



Fourth Quarter and Full Year 2025 Financial Results

March 5, 2026

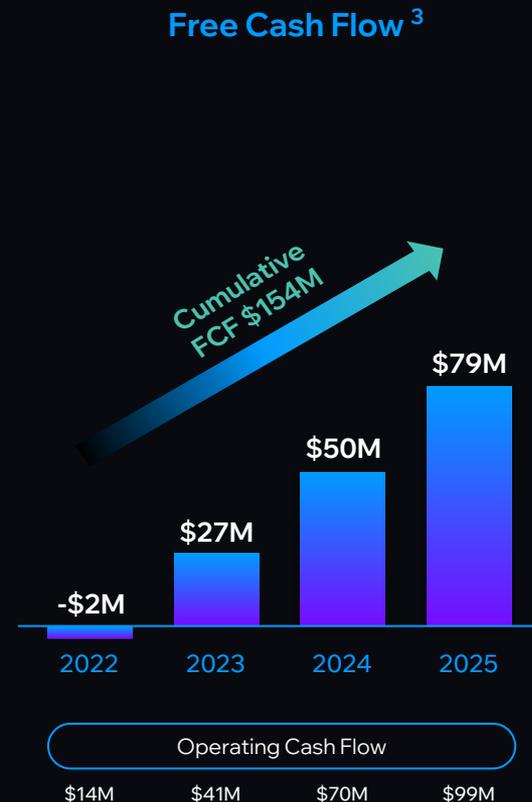
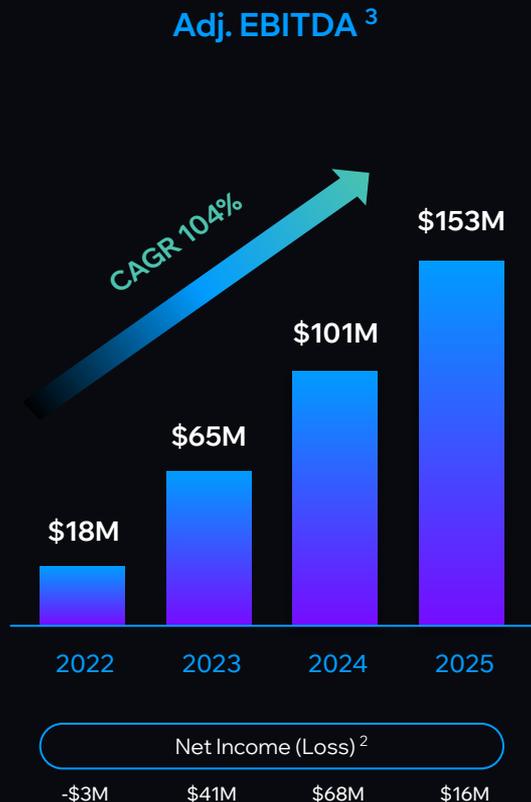
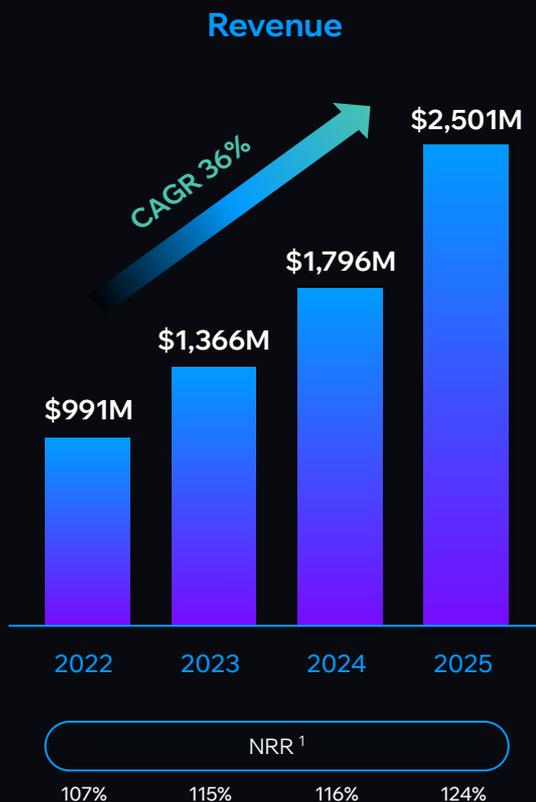
Cautionary Note Regarding Forward-Looking Statements



