



The RealReal

Investor Presentation

November 2020

Safe Harbor

This presentation contains forward-looking statements relating to, among other things, the future performance of The RealReal that are based on the company's current expectations, forecasts and assumptions and involve risks and uncertainties. In some cases, you can identify forward-looking statements by terminology such as “may,” “will,” “should,” “could,” “expect,” “plan,” “anticipate,” “believe,” “estimate,” “predict,” “intend,” “potential,” “continue,” “ongoing” or the negative of these terms or other comparable terminology. These statements include, but are not limited to, statements about future operating results, including the amounts of our operating expense and capital expenditure investments or reductions and our strategies, plans, commitments, objectives and goals, in particular in the context of the impacts of the COVID-19 pandemic and the recent social unrest. Actual results could differ materially from those predicted or implied and reported results should not be considered as an indication of future performance. Other factors that could cause or contribute to such differences include, but are not limited to, the impact of the COVID-19 pandemic and the social unrest on our operations and business environment, any failure to generate a supply of consigned goods, pricing pressure on the consignment market resulting from discounting in the market for new goods, failure to efficiently and effectively operate our merchandising and fulfillment operations and other reasons.

More information about factors that could affect the company's operating results is included under the captions “Risk Factors” and “Management's Discussion and Analysis of Financial Condition and Results of Operations” in the company's most recent Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q, copies of which may be obtained by visiting the company's Investor Relations website at <https://investor.therealreal.com> or the SEC's website at www.sec.gov. Undue reliance should not be placed on the forward-looking statements in this press release, which are based on information available to the company on the date hereof. The company assumes no obligation to update such statements.

In addition to financial information presented in accordance with U.S. generally accepted accounting principles (“GAAP”), this presentation includes non-GAAP financial measures adjusted EBITDA, Contribution Margin and Contribution Profit. These non-GAAP measures are presented for supplemental informational purposes only and should not be considered a substitute for financial information presented in accordance with GAAP. These non-GAAP measures have limitations as analytical tools, and should not be considered in isolation or as a substitute for analysis of other GAAP financial measures. A reconciliation of these measures to the most directly comparable GAAP measures are included at the end of this presentation.

This presentation and the accompanying oral presentation also contain statistical data, estimates and forecasts that are based on independent industry publications or other publicly available information, as well as other information based on our internal sources. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to such information. We have not independently verified the accuracy or completeness of the information contained in the industry publications and other publicly available information. Accordingly, we make no representations as to the accuracy or completeness of that information nor do we undertake to update such information after the date of this presentation.



The RealReal

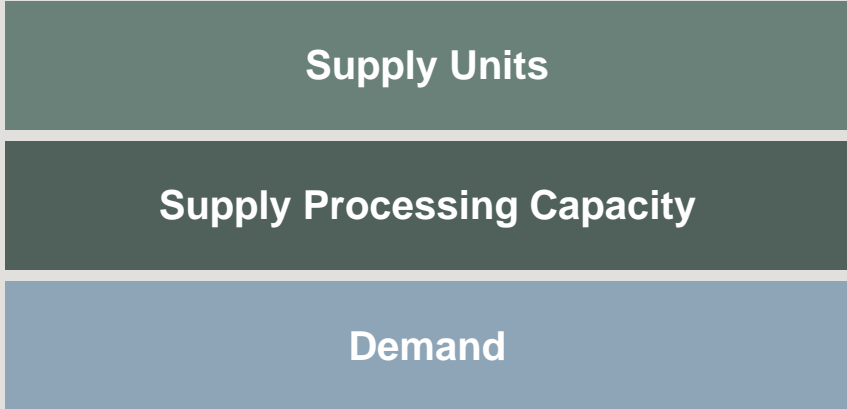
Q3 Highlights

GMV Trends Improved Significantly Q/Q; COVID-19 Headwinds Remain

- GMV of \$245.4 million improved 17% Q/Q and declined 3% Y/Y
- The RealReal B2B vendor program GMV increased 65% Y/Y
- 82.9% of GMV from repeat buyers
- Revenue of \$78.1 million improved 16% Q/Q and declined 4% Y/Y
- Direct revenue increased 11% Y/Y to \$13.6 million
- Gross Profit of \$49.8 million improved 18% Q/Q and declined 5% Y/Y
- Well capitalized with \$395.2 million in cash, short term investments and cash equivalents
- Gucci partnership demonstrates leadership in the luxury resale market; opened Chicago store

GMV Recovery Continues

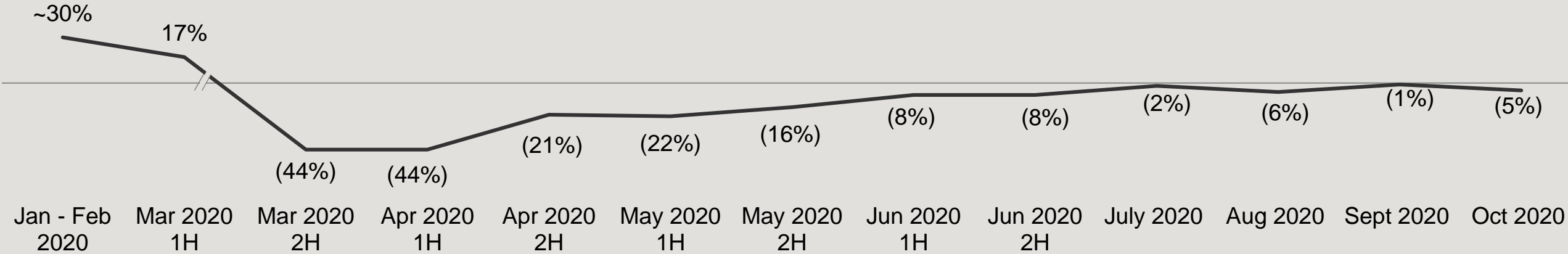
Improving Business Trends Led to Reinvestment in Growth



Q3 TRENDS

- Improved 32% Q/Q and increased 3% Y/Y in Q3; Expect supply units shipped to approach double digit growth in Q4
- NYC recovering – improved 51% Q/Q and increased 2% Y/Y in Q3
- Excluding NYC and LA – improved 27% Q/Q and increased 7% Y/Y in Q3
- Operating capacity was not a constraint to growth in Q3
- Supply processing also benefitting from automation investments
- Strong sell-through throughout COVID
- Increased marketing spend to above pre-COVID levels to support increasing momentum
- Traffic trends remain healthy; sessions +18% Y/Y in Q3

GMV (Y/Y Change %)



Positioned to Rebound Strongly

LARGEST ONLINE MARKETPLACE FOR AUTHENTICATED, CONSIGNED LUXURY GOODS

Founder-led business with nearly a decade focused on **authenticated luxury goods**

— 100% authenticated marketplace

— ESG dedicated

— Virtual appointments recently added

— Efficient operations supported by automation

— Omnichannel supply activation

— Brand partnerships



ENTERED 2020 WITH STRONG MOMENTUM

- **Significant scale** – over \$1bn in GMV in 2019
- **Strong repeat customer base** – over 80% of GMV from repeat buyers/consignors in 2019
- 1Q 2020, **GMV growth** ~30% Y/Y pre-COVID
- Growing luxury, and resale, **TAM**
- **Strong unit economics** and operating leverage

COVID-19 RESULTED IN SHORT-TERM DISRUPTION, BUT LONG-TERM OPPORTUNITY MAY INCREASE

1

Implemented **expense and capex reductions** across the business during peak disruption; reinvestment began in May

2

Introduced **virtual appointments, appointment scheduling** and **curbside pick-ups**

