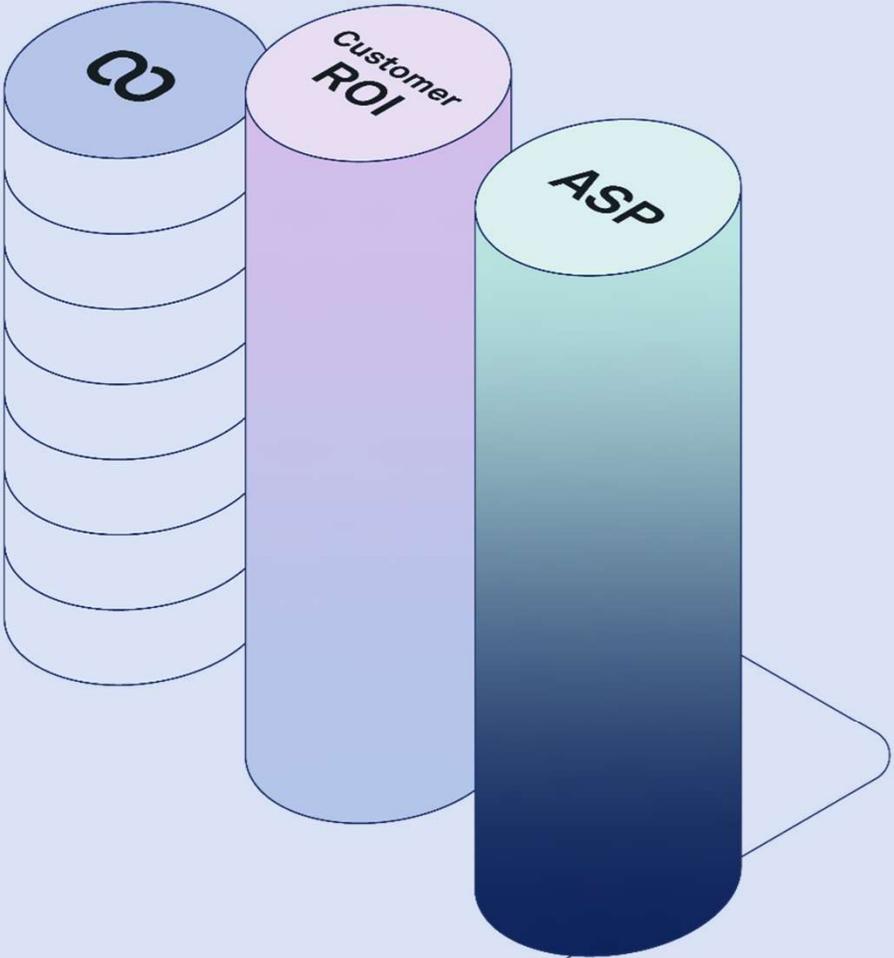
3. Sources used to derive TAM for each vertical include IBIS, BLS, Census, industry-specific organizations (such as the American Dental Association, American Optometric Association, American Veterinary Medical Association, etc), market research reports, and proprietary Weave data

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 Euromonitor labor statistics within each vertical

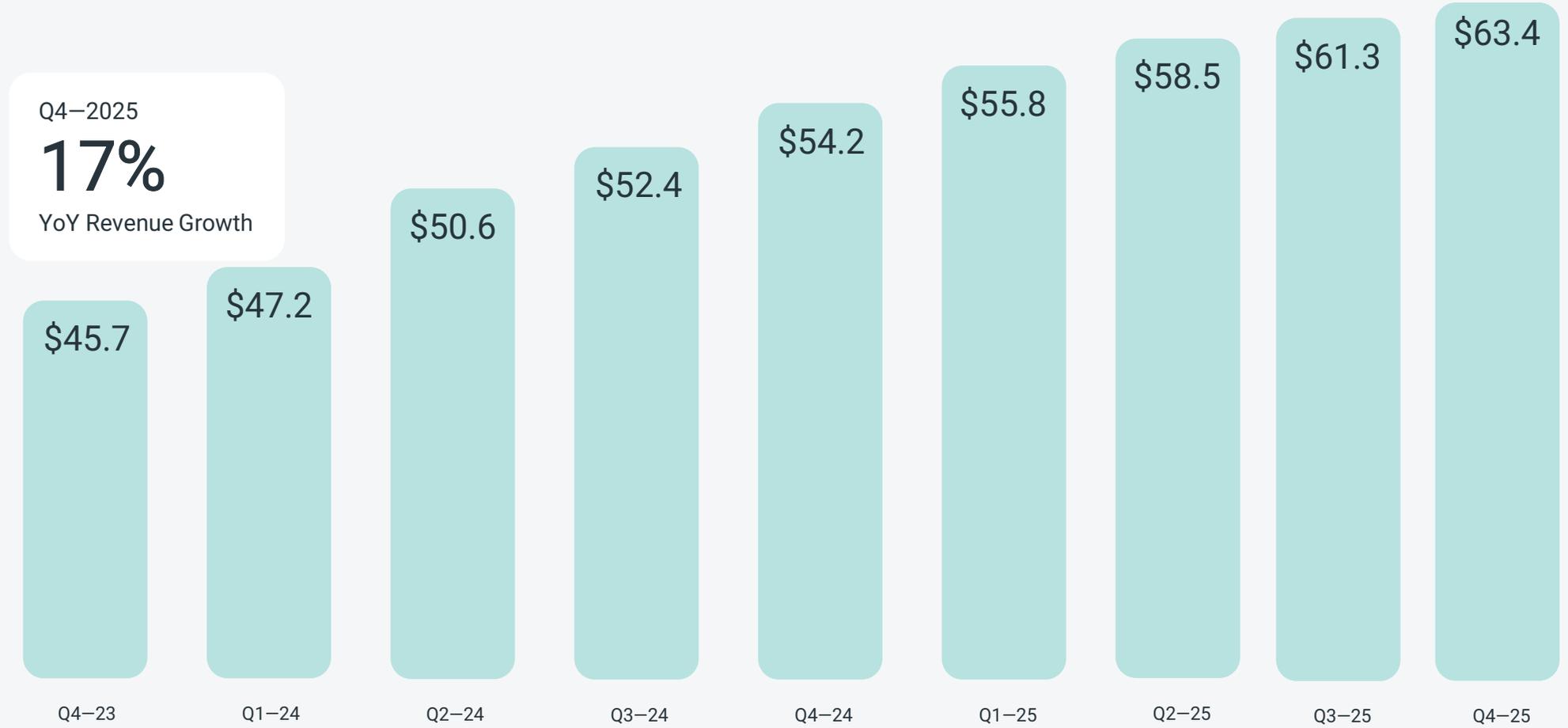
As we create more value, our opportunity grows



