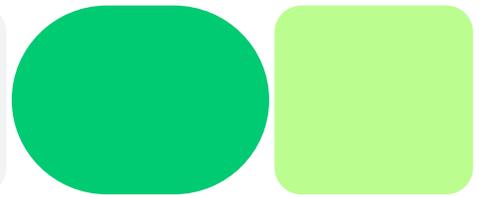


Q3 | 2025

Shareholder Letter



Financial highlights



Third quarter 2025 key results

Revenue

\$316.9M

26% Y/Y Growth

Gross margin

90%

NON-GAAP

Customers \$50k+ ARR*

3,993

37% Y/Y Growth

Net dollar retention
rate (NDR)*

111%

for all customers

Operating
margin

15%

NON-GAAP

Adjusted free cash
flow margin

29%

NON-GAAP

Financial outlook

Q4 FY 2025

Revenue

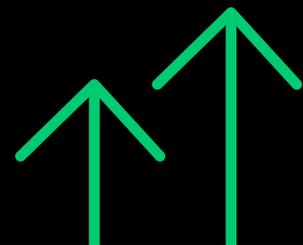
\$328M – \$330M

22% – 23% Y/Y growth

Operating income (Non-GAAP)

\$36M – \$38M

11% – 12% margin



FY 2025

Revenue

\$1,226M – \$1,228M

~26% Y/Y growth

Operating income (Non-GAAP)

\$167M – \$169M

~14% margin

Adj. free cash flow

\$330M – \$334M

~27% margin

*Metrics as of the end of the quarter ended September 30, 2025

From the CEOs

Fellow shareholders,

In Q3, we delivered another quarter of strong results and disciplined execution, putting us firmly on track toward our Investor Day revenue target of \$1.8 billion for FY27. We saw robust net additions of customers with more than \$100k and \$500k in ARR and **growth acceleration in remaining performance obligations (RPO)**, reflecting the strength of our go-to-market engine and the expanding demand for our platform.

We also reported our **largest ever non-GAAP operating profit**, reinforcing our ability to scale efficiently while continuing to invest in innovation. The combination of accelerating customer expansion, record profitability, and surging engagement with our new AI offerings positions monday.com strongly for its next phase of growth.

Investor day and Elevate conferences showcase momentum

Investor day²⁵

Our Q3 results follow a highly successful **Investor Day**, where we showcased our evolution into a multi-product, AI-powered platform. The event drew nearly 1,000 online participants – over 4x the viewership from 2023, reinforcing investor confidence in our vision and the significant opportunity ahead as we execute toward our FY27 goals.



Webcast

Presentation

Elevate²⁵

Additionally, our Elevate user conferences in New York City and London reached new highs in both scale and impact. Attendance more than doubled year over year, reflecting growing excitement around our platform and new AI capabilities. These events not only amplified customer enthusiasm, but also **generated record engagement and a strong pipeline** heading into 2026, setting the stage for continued customer expansion and growth.



Elevate London



Elevate NYC

NYC attendees

2,591 (2024: 1,120)

LDN attendees

1,855 (2024: 1,028)

Multi-product strategy delivering ahead of plan

Our multi-product strategy is delivering strong results, expanding our reach across more teams and use cases. **New products now account for over 10% of total ARR**, surpassing our 2025 goal ahead of schedule. Going forward, new bundled offerings combining Work Management with CRM, Service, and Dev will provide a unified, cost-efficient experience while accelerating cross-sell momentum.

Within CRM, our new AI-powered monday campaigns product has seen rapid adoption since its September launch, reinforcing our vision of a connected sales and marketing suite.



Executing on our vision for AI driven work



Since its gradual release in July, **monday vibe** has seen rapid adoption, with customers creating more than **60,000 apps** to power their unique workflows. Built directly on monday.com's enterprise-grade infrastructure, these apps are secure, scalable, and fully integrated with granular permissions and team context. To better reflect the value customers are realizing, we introduced a new pricing model that lets users select a tier aligned with their AI needs – from unlimited free access to build and test apps, to paid tiers that scale as usage grows.



We recently introduced **Agent Factory**, a new AI product that lets anyone design and manage intelligent agents to automate complex workflows. Operating as a standalone solution with **flexible, consumption-based pricing**, these agents function as integrated team members by handling tasks like updating CRM records, sending emails, and scheduling follow-ups.

To simplify the AI experience, we're rolling out a **new AI credit system in Q4**, shaped by extensive customer feedback, providing a more transparent and intuitive way to scale AI usage and measure impact across organizations.

This quarter's results reflect the incredible dedication of our teams and the trust our customers place in monday.com every day. With accelerating customer expansion, record profitability, and growing enthusiasm for our AI-powered platform, we are entering the next phase of durable, profitable growth that will create meaningful long-term value for shareholders.

Best,
Roy and Eran

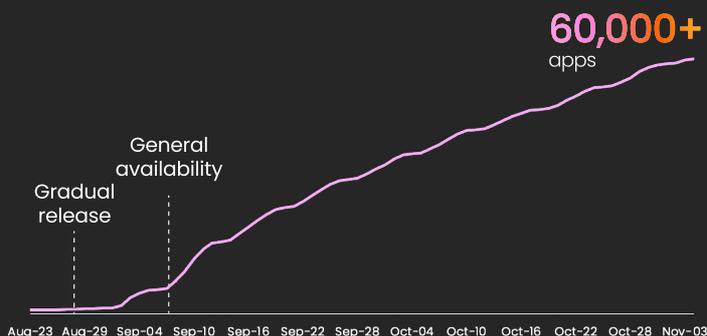
AI-powered innovation



Turn words into work apps

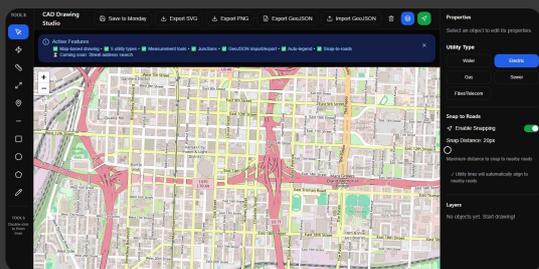
Monday Vibe is our new Vibe coding product that turns prompts into fully functional, secure custom apps. These apps run on our enterprise-grade infrastructure, giving customers all of the control, flexibility and reliability of the Monday.com platform.