The information presented herein may contain forward-looking statements within the meaning of the federal securities laws. All statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws and include, but are not limited to, statements of management’s expectations regarding the company’s future performance, growth, opportunities, profitability, cash flows, offerings, momentum, growth of new and existing brand partners, expectations regarding our share repurchase program, growth of our non-Amazon and international business, business strategies, market position, macro environment, impacts of trade policies, potential supply chain disruptions, price increases, market trends, consumer sentiment and practices, and our ability to navigate the same; financial guidance regarding revenues, revenue growth, adjusted EBITDA, adjusted EBITDA growth, and other financial items; and statements involving timing, beliefs or assumptions underlying any of the foregoing. You should not place undue reliance on any forward-looking statements, which speak only as of the date they were made. We undertake no obligation to update any forward-looking statement after the date hereof or to conform such statements to actual results or changes in the company’s expectations, except as required by law. Forward-looking statements are inherently difficult to predict. Actual results could differ materially for a variety of reasons, including but not limited to, those related to the Company’s relatively limited operating history which makes it difficult to evaluate the Company’s business and prospects, the market for the Company’s product or service offerings developing slower or differently than expected, any difficulties we may experience with our brand partners, marketplaces, sourcing of products, accessing and utilizing marketplace data, responding to technological advancement, attracting/retaining key employees, forecasting consumer demand and practices, maintaining customer satisfaction, optimizing operations, driving traffic to our products; any difficulties with our infrastructure, fulfillment partners, supply chain, payment processors, data storage, data processing, shipping, insurance, competition, macroeconomic factors, tariffs or trade policies, global or political conflict, exchange rates, or any inability to sustain profitable growth. Other risks and uncertainties include, among others, any problems with product or tool integration, protection of our intellectual property, cyber-attacks or data breaches affecting us, adverse tax, compliance, regulatory or legal developments, or lawsuits or claims. This presentation should be considered in conjunction with the risk factors, warnings, and cautionary statements contained in our most recent filings with the Securities and Exchange Commission, which identify important factors that could cause our actual results to differ materially from those contained in or contemplated by our projections, estimates, and other forward-looking statements.

This presentation includes certain non-GAAP financial measures that should not be considered a substitute for the financial information prepared in and presented in accordance with GAAP. Definitions and a reconciliation are provided in the appendix of this presentation for each historical non-GAAP financial measure to the most directly comparable financial measure stated in accordance with GAAP. We encourage investors to review the related GAAP financial measures and the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures, and not to rely on any single financial measure to evaluate our business. We have not provided a reconciliation to the forward-looking GAAP equivalent measures for our non-GAAP guidance due to uncertainty regarding, and the potential variability of, reconciling items. Therefore, a reconciliation of these non-GAAP guidance measures to their corresponding GAAP guidance measures is not available without unreasonable effort.

Pattern's Long Term Durable Growth Financial Model



Note: CAGR is measured over 3 years (2022 - 2025)

