



RENT THE RUNWAY

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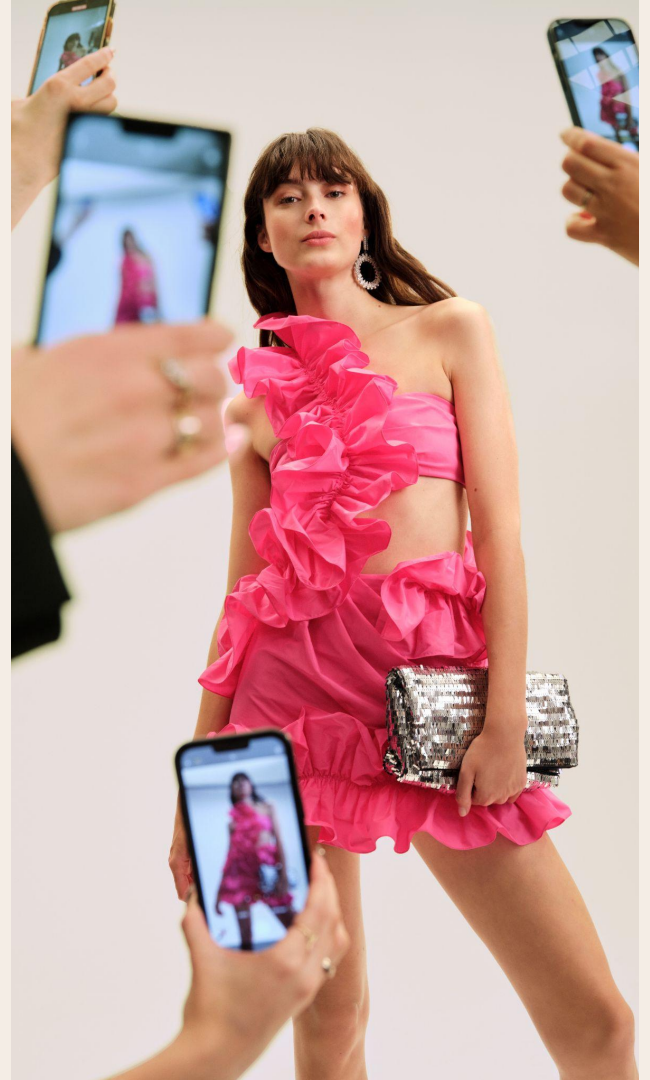
Investor Presentation

April 2023

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Company Overview



Investment Thesis

At the Center of Key Trends

- Shift from ownership to access
- Growth of e-commerce
- Growth of secondhand clothing
- Sustainability
- Increasingly female workforce

Addressing Fastest-Growing Segments in \$345B U.S. Apparel Market¹

- Online: \$155B market growing at 8% CAGR¹
- Secondhand: \$43B market growing at 18% CAGR²

Compelling Value Proposition for Customers and Brands: Two-Sided Discovery Engine

- Subscribers on average receive ~\$3,500 designer clothing per month³ → 20X GMV value for spend (pre-March 2023 extra-item launch)
- Brands get new customers and critical data

Unique Competitive Advantages

- Proprietary operating system
- Data and technology to power 'Closet in the Cloud'
- 10+ years of rental logistics and garment preservation know-how
- Hundreds of deep, multi-year brand partner relationships

Attractive Economics and Profitability as We Scale

- Recurring revenue base
- Strong operating leverage with full year of positive Adj. EBITDA in FY22
- Attractive LTV/CAC with historical cohort breakeven of < 12 months⁴
- Mix shift to non-wholesale product acquisition
- Anticipating substantial improvement in cash consumption in FY23

Multiple Drivers of Future Growth

- Three revenue channels, with Reserve and Resale funnel into Subscription
- Investments in customer experience to increase loyalty
- Increased brand awareness
- New brands and use cases

¹ Euromonitor Market Sizing and Growth Estimates (2022).

² GlobalData Market Sizing and Growth Estimates (2022).

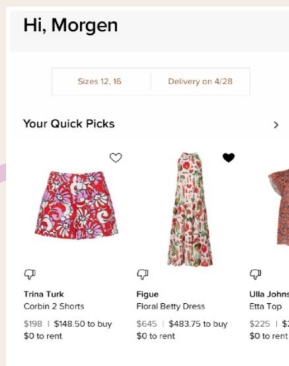
³ FY22.

⁴ Excludes COVID-impacted cohorts.

How Subscription Works: A Personalized and Seamless Utility

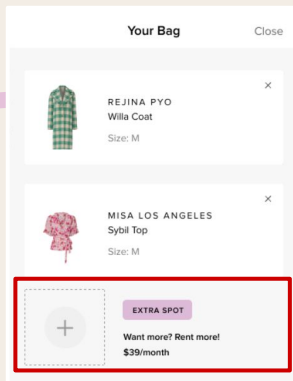
1. Discover and Pick items from Personalized Assortment

Storefront is unique to her based on preferences and fit



2. Easily Order

Customize by adding extra items or swaps



3. Receive shipment

Items arrive clean and ready to wear



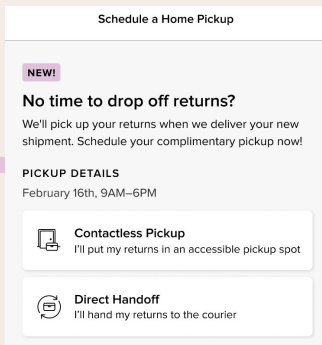
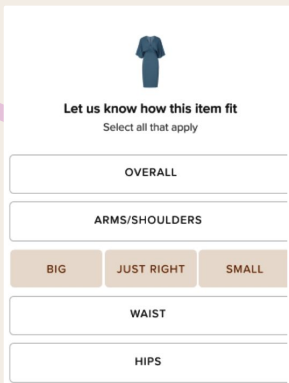
4. Wear Designer Clothes

Options for every Occasion



5. Return Conveniently

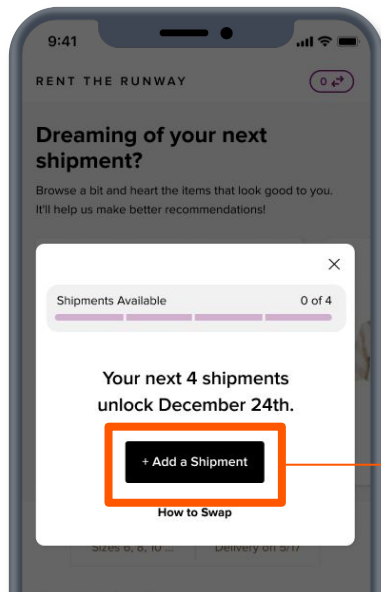
Give feedback on style, fit and quality)