Users have already created more than 60,000 apps with Monday Vibe, with vast use cases ranging from quick, lightweight apps to fully custom solutions that power entire organizations, all uniquely tailored to fit users' specific context.



Custom CAD software

One customer used Monday Vibe to build a robust 2D CAD software. This allowed them to avoid purchasing a separate CAD tool, resulting in significant cost savings.



Route-optimization workflows

A lab network used Monday Vibe to create a route-optimization dashboard to help their medical sales reps group their physician visits geographically, cutting down on travel time and costs.



To reflect the significant value our customers are realizing from Monday Vibe, we recently introduced flexible pricing that allows users to choose a tier that fits their account's AI needs:

Free
\$0/mo

✓ Unlimited drafts

Starter
\$100/mo

✓ 10 active apps

Growth
\$250/mo

✓ 25 active apps

Scale
Custom

✓ custom active apps

Simplified AI pricing, expanded AI value

Customers want AI that drives business impact, but a market filled with confusing pricing, limited value, and lack of control often stands in their way.

That's why in Q4, we're introducing changes to the way customers pay for AI Blocks, with a simpler credit system – shaped by months of user feedback – that provides greater clarity and flexibility to our customers.

Key changes include:

01

Credits charged per item

AI credits will now be charged per item, instead of per action. That means that if you run multiple AI actions on the same item within 24 hours, it will only cost one credit total.

02

Updated free trial

Every account will receive a one-time credit trial – with credits varying by tier – rather than the previous monthly free allocation.

03

Platform-wide free AI experiences

We have several built-in AI features on the platform that are now free to use, no credits required. For example:

- ✦ Summarize updates with AI
- ✦ Filter with AI
- ✦ Add column with AI
- ✦ Build Workforms with AI

 **agent factory**

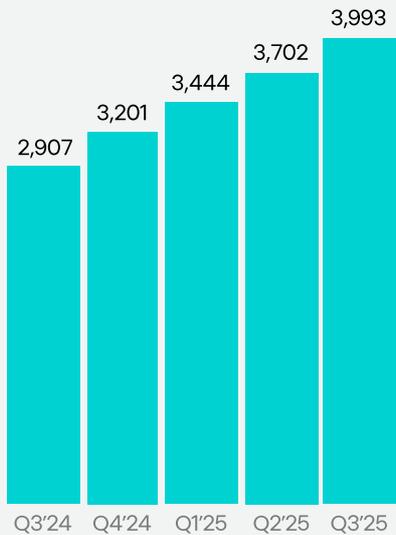
Your new AI teammates

Agent Factory, recently launched in Alpha, is our newest AI product that allows anyone to design, launch, and manage intelligent AI agents. Agent Factory is a standalone product that is accessible from outside of monday.com.

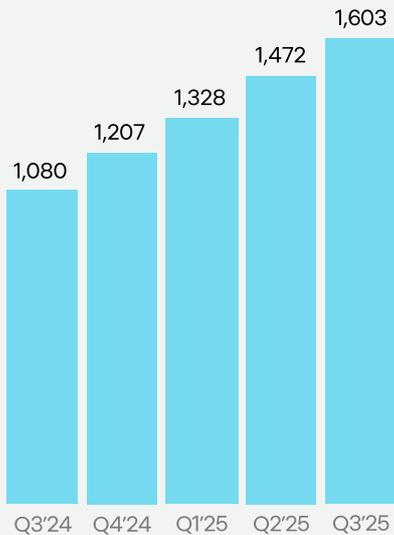
We remain on track for a full rollout in 1H26.