¹ Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

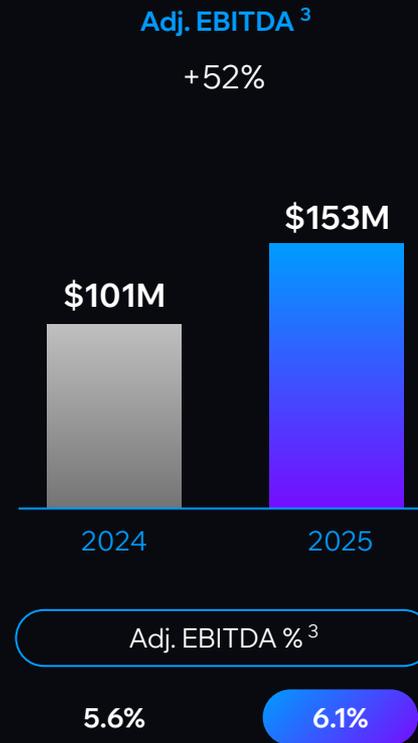
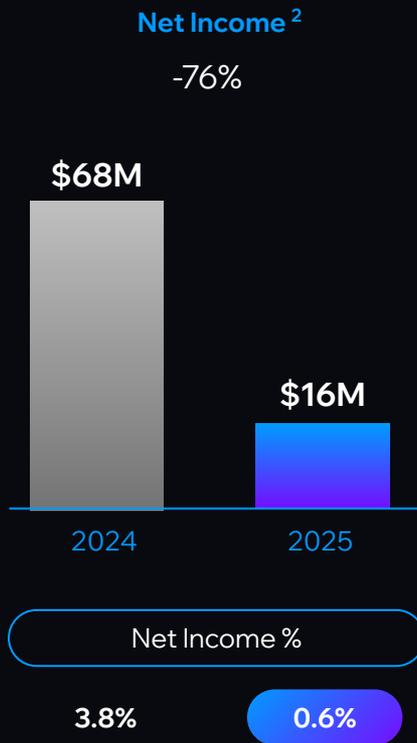
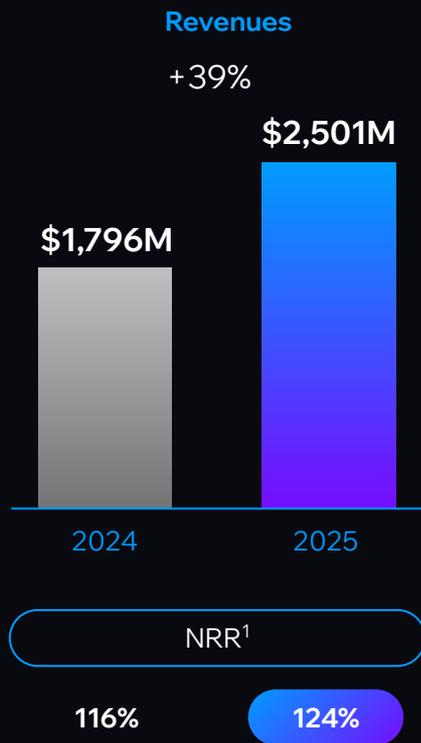
² 2025 Net income is inclusive of \$104 million in stock based compensation and related taxes.

³ Adjusted EBITDA, Adjusted EBITDA Margin, and Free Cash Flow are non-GAAP financial measures. See reconciliation in Appendix.

Full Year 2025 Financial Results



(\$ in millions)



¹ Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

² 2025 Net income is inclusive of \$104 million in stock based compensation and related taxes.

³ Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See reconciliation in Appendix.

Full Year 2025 Operating Expenses and Disaggregated Expenses

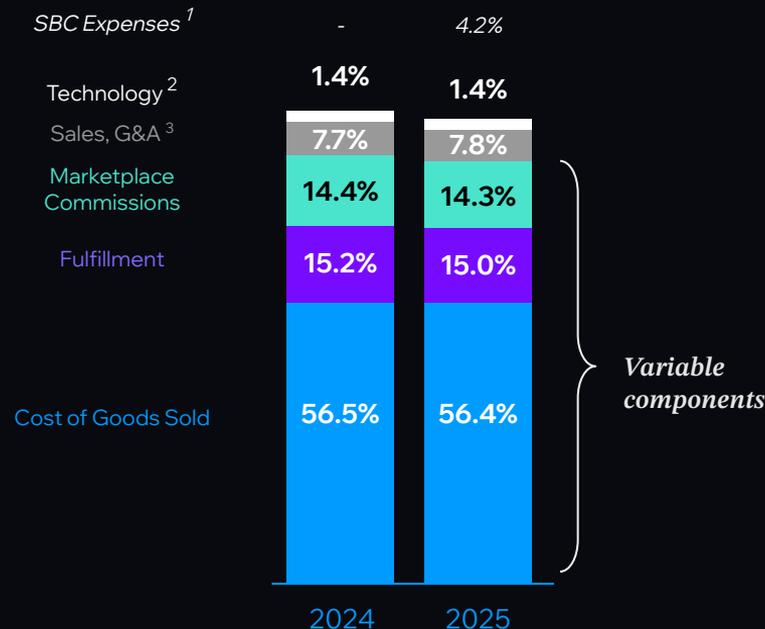


(% of revenue)

GAAP Operating Expenses



Disaggregated Expenses



¹ Stock-based compensation and related taxes was \$104 million in 2025.

² Technology includes internal-use software development amortization expenses.