3

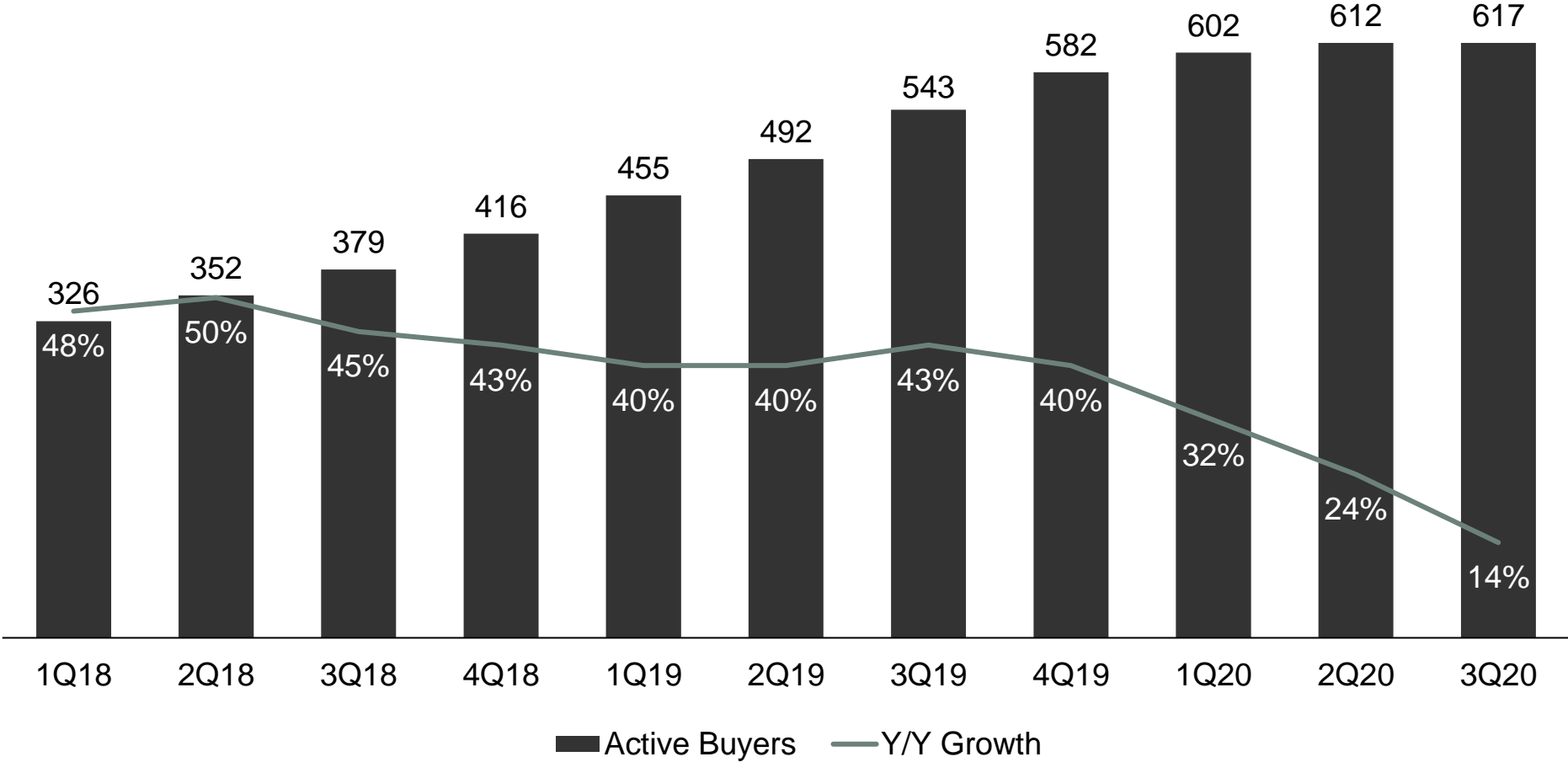
Decline of traditional retail and **growth of e-commerce** reshaping competitive landscape

4

Greater consumer **awareness of sustainability**

Q3 TTM Active Buyer Growth +14% Y/Y

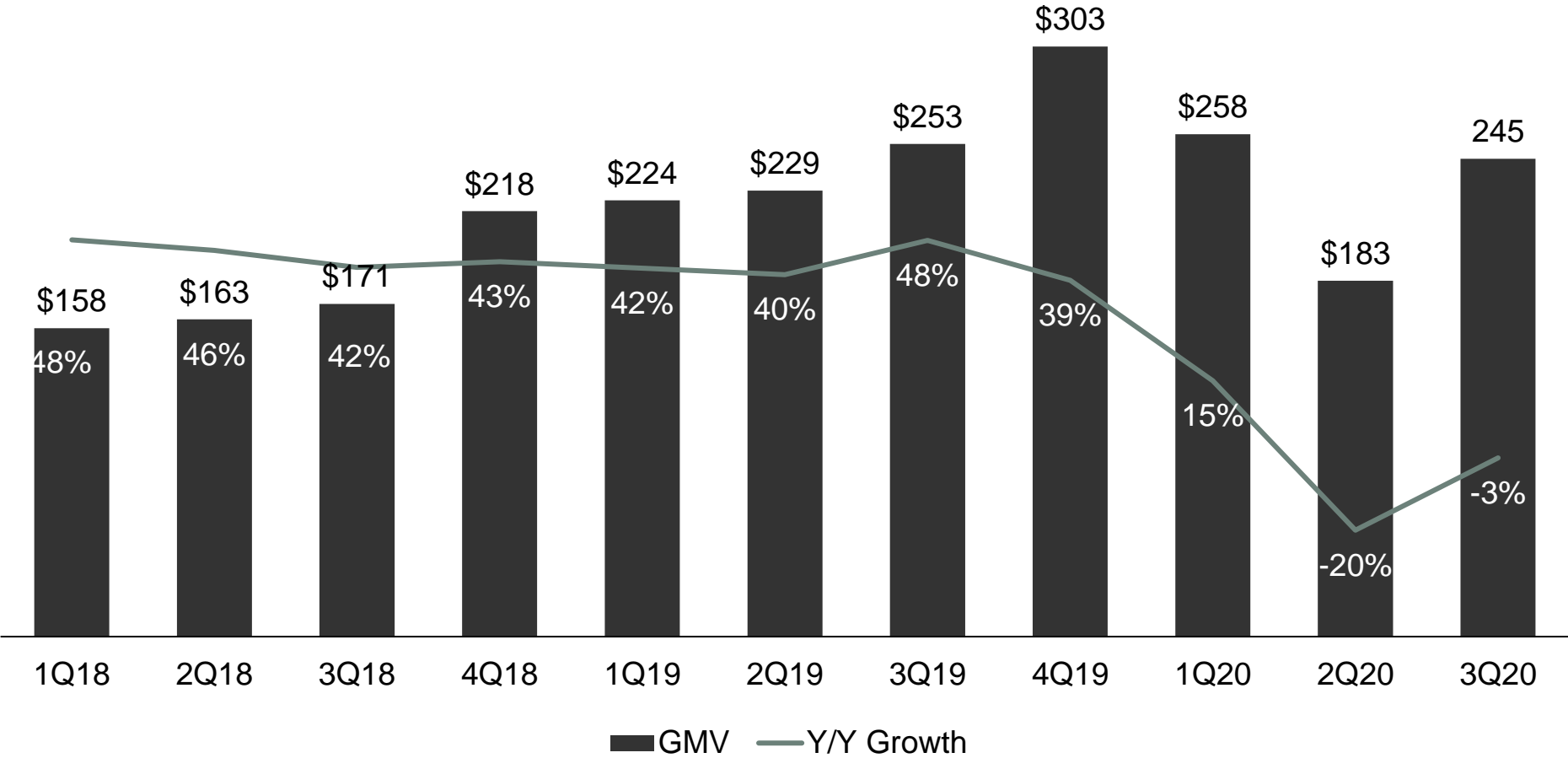
(in thousands)



TTM Active buyer growth increased 14% Y/Y; Added 5.5K active buyers in Q3

Q3 GMV Improved +17% Q/Q, -3% Y/Y

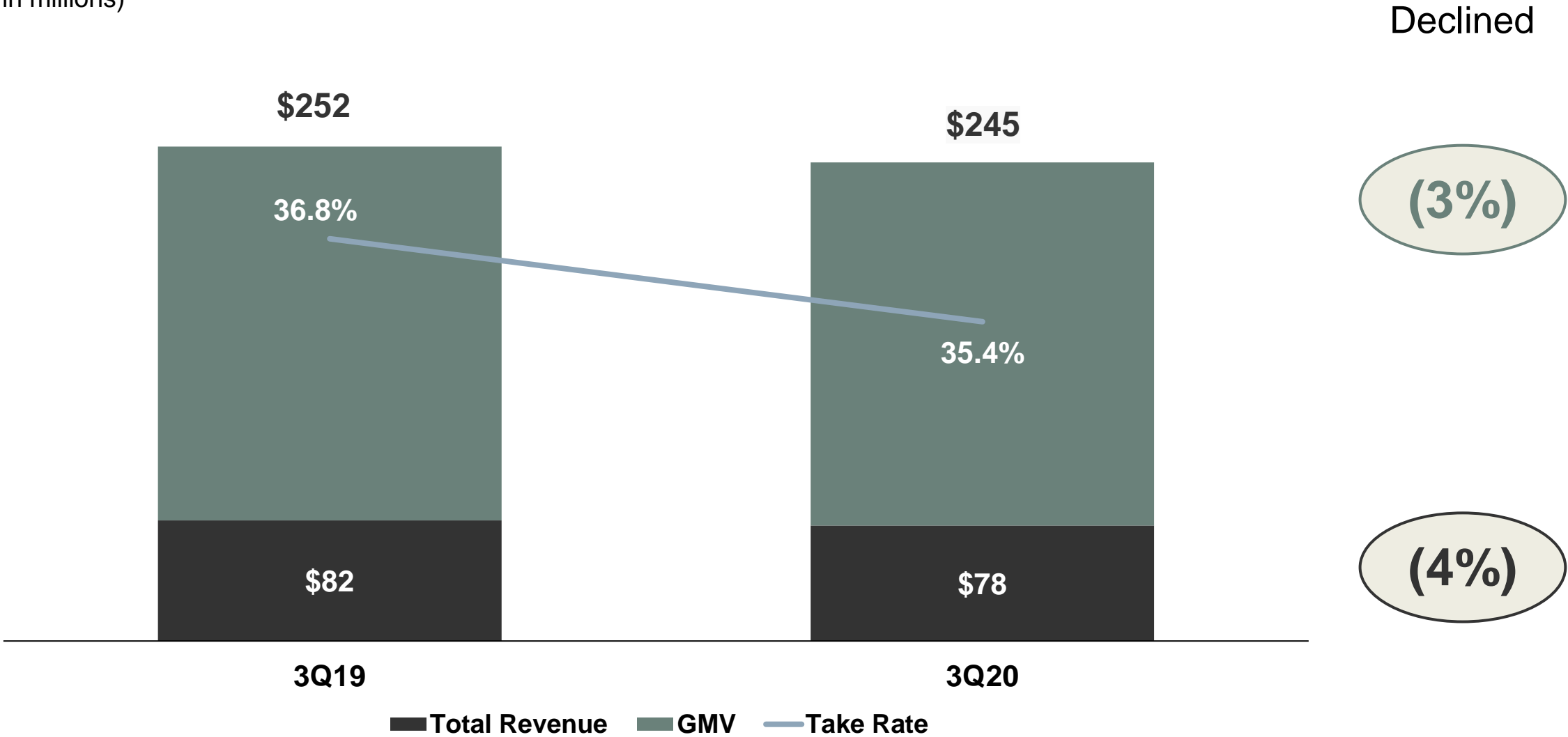
(\$MM)