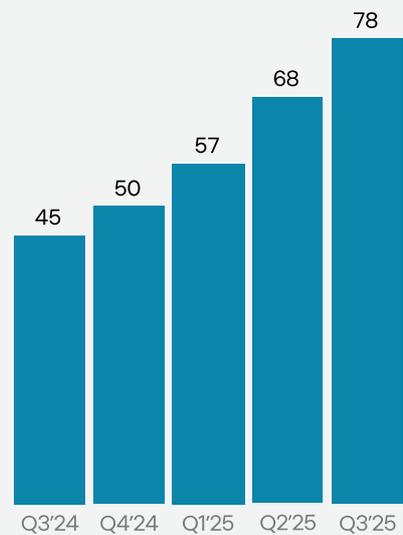
Expanding upmarket



of customers with \$50k+ ARR*

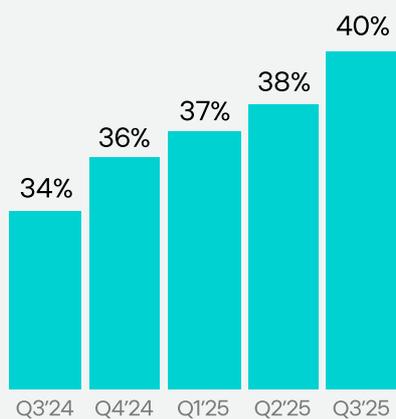


of customers with \$100k+ ARR*

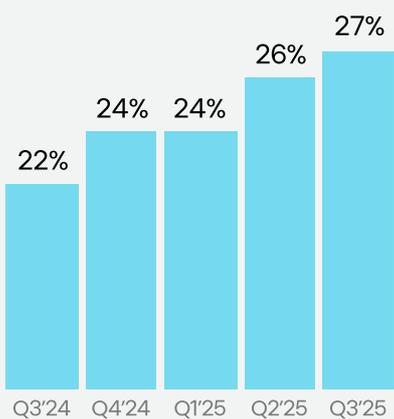


of customers with \$500k+ ARR*

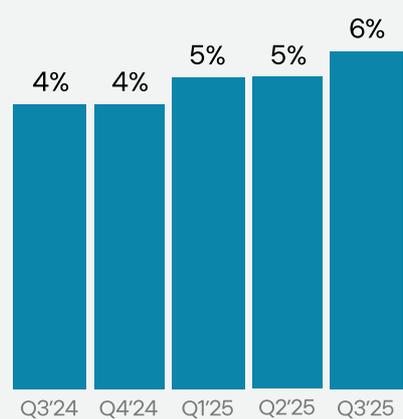
In Q3'25, we added 291 net new customers over \$50k in ARR, 131 customers over \$100k in ARR, and 10 customers over \$500k in ARR. This growth was supported by our continued commitment to strengthening our enterprise-grade product capabilities and ongoing efforts to bolster our enterprise go-to-market approach.



% of ARR for customers with \$50k+ ARR*



% of ARR for customers with \$100k+ ARR*



% of ARR for customers with \$500k+ ARR*

Customers with more than \$50k in ARR now represent 40% of ARR, up from 34% a year ago. Customers with more than \$100k in ARR now represent 27% of ARR, up from 22% a year ago. Customers with more than \$500k in ARR now represent 6% of ARR, up from 4% a year ago.

*Data as of the end of each quarter

Major Q3 enterprise expansions

Enterprise Tech

Second-largest customer expands to 75k seats

In Q3, our second-largest customer - a large international technology company - expanded their seat count to **75,000 from 60,000 to reflect continued growth in usage** across the organization. Today, monday work management is being deployed by a wide variety of teams at the company, including Consulting, Infrastructure, Sales, Software, Finance and Operations, HR, Marketing, and more.

Transport & Logistics

Largest-ever deployment for monday CRM

A Fortune Global 500 logistics company **more than doubled their seat count in Q3 to ~5,000. This includes 1,500 monday CRM seats** - our largest-ever CRM deployment - as well as 50 monday service seats and enterprise-grade AI credits. After replacing their previous CRM, the company's largest business unit now relies on monday CRM and our advanced AI functionality to streamline their entire customer lifecycle.

Networking Hardware

Multi-account consolidation drives seat expansion

A major global networking technology company recently expanded with monday after **consolidating more than a dozen decentralized accounts**. Since first implementing monday work management in 2018 with just 5 users, this company has significantly expanded their usage to over 2,000 seats, with accelerated growth since monday was brought under centralized management to implement account-wide permissions and security protocols.

monday.com recognized as a Leader

2025 Gartner® Magic Quadrant™
for Adaptive Project Management
and Reporting

For the 4th year in a row

2025 Gartner® Magic Quadrant™
for Collaborative Work
Management

For the 3rd year in a row

These evaluations were based on the specific criteria that analyzed the company's overall Ability to Execute and Completeness of Vision.

Gartner, Magic Quadrant for Adaptive Project Management and Reporting, By Sean Bankston, Jennifer Jackson, Kevin Rose, 17 September 2025.

Gartner, Magic Quadrant for Collaborative Work Management, Nikos Drakos, Joe Mariano, Lacy Lei, Hironori Hayashi, 28 October 2025.

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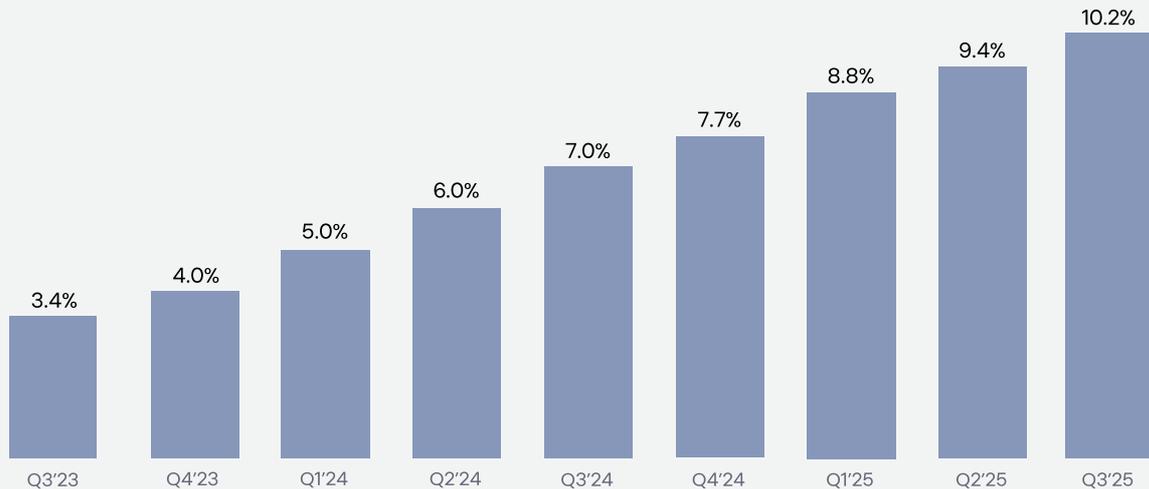
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Multi-product acceleration



Our multi-product strategy continues to drive strong growth, reaching customers across a wider variety of teams and use cases. As of the end of Q3, **new products* now account for more than 10% of total ARR**, surpassing our expectations for a low-double-digit percentage of ARR earlier than anticipated.



**New products* include monday CRM, monday dev, monday service, and monday campaigns

Introducing product bundles

Starting in Q4, we began offering product bundles, pairing work management with monday CRM, service, and dev. These bundles bring a **more unified multi-product experience and cost savings** to Enterprise tier customers, and we expect them to accelerate our cross-sell motion across customers of all sizes.



Connected customer journeys

Amplifying growth by aligning all stages of the customer journey - from planning through sales and delivery.



Connected operations

Accelerating service delivery and business execution with one unified platform.