There are Multiple Ways to Monetize Our Subscribers

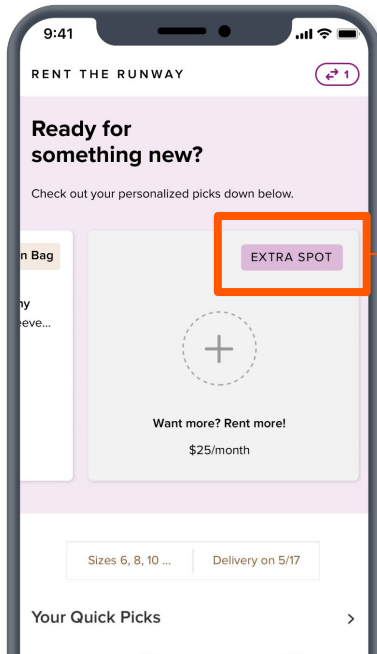
80+%

of our revenue comes from Subscribers

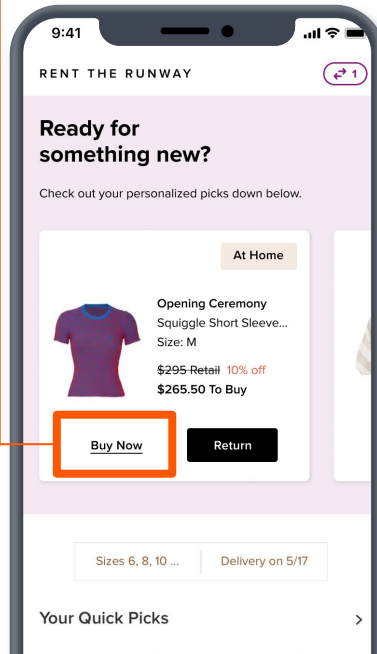


SUBSCRIBE

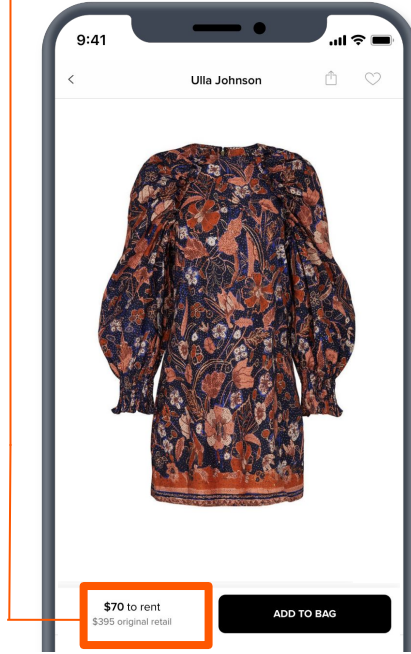
+ Options for Extra Spots/Shipments



BUY



RESERVE



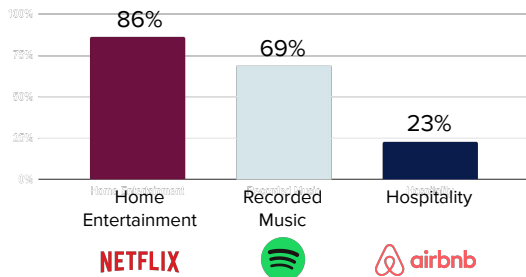
Through Our
Two-Sided
Discovery
Engine,
Customers
Find New
Brands They
Love and
Brands Find
New Customers
They Need



We Are at the Center of Key Trends Driving Consumer Behavior in Our Favor

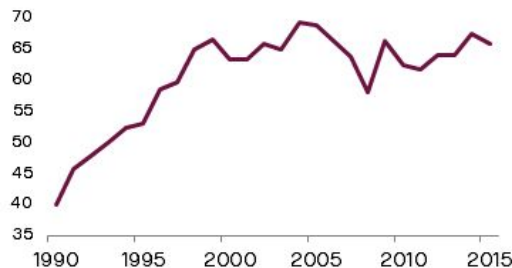
Shift from Ownership to Access

% of Market Represented by Access Models¹



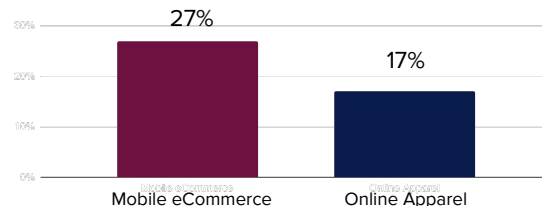
Desire for Variety and Newness

Avg. Items Purchased per Consumer²



Growth of Online Shopping

2015-2022 U.S. CAGR³



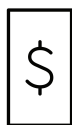
Social Media Driving Fashion



51%

of RTR subscribers agree that social media ups the pressure to have variety in their wardrobe.⁴

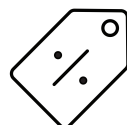
Increasingly Female Workforce



+

Women spend 77% more on clothing annually than their male counterparts.⁵

Normalization of Secondhand



74%

have shopped or are open to shopping secondhand apparel.⁶

Importance of Sustainability



66%

of RTR subscribers consider sustainability important when purchasing clothing.⁴

¹ Access models within the global OTT home entertainment market (% subscription) according to PWC, 2022; Access models within the global recorded music market (% digital) according to GS Research, 2022. Access models within the U.S. hospitality market (% Online Short Term Rentals) according to Euromonitor, 2022.

² American Apparel & Footwear Association.

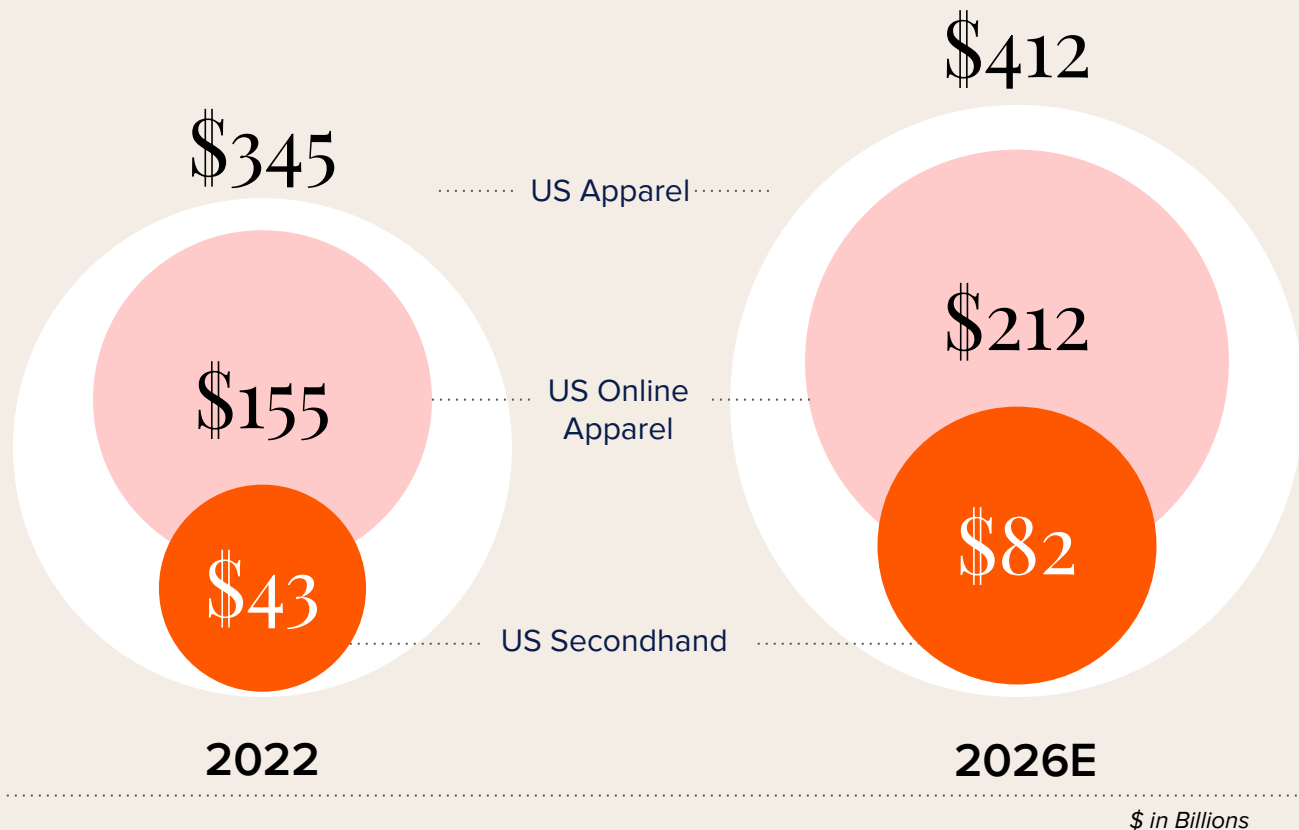
³ Euromonitor, 2022.