GMV improved significantly Q/Q despite an 800bps more difficult Y/Y comparison as we lapped our IPO

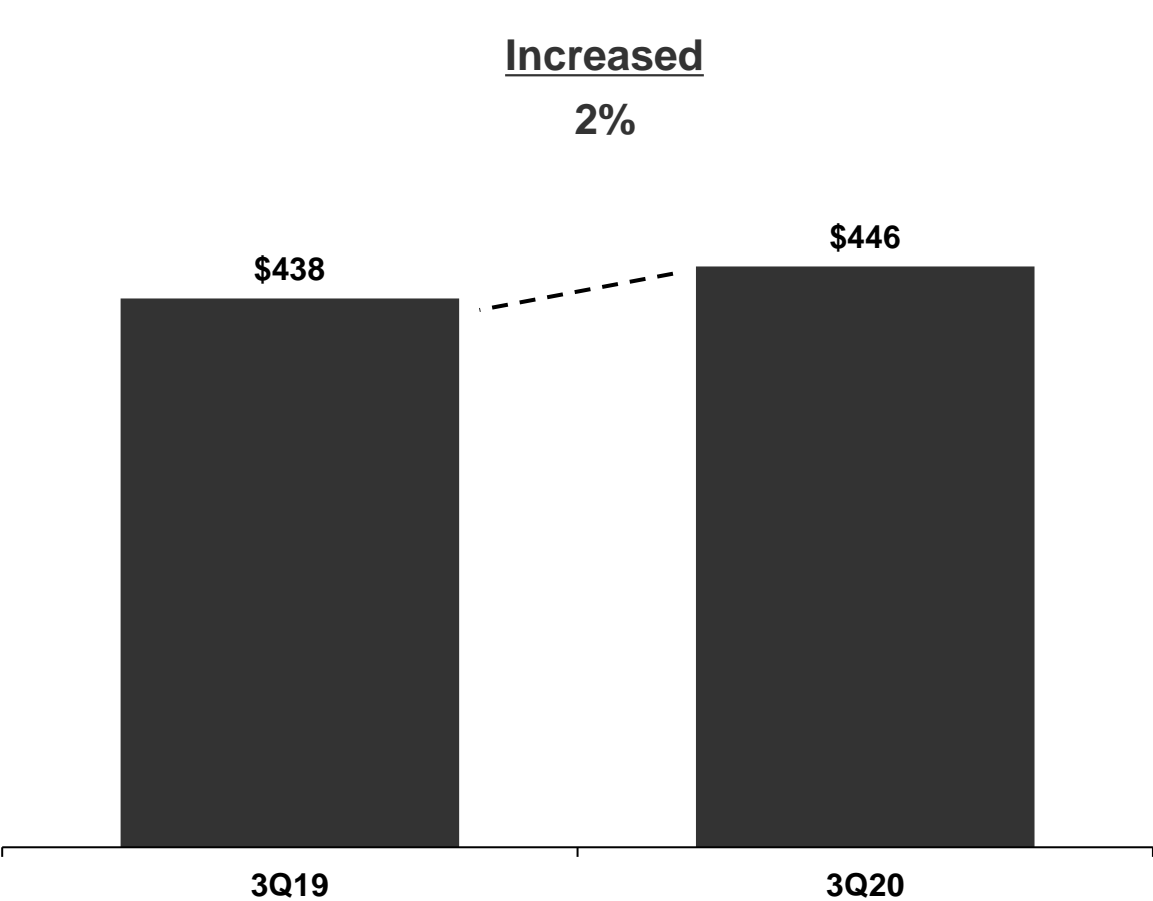
Q3 Take Rate Decreased 140bps Y/Y Due to Mix of Higher ASP Products

(\$ in millions)

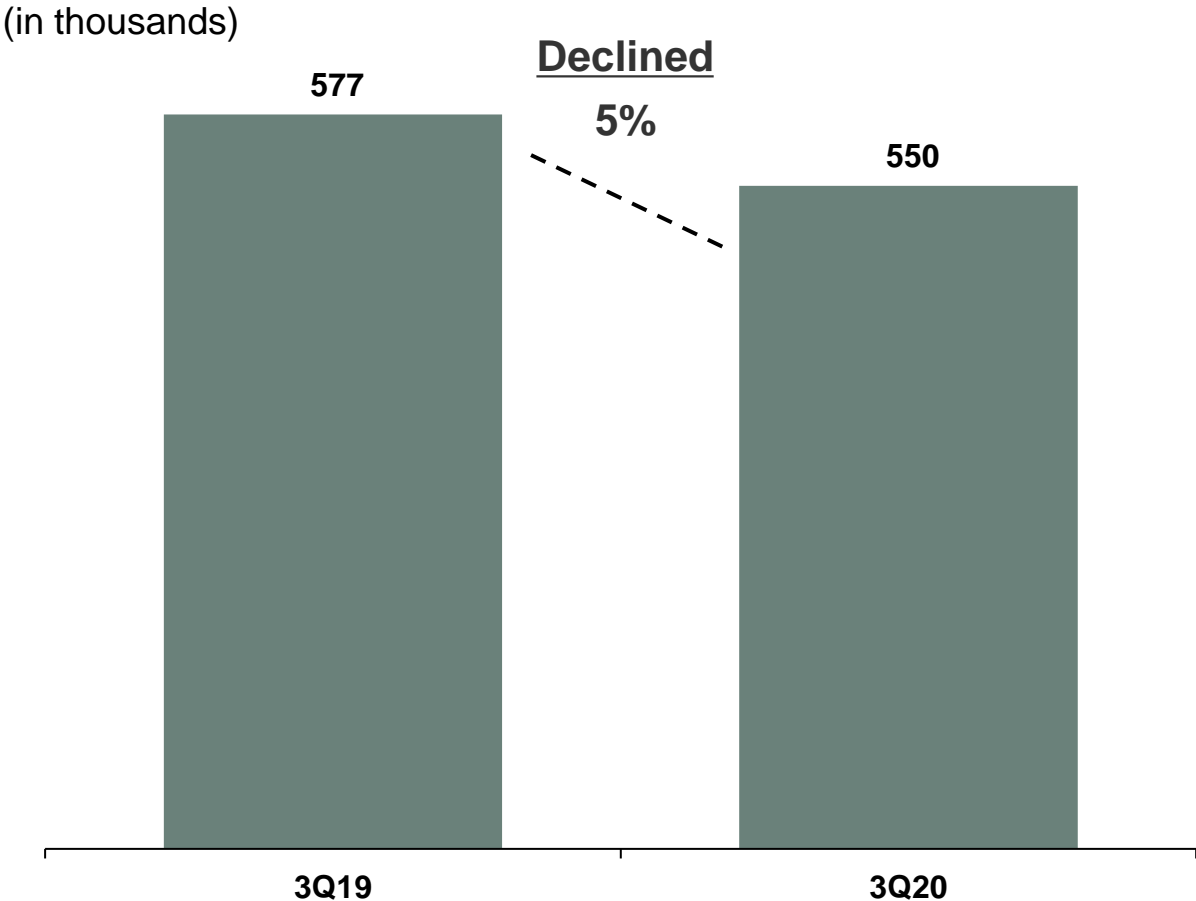


AOV Increased 2% Y/Y; Orders Declined 5% Y/Y

Average order value (AOV)



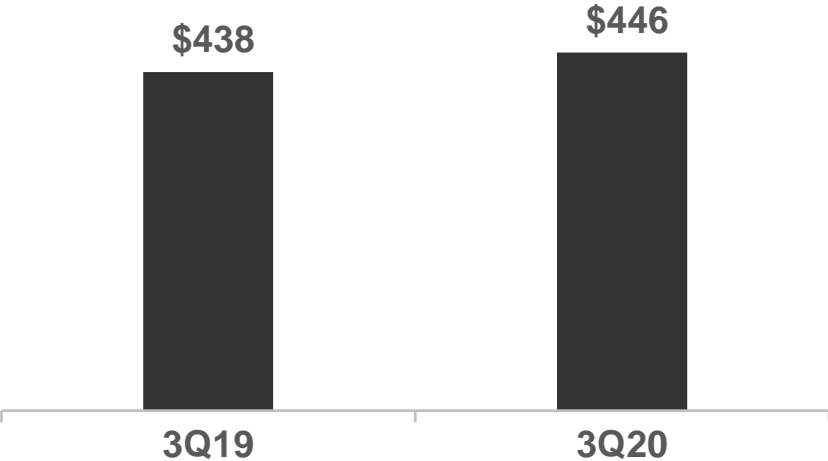
Number of orders



The primary driver of the higher AOV was a 9% Y/Y increase in average selling price (ASP), which offset a Y/Y decline in units per transaction (UPT). UPT improved modestly Q/Q with gradual improvements in each month of the quarter.