Connected engineering

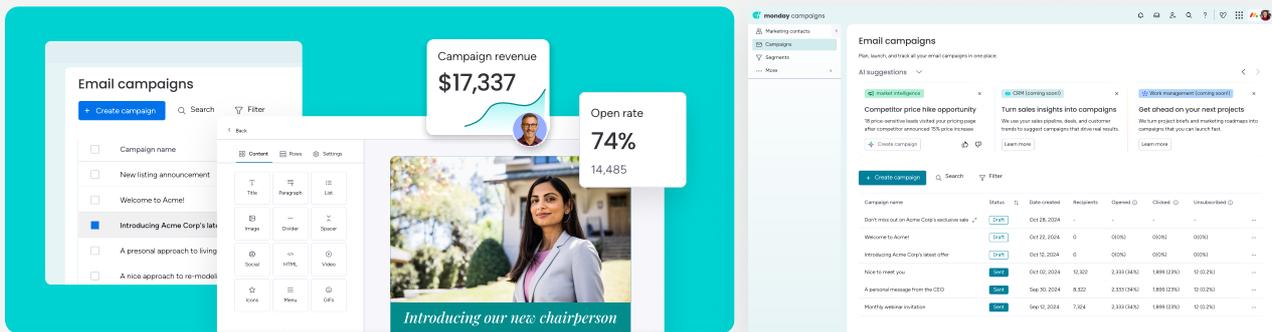
Turning engineering speed into business impact by aligning execution with strategy.



AI-powered demand generation

Launched in September, monday campaigns is our new AI-powered product within the monday CRM suite that helps marketers quickly **create, launch, and optimize campaigns** connected directly to revenue.

In November, monday campaigns already has **more than 200 accounts**, ~70% of which are monday CRM users who are now leveraging the full CRM suite to create true alignment across their sales and marketing teams.



monday marketplace

Boosting workflows with powerful marketplace apps

Our marketplace and partnerships continue to be major growth drivers, increasing our ability to serve all types of organizations across virtually any industry. In Q3, our revenue share from the app marketplace **surpassed \$1M in ARR**, reflecting the significant demand we see from customers for the expanded capabilities offered for their unique use cases.

883 apps
in the marketplace

615 apps
collecting payments

288
active channel partners

779
new referral partners



Financial highlights



Eliran Glazer
CFO

Q3 marked another strong quarter, with solid revenue growth supported by our continued success with larger customers, and improving operational efficiency.

Third quarter fiscal year 2025

(U.S. dollars in millions)

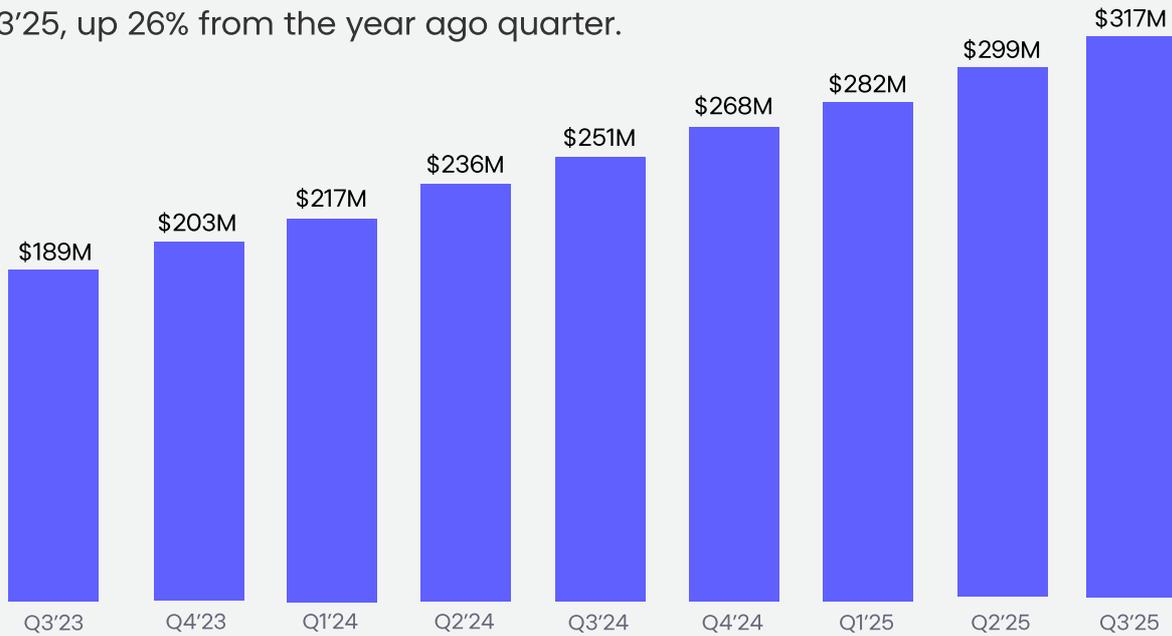
GAAP Results	Q3'25	Q3'24	Diff.	Diff. %
Revenue	316.9	251.0	65.9	26%
Gross profit	281.1	225.0	56.0	25%
Gross margin	89%	90%		
R&D	79.5	56.5	22.9	41%
As % of revenue	25%	23%		
S&M	165.8	140.3	25.5	18%
As % of revenue	52%	56%		
G&A	38.2	55.6	(17.5)	(31%)
As % of revenue	12%	22%		
Total operating expenses	283.4	252.4	31.0	12%
Operating income (loss)	(2.4)	(27.4)	25.0	91%
Operating margin	(1%)	(11%)		

Non-GAAP Results	Q3'25	Q3'24	Diff.	Diff. %
Gross profit	284.0	226.9	57.1	25%
Gross margin	90%	90%		
R&D	57.8	43.0	14.8	34%
As % of revenue	18%	17%		
S&M	151.8	130.3	21.5	16%
As % of revenue	48%	52%		
G&A	27.0	21.4	5.6	26%
As % of revenue	9%	9%		
Total operating expenses	236.5	194.7	41.8	21%
Operating income	47.5	32.2	15.3	48%
Operating margin	15%	13%		

A reconciliation of GAAP to non-GAAP measures is provided in the tables at the end of this document.