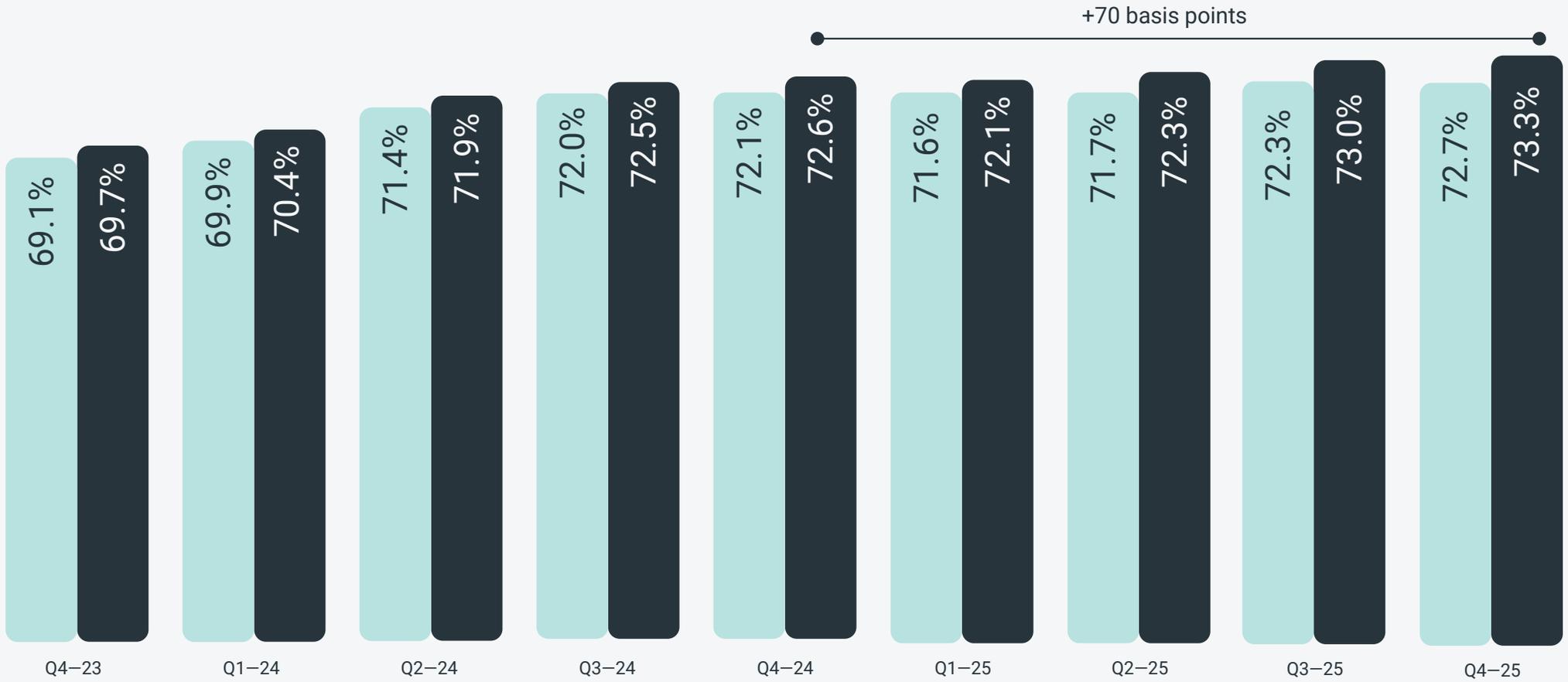
- Additional RCM
- AI Features
- Payments
- Analytics, Forms, Insurance
- Reminders, Reviews, Bulk Texting
- Phones