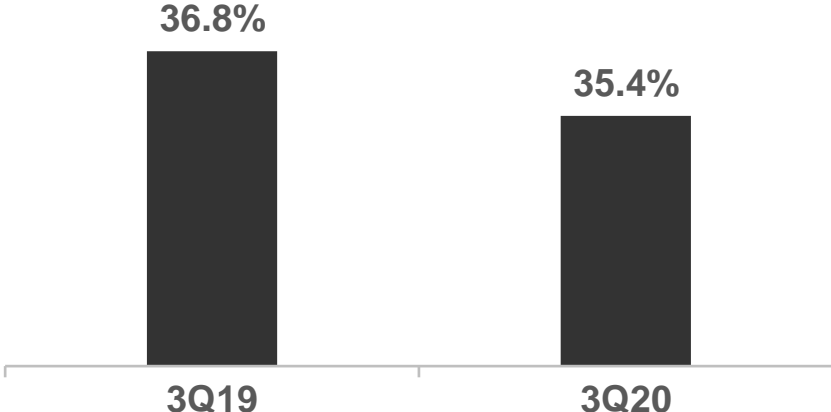
Top Line Leverage

Leverage drivers



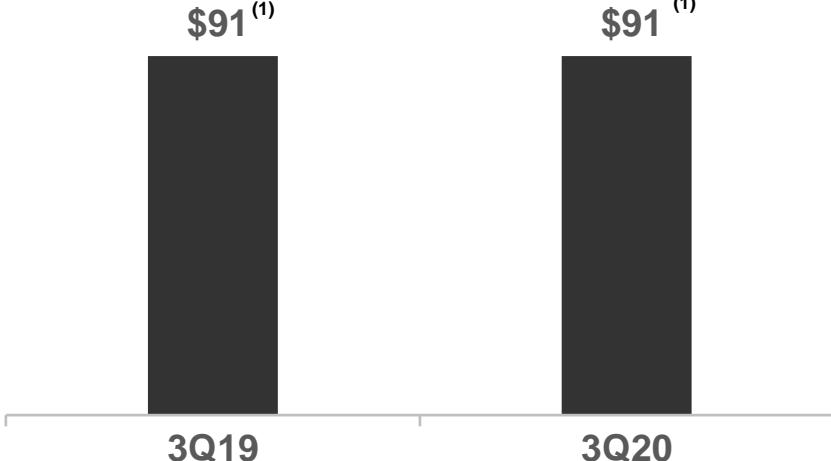
AOV

AOV increased 2% Y/Y; AOV increased due to a 9% increase in ASP. UPT improved each month in Q3.



Take Rate

Down 140bps Y/Y; decrease driven by higher mix of lower take rate categories such as handbags and jewelry



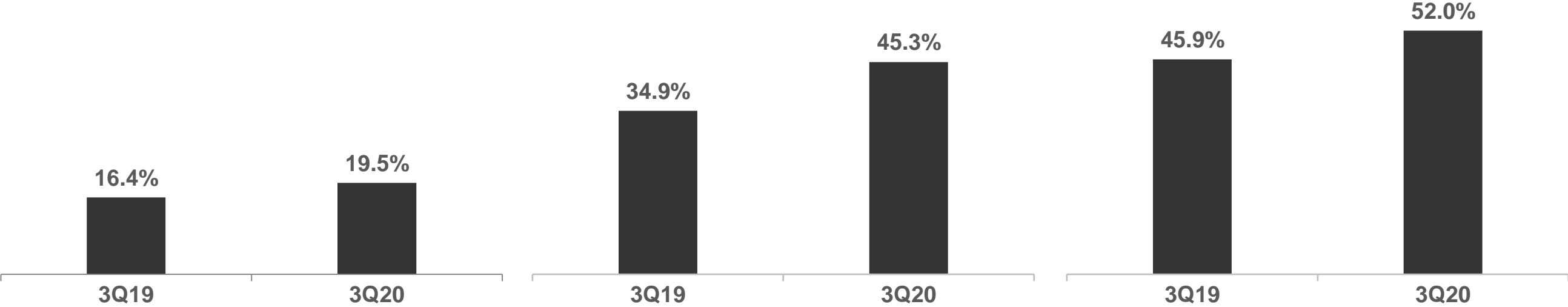
Gross Profit Per Order

Flat Y/Y; shipping leverage was offset by higher direct revenue mix and deleverage of fixed cost of sales.

(1) Calculated by dividing Gross Profit by the number of orders for the applicable quarter..

Operating Leverage

Operating Expenses (% of Revenue) Negatively Impacted by COVID-19 Revenue Headwinds



Marketing

Deleverage driven by the revenue decline and advertising investments.

SG&A

Deleverage driven by the revenue decline, COVID expenses, public company costs and sales deleverage due to lower supply volumes⁽¹⁾.

Ops & Tech

Deleverage driven by the revenue decline and higher compensation related expenses, including SBC, and higher occupancy expenses.

(1) SG&A expense included approximately \$2.2mn of COVID-related expenses and \$1.0mn of Sarbanes-Oxley related expenses.

4Q Outlook

- Withdrew our 2020 outlook on March 17th
- Not providing a 4Q outlook at this time given limited near-term visibility

Investment Highlights



Largest Online Marketplace for Authenticated, Consigned Luxury Goods

Large and Attractive TAM, Supported by Sustainability and ESG focus

Superior Marketplace Due to Service, Trust, Technology and Data

Powerful Financial Model

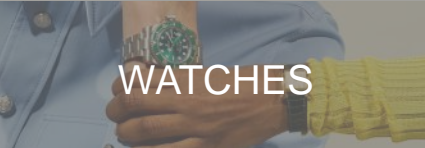
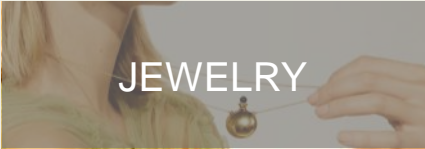
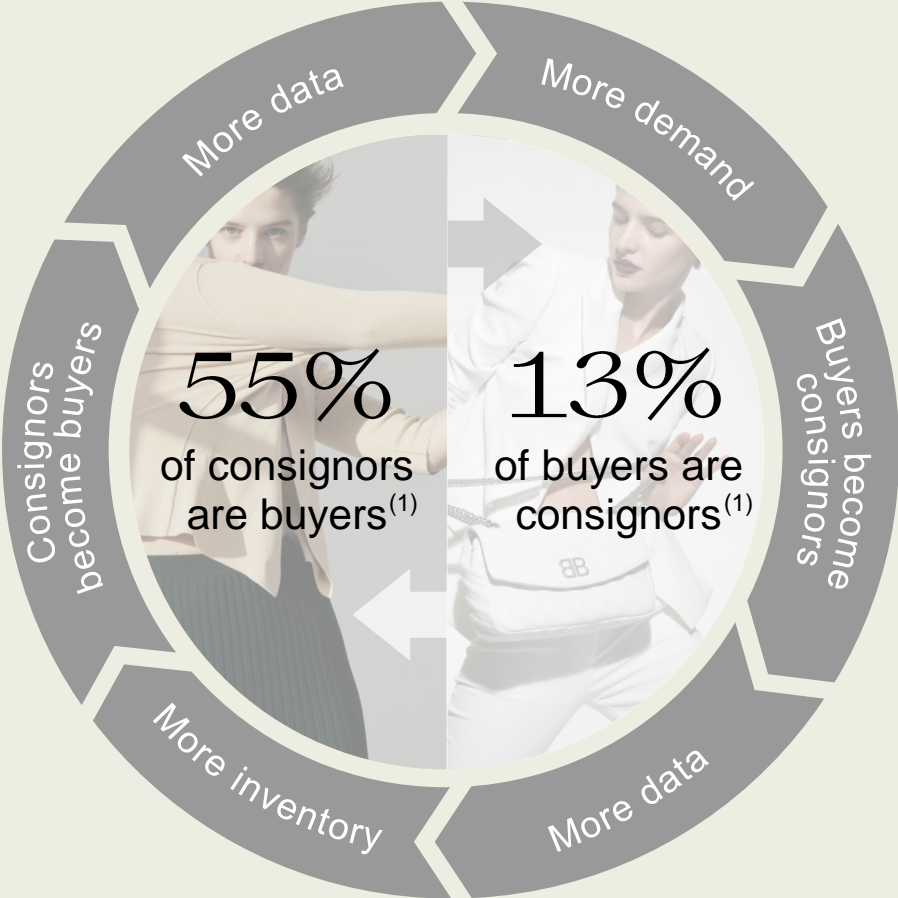
Largest Online Marketplace for Authenticated, Consigned Luxury Goods with Powerful Flywheel Driving Growth

\$1bn
2019 GMV

\$318mm
2019 Total Revenue

617k
TTM Active Buyers⁽¹⁾

\$455
2019 AOV



83%
of GMV from
repeat consignors⁽¹⁾

82%
of GMV from
repeat buyers⁽¹⁾

Note: Average Order Value (AOV).
(1) As of September 30, 2020.