Total revenue

Total revenue came in at \$316.9 million in Q3'25, up 26% from the year ago quarter.



Net dollar retention rate

Our overall NDR was 111% in Q3'25. As a reminder, our NDR is a trailing four-quarter, weighted average calculation.

Note: all NDR data is as of the end of each quarter

For all customers



For customers with 10+ users



For customers with more than \$50k ARR



For customers with more than \$100k ARR



Margin and operating expenses

(NON-GAAP)

Research and development (R&D) expense was \$57.8 million in Q3'25, or 18% of revenue, compared to 17% in Q3'24.

Sales and marketing (S&M) expense was \$151.8 million in Q3'25, or 48% of revenue, compared to 52% in Q3'24.

General and administrative (G&A) expense was \$27.0 million in Q3'25, or 9% of revenue, compared to 9% in Q3'24.

Operating income was \$47.5 million in Q3'25, up from \$32.2 million in Q3'24, and operating margin was 15%.

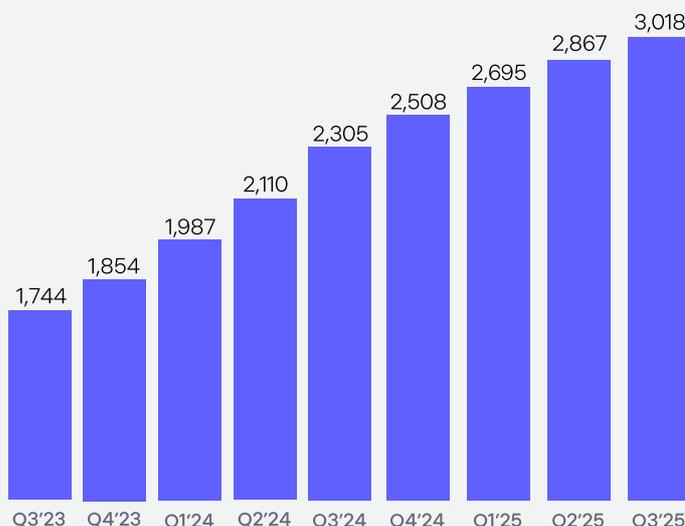
Net income was \$61.9 million in Q3'25, up from \$45.0 million in Q3'24. Diluted net income per share was \$1.16 in Q3'25, based on 53.3 million fully diluted shares outstanding.

% of revenue



Headcount

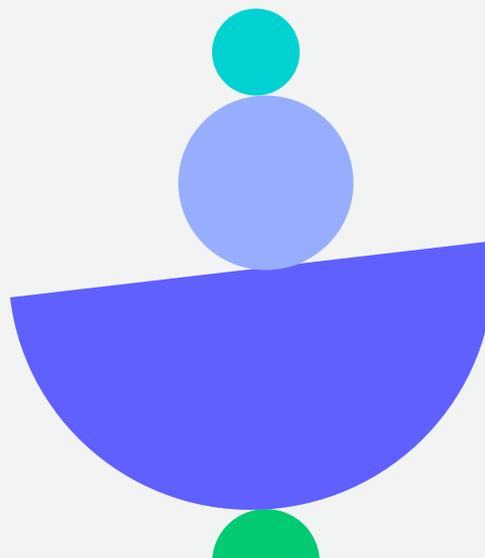
Total employee headcount was 3,018, an increase of 151 employees since Q2'25. We continue to expect to grow headcount by approximately 30% in FY'25 as we continue to ramp hiring for our sales, R&D and product teams.



Balance sheet

Cash and cash equivalents were \$1.53 billion at the end of Q3'25, down from \$1.59 billion at the end of Q2'25.

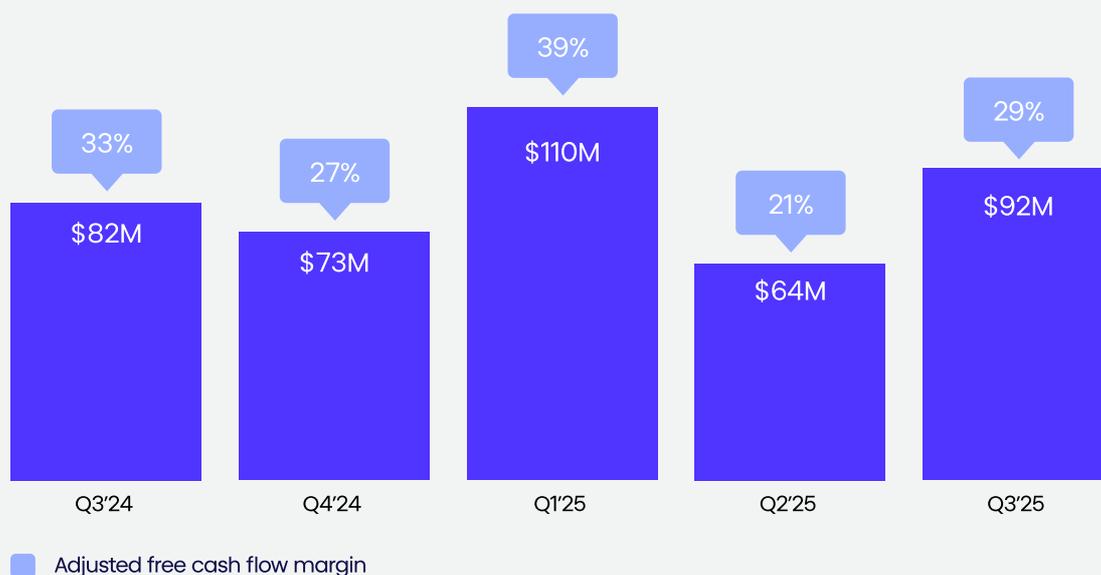
Marketable securities were \$211.7 million at the end of Q3'25, up from \$60.1 million at the end of Q2'25.