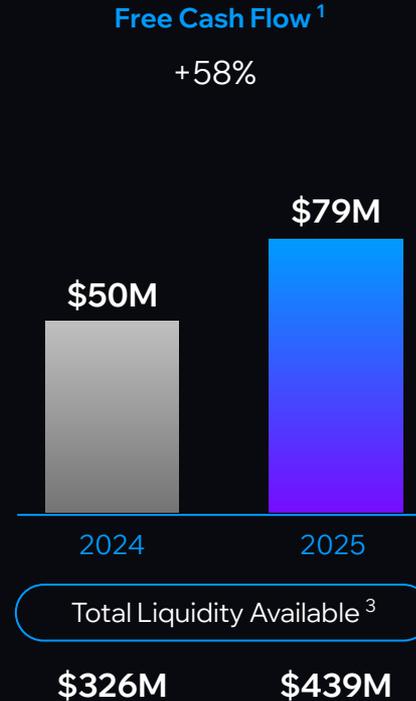
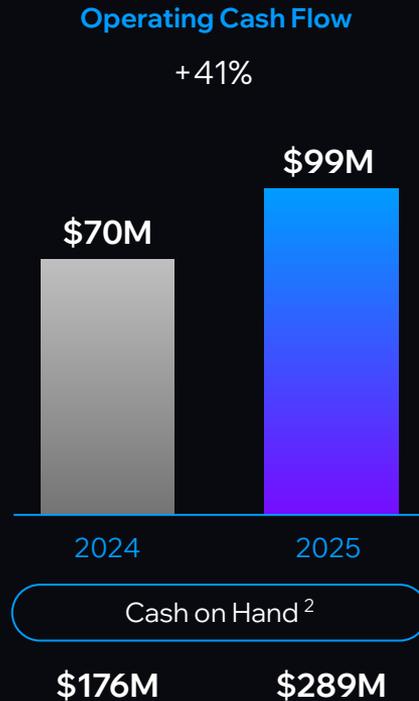
³ Sales, G&A includes indirect IPO costs of \$6M in 2025.

⁴ Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See reconciliation in Appendix.

Full Year 2025 Cash Flow



(\$ in millions)



¹ Free Cash Flow is a non-GAAP financial measure and is calculated by subtracting purchases of property and equipment from net cash provided by operating activities. See reconciliation in Appendix.

² At end of period

³ Total Liquidity is cash on hand at end of period plus the amount available to draw to under our revolving line of credit (\$150 million).



\$2.5B Full Year Revenues

+39% YoY

\$266M International Revenue

+63% YoY

\$183M Non-Amazon Revenue

+60% YoY

124% NRR ¹

Up from 116% in the prior year

\$153M Adjusted EBITDA ²

+52% YoY

\$16M Net Income

Inclusive of \$104M IPO-related SBC

\$99M Op Cash Flow

+41% YoY

\$79M Free Cash Flow ²

+58% YoY

\$100M Share Repurchase

Board authorized March 2, 2026

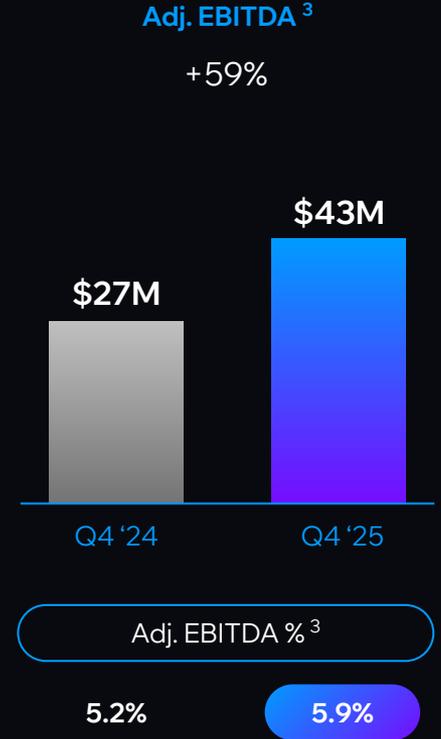
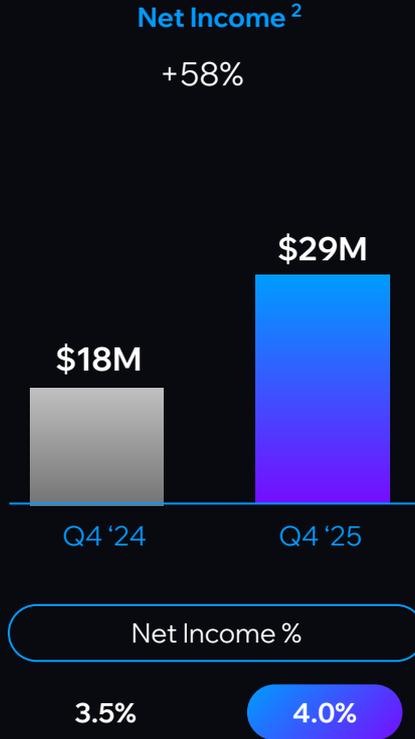
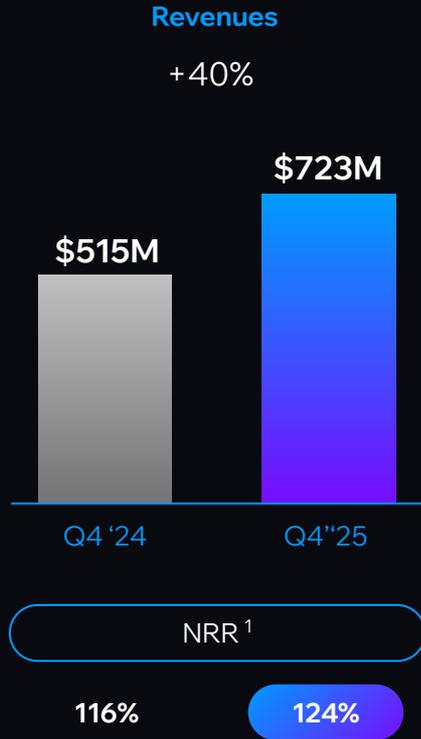
¹ Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