⁴ March 2023 RTR Subscriber Survey.

⁵ Consumer Expenditure Surveys, U.S. Bureau of Labor Statistics, September, 2022.

⁶ GlobalData Consumer Resale Survey, 2022.

Addressing the Fastest Growing Segments in Apparel



4Y CAGR

Offline Apparel¹

1%

RTR Focus

Online Apparel

8%

Secondhand

18%

Our Customers are the Current and Future Luxury Customers

They Lead Busy Lives And Have Common Core Values

Family

~1/3

Have Kids or Pregnant

Career

90%+

Working Women

90%+

Have At Least a Bachelor's Degree

Social

85%

Socialize 2x+ Per Week

Region

76%

Of U.S. Zip Codes Represented¹



20s-40s

Average Age Range

75%

Subscriber HHI of \$100K+

58%

First-Time Reserve Customer HHI of \$100K+

65%

Feel Time Starved

63%

Live Outside the Top 100 U.S. Cities

Source: RTR Customer and Subscriber Surveys as of November 2022 and March 2023.

¹ Inhabited US mainland zip codes or similar.

Who is Our Customer?



**Mom of Two, 34
Atlanta, GA**

“I feel like **RTR has evolved with me through pre-pregnancy, post-pregnancy and body changes.** RTR has helped me evolve my style.”



**Consultant, 24
Brooklyn, NY**

“Before RTR, I would spend anywhere from \$50-\$200 weekly at stores like Zara. **RTR introduced me to brands and quality I could never afford.**”



**Tech Executive, 32
San Francisco, CA**

“RTR has allowed me to keep my closet fresh without having to worry about being wasteful if I only want to wear the look once. **RTR is the highest value money I spend on fashion.**”



**Professor, 41
Minneapolis, MN**

“**I wanted to be more environmentally-responsible in the way that I was choosing clothing.** I can wear clothing that is higher quality and has a longer life-span.”

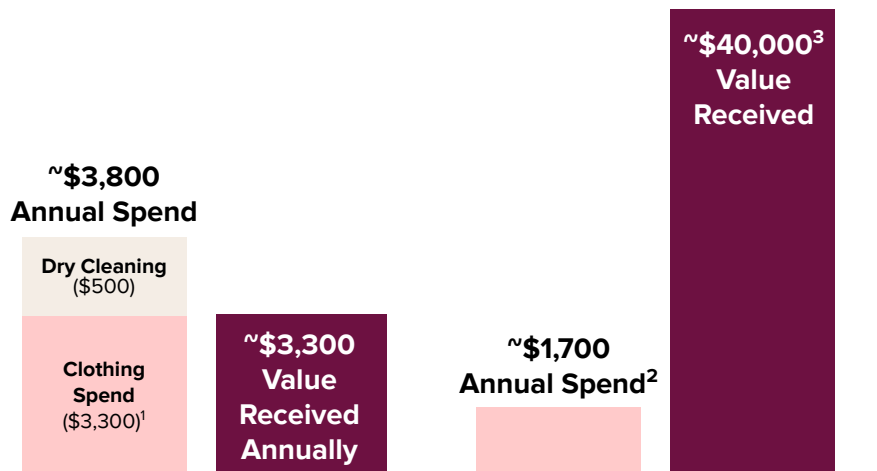
We Deliver Differentiated Exponential Economic Value Versus Purchasing

| ILLUSTRATIVE MONTH OF RTR SUBSCRIPTION | | | VS. PURCHASING | | |
|---|--------------|-------------------|---|---|---|
| <div>RENT THE RUNWAY</div> <div> <div>3.1 Phillip Lim \$425</div> <div>MSGM \$1,005</div> <div>Jason Wu \$795</div> <div>Rachel Comey \$225</div> <div>Diane von Furstenberg \$338</div> <div>Mansur Gavriel \$545</div> <div>Derek Lam 10 Crosby \$395</div> <div>Tanya Taylor \$425</div> <div>NOIZE \$310</div> <div>Proenza Schouler \$990</div> </div> <div>\$5,000 in value for \$144</div> | | | <div>MICHAEL KORS</div> <div> <div>\$144</div> <div>1/3 of an Item</div> </div> <div>No Outfits</div> <div>Cleaning Costs</div> | <div>BANANA REPUBLIC</div> <div> <div>\$144</div> <div>1 Item</div> </div> <div>Fewer Options</div> <div>Cleaning Costs</div> | <div>ZARA</div> <div> <div>\$144</div> <div>3 Items</div> </div> <div>Fewer Options</div> <div>Cleaning Costs</div> |
| 10 Items, 2 Shipments | More Outfits | No Cleaning Costs | | | |

Our Subscription is a Daily Utility Delivering Significant Financial Value

The average subscriber receives clothing worth
>20x GMV what she pays

Customer Problem  RTR Solution
"Unlimited Closet"



¹Sources: ING Direct, Capital One Survey.

