

# The next step for B2B SaaS:

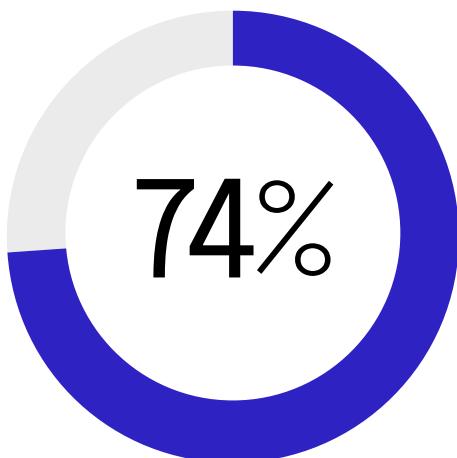
Why embedded finance has  
moved up the priority list for  
UK B2B SaaS platforms



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# Most B2B SaaS product managers have embedded finance on their roadmap for 2024-25



Almost three-quarters (74%) of B2B SaaS product managers have a built-in payment wallet on their roadmap.

**“** How timely! Worldpay, in their 2024 Global Payments Report, tell us that “we’re entering an era defined not by technology, but by people”, this new era sees disruption as the engine of opportunity. In B2B payments, the people behind the businesses have long clamoured for consumer-grade UX and mobile apps: these are now expected and non-negotiable, but no longer enough. In this economic and geo-political landscape, non-financial SaaS businesses are not only challenged by the increased regulatory burden, but also by the need to grow revenue, monetise their platforms better, whilst increasing customer engagement in a highly competitive market. Embedded finance might just be the answer...”

**Neira Jones,**  
**Independent Advisor,**  
**International Speaker, Author**



SaaS has been hugely successful at adoption by businesses large and small in the past decade. But now, for the first time ever, B2B SaaS is under serious revenue pressure – with churn or downgrades on the increase.

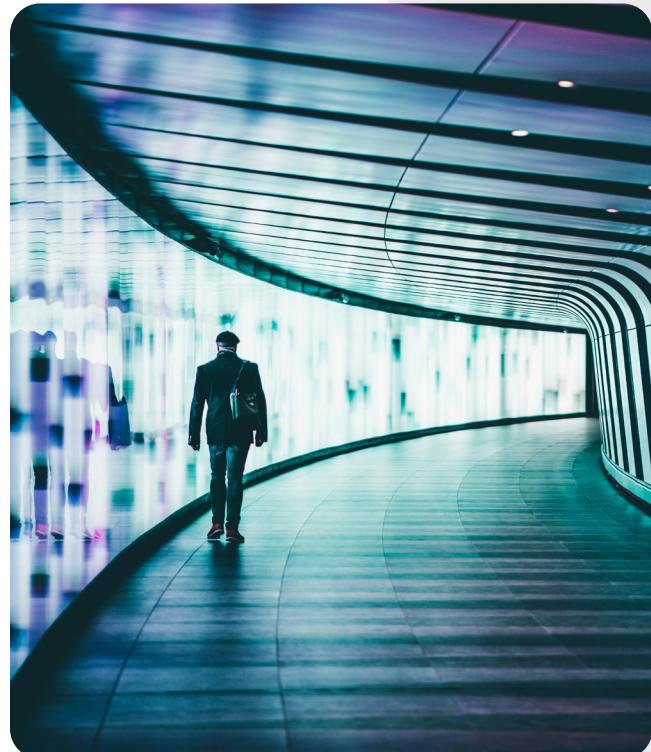
Anecdotally, we can see this shaking out in the layoffs and hiring freezes that are at large in the industry. And statistically, the state of SaaS can be seen in the **SaaS Capital Index™**, which shows that revenue growth rates have slowed for all sizes of public SaaS companies.

At the same time, the number of enterprise SaaS venture deals is falling. According to PitchBook, the overall value of investments fell from \$136.0 billion in 2021 to \$109.2 billion in 2022, before falling again to \$72.9 billion in 2023.

SaaS Capital concludes that “Companies raising financing to continue their growth goals will likely need to post lower losses, or even net profits, in order to appear attractive among comparable financing candidates today... an actionable path toward profitability in 2024 and 2025 seems increasingly important and timely regardless of company size.”

One path towards this kind of profitability is embedded finance... and it looks like it's a path most product managers are planning to take.

After several years of early adopters experimenting with embedded finance, testing its boundaries, and demonstrating its value, our research indicates that embedded finance is poised to enter the majority of product pipelines in B2B SaaS.



## Unsure what embedded finance is about?

We hear you! Embedded finance hasn't always been the most accessible subject to get your head around.

Check out our [guide to embedded finance](#),

which is designed to clear things up for everyone.

Or read on to see further reading suggestions later on.

weavr [weavr.io/blog/the-ultimate-guide-to-embedded-finance/](https://weavr.io/blog/the-ultimate-guide-to-embedded-finance/)

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### What is embedded finance? Here's the ultimate guide

In this guide, we'll explore what embedded finance is and the benefits it brings to digital platforms and the people...

13 NOV 2023 · GUIDES



Introduction  
What is embedded finance?  
What are the benefits of embedded finance?  
What are the different types of embedded finance?  
Who is embedded finance for?  
Why is embedded finance important?  
How does embedded finance work?  
What are examples of embedded finance?

In this guide, we'll explore what embedded finance is and the benefits it brings to digital platforms and the people who use them. We'll also cover who can take advantage of embedded finance, and how ambitious innovators and embedders are already integrating financial services into their apps.