Topline Revenue Growth at Scale (\$M)



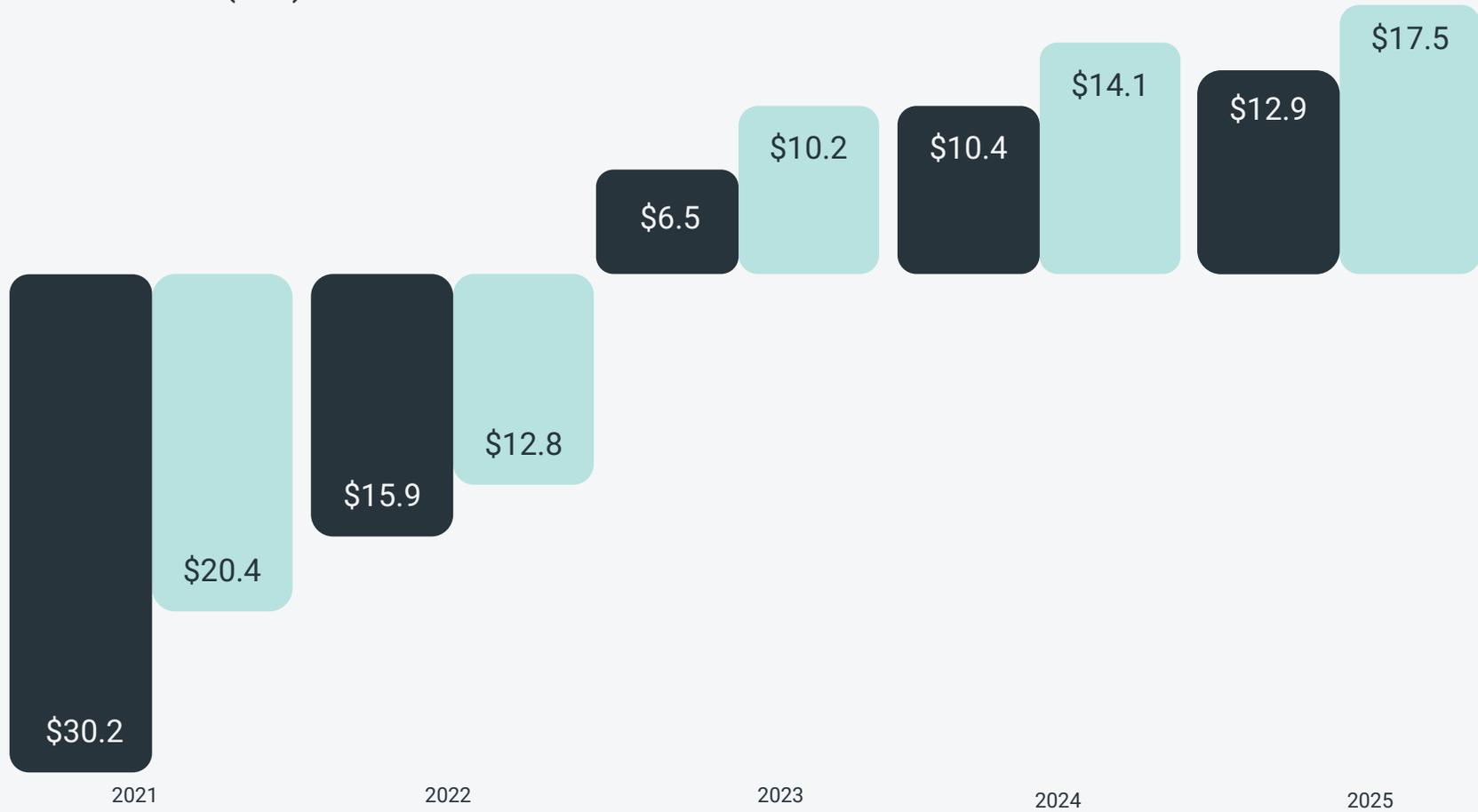
Strong Progress on Gross Margin



● GAAP GM% ● Non-GAAP GM%

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

Improving Cash Flows (\$M)



● Free Cash Flow ● Cash from Operations

Investor highlights

AI 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, AI powered solutions, mid-market, and partnerships.

2

Resilient Customer Base

SMB healthcare practices have proven resilient despite economic uncertainty.

3

Efficiently Scaling the Business

Effectively balancing growth while driving operating leverage.

4

Thank
you