Adjusted free cash flow

(NON-GAAP)

Adjusted free cash flow for Q3'25 was \$92.3 million, and adjusted free cash flow margin, as defined as adjusted free cash flow as a percentage of revenue, was 29%.



Financial guidance

	Q4 FY 2025	FY 2025
Revenue	\$328 - \$330 million	\$1,226 - \$1,228 million
Y/Y growth %	22% - 23%	~26%
Non-GAAP operating income	\$36 - \$38 million	\$167 - \$169 million
Margin %	11% - 12%	~14%
Adjusted free cash flow		\$330 - \$334 million
Margin %		~27%

For the fourth quarter of fiscal year 2025, we expect our revenue to be in the range of \$328 million to \$330 million, representing growth of 22% to 23% year-over-year. We expect non-GAAP operating income of \$36 million to \$38 million and an operating margin of 11% to 12%.

For the full year 2025, we expect revenue to be in the range of \$1,226 million to \$1,228 million, representing growth of approximately 26% year-over-year. We expect full year non-GAAP operating income of \$167 million to \$169 million and an operating margin of approximately 14%. We expect full year adjusted free cash flow of \$330 million to \$334 million and adjusted free cash flow margin of approximately 27%.

Forward-looking statements

This shareholder letter contains “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, including but not limited to, statements regarding our financial outlook and market positioning. These forward-looking statements are made as of the date they were first issued and were based on current expectations, estimates, forecasts and projections as well as the beliefs and assumptions of management. Words such as “outlook,” “guidance,” “expect,” “anticipate,” “should,” “believe,” “hope,” “target,” “project,” “plan,” “goals,” “estimate,” “potential,” “predict,” “may,” “will,” “might,” “could,” “intend,” “shall” and variations of these terms or the negative of these terms and similar expressions are intended to identify these forward-looking statements. Forward-looking statements are subject to a number of risks and uncertainties, many of which involve factors or circumstances that are beyond monday.com control. monday.com’s actual results could differ materially from those stated or implied in forward-looking statements due to a number of factors, including but not limited to our ability to effectively manage the scope and complexity of our business following years of rapid growth and our ability to maintain profitability; foreign currency exchange rate fluctuations; the fact that we continue to derive a majority of revenues from monday work management; fluctuations in operating results; real or perceived errors, failures, vulnerabilities or bugs in our platform, products or third-party applications offered in our app marketplace or interruptions or performance problems in the technology or infrastructure underlying our platform; risks related to artificial intelligence and machine learning; our ability to attract customers, grow our retention rates and expand usage within organizations, including cross-selling and upselling; risks related to our subscription-based business model; our sales efforts may require considerable time and expense and the use of differing sales strategies may extend our sales cycles; changes in sizes or types of business that purchase our platform and products; our ability to offer high-quality customer support and consistent sales strategies; maintenance of corporate culture; risks related to international operations and compliance with laws and regulations applicable to our global operations; risks related to acquisitions, strategic investments, partnerships, or alliances; risks associated with environmental and social responsibility and climate change; our dependence on key employees and ability to attract and retain highly skilled employees; our ability to raise additional capital or generate cash flows necessary to grow our business; uncertain global economic conditions and inflation; changes and competition in the market and software categories in which we participate; our ability to introduce new products, features, integrations, capabilities, and enhancements; the ability of our platform to interoperate with a variety of software applications; our reliance on third-party application stores to distribute our mobile application; our successful strategic relationships with, and our dependence on third parties; our reliance on traditional web search engines to direct traffic to our website; interruption or delays in service from third parties or our inability to plan and manage interruptions; risks related to security disruptions, unauthorized system access; evolving privacy protection and data security laws, regulations, industry standards, policies, contractual obligations, and cross-border data transfer or localization restrictions; new legislation and regulatory obligations regulating AI; changes in tax law and regulations or if we were to be classified as a passive foreign investment company; our ability to maintain, protect or enforce our intellectual property rights or intellectual property infringement claims; risks related to our use of open-source software; risks related to our founder share that provides certain veto rights; risks related to our status as a foreign private issuer incorporated and located in Israel, including risks related to the ongoing war between Israel and Hamas and escalations thereof; our expectation not to pay dividends for the foreseeable future; risks related to our Digital Lift Initiative and the monday.com Foundation; risks related to legal and regulatory matters; and other factors described in “Risk Factors” in our Annual Report on Form 20-F for the year ended December 31, 2024, filed with the SEC on March 17, 2025. Further information on potential risks that could affect actual results will be included in the subsequent filings that monday.com makes with the Securities and Exchange Commission from time to time.

Past performance is not necessarily indicative of future results. The forward-looking statements included in this shareholder letter represent monday.com's views as of the date of this shareholder letter. monday.com anticipates that subsequent events and developments will cause its views to change. monday.com undertakes no intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These forward-looking statements should not be relied upon as representing monday.com's views as of any date subsequent to the date of this shareholder letter.

Earnings Webcast

monday.com will hold a public webcast at 8:30 a.m. ET today to discuss the results for its third quarter 2025 and financial outlook. The live call may also be accessed via telephone at +1 (646) 968-2525 or +1 (888) 596-4144 (toll-free). Please reference conference ID: 1347415. An archived webcast can be accessed from the News & Events section of monday.com's Investor Relations website following the call.

About monday.com

monday.com is a global software company that builds products people love to manage the core of their work. Our product suite can adapt to the needs of diverse industries and use cases within one powerful platform. Our more than 250,000 customers are reimagining how work gets done, driving greater efficiency, and scaling like never before. For more information, visit monday.com.