In today's digital-first world, efficiency and a seamless user experience aren't just perks that customers look for; they're a core expectation. The user's journey through an app is one of its key differentiators and can make or break a product's attempt to win market share. But while digital innovators generally excel at UX design and intuitive user journeys, those efforts find a whole new world of opportunity when finance enters the equation.

That's where embedded finance comes into play. Whether it's shaving off the friction from supplier payment chains, giving freelancer workers more control over their income streams or axing the financial admin involved in employee

# Key findings from our research



Embedded finance is on the very-near horizon for most B2B SaaS platforms

It could be a revenue-tight future and, while embedded finance is in its latter early stages at the moment, it could be growing up just in time.

The intention to embed is very high among B2B product managers, who seemingly want to make revenue-focused bets on this new technology alongside other emerging technologies, such as AI.

## Highlights: B2B SaaS product manager research



### 72%

of B2B SaaS product managers say their roadmap includes own-branded debit cards.



### 65%

say they expect to launch within the next year.

### 62%

of B2B SaaS product managers say they plan to implement both a built-in payment wallet and debit cards.

### 61%

say they expect to launch in the next 12 months.



Over one-fifth (23%) said it would help them attract new customers and satisfy requirements of prospective customers.

### 74%

of B2B SaaS product managers have a built-in payment wallet on their roadmap.

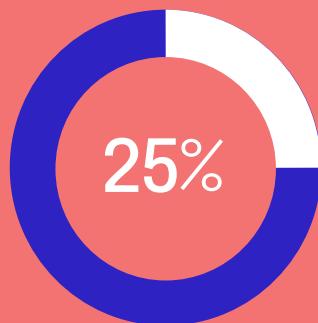
### 73%

of them say they have it on the roadmap within the next year.

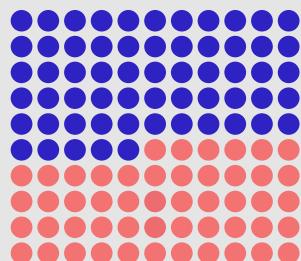
The top-cited reasons for adding payment card features to B2B SaaS products:



- Improves revenue
- Improves customer engagement



A quarter of product managers looking to add payment cards state their customers already request these features.



55% of SaaS PMs believe that embedding finance will provide a clear competitive advantage.



Improving user engagement



Monetising users more effectively

According to our research, two of the top advantages product managers see in built-in payment wallets include:

# Survey methodology

We surveyed

**250**



Product managers  
working in B2B  
SaaS companies



...across all roles

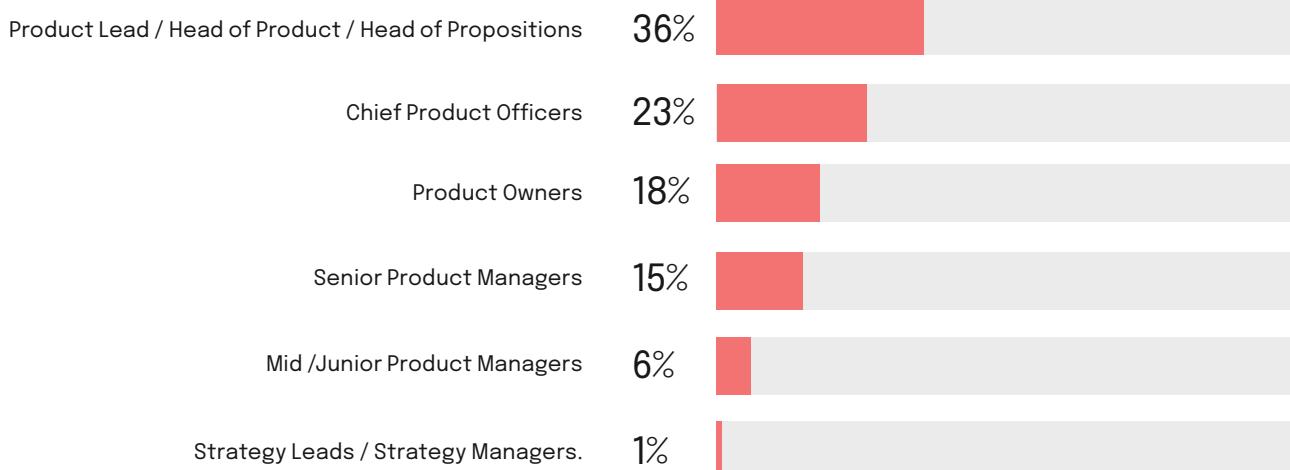
Chief Product Officers  
Head of Product  
Senior Product Managers  
Mid and Junior Product Managers  
Product Owners

## About Censuswide:

Censuswide is an international market research consultancy headquartered in Clerkenwell, London. Our dedicated and passionate teams are expert across various areas, including healthcare, corporate, international and consumer research. Over the years we have partnered with insights, communication and marketing teams in the world's most respected companies. At the heart of our business is our clients and we pride ourselves on our care. Our dedicated account managers provide expert consultancy through a project's various stages and we work closely with clients to understand their challenges.

**CENSUSWIDE**  
THE RESEARCH CONSULTANTS

Weavr commissioned independent market research experts Censuswide to interview 250 UK-based product managers working in B2B SaaS companies.



# Part one: The 2024 pursuit of profitability

B2B SaaS product managers are now forced to look for ways to create more value for their customers, in order to increase retention and ARPU (average revenue per user).

While some may assume commercial growth and revenue metrics belong in the sales team or finance team, our research shows that product teams are not disconnected from these KPIs. Quite the opposite. And the connection is growing cross-functionally as these metrics become more front and centre for all.