TAM is Large and Propelled by Strong Luxury Tailwinds

The RealReal

\$198bn

US luxury goods available for resale⁽¹⁾

5.3 years

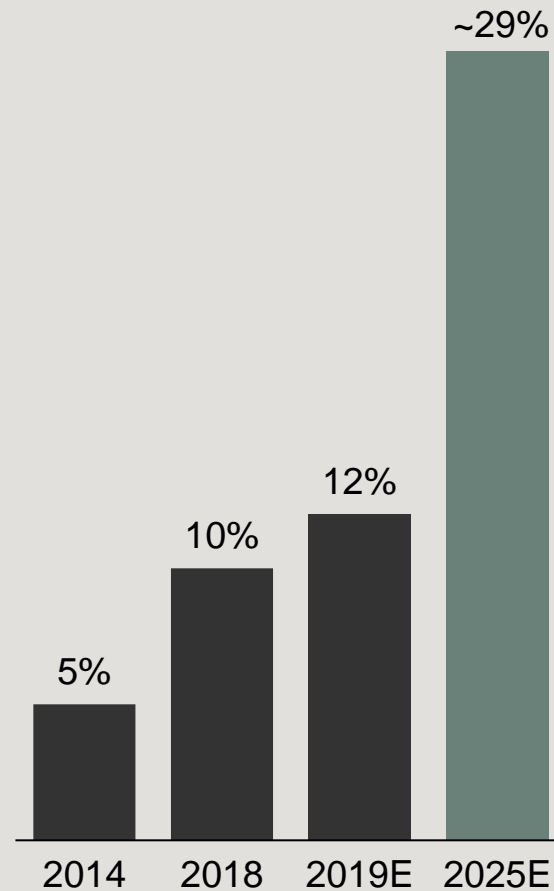
Average time consumers keep luxury products⁽¹⁾

~\$37bn

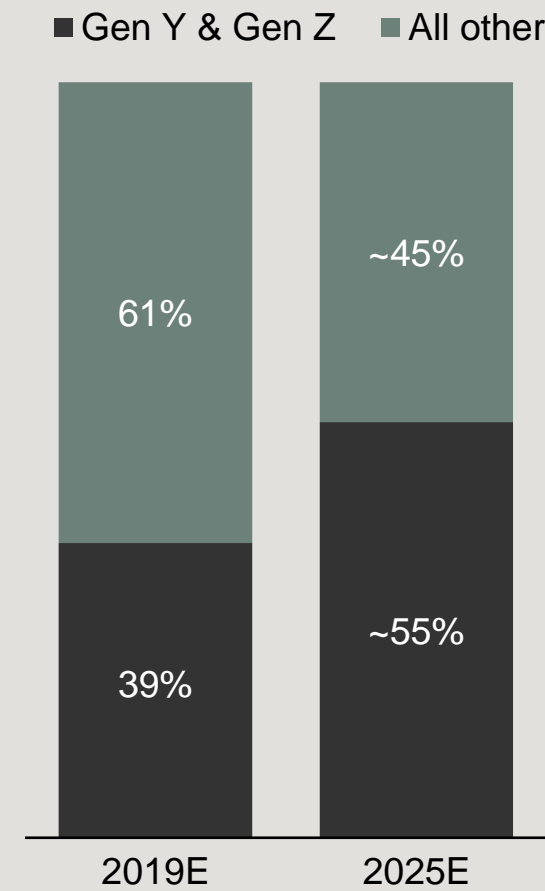
Annual new supply of US luxury goods for resale⁽¹⁾



LUXURY RETAIL IS SHIFTING ONLINE⁽²⁾



YOUNGER GENERATIONS ARE DRIVING GROWTH⁽²⁾



SHIFTS IN CONSUMER MINDSET

“Buying better and buying less is what I believe in. Welcome to the '20s!”

Edward Enninful,
Editor-in-chief of British Vogue



Focus on maximizing value for money with high quality products with utility



Move away from trend-right fast fashions that have a short shelf-life

(1) Frost & Sullivan Total Addressable Market assessment for the Luxury Resale Market.

(2) Bain-Altgamma Luxury Goods Worldwide Market Study, May 2020.