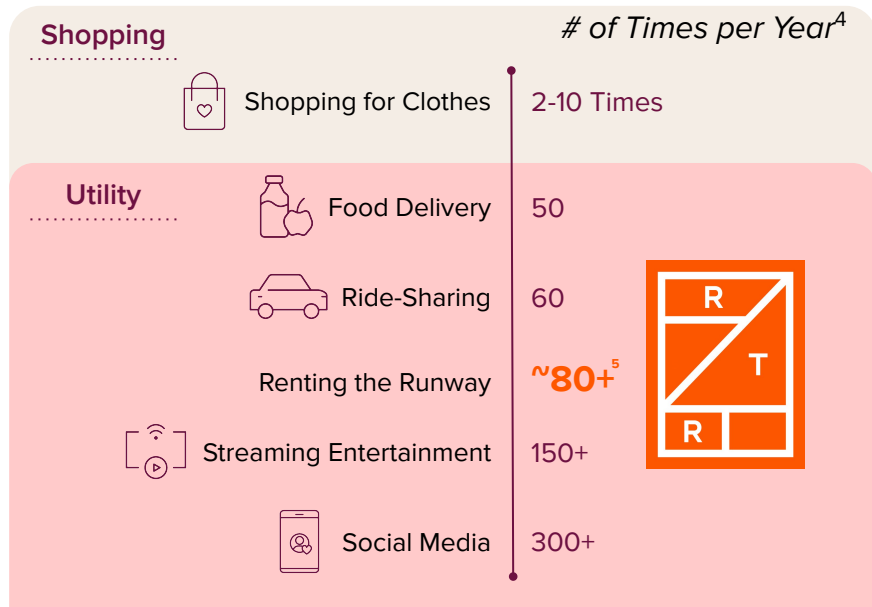
²Annualized 10-item monthly subscription price of \$144 per month.

³Annualized average GMV of items received during FY 2022.

⁴Sources: SEC filings for public companies, Statista, Wall Street Research, Business Insider.

⁵Represents FY 2022 average number of wears of RTR items by each active subscriber per month, on an annualized basis.

Our subscribers wear Rent the Runway
~80 times per year⁵



We Inspire Discovery of New Styles, Looks and Brands

She Owns This



Consists of basic garments

99% of subscribers try brands they've never owned¹,
45 brands in year 1²

She Rents This



~25%
are the color black²

Over 30%
have embellishment²

Over 45%
printed styles²

Discover outside her traditional style

¹Source: RTR Subscriber Survey as of March 2023.

² FY 2022

Viral Brand and Deeply Engaged Consumer Base Have Powered Organic Adoption

<10%

of total revenue spent on marketing since founding¹

80%+

of customers acquired via word of mouth¹

83%

of subscribers say RTR makes them the most confident version of themselves²

22%

Unaided brand awareness³



¹ As of 1/31/23.

² RTR Subscriber Survey as of March 2023.

³ Among U.S. women ages 18-45 with a household income of \$50,000 or more; as of Q4 2022.

Renting Results In Net Environmental Savings vs. Purchasing New

Rental Displaces Purchase

82% buy fewer clothes after joining RTR¹

Rental Benefits Even When Factoring in Cleaning and Two-Way Transportation

~1.4M estimated new garments displaced since 2010², saving a total of³:



67M
gallons
of water

Estimated net
environmental savings of
renting versus purchasing:⁴

24%
less water



99M
kWh
of energy

6%
less energy



44M
pounds of
CO2 emissions

3%
less CO₂ emissions

Waste Reduction

~100% of all unusable product diverted from landfill

¹ November 2022 Subscriber Survey.

² Displacement was calculated by (Rental Wears - Linear Wears) / Linear Wears. Displacement was multiplied by estimated number of units in all categories studied.

³ Environmental savings are based on results of an LCA Study, specifically the net upstream production impact across all categories studied.

⁴ Percentage of savings are based on (a) the calculation of individual environmental impact of each category as presented in the LCA, weighted by (b) the percentage of estimated total wears for each of the 12 categories, as measured from 2010 through 2021.

RTR is a Powerful Discovery Platform for Designer Fashion

91% of our brand partners say Rent the Runway **introduces their brand to new and different customers** compared to their other accounts **that are essential to their business success.**¹

We have strong relationships with our brand partners and have **experienced extremely limited voluntary attrition.**

rag & bone
NEW YORK

A.L.C.

On the Border

I R O

ADAM LIPPES

R
13

STAUD

RONNY KOBO

Reformation

Tibi

RIXO

KOCHÉ

M A R N I

RE/DONE

Favorite Daughter

ULLA JOHNSON

SEA
New York

DOUBLE J.

HOLZWEILER

PATOU

MISSONI

coperni

paco rabanne

MONSE

SANDY LIANG

MANSUR
GAVRIEL

JASON WU

Maison Margiela
PARIS

ALIÉTTE

HUGO BOSS

ALEXIS

KHAITE

TORY BURCH

BUSAYO

GANNI

CECILIE BAHNSEN

THEBE MAGUGU

ALTUZARRA

JWANDERSON

MARC JACOBS

NILI LOTAN

ROSIE ASSOULIN

VERONICA BEARD

HAIDER ACKERMANN

rokh

Proenza Schouler

VINCE.

Rich Owens

ROSETTA
GETTY

VICTORIA BECKHAM

PLAN C

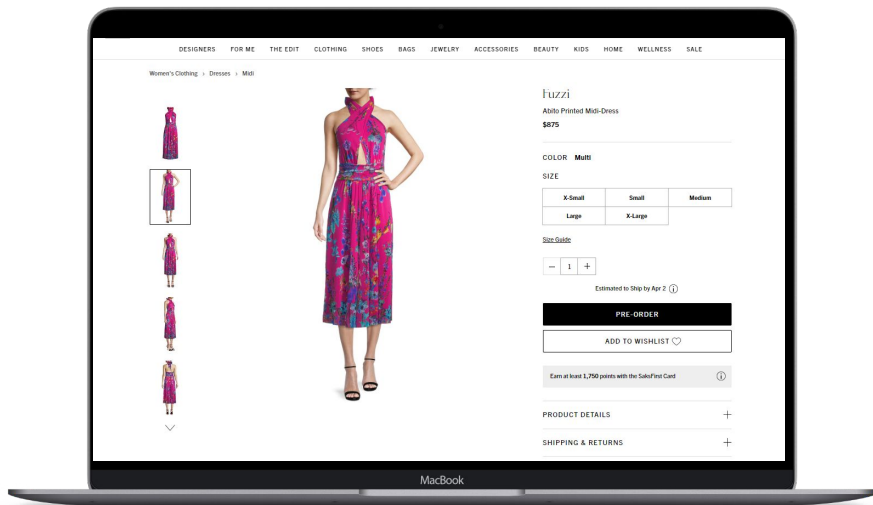
CO

CLUB MONACO

RALPH LAUREN

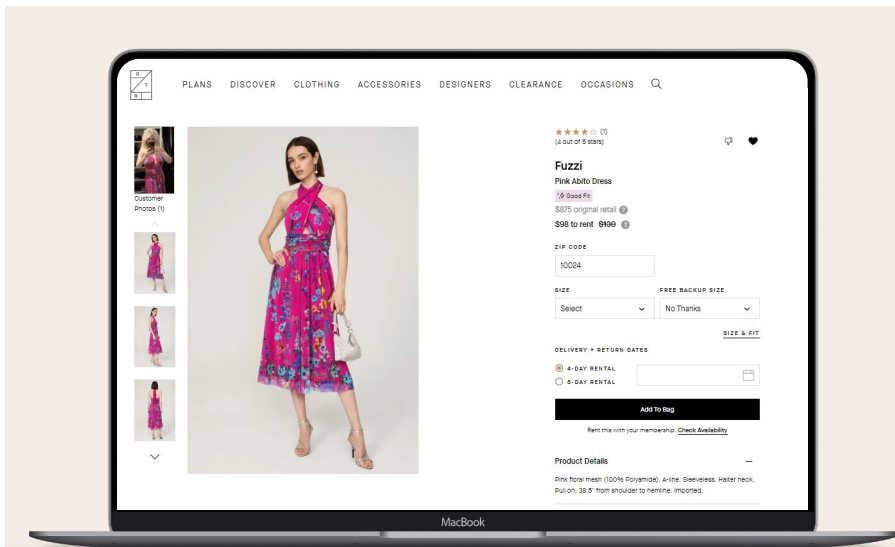
RTR Provides Access to Current Products at a Fraction of the Price of Luxury Players