Looking at our research, we can see practically all B2B product managers are tracking commercial KPIs, mindful of growth and revenue. They're possibly feeling pressure to add quantitative value in a B2B SaaS industry that's no longer quite as flush with investor cash as it used to be.

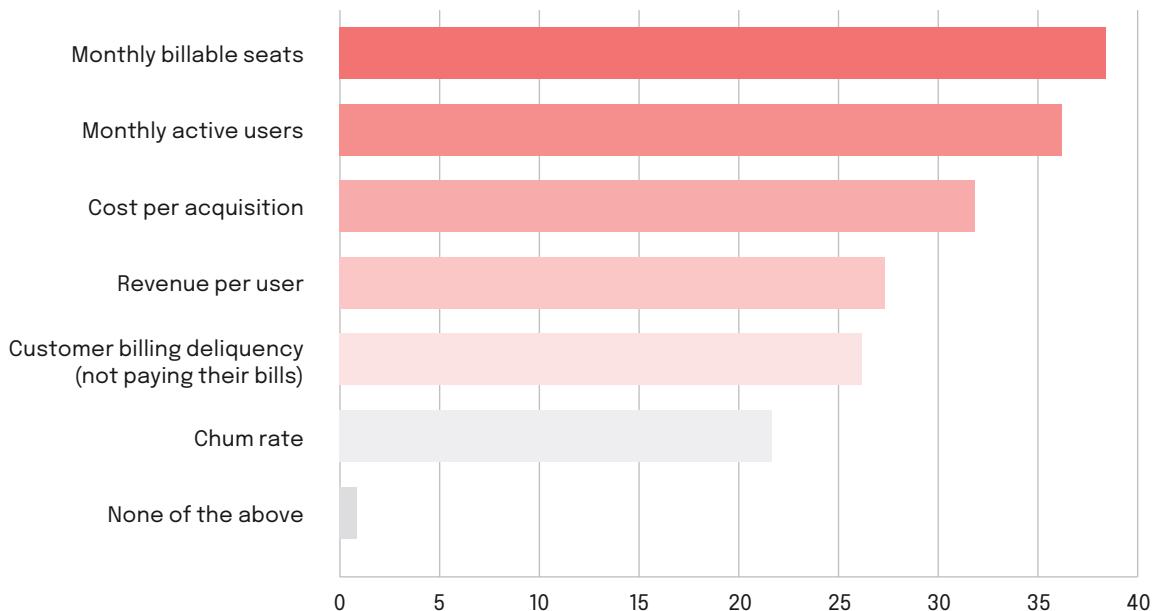
“ Embedded finance presents an unparalleled opportunity for SaaS platforms to dramatically improve the job-to-be-done for their customers as well as positively impacting commercial KPIs.

Starting with the ability to augment existing data with financial insights, all the way through to simplifying and automating otherwise complex and error-prone financial operations.

Product managers can craft rich user experiences that increase customer engagement while opening new opportunities for monetisation.”

**Maria Stellini,  
Product Director, Weavr**





Looking at Chief Product Officers, the most common priority for their product pipeline is reducing customer churn (32%). And it's hardly surprising when you consider the revenue impact. According to **ChartMogul**, even an apparently low monthly churn rate of 5% can equate to losing half (46%) of existing customers over the course of 12 months.

And in a cash-tight, software-bloated 2024, it's easy to lose customers. CloudEagle's data suggests even small businesses

(10-100 employees) are often spending between \$250,000 and \$1 million per year on 50-70 apps. Leading voices in the developer community like **37signals** are calling for companies to cut expenses and be wary of variable per-seat billing.

It's one more reason why it's far from unnatural for product people to think through commercial KPIs and come up with more measurable hypotheses when they rank innovation ideas for their products.

According to our research, two of the top advantages product managers see in built-in payment wallets include:

Improving user engagement

Monetising users more effectively

Similarly, the top reasons product managers have put own-branded debit cards on their roadmap are to improve:

Customer engagement

Revenue per user

While “satisfying end-user requests” and “improving the efficiency of customer billing” were also among the reasons product managers were adopting embedded finance, they ranked no higher than the desire to “increase the number of paying users” and “improve revenue per user.”

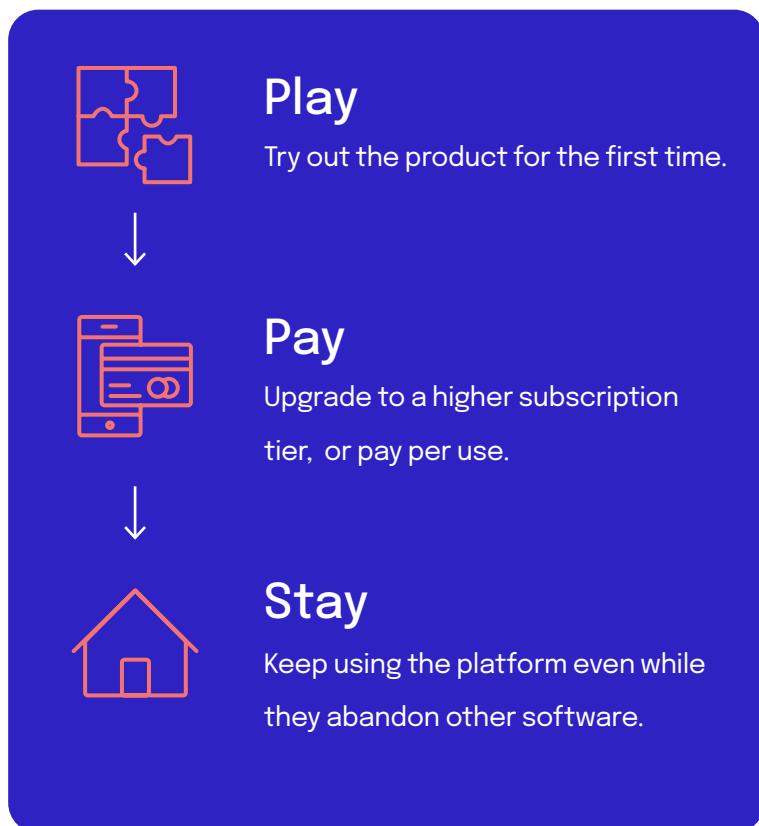
In other words, money is on product managers’ minds. Embedded finance is not only landing on the roadmap for its potential to benefit business customers and end-users. Nor is it part of the pipeline just because it’s the cool new thing. Instead, embedded finance is being chosen because it’s a concrete way for companies to impact their own growth and revenue metrics.