We Offer a Superior Marketplace for Consignors and Buyers

Consignor

Buyer

END-TO-END SERVICE

TRUST

Rapid sales velocity

Curated, exclusive selection

Optimal pricing

Value

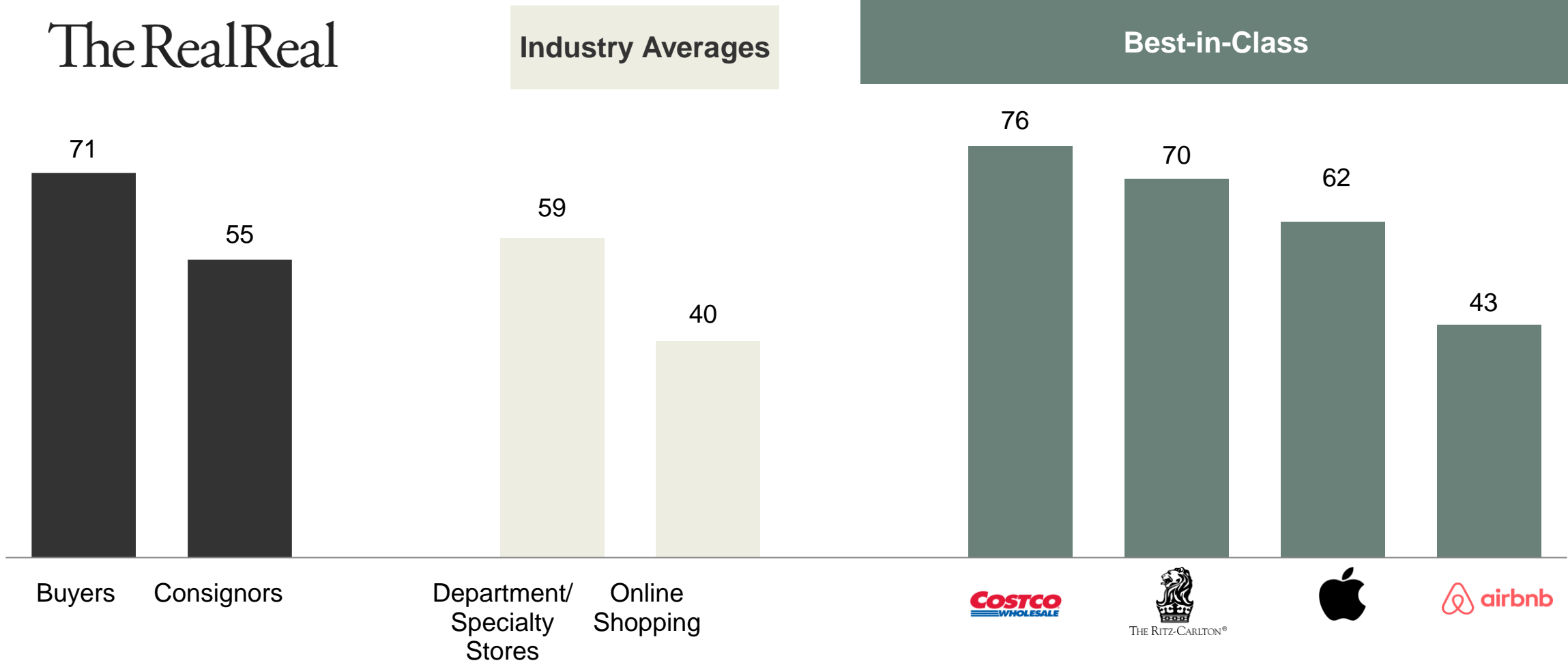
High commissions

Luxury service



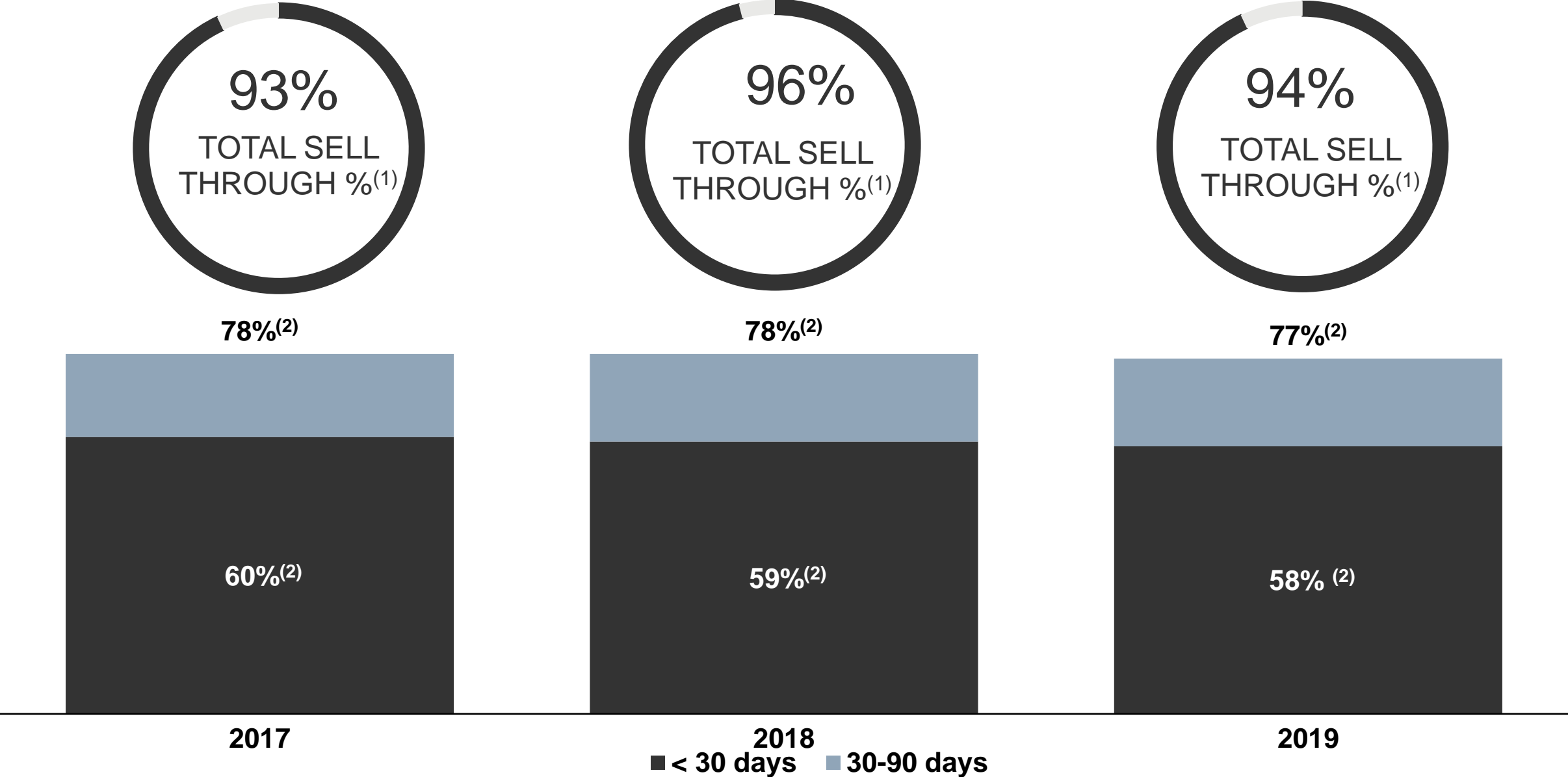
Our NPS Compares Favorably with Best-in-Class Consumer Companies

The RealReal has a high Net Promoter Score (NPS)⁽¹⁾



(1) Reflects TRR 2019 NPS scores and NICE Satmetrix U.S. Consumer 2020 data.

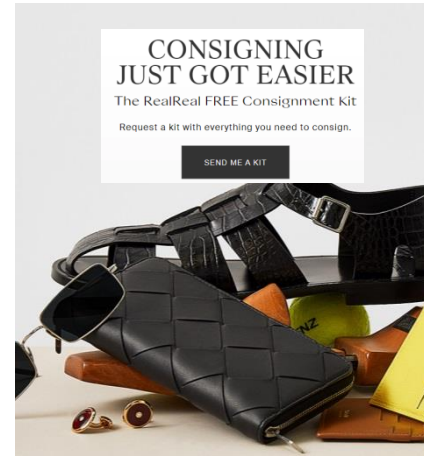
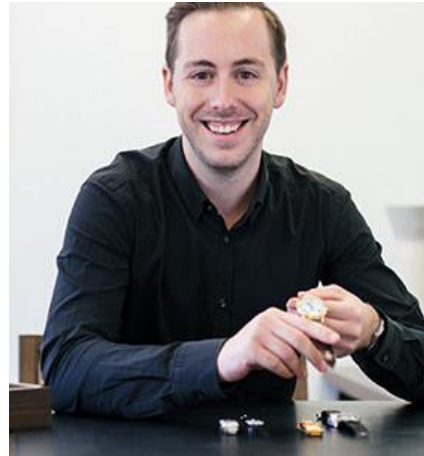
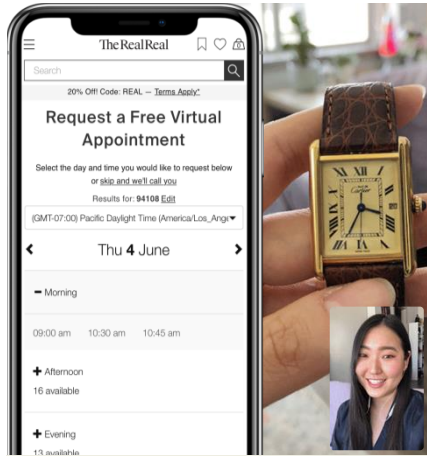
Supply Drives the Business and Essentially Everything Sells



(1) Represents ratio of GMV to initial supply value for the specified year.
 (2) Represents unit sell through rate for the specified period.

End-to-end Service Model Activates Supply

WHITE GLOVE



VIRTUAL CONSULTATION

35k+

virtual appointments via email, phone and video, achieving equivalent unit volume to in-home⁽¹⁾

CURBSIDE PICK-UP

IN-HOME CONSULTATION*

~240

Luxury managers⁽²⁾

40+

Markets⁽²⁾

LUXURY CONSIGNMENT OFFICE

10

Luxury consignment offices⁽¹⁾

CURBSIDE DROP-OFF

IN-STORE

5

Retail stores in NYC (SoHo and Madison Ave), LA, San Francisco and Chicago⁽³⁾

CURBSIDE DROP-OFF

DIRECT SHIPPING

Complimentary shipping directly to our merchandising and fulfillment facilities

FREE SHIPPING LABEL

The REALREAL B2B VENDOR PROGRAM

65% Y/Y

Vendor GMV Growth⁽¹⁾

* In-person white glove consignment appointments were temporarily suspended and augmented with virtual appointments but remain an option for our consignor base.

(1) For the quarter ending September 30, 2020.

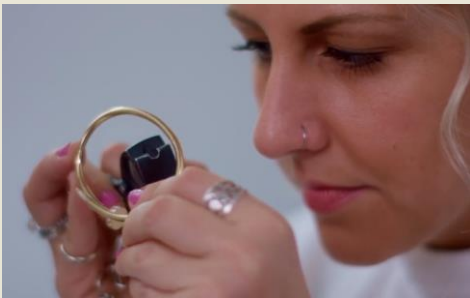
(2) As of December 31, 2019.

(3) As of October 23, 2020

Trust: We Authenticate Every Item on Our Marketplace

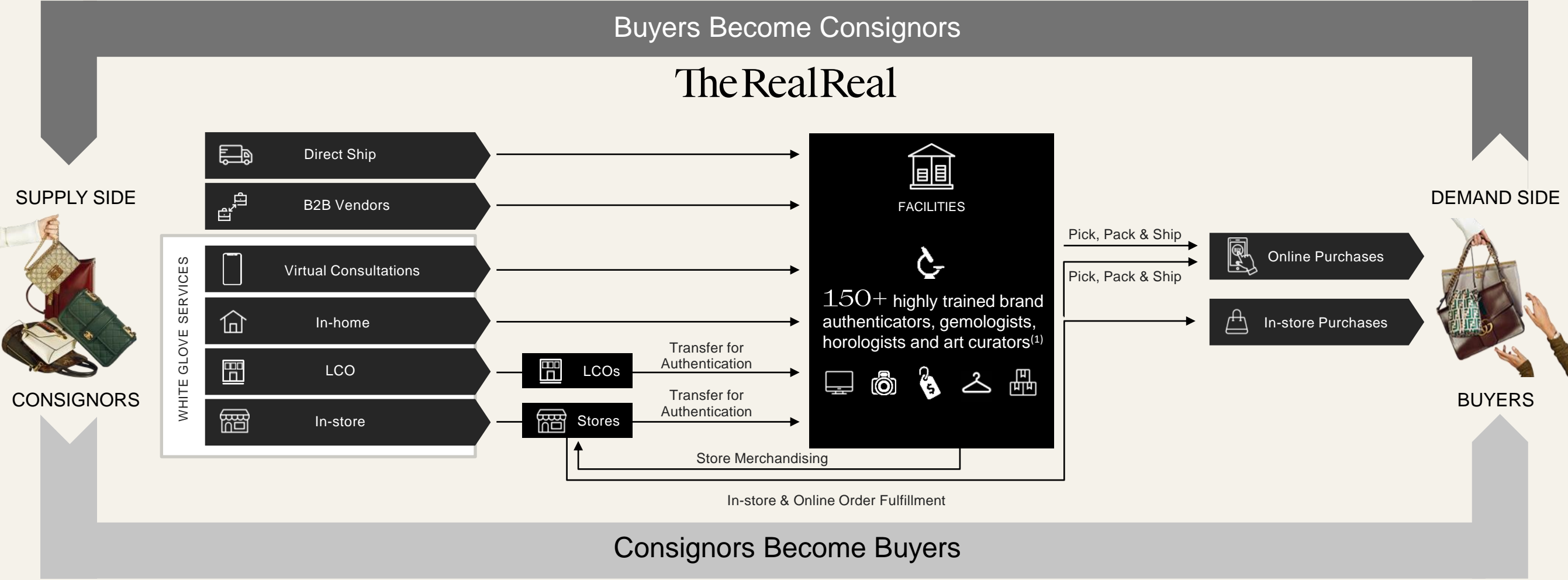
150+

Highly trained brand authenticators, gemologists, horologists and art curators ⁽¹⁾



Note: As of December 31, 2019.