MONDAY.COM LTD

CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

(U.S. dollars in thousands, except share and per share data)

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
	(unaudited)		(unaudited)	
Revenue	\$ 316,855	\$ 251,000	\$ 898,119	\$ 704,019
Cost of revenue	35,788	25,972	95,766	73,189
Gross profit	281,067	225,028	802,353	630,830
Operating expenses:				
Research and development	79,453	56,509	235,877	151,377
Sales and marketing	165,808	140,284	460,118	399,896
General and administrative	38,184	55,637	110,491	110,187
Total operating expenses	283,445	252,430	806,486	661,460
Operating loss	(2,378)	(27,402)	(4,133)	(30,630)
Financial income, net	15,762	14,942	47,511	42,631
Income (loss) before income taxes	13,384	(12,460)	43,378	12,001
Income tax benefit (expense)	(332)	434	(1,328)	(2,634)
Net Income (loss)	\$ 13,052	\$ (12,026)	\$ 42,050	\$ 9,367
Net income (loss) per share attributable to ordinary shareholders, basic	\$ 0.25	\$ (0.24)	\$ 0.82	\$ 0.19
Net income (loss) per share attributable to ordinary shareholders, diluted	\$ 0.25	\$ (0.24)	\$ 0.79	\$ 0.18
Weighted-average ordinary shares used in calculating net income (loss) per ordinary share, basic	51,687,504	50,134,930	51,361,840	49,674,755
Weighted-average ordinary shares used in calculating net income (loss) per ordinary share, diluted	53,264,485	50,134,930	53,175,420	52,264,538

MONDAY.COM LTD

CONDENSED CONSOLIDATED BALANCE SHEETS

(U.S. dollars in thousands)

	September 30, 2025 (unaudited)	December 31, 2024 (audited)
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 1,527,246	\$ 1,411,602
Marketable securities	211,740	50,004
Accounts receivable, net	32,711	25,804
Prepaid expenses and other current assets	89,137	44,836
Total current assets	1,860,834	1,532,246
LONG-TERM ASSETS:		
Property and equipment, net	49,149	41,576
Operating lease right-of-use assets	103,272	94,703
Other long-term assets	45,293	16,983
Total long-term assets	197,714	153,262
Total assets	\$ 2,058,548	\$ 1,685,508
LIABILITIES AND SHAREHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 45,347	\$ 35,611
Accrued expenses and other current liabilities	218,296	171,040
Deferred revenue, current	406,231	339,951
Operating lease liabilities, current	27,224	29,013
Total current liabilities	697,098	575,615
LONG-TERM LIABILITIES		
Operating lease liabilities, non-current	92,050	77,023
Deferred revenues, non-current	2,179	2,639
Total long-term liabilities	94,229	79,662
Total liabilities	791,327	655,277
SHAREHOLDERS' EQUITY:		
Other comprehensive income	21,193	3,189
Share capital and additional paid-in capital	1,756,010	1,579,074
Accumulated deficit	(509,982)	(552,032)
Total shareholders' equity	1,267,221	1,030,231
Total liabilities and shareholders' equity	\$ 2,058,548	\$ 1,685,508

MONDAY.COM LTD

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

(U.S. dollars in thousands)

	Three months ended		Nine months ended	
	September 30,		September 30,	
	2025	2024	2025	2024
	(unaudited)		(unaudited)	
CASH FLOWS FROM OPERATING ACTIVITIES:				
Net income (loss)	\$ 13,052	\$ (12,026)	\$ 42,050	\$ 9,367
<u>Adjustments to reconcile net income (loss) to net cash provided by operating activities:</u>				
Depreciation and amortization	3,500	3,205	10,125	8,658
Share-based compensation	49,862	35,374	137,465	98,540
Share-based compensation granted to foundation	—	17,908	—	17,908
Amortization of discount and accretion of interest on marketable securities	(1,983)	(647)	(2,078)	(647)
<u>Changes in operating assets and liabilities:</u>				
Accounts receivable, net	3,485	(1,028)	(6,907)	(2,719)
Prepaid expenses and other assets	(9,797)	23,053	(36,554)	7,853
Accounts payable	3,488	(12,055)	9,712	9,613
Accrued expenses and other liabilities, net	30,220	20,003	54,318	22,714
Deferred revenue	3,317	12,818	65,820	63,067
Net cash provided by operating activities	95,144	86,605	273,951	234,354
CASH FLOWS FROM INVESTING ACTIVITIES:				
Purchase of property and equipment	(3,984)	(3,800)	(13,555)	(9,764)
Purchase of marketable securities	(149,530)	(49,570)	(159,579)	(49,570)
Capitalized software development costs	(941)	(393)	(2,644)	(1,463)
Net cash used in investing activities	(154,455)	(53,763)	(175,778)	(60,797)
CASH FLOWS FROM FINANCING ACTIVITIES:				
Proceeds from exercise of share options and employee share purchase plan	8,045	15,349	34,546	34,673
Receipt (repayment) of tax advance relating to exercises of share options and RSUs, net	(12,003)	(1,278)	(17,075)	12,797
Net cash provided by (used in) financing activities	(3,958)	14,071	17,471	47,470
INCREASE (DECREASE) IN CASH, AND CASH EQUIVALENTS	(63,269)	46,913	115,644	221,027
CASH and CASH EQUIVALENTS – Beginning of period	1,590,515	1,290,242	1,411,602	1,116,128
CASH and CASH EQUIVALENTS – End of period	\$ 1,527,246	\$ 1,337,155	\$ 1,527,246	\$ 1,337,155

MONDAY.COM LTD

Reconciliation of GAAP to Non-GAAP Financial Information

(U.S. dollars in thousands)