That’s a bit of a sidestep from how product managers have often thought about adding features to their platforms.

Anecdotally, having spoken to a number in our time, we know that product managers are usually caught between two forces – the requests of users, and the requests of visionaries in the business. Now though, they need to weigh both of these against the likely impact on revenue and growth.



You could say, product managers are asking whether features will tempt a significant number of users to:



The above is what will increase acquisition, revenue per user, and customer lifetime value – and it's what most product managers are needing to consider in their roadmaps.

Reflecting on these findings unveils a dynamic landscape where product managers are not merely reacting to market trends but actively shaping them. The data underscores their strategic foresight in integrating embedded finance solutions into their roadmap, positioning it as a pivotal driver for customer engagement and revenue optimization. Beyond mere functionality, embedded finance represents a paradigm shift towards holistic service ecosystems, empowering product managers to orchestrate seamless user experiences. Consequently, it's not just about staying competitive; it's about redefining industry standards and carving out new avenues for growth."

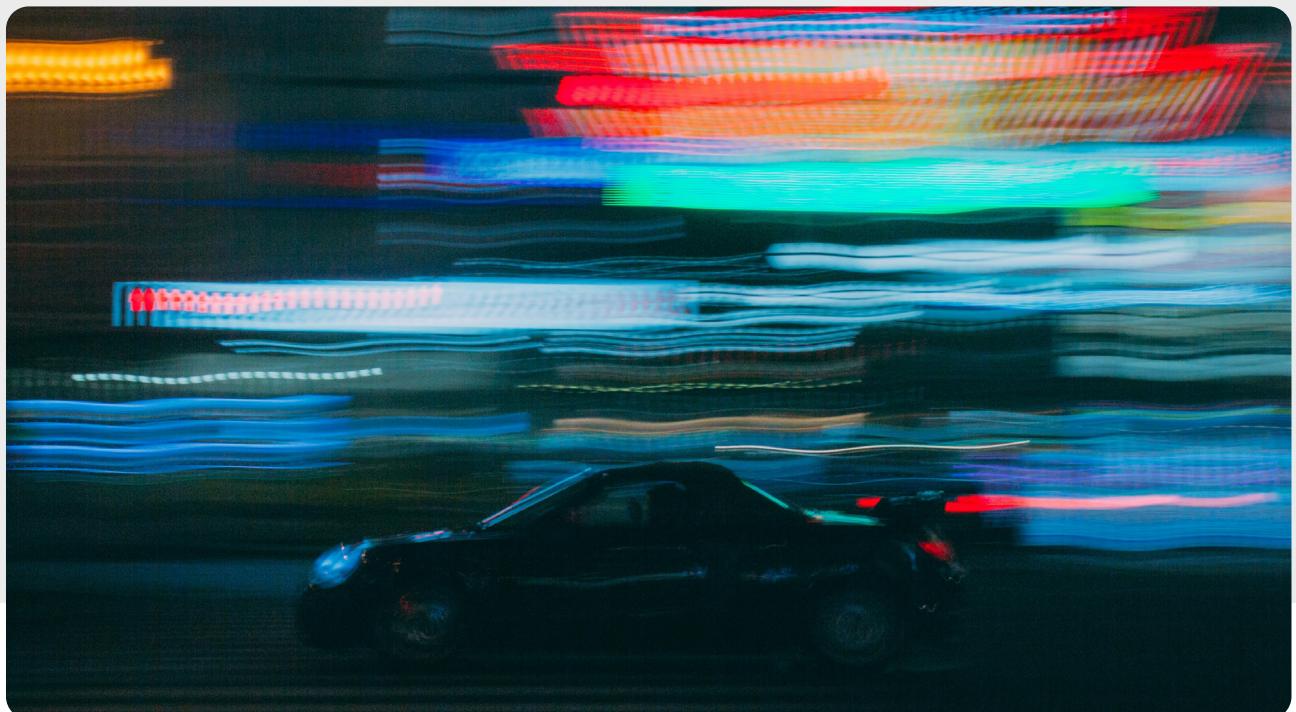
**Sam Boboев,**  
Product Manager, TPF and  
Founder at Fintech Wrap Up



Past innovations such as complementary mobile app access and consumer-grade UX have largely been played out, so newer options are being explored.

One of these options, embedded finance, looks prime for the mainstream. According to **McKinsey's** 2022 market-sizing model, they deemed it to be worth \$20 billion in revenues for the U.S. alone. And after years in adolescence, it's finally become a technology that product managers can rely on for critical ROI.