² Adjusted EBITDA, Adjusted EBITDA Margin, and Free Cash Flow are non-GAAP financial measures. See reconciliation in Appendix.

Q4 2025 Financial Results



(\$ in millions)



¹ Net Revenue Retention (NRR) is a metric we use to measure the long-term value of our brand partner relationships. See definition in Appendix.

² Q4 '25 Net income is inclusive of \$13 million in stock-based compensation and related taxes.

³ Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See reconciliation in Appendix.

Q4 2025 Operating Expenses and Disaggregated Expenses

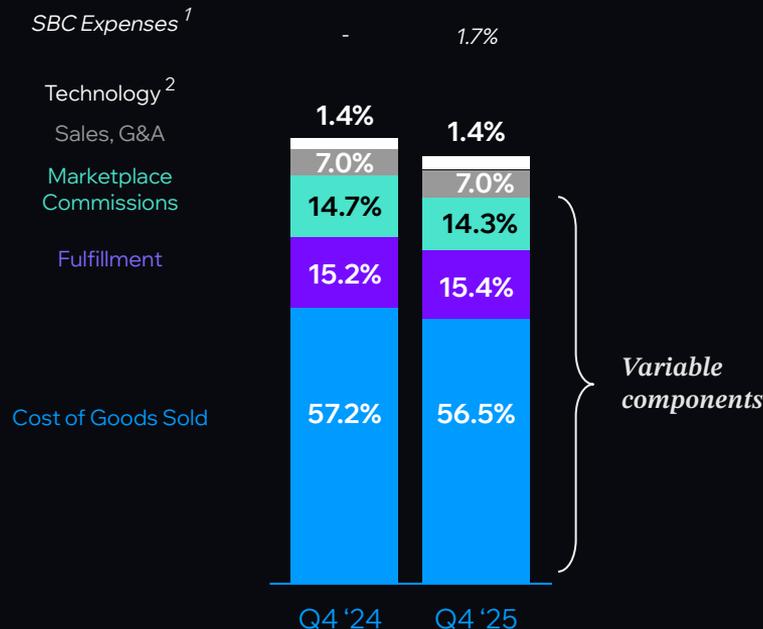


(% of revenue)

GAAP Operating Expenses



Disaggregated Expenses



¹ Stock-based compensation and related taxes was \$13 million in Q4 '25.

² Technology includes internal-use software development amortization expenses.

³ Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See reconciliation in Appendix.



	Q1 2026	Full Year 2026
Revenues	\$710 - \$720M	\$3,120 - \$3,160M
Adj EBITDA¹	\$41 - \$42M	\$180 - \$182M
<i>Adj EBITDA Margin % (midpoint)</i>	5.8%	5.8%

Note: We have not provided a reconciliation to the forward-looking GAAP equivalent measures for our non-GAAP guidance due to uncertainty regarding and the potential variability of, reconciling items.

Therefore, a reconciliation of these non-GAAP guidance measures to their corresponding GAAP guidance measures is not available without unreasonable effort.

¹Q1'26 Adjusted EBITDA assumes approximately 28% effective tax rate.