Luxury Sites



\$875 to buy on Luxury Site

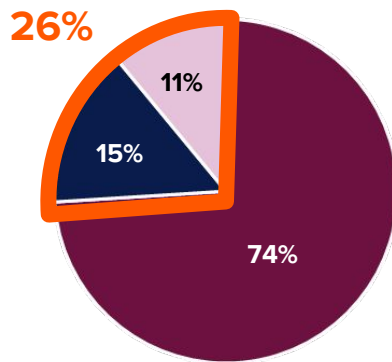
Rent the Runway



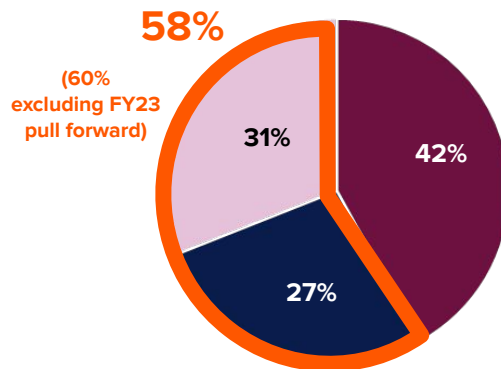
**\$98 Reserve Rental (2nd SIZE FREE) /
Also available via monthly subscription programs**

We Have Improved the Fashion Assortment on Our Platform While Significantly Reducing the Cash Needed to Acquire It

% Items Acquired
in FY19



% Items Acquired
in FY22



We are targeting at least 2/3 of our product acquisition through non-wholesale channels in the mid-term

Rental Product (Capex)
% of Revenue

\$118M

46%

\$62M

21%

Total Product Spend
(Capex + Rev Share)
% of Revenue

50%

32%

We've Innovated Product Acquisition to be More Capital Efficient

Our Consignment Channel, **Share by RTR**
Reduces Upfront Product Spend



300+
Brand partners

Select and acquire at zero or low upfront cost

Revenue share payments up to maximum cap

Broadens and de-risks assortment via new
categories, styles and designers

We Leverage Our Data to Create
Exclusive Designs in Partnership with Top Brands



~50%

Lower Product Cost

+380 bps

Higher Wear Rate¹

~30%

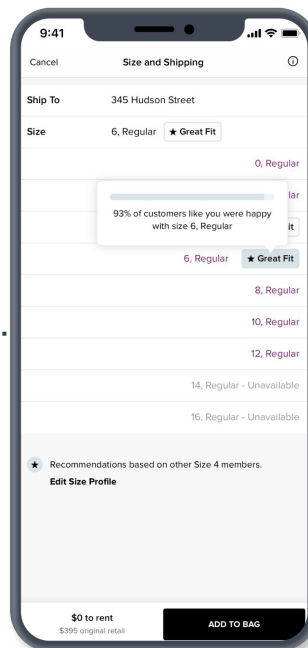
Better Damage Rate²

¹Wear rate for Exclusive Design apparel rentals vs. wear rate for non-Exclusive Design apparel rentals (FY 2022).

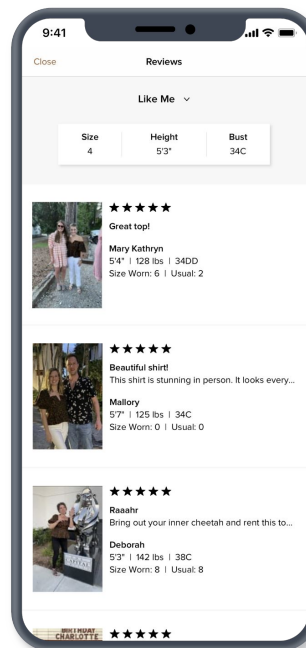
²Damage rate for Exclusive Design apparel rental product acquired in 2H 2022 vs. damage rate for Wholesale apparel rental product acquired in 2H 2022.

Unique Customer Inputs Fuel Our Personalized Experience

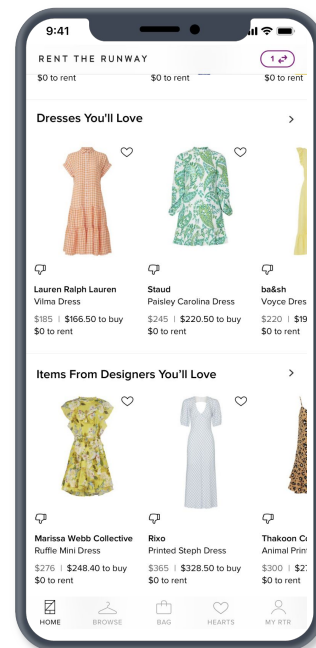
Personalized Fit Recommendations



Reviews from "Women Like Me"



Personalized Carousels



Subscribers
typically visit RTR
multiple times
per week

Our Customer and Inventory Data Is Highly Differentiated

We have a set of data that is entirely **unique to our business model** because nearly 100% of items are returned to us