# Embedded finance has come of age at the right time



Embedded finance isn't the only option open to product managers right now. The possibilities also inevitably include AI - whether that's machine learning, predictive AI, or GenAI - and the ability of SaaS businesses to monetise this value are still at an experimental stage in most scenarios - as embedded finance has also been until recently.

B2B SaaS platforms may have held off on embedded finance in the past because it appeared too complex, too untested,

too out of reach to implement, and in some instances embedded finance has been these things - especially when we look at the first-wave of BaaS providers and adopters. This confusion hasn't been limited to SaaS providers, either. [When we surveyed UK banking executives in 2023](#), almost every respondent (99%) identified at least one area of uncertainty that was holding them back from implementing embedded finance.

“

Product is now responsible for delivering commercial outcomes. Attracting new users is hard, hence improving retention becomes key to drive product led growth.

Customers expect a no-hassle payments experience and friction can lead to choosing the alternative. However, payments are heavily regulated, prone to fraud, and require specialized knowledge.

While Embedded Finance is a fantastic way to improve customer experience it is not the core of SaaS businesses. Offering financial solutions via a trusted partner is a smart move so that they can focus on enhancing their value added propositions and prioritizing resources to do so.”

**Monica Millares,**  
**Principal Product Ways of**  
**Working at BigPay,**  
**“Purpose Driven FinTech”**  
**Podcast Host.**



This picture has now changed, especially for B2B SaaS providers. The current rate of adoption suggests it is entering the mainstream. You could say embedded finance is coming out of adolescence, and our research shows that the industry recognises this change:

**74%**

of B2B SaaS product managers have a built-in payment wallet on their roadmap

**73%**

of these say they have it on the roadmap for within the next year

**72%**

of B2B SaaS product managers say their roadmap includes own-branded debit cards

**65%**

say they expect to launch within the next year

**62%**

of B2B SaaS product managers say they plan to implement both a built-in payment wallet and debit cards

**61%**

say they expect to launch in the next 12 months

Within a couple of years, most of these companies' embedded finance solutions will have reached the market. And while many of them will inevitably be exploring different use cases and catering for different target audiences, customer and user expectations for B2B SaaS are bound to change as a result.

The market, in fact, is already changing: A quarter of product managers looking to add payment cards state their customers already request these features.

It's a tipping point time, and one that will aid many B2B SaaS platforms in their search for growth and profitability. According to our research:



**55%**

Over half of product managers see embedded finance as a way to gain a clear competitive advantage in their market.



Over one-fifth said it would help them attract new customers and satisfy requirements of prospective customers.

Embedded finance is ready for prime time. It's no longer the experimental technology adopted only by industry giants and outliers. In the hands of some providers, it's become more accessible, more robust, and set for mass adoption.

### What embedding finance used to mean

**“** The early companies spent millions bringing embedded finance to market. I remember one board member lamenting their first transaction taking over a year. For them embedded finance had a seven-figure price tag, and that was only to start pavement testing!

Afterwards, they realised the running costs were pushing out their breakeven into not the second year, but the third, making the whole investment very risky... and that was before the regulatory landscape tightened and their product suddenly required re-engineering.

The good news is that the cost and complexity of embedding financial features has been dramatically reduced today. Providers like Weavr have built solutions that cover the compliance pitfalls that have opened up.

We also continue to stay abreast of changes in the landscape to protect the SaaS product team from having the rug pulled out from underneath them, massively reducing both the mental and financial load of staying compliant.”

**Daniel Greiller,  
CCO, Weavr**



# Why embedded finance has changed



Alex Mifsud, CEO and Co-Founder, Weavr

“New approaches to embedded finance are now coming to the market. The compliance burden, while fully acknowledged, is now less of a barrier for SaaS businesses...

The earliest examples of B2B digital businesses using embedded finance (beyond payment acceptance, with services that require on-boarding) were marketplaces that needed payments infrastructure that was more complex than just accepting e-payments.

Stripe Connect, one of the first solutions in the market to cater for this, was an early beneficiary of this trend. BaaS then offered a more 'a la carte' way of building solutions, which promised greater flexibility and better unit economics.

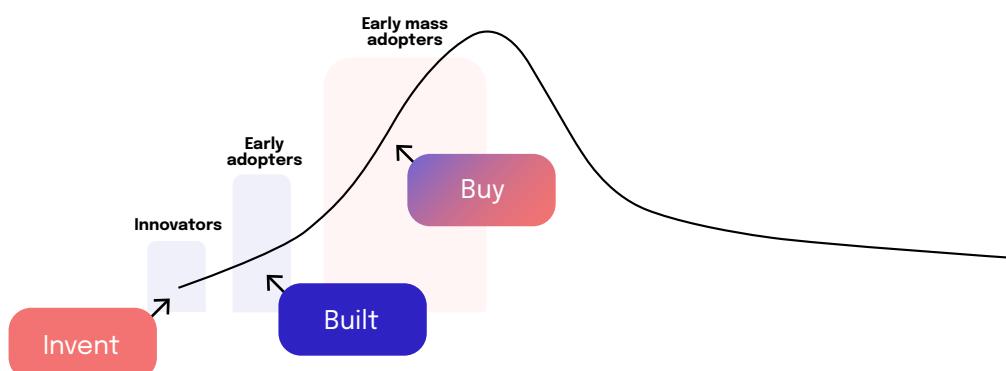
However, the compliance burden - which was initially poorly defined and largely considered to be manageable - progressively became both better defined and more burdensome. Fintechs simply accepted this development as part of the cost of being in the business they wanted to be but, for SaaS businesses, the barrier to adoption of embedded finance got progressively higher, taking it beyond their appetite.