Financial Guidance is as of March 5, 2026



Appendix



Existing brand partners are brand partners that have been with Pattern for more than twelve months since Pattern first generated over \$1,000 in revenue attributable to such brand partner. **New brand partners** are all other brand partners that are not existing brand partners.

Net Revenue Retention (“NRR”) is an important metric to measure the long-term value of our brand partner relationships. In any given period, we calculate NRR by comparing total revenue attributable to all existing brand partners in the current trailing 12-month period to that of the previous trailing 12-month period. This metric, expressed as a percentage, provides valuable insight into the accelerated growth delivered through our platform, the effectiveness of our brand expansion strategies and our ability to deepen relationships with existing brand partners. For the purpose of our NRR calculation, we only include brand partners that, as of the measurement date, are existing brand partners. Additionally, for those existing brand partners that, as of the measurement date, have been with Pattern for more than twelve full months but less than 24 full months since we first generated over \$1,000 in revenue attributable to such brand partner, we only include current period revenue for the corresponding months in the current period for which the brand partner had attributable revenue in the previous period.

Adjusted EBITDA is a non-GAAP financial measure that is calculated as net income (loss) excluding depreciation and amortization; interest income (expense), net; provision (benefit) from income taxes; share-based compensation expense and related taxes; the stock amendment expense; indirect IPO costs; and other items that we do not consider representative of our underlying operations. We believe it is useful to exclude charges, such as depreciation and amortization and share-based compensation expense from our Adjusted EBITDA because the amount of such expenses in any specific period may not directly correlate to the underlying performance of our business operations. We believe it is useful to exclude interest income (expense), net; provision (benefit) from income taxes; and other items that are not components of our core business operations. Non-GAAP financial measures such as Adjusted EBITDA should not be considered in isolation or as an alternative to net income (loss) or any other measure of financial performance calculated and prescribed in accordance with GAAP. In addition, Adjusted EBITDA may not be comparable to similarly titled measures in other organizations because other organizations may not calculate Adjusted EBITDA in the same manner as we do, thus limiting its usefulness as a comparative measure. Adjusted EBITDA Margin is Adjusted EBITDA as percentage of revenues.

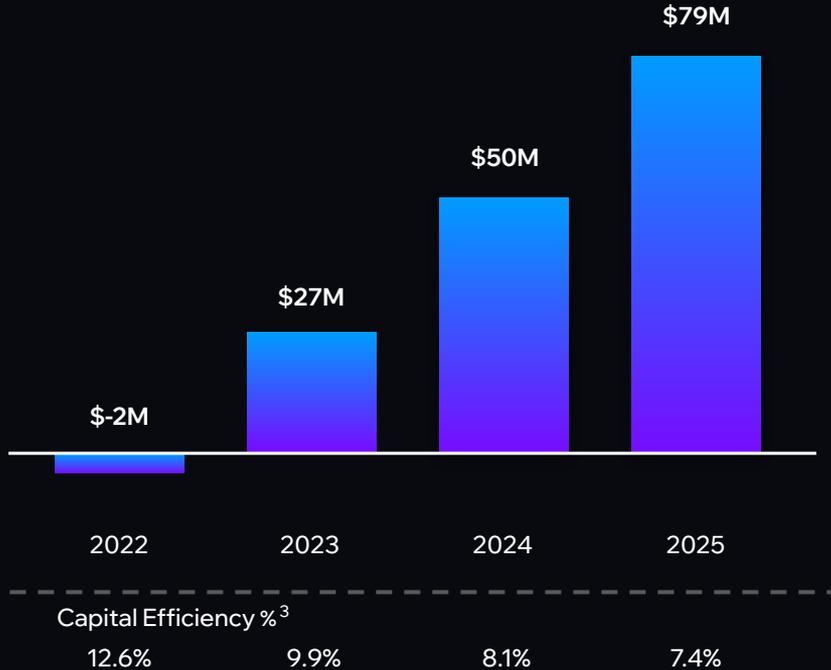
Free cash flow is a non-GAAP financial measure that is calculated as net cash provided by or used in operating activities reduced by purchases for property and equipment. We believe free cash flow is a useful measure to evaluate the cash impact of the operations of the business including purchases of property and equipment which are a necessary component of our ongoing operations.

Trailing twelve months (“TTM”) is defined as the most recent twelve consecutive months.