Unique to RTR *Illustrative Data*

Fit Data

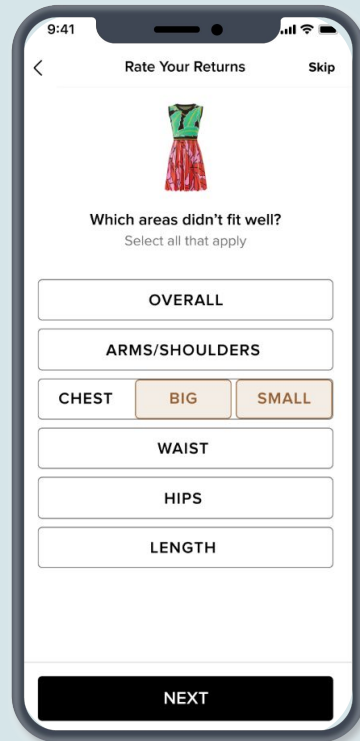
- Body dimensions
- Photo reviews

Inventory Quality & Durability

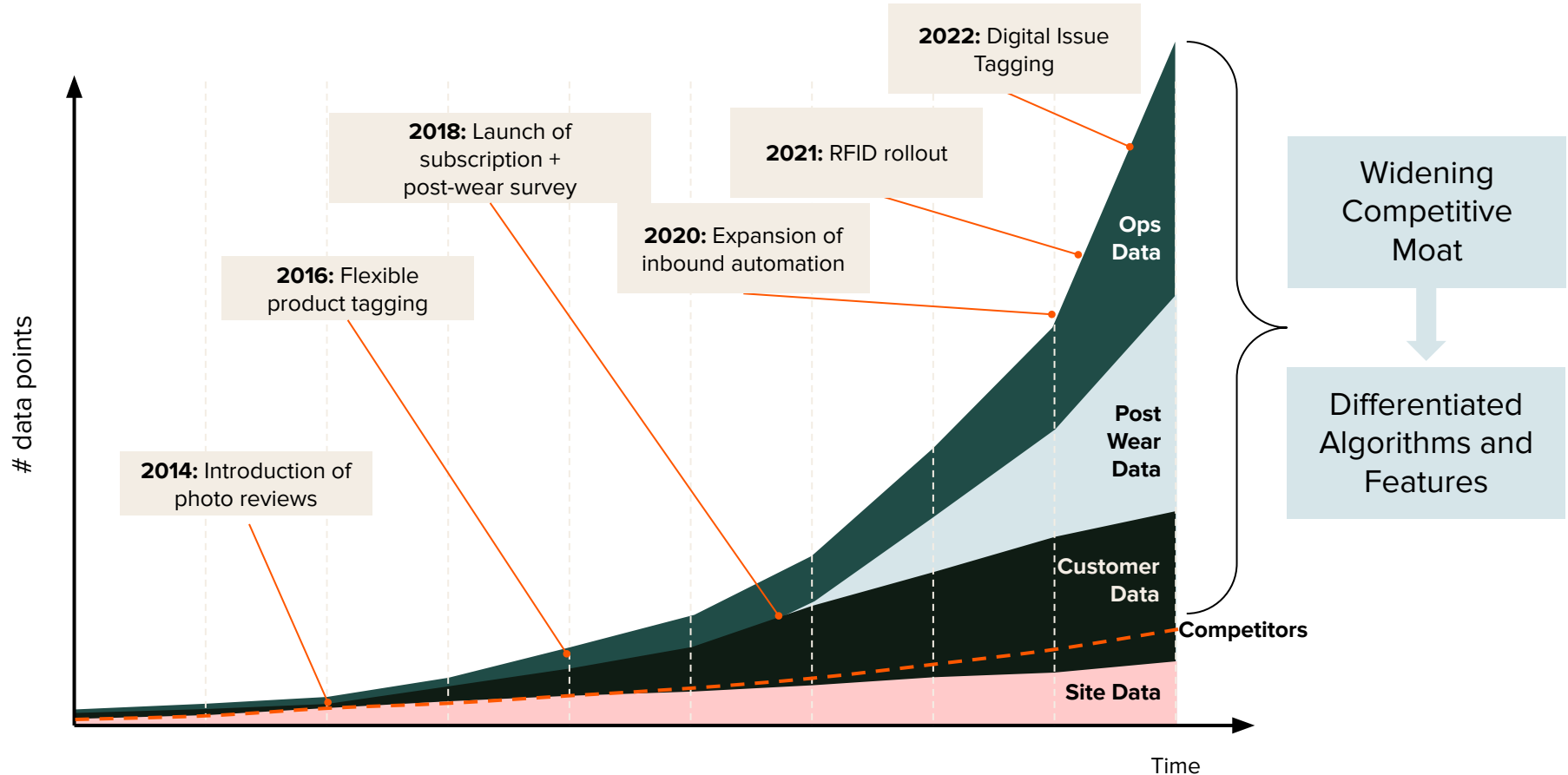
- Garment usage and longevity
- Lifetime turns
- Unit level quality
- Garment science
- Fabric data

Customer Usage Data

- Calendar / Occasions
- Preferences
- Life stage / profession



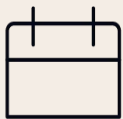
We Have Evolved Our Data Advantage Over Time



Note: Data points over time are illustrative.

We've Custom Built Software that Powers Just-in-Time Reverse Logistics at Scale

Select Proprietary Technology Uniquely Developed In-House



Reservation
Calendar



Customer-Facing
Applications



Inventory &
Merchandising
Systems



Order Prioritization
& Fulfillment



Warehouse
Management
System (WMS)