New approaches to embedded finance are now coming to the market to address this barrier. With these more mature, more comprehensive embedded finance solutions, the compliance burden, while fully acknowledged, is now less of a barrier for SaaS businesses. The next generation providers of embedded finance solutions already largely cater for it.”

# A closer look at the rate of adoption of embedded finance



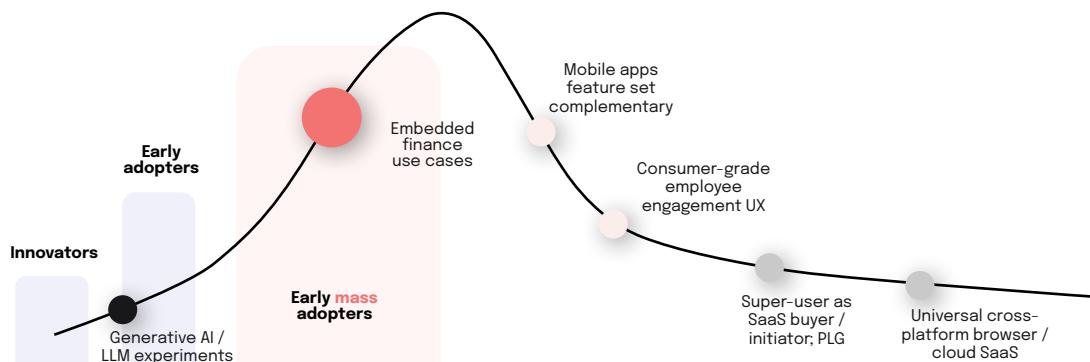
Judging by how many B2B SaaS product managers have embedded finance on the roadmap, it's evident that, as of 2024, embedded finance is no longer a niche test area. In the adoption curve of new technologies from invention to early adoption, mass adoption, maturity and decline, embedded finance has entered the growth stage.



Typical tech buyer posture in adoption curve

# Comparing embedded finance with other technologies

We can plot how embedded finance fits into the adoption curve alongside other technologies and shifts in the B2B SaaS market:



## Innovation streams for integrating 3<sup>rd</sup> party tech in B2B SaaS

At one end of the adoption curve, we have **generative AI and large language model experiments**. While they stand to impact the market a great deal in the years to come, they are largely experimental in terms of practical and safe adoption. Inevitably they will be on the roadmap for many B2B SaaS companies, but, in their current state, they may not be a product manager's first-choice route to reliable profitability and growth.

A little beyond early mass adoption, **complementary mobile apps** have taken off in the B2B SaaS world to the point where most business customers would expect them – and for many customers it might even be a dealbreaker when deciding which SaaS platforms to adopt.

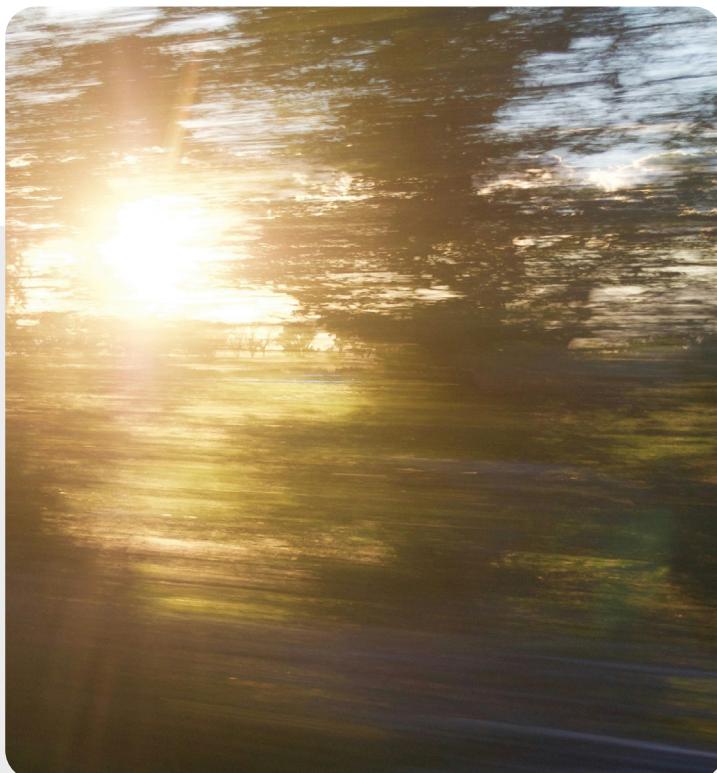
Beyond that, **consumer-grade UX** has flooded B2B platforms to the point where it is a non-negotiable expectation. In 2024, if a B2B platform doesn't feel as easy to use as a B2C one, its days are likely numbered, if they're not already over.

Other shifts, like **the idea that a super-user could be a doorway for product-led growth**, is so firmly entrenched in the market that it's easy to forget it once wasn't the case. The same goes for **the idea that multiple companies could use the same platform within a browser**, a concept that was new in the early days of companies like Salesforce, but is now simply a fact of life.

# How quickly will embedded finance become the norm?

Embedded finance is still a long way from fact-of-life status. However, judging by its progress so far, it's not long at all before customers will think of it in the same way they currently do B2B mobile apps.

**This fits in with the timeline that Bain & Company predicted in 2022.** At the time, embedded finance was in the build phase with early adopters - but they predicted by 2026 the embedded finance market would double from \$22bn to \$55bn, and B2B embedded payment revenues would nearly quadruple from \$1.9bn to \$6.7bn. Embedded finance would be "a key ingredient in the software platform stack."