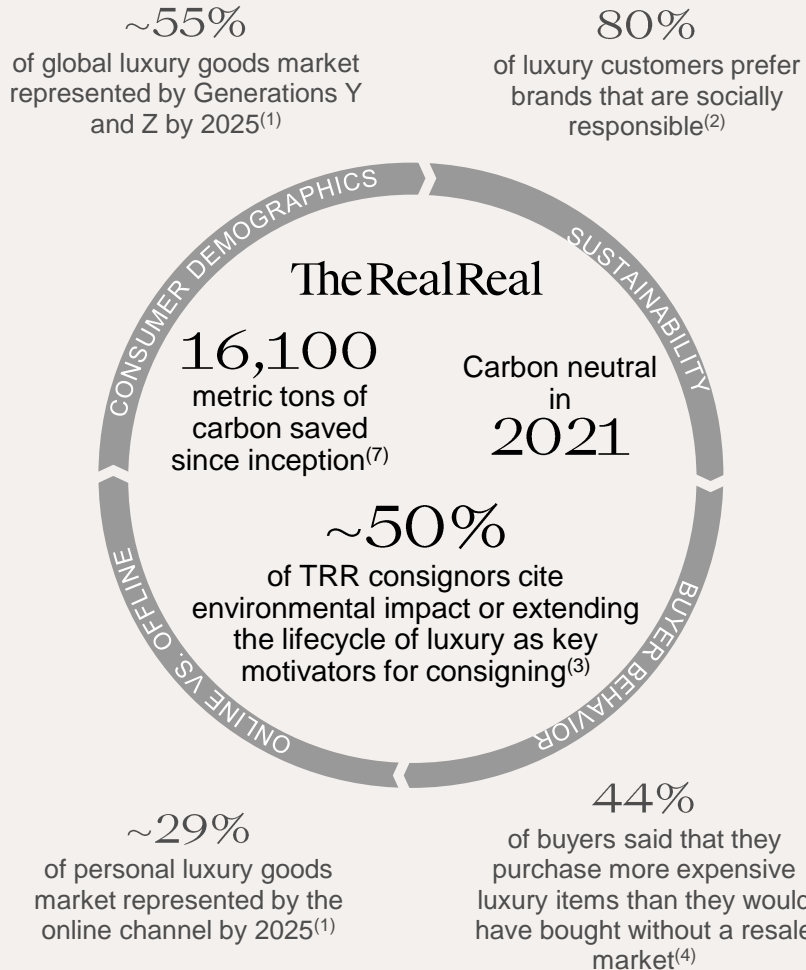
Our Single-SKU Inventory Management is Both Unique and Very Complex



Note: Luxury Consignment Office (LCO).
 (1) As of December 31, 2019.

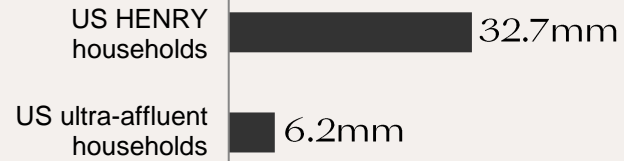
Why The RealReal's Model, Data & Technology Wins

TRR SITS AT THE CENTER OF THE CIRCULAR ECONOMY



COVETED DEMOGRAPHIC

HENRYs are the new luxury buyers⁽⁵⁾



53% of TRR consignors have annual income of >\$100,000⁽⁶⁾

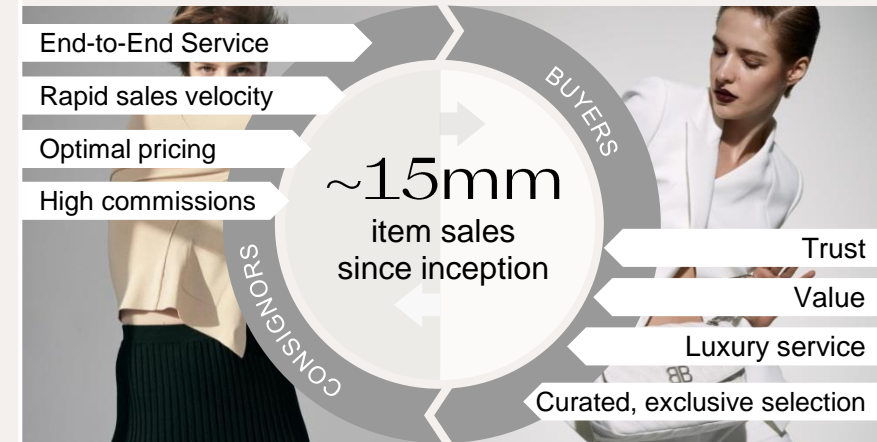
44% of TRR buyers have annual income of >\$100,000⁽⁶⁾

49% of TRR consignors are under 45 years old⁽⁶⁾

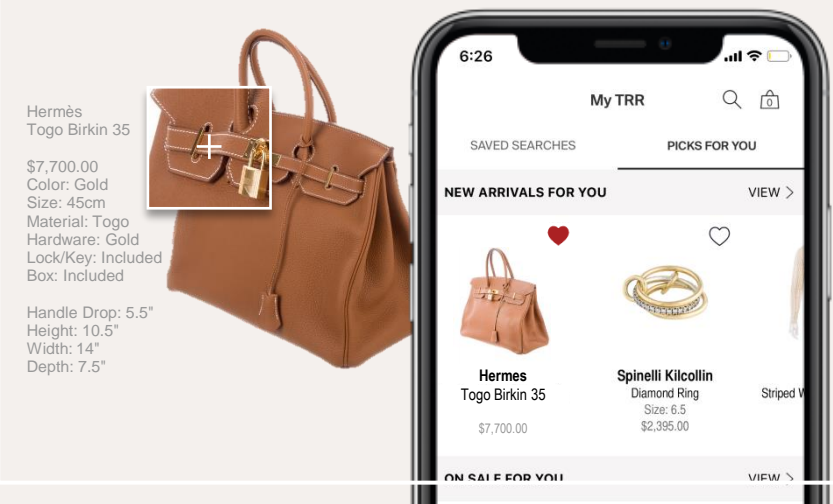
51% of TRR buyers are under 45 years old⁽⁶⁾



SCALED MARKETPLACE



DATA & PERSONALIZATION DRIVE SATISFACTION



(1) Bain Altagamma Luxury Goods Worldwide Market Study, May 2020.
 (2) Bain Altagamma Worldwide Luxury Market Monitor, November 2019.
 (3) According to The RealReal customer survey results as of March 31, 2020.
 (4) BCG Why Luxury Brands Should Celebrate the Preowned Boom.

(5) Millennial HENRYs (High Earner Not Rich Yet) occupy the space between the middle-income consumers (\$50,000-\$99,000) and the ultra-affluent elites (+\$250,000), Forbes, May 2020.
 (6) As of December 31, 2019.
 (7) As of September 30, 2020.