Hardware
Plug-Ins

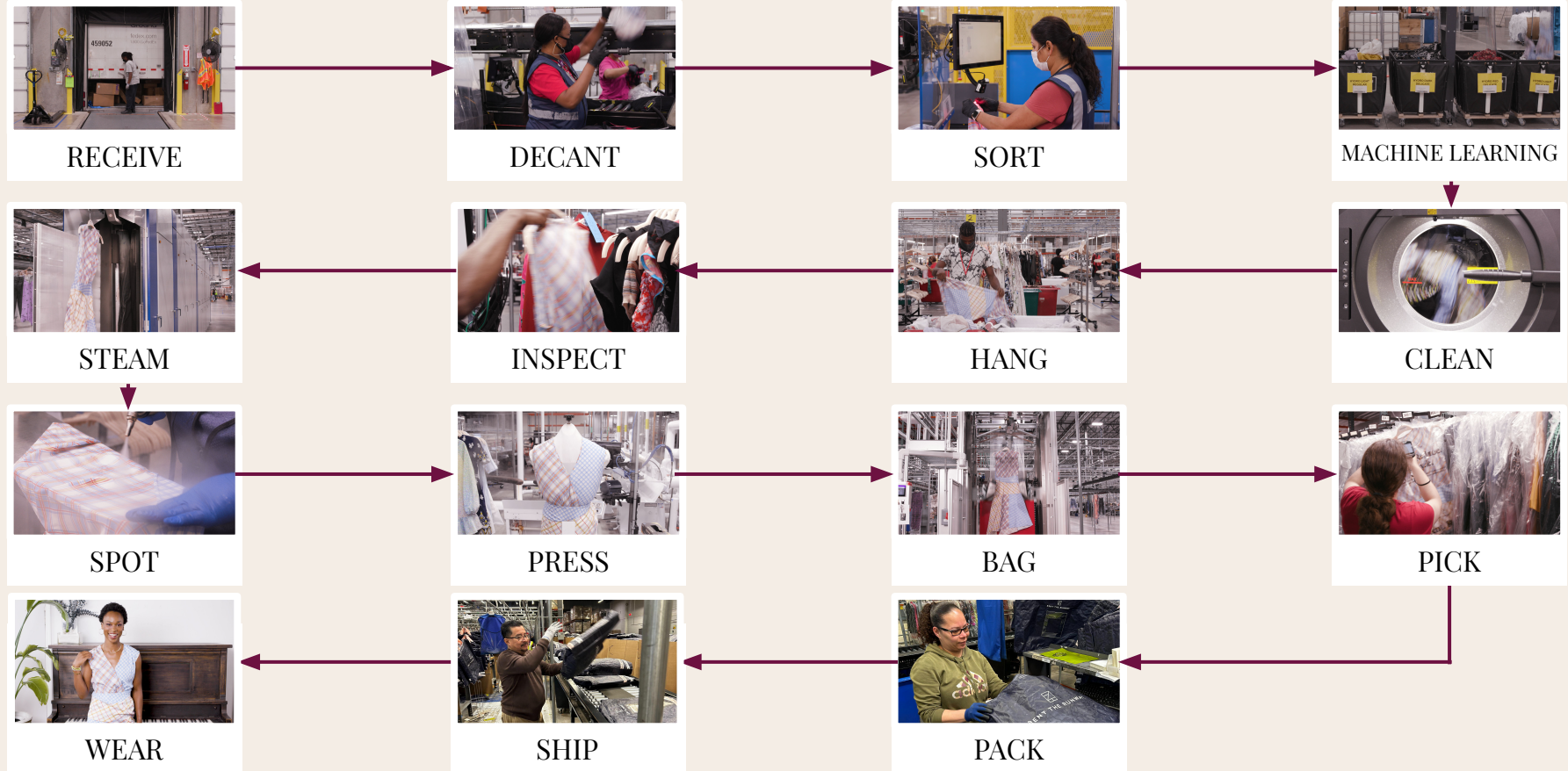


Transportation
Management

Financial Systems

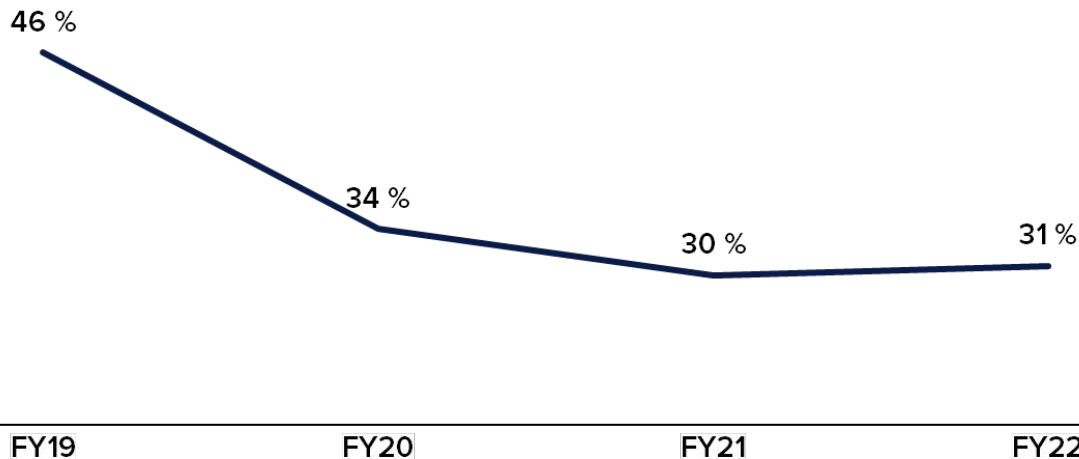
Customer Service Software

Our Unique Operational Processes Enable Us To Turn Products Quickly and Monetize Over Multiple Years



We've Developed a Competitive Advantage Around Our Complex Operations Process, Driving Efficiencies Over Time

Fulfillment Cost as % of Revenue



Fulfillment Costs as % of Revenue are **down 15 percentage points since 2019**

We are able to achieve these fulfillment margins, **despite the fact that fulfillment expenses include** all costs to receive, process and fulfill customer orders, two-way shipping expenses, fulfillment labor costs, garment repair, restoration and cleaning, packaging materials, and other fulfillment costs.

Multiple Levers for Future Growth

More of
What We
Do Today



Grow
Subscribers



Invest in Customer
Experience



Expand Assortment
and Use Cases

Future
Levers



Launch New Categories
and Offerings



Become a Marketing
Platform for Brands



Data as a
Product



Expand
Internationally

Leadership Team with Deep Expertise Across Best-in-Class Consumer and Technology Companies



Jennifer Hyman
CEO, Co-Founder and Chair

ESTÉE LAUDER **zalando**
Current BoD Current BoD



Sid Thacker
Chief Financial Officer*

COALITION **ZIFF BROTHERS INVESTMENTS** McKinsey & Company



Anushka Salinas
President and COO

HUDSON'S BAY
RESONANCE



Brian Donato
Chief Revenue Officer

BOWERY



Andrea Alexander
Chief People Officer

McKinsey
& Company



Drew Rau
SVP, Supply Chain & Inventory

BOWERY
 overstock.



Cara Schembri
General Counsel

Etsy **AVON**
THE COMPANY BY PEOPLE



Larry Steinberg
Chief Technology Officer

akf Agilysys



Sarah Tam
Chief Merchant Officer

Saks Fifth Avenue

Board Members

JENNIFER HYMAN
CEO, Co-Founder and Chair,
Rent the Runway

JENNY FLEISS
Co-Founder, Rent the Runway

TIM BIXBY
CFO, Lemonade

SCOTT FRIEND
Partner, Bain Capital Ventures

MELANIE HARRIS
GM, Jordan Brand, Nike

BETH KAPLAN
Growth stage investor and advisor

EMIL MICHAEL
Chairman and CEO, M8 Enterprises

DAN NOVA
GP, Highland Capital Partners

GWYNETH PALTROW
Founder, Goop

CARLEY RONEY
Co-Founder & Former CCO, XO Group

MIKE ROTH
Former VP Global Supply Chain &
Transportation at Amazon

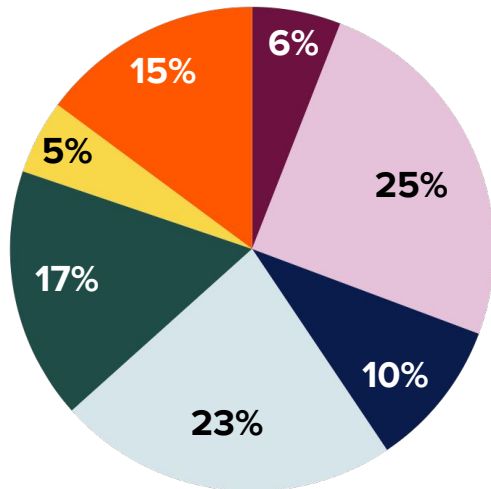
Appendix



Growing Geographic and Use Case Diversity of Our Subscription

FY 2022 Ending Active Subscribers by Region

- New England
- Mid-Atlantic
- Midwest
- South Atlantic
- South
- Mountain
- Pacific



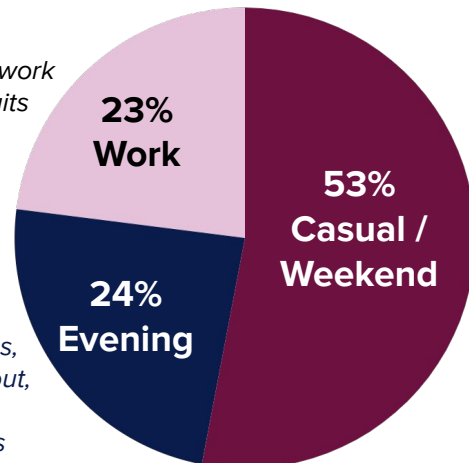
FY 2022 Shipped Items by Use Case

Examples

include: blazers, work dresses, skirts, suits

Examples

include: weddings, black tie, nights out, cocktail parties, galas, date nights



Examples

include: trousers, sweaters, athleisure, coats, vacation attire, clothes for family time, brunches, friendly meals and leisure activities

Brands Have Faced a Structural Shift in the Retail Landscape

Decline Of Traditional Wholesale Channels

19% of department stores expected to close in next three years.¹

Heightened Competition From Mass & Fast Fashion

Mass market and fast fashion Grew from 31% → 42% as a % of the U.S. Apparel Market²

DTC As An Essential Channel For Every Brand

Brands are seeking DTC channels, but lack the financial or human capital to build them.