## Which sectors are embedded finance hotspots?

**“** Expenses management was an obvious starting point.

Already some great companies have turned a laborious admin process of reconciling paper expenses with payments made on corporate cards into a slick, consumer-retail-like all-in-one experience.

This is now expanding and industries who are tangential to the expenses management process, such as fleet management, project management and accounting, are all adding expenses management to their products.

Another rising star in this space is employee benefits. Long gone are the days of static, catalogue-based benefit programmes (how 2010!). Companies are creating fantastically engaging digitally dynamic benefits packages that put the end customer, the employee, at the centre, again, with a consumer-retail-like experience.

And that is migrating into areas like accounts payable and payroll, including earned wage access. These are all areas where software is managing the initial administrative burden and the best companies are adding the payment as a killer digital feature, although that is fast becoming table stakes!"

Daniel Greiller,  
CCO, Weavr



Back when Bain was making predictions about embedded finance earlier in the decade, the minimum time frame to launch for early adopters was about three years. Now the world can see some of those innovation bets worked, and SaaS companies want a piece of it.

There's also been three more years of building the tech and business framework around these use cases. All of that pioneering work can now be exploited by others. There's less reinvention of the wheel needed, making mass adoption possible.

With 74% of B2B product managers putting embedded finance on the roadmap, most within the next year, it's likely we'll see at least one example of embedded finance per sector for everyone to use and copy by 2026 – with hot-spot sectors seeing many more.

## What does grown-up embedded finance look like in SaaS?

“Embedded finance essentially means that business users carrying out their usual workflows on a B2B platform will find the experience the same as all the other software and financial services applications they use every day,” says Daniel, CCO of Weavr. “There will be no difference to using Amazon, Uber, their payment app, or, say, their employee benefits app.”

Wherever a financial task is a logical part of the action they're taking, that task will be performed within a non-financial SaaS platform – with no need to log into

**“**Weavr's research shows clearly that embedded finance has left its niche status and is being adopted across various industries. Naturally, some industries will adopt it faster than others, and B2B SaaS companies are the ones driving the current wave. B2B SaaS companies without embedded finance on their roadmap, are risking falling behind companies that do. And it's not just about selling financial services; it's about creating flywheels that push the company to the next level.”

**Lars Markull,**  
**Founder,**  
**Embedded Finance Review**



a separate financial app to move money.

“Embedded finance will bring the benefits app, the accounts payable experience and expense management into the same bracket in terms of simplicity and ease as all your current favourite financial products,” says Daniel.

## Traditional expenses management experience

Let's imagine for a second. Bob, an employee, takes a group of high-value donors out for an expensive we-value-you-so-much dinner. He's used the company app to get approval for the expense ahead of time, which he's been granted, but he still has to pay for the meal with his own money.

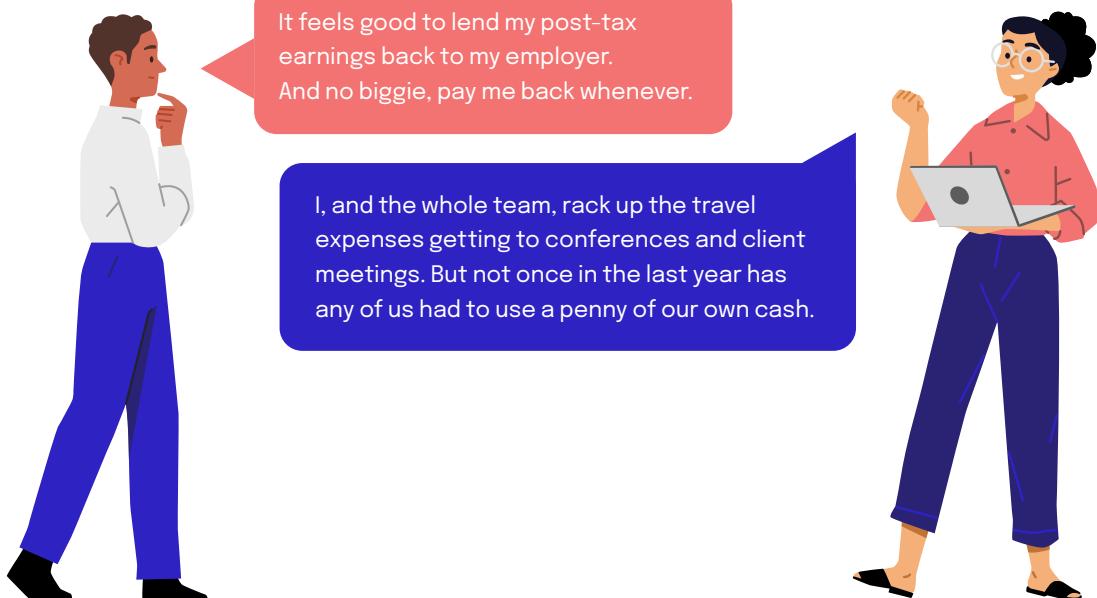
He gets reimbursed a few weeks later – which is fine, he supposes, but it's a blasted inconvenience because although Bob is doing well for himself, his current account has been low after he paid for some emergency repairs on his roof last month. He's had to watch his spending a little since, and the expenses aren't helping.

### + **Embedded finance:**

Olivia, an employee, takes a similar group of high-value clients out for an expensive we-value-you-so-much dinner.