Capital Efficient Business Model with Improving Cash Conversion Cycle



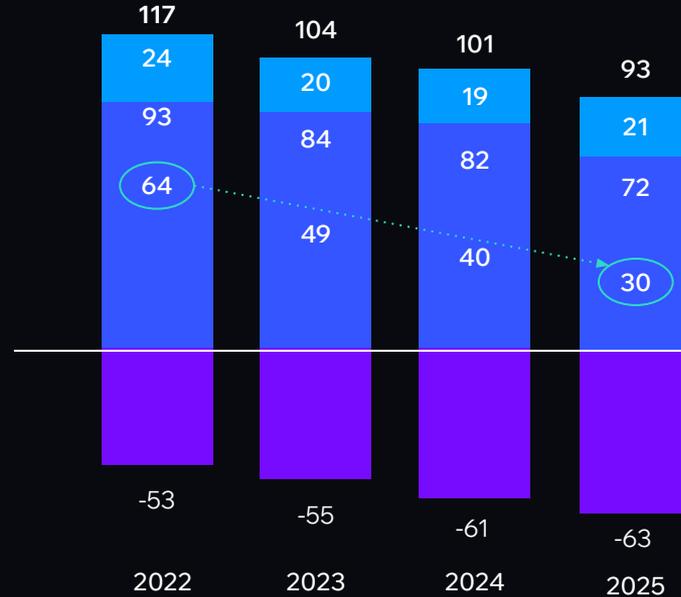
Free Cash Flow ¹



Cash Conversion Cycle ²

Days

CCC DIO DPO DSO



¹ Free Cash Flow is a non-GAAP financial measure and is calculated by subtracting purchases of property and equipment from net cash provided by operating activities. See reconciliation in Appendix.

² Cash Conversion Cycle (CCC) = DIO + DSO - DPO. DIO: Average Inventory Balance (FYE_t, FYE_{t-1}) / FYE Cost of goods Sold. DPO: Average Accounts Payable Balance (FYE_t, FYE_{t-1}) / FYE Cost of Goods Sold. DSO: Average Accounts Receivable Balance (FYE_t, FYE_{t-1}) / FYE Net Revenue.

³ Capital Efficiency % = (NWC (ex. Cash) + Capex) / Net Revenue. Net Working Capital (ex. Cash): Current assets - Cash & Cash Equivalents - Current Liabilities.

Adjusted EBITDA Reconciliation



(\$ in millions)	2022	2023	2024	2025	Q4 2024	Q4 2025
Net income (loss)	(\$3)	\$41	\$68	\$16	\$18	\$29
Add (deduct):						
Depreciation and amortization	9	12	15	17	4	4
Interest income, net	1	(3)	(6)	(7)	(2)	(2)
Provision for income taxes	1	15	23	(17)	6	(1)
EBITDA	\$8	\$66	\$100	\$9	\$27	\$30
Other:						
Share-based compensation and related taxes	1	—	—	104	—	13
Goodwill and intangibles impairment	6	—	—	—	—	—
Loss (income) from wind down of subsidiary	3	—	—	—	—	—
Stock amendment expense	—	—	—	33	—	—
Indirect initial public offering costs	—	1	1	6	—	—
Other	—	(1)	—	1	—	—
Adjusted EBITDA	\$18	\$65	\$101	\$153	\$27	\$43
Revenues	\$991	\$1,366	\$1,796	\$2,501	\$515	\$723
Adjusted EBITDA Margin	1.8%	4.7%	5.6%	6.1%	5.2%	5.9%

Note: Amounts are presented in millions and rounded. As a result, subtotals and totals may not foot due to rounding.

Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures used in conjunction with results presented in accordance with GAAP and should not be relied upon to the exclusion of GAAP financial measures.

Review our financial statements and publicly filed reports in their entirety and do not rely on any single financial measure.

Free Cash Flow Reconciliation



(\$ in millions)

	2022	2023	2024	2025
Net cash provided by operating activities	\$14	\$41	\$70	\$99
Purchases of property and equipment	(16)	(14)	(20)	(20)
Free cash flow	(\$2)	\$27	\$50	\$79

Note: Amounts are presented in millions and rounded. As a result, subtotals and totals may not foot due to rounding.

Free Cash Flow is a non-GAAP financial measure used in conjunction with results presented in accordance with GAAP and should not be relied upon to the exclusion of GAAP financial measures. Review our financial statements and publicly filed reports in their entirety and do not rely on any single financial measure.