Larger, Fractured Discovery Landscape

Shift to online, direct search and endless aisle of new brands leaves brands with customer discovery challenge.

Aging Consumer Base

The average age of a luxury department store customer is 51 years old.³

Growing Importance Of Data

Data is critical to product strategy and customer acquisition.

¹ Statista, 2023.

² Compares 2021 vs. 2011 per GlobalData, 2022. Mass market is defined as Amazon, off-price, and value retail.

³ Racked, More than 40% of Neiman Marcus Shoppers are Millionaires.

We Present Our Brand Partners in an Aspirational Way, Which Gives Us Control of Our Supply



Editorial Photography



Social Media



FARM Rio



Founders Katia Barros and Marcello Bastos believe in the local culture of their native Rio de Janeiro, sharing collections that embody the city's vibrant energy and feminine spirit. Since the brand's humble beginnings as a single stall in one of Brazil's open-air markets, Barros and Bastos have remained dedicated to helping their community thrive, employing a team of local artisans to create the countless prints featured in each collection.

Launched:

1997

Fun Fact:

The brand's name was inspired by Farme de Amoredo, a street and meeting place along Rio's Ipanema Beach.

The Must-Rent:

An all-over print featuring flora and fauna in every color of the rainbow.



FARM Rio
Mixed Print Button Down
\$160
\$30 to rent



FARM Rio
Flying Toucan Shorts
\$60
\$30 to rent



FARM Rio
Tropical Birds Jumpsuit
\$200
\$30 - \$35 to rent



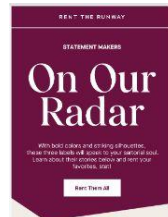
FARM Rio
Macaw Jumpsuit
\$200
\$35 to rent



FARM Rio
Toucan Paradise Romper
\$200
\$35 to rent



Video



Caroline Constat



LAUNCHED

2019

KINDER FOR

Making classic dress the standard inspired off-the-shoulder tops and frocks deserve a place on the pedestal of the most well-loved dress collection.

THE MUST RENT

Get noticed in the Spring season with a new color palette and silhouette.



RENT THE RUNWAY

Rent Caroline Constat

Paco Rabanne by
Julien Dossena



LAUNCHED

Email

Designer Landing Pages

We Have the Ability to Monetize Products Over Many Years and Create Megahits



**BADGLEY
MISCHKA.**

Fifth Avenue Showstopper



15+ Styles Inspired by the Showstopper Dress

Data creates annuity stream for RTR and brand partners

\$4.6M+ Total Revenue

From the Fifth Avenue Showstopper and Styles It Inspired

Our Data Helped Ulla Johnson with Production Improvements

ANALYSIS



22.4%
Deactivation Rate

Reason: wear/tear - faded or worn out, color & dye bleed, color loss



34%
Wear Rate

Reason: 90% said style ran small

Case Study as of July 2021.

REVIEW



COLOR LOSS



WEAR & TEAR

SIZING

★ ★ ★ ☆ ☆ MAY 12, 2021

Cute but too small

If I were to stand up straight and not sit these would be fine but I'm usually an 8 or 10 depending on the brand and sizes up to a 12. My butt is unfortunately sort of flat and like many of the comments I struggled to get the pants over my butt. It's a bit tight in the waist and thighs.

COMMENT



IMPROVEMENT

1.1%
Deactivation Rate

74%
Wear Rate



ULLA JOHNSON

We Acquire Product in Three Strategic Ways

1. WHOLESALE

OVERVIEW

Products we acquire directly from brand partners, typically at a discount to wholesale prices

Original retail prices set by brands are often at a 2.5x mark-up

BENEFITS FOR BRANDS

Ability to access an important wholesale channel for their business

Access new customer demographic vs. traditional wholesale channels

BENEFITS FOR RTR

Allows us to establish and grow brand relationships

2. SHARE BY RTR

Products we select and acquire directly from brand partners on consignment at zero or low upfront cost

Performance based revenue share payments to our brand partners

Ability to widen product selection

Ability to partake in upside through pay-for-performance model

Reduces upfront spend and alleviates product risk

Aligns incentives between brands and RTR

3. EXCLUSIVE DESIGNS

Leverage our data to collaborate with brands to create exclusive designs under their brand name. Manufactured by third party partners

Pay brand partners an upfront fee and minina, revenue share payments

Ability to innovate at minimal cost

Allows expensive brands to scale on RTR

Leverage archival designs and RTR data to improve fit

Ability to improve durability and lower cost, driving ROI

Exclusive product for RTR from highly coveted designers

How We Acquire Products and Financial Impact

| | Description | Consolidated Statement of Operations | Consolidated Balance Sheets | Consolidated Statements of Cash Flows |
|---|--|--|--|--|
| Wholesale | Purchased from brand partners Typically at a discount to wholesale | Straight-line depreciation with three-year useful life and 20% salvage value ⁽¹⁾ | Capitalized as long-term assets | Capital expenditure at time of acquisition |
| Share by RTR⁽²⁾ | Acquired from brand partners on consignment Zero to low upfront cost Performance-based revenue share payments over time | Upfront and performance-based revenue share payments expensed as incurred | Not capitalized as we do not own the items | Upfront and revenue share payments flow through Net Income as incurred |
| Exclusive Designs⁽²⁾⁽³⁾ | Designed using our data in collaboration with brand partners Manufactured through third-party partners Upfront payment and minimal revenue share payments to brand partner | Upfront and performance-based revenue share payments expensed as incurred Manufacturing cost recognized through straight-line depreciation with three-year useful life and 20% salvage value ⁽¹⁾ | Manufacturing cost capitalized as long-term assets | Upfront and revenue share payments flow through Net Income as incurred Manufacturing cost is a capital expenditure at time of acquisition |

⁽¹⁾ The cost of accessory items, which made up less than 10% of the gross book value of rental product as of January 31, 2023, is recognized through straight-line depreciation with a two-year useful life and 30% salvage value.

⁽²⁾ For both Share by RTR and Exclusive Designs, the Company shares a percentage of revenue less a logistics fee with the brand. This revenue includes (i) revenue attributable to each item in connection with one-time reserve rentals; (ii) revenue attributable to each item from Subscription (this is based on the number of days at home during a subscription period); and (iii) revenue attributable to each item in connection with Resale of such items, less any liquidation costs. Both the percentage of revenue, and the logistics fees, can vary depending on the brand partner. Most Share by RTR items earn revenue until a cap has been reached, at which point, title generally passes from the brand to the Company.

⁽³⁾ Includes a small number of products bearing our trademarks, which are non-exclusive designs produced by third-party partners, or our owned brands. These products are purchased at a significantly lower average cost than Wholesale.