She's hasn't needed to request pre-approval of the expense – she carries a company card with spend controls that allow her to spend up to £3000 a month wining and dining clients. She pays for the meal at the end, glad that the payment will automatically update Finance and verify it as an authorised purchase.

### Expenses management



"Said no-one ever"

"Embedded finance - it's a no brainer"

## Employee benefits



"Said no-one ever"

I love that the colleagues in the Swedish HQ get this cool gym membership. In the UK we don't get that but that's cool, it's the thought that counts.

We're remote-first and have a diverse global team.

We all get an awesome perks package that works well, wherever and whoever we are.



"Embedded finance - it's a no brainer"

## Traditional employee benefits experience

Now let's imagine Rob is in charge of benefits, but he doesn't necessarily know what his organisation's people want. They use a platform and they've brokered deals with a bunch of different providers in different regions, but it's a lot of admin and guesswork, tracking and tweaking, and the financial reconciliation is a mammoth task for the accounts payable team, who are often sending his team queries.

### + **Embedded finance:**

Sophie is in charge of benefits, but she's given her organisation's people most of the control - they all have virtual cards that they can use on what they want - within reason.

She's set spend controls across various categories - L&D, leisure, and a work-from-home budget. Her team still track usage and balances, but everything's so much less work, and she's confident her people are claiming the benefits they want.

# How embedded finance impacts KPIs

All in all, embedded finance could be a sure-bet for SaaS platforms at a pinch-point time. For the right use case, embedded finance has the power to bring uplift to almost every way your platform already makes money:

## Lowering customer acquisition cost (CAC)

Research by Plaid and Accenture found that embedded finance had helped **85%** of embedders to acquire new customers. They do this by offering an experience their customers can't find elsewhere. It's a differentiating value-add.

## Increasing user engagement

The same Plaid and Accenture report found that embedded finance led to increased user engagement for **88%** of embedders. By making the UX seamless across financial workflows as well as traditional SaaS workflows, embedded finance simply makes B2B SaaS products more useful – and as a result, they see more use.

## Increasing revenue per customer

Embedded finance helps you demonstrate a very obvious step-change in functionality and perceived value, one that you can lock behind mid and higher-pricing tiers. It can also help to see an uptick in billable seats as more people in an organisation desire the same ease as their colleagues.

## Increasing customer lifetime value (LTV)

Once a new financial process is in place and working well, businesses don't want to change it casually – and end users are unlikely to want to migrate either. It's partly because it would be so much admin, but mostly because once a financial workflow actually feels good, users won't want it any other way.

## Which B2B SaaS use cases could be widely adopted in the future?

**“**Project management is a huge area of potential growth.

Finish a milestone? Need to pay a bill? Click, done. The need to embed finance into this industry is so obvious it hurts.

Insurance is another. Need to access funds because your car has broken down and you have to pay the nearest garage to come and give you a tow? Good news, there's a virtual card in your digital wallet ready to pay the bill!

The other thing I see a huge amount is sideways creep. If you're in HR, you're going to start managing employee benefits. The super-app concept means that just doing one thing great isn't good enough anymore.”

**Daniel Greiller,**  
CCO, Weavr



Alongside all this uplift, embedded finance can also bring in new revenue from the transactions now taking place on your platform. You may choose to take a small slice of every transaction, or charge per use for certain financial features (e.g. auto reconciliation). It's up to your discretion.

**“**The research points to the different incentives that drive decisions across different units of a non-financial SaaS business. Ultimately, however, it leads them in a similar direction and that is to the value and tangible benefits that embedding financial products or services for their end-users can deliver. Solving for real customer pain points is a winning formula and the fact that the embedded finance business models have been tested of late has meant a stronger and more compliant set of technology tools is on offer.”

**Lisa Moyle,**  
**Chief Strategy Officer,**  
**VC Innovations Ltd**



At Weavr, we've seen how embedded finance can multiply revenue. As our customer finway told us: “We see a 2x revenue increase from finway users leveraging Weavr-enabled embedded finance”. And as we explored in our guide to how EF boosts revenue for SaaS products, this outcome is far from an outlier.

## What SaaS builders can do next

Are you one of the 74% of B2B SaaS product managers with built-in payment wallets on your roadmap?

Well, now that you've digested the research and are pondering 'what's next?' for your embedded finance journey, go to page 27 for some ways that you can explore the opportunity that awaits you.



# Embedded finance programme lifecycle



# Your next steps



You're here

The next step for B2B SaaS:  
Why embedded finance has moved up the priority list for UK B2B SaaS platforms

weavr



## Guides

More in-depth information

Embedded finance –  
a buyer's guide  
What you need to know before choosing a supplier in this emerging market

October 2023 weavr

How embedded finance boosts revenue for SaaS products

weavr



## Further reading

Explore your specific use case in more detail on the website:

- Employee benefits
- Expense management
- Accounts payable
- SaaS subscriptions

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Solutions for SaaS Solutions for banks

Embedded finance

Weavr supercharges revenue and customer experience with embeddable financial products for digital businesses. Complete solutions with built-in control and compliance mean you can launch easily and scale safely.



## Talk to an expert

Prefer to talk to someone about your embedded finance journey?

Chat to a Weavr expert to see how they can help you along your way.

Game-changing tech for world-changing experiences.

Enabling any business to offer any financial service anywhere their customers need it.

- ✓ **Build and validate quickly**
- ✓ **Multiply your revenue per user**
- ✓ **Evolve and scale faster**

# Weavr

[hello@weavr.io](mailto:hello@weavr.io)  
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Want to learn more about how Weavr can help your business?

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