	Three months ended				
	September 30, 2025	June 30, 2025	March 31, 2025 (unaudited)	December 31, 2024	September 30, 2024
Reconciliation of gross profit and gross margin					
GAAP gross profit	\$ 281,067	\$ 267,841	\$ 253,445	\$ 237,474	\$ 225,028
Share-based compensation	2,964	2,272	1,134	1,606	1,881
Non-GAAP gross profit	\$ 284,031	\$ 270,113	\$ 254,579	\$ 239,080	\$ 226,909
GAAP gross margin	89%	90%	90%	89%	90%
Non-GAAP gross margin	90%	90%	90%	89%	90%
Reconciliation of operating expenses					
GAAP research and development	\$ 79,453	\$ 87,039	\$ 69,385	\$ 62,332	\$ 56,509
Share-based compensation	(21,681)	(27,806)	(15,541)	(14,266)	(13,536)
Non-GAAP research and development	\$ 57,772	\$ 59,233	\$ 53,844	\$ 48,066	\$ 42,973
GAAP sales and marketing	\$ 165,808	\$ 152,590	\$ 141,720	\$ 133,643	\$ 140,284
Share-based compensation	(14,004)	(13,367)	(5,838)	(5,852)	(9,945)
Non-GAAP sales and marketing	\$ 151,804	\$ 139,223	\$ 135,882	\$ 127,791	\$ 130,339
GAAP general and administrative	\$ 38,184	\$ 39,763	\$ 32,544	\$ 31,903	\$ 55,637
Share-based compensation	(11,213)	(13,200)	(8,445)	(8,945)	(10,012)
Charitable contribution to foundation ⁽¹⁾	—	—	—	—	(24,208)
Non-GAAP general and administrative	\$ 26,971	\$ 26,563	\$ 24,099	\$ 22,958	\$ 21,417
Reconciliation of operating income (loss)					
GAAP operating income (loss)	\$ (2,378)	\$ (11,551)	\$ 9,796	\$ 9,596	\$ (27,402)
Share-based compensation	49,862	56,645	30,958	30,669	35,374
Charitable contribution to foundation ⁽¹⁾	—	—	—	—	24,208
Non-GAAP operating income	\$ 47,484	\$ 45,094	\$ 40,754	\$ 40,265	\$ 32,180
GAAP operating margin	(1%)	(4%)	3%	4%	(11%)
Non-GAAP operating margin	15%	15%	14%	15%	13%

MONDAY.COM LTD

Reconciliation of GAAP to Non-GAAP Financial Information (Cont.)

(U.S. dollars in thousands, except share and per share data)

	Three months ended				
	September 30, 2025	June 30, 2025	March 31, 2025	December 31, 2024	September 30, 2024
	(unaudited)				
Reconciliation of net income (loss)					
GAAP net income (loss)	\$ 13,052	\$ 1,573	\$ 27,425	\$ 23,005	\$ (12,026)
Share-based compensation	49,862	56,645	30,958	30,669	35,374
Charitable contribution to foundation ⁽¹⁾	—	—	—	—	24,208
Tax expense (benefit) related to share-based compensation ⁽²⁾	(1,015)	78	—	3,626	(2,587)
Non-GAAP net income	\$ 61,899	\$ 58,296	\$ 58,383	\$ 57,300	\$ 44,969
Reconciliation of weighted average number of shares outstanding					
Weighted-average ordinary shares used in calculating GAAP and Non-GAAP net income (loss) per ordinary share, basic	51,687,504	51,385,862	51,005,188	50,604,151	50,134,930
Effect of dilutive shares ⁽³⁾	1,576,981	1,885,662	2,037,291	2,338,465	2,490,965
Weighted-average ordinary shares used in calculating GAAP and Non-GAAP net income (loss) per ordinary share, diluted	53,264,485	53,271,524	53,042,479	52,942,616	52,625,895
GAAP net income (loss) per share, basic					
GAAP net income (loss) per share, basic	\$ 0.25	\$ 0.03	\$ 0.54	\$ 0.45	\$ (0.24)
GAAP net income (loss) per share, diluted					
GAAP net income (loss) per share, diluted	\$ 0.25	\$ 0.03	\$ 0.52	\$ 0.43	\$ (0.24)
Non-GAAP net income per share, basic					
Non-GAAP net income per share, basic	\$ 1.20	\$ 1.13	\$ 1.14	\$ 1.13	\$ 0.90
Non-GAAP net income per share, diluted					
Non-GAAP net income per share, diluted	\$ 1.16	\$ 1.09	\$ 1.10	\$ 1.08	\$ 0.85

(1) Includes, during the three months ended September 30, 2024, (i) an equity grant of \$17.9 million, which represents the fair market value of 68,000 of our ordinary shares that we contributed to the monday.com foundation, and (ii) a one-time cash contribution of \$6.3 million from us to the monday.com foundation, calculated based on 1% of the gross proceeds from our initial public offering.

(2) The tax expense (benefit) related to share-based compensation was excluded in calculating non-GAAP net income and non-GAAP net income per basic and diluted share. The Company believes that excluding the tax expense (benefit) enables investors to see the full effect that excluding share-based compensation expenses had on the operating results.

(3) The effect of these dilutive shares was not included in the GAAP calculation of diluted net loss per share for the three months ended September 30, 2024, because the effect would have been anti-dilutive.

MONDAY.COM LTD

Reconciliation of net cash provided by operating activities to adjusted free cash flow

(U.S. dollars in thousands)

	Three months ended				
	September 30, 2025	June 30, 2025	March 31, 2025	December 31, 2024	September 30, 2024
			(unaudited)		
Net cash provided by operating activities	\$ 95,144	\$ 66,837	\$ 111,970	\$ 76,711	\$ 86,605
Purchase of property and equipment	(3,984)	(5,884)	(3,687)	(3,447)	(3,800)
Capitalized software development costs	(941)	(924)	(779)	(561)	(393)
Purchase of property and equipment related to build-out and expansion of our corporate headquarters	2,082	4,064	2,028	—	—
Adjusted free cash flow	\$ 92,301	\$ 64,093	\$ 109,532	\$ 72,703	\$ 82,412
Adjusted free cash flow margin	29%	21%	39%	27%	33%