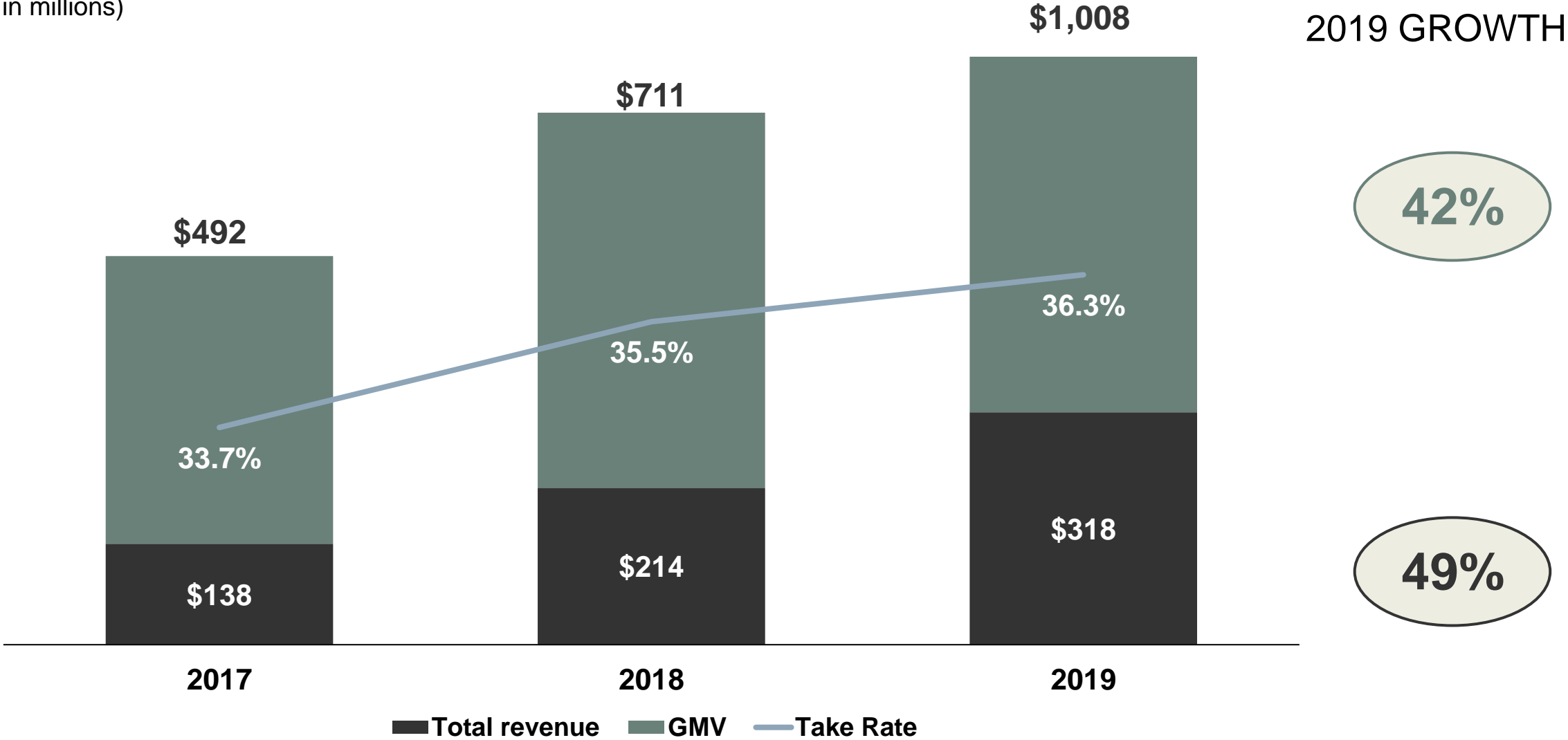
Long Term Financial Profile

- ① Strong & sustainable growth
- ② Significant operating leverage
- ③ Substantial liquidity



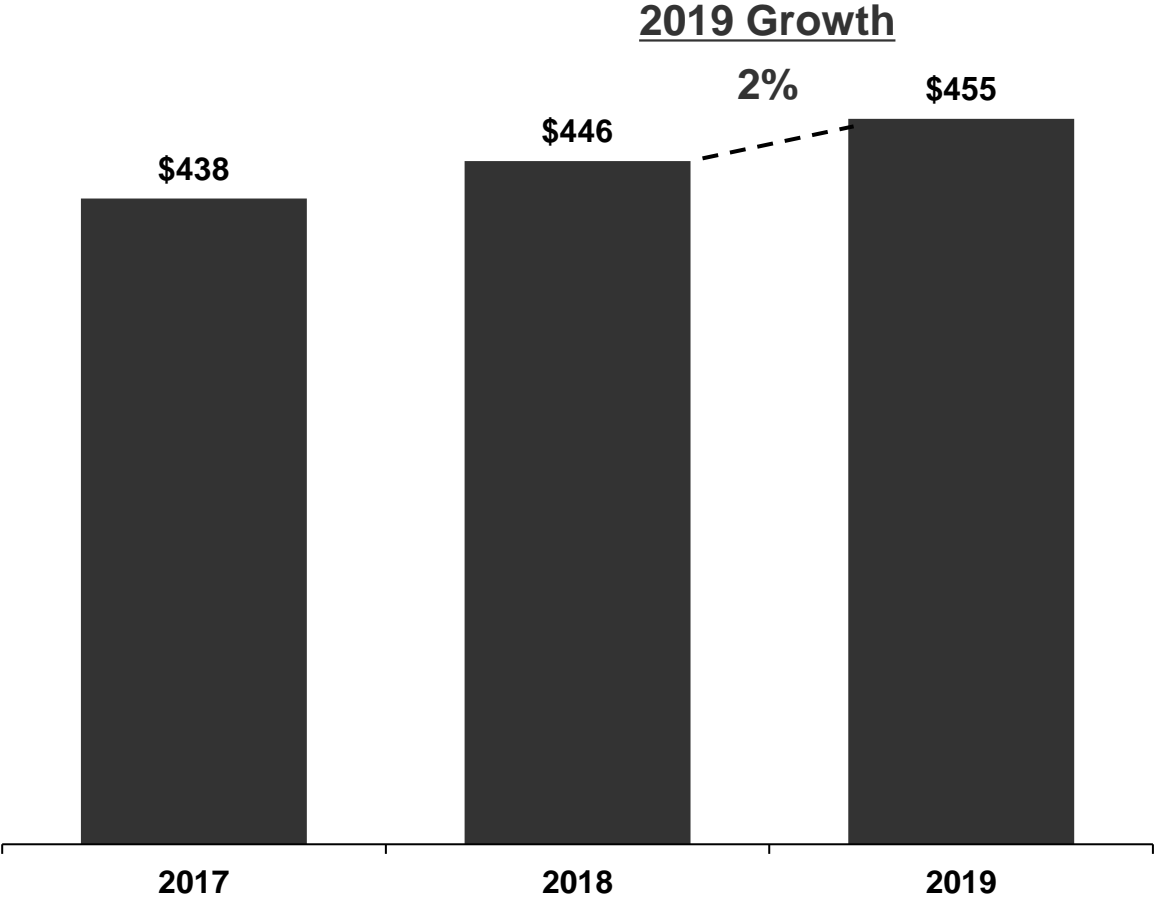
Strong Revenue Growth Driven By GMV Growth and Take Rate

(\$ in millions)

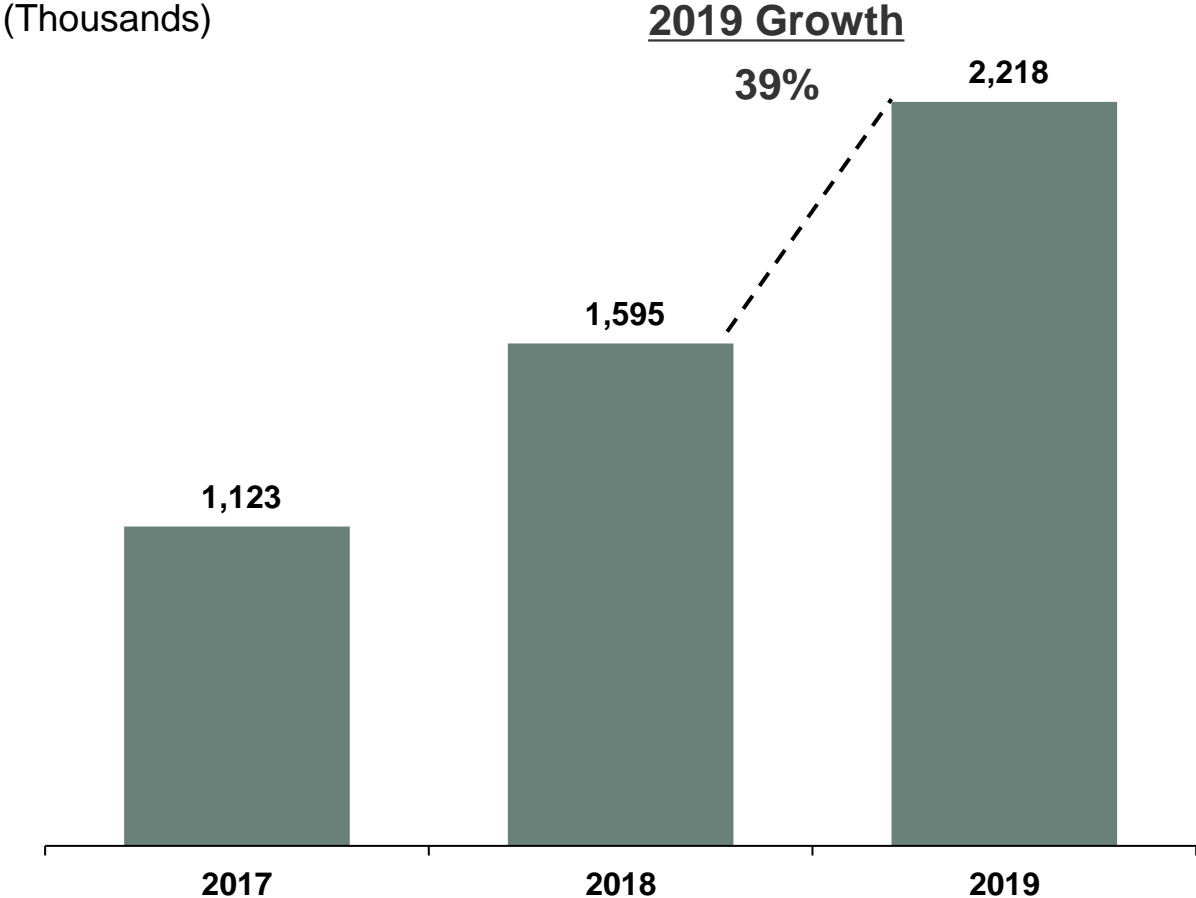


GMV Growth Driven By Order Growth and Higher AOV

Average order value (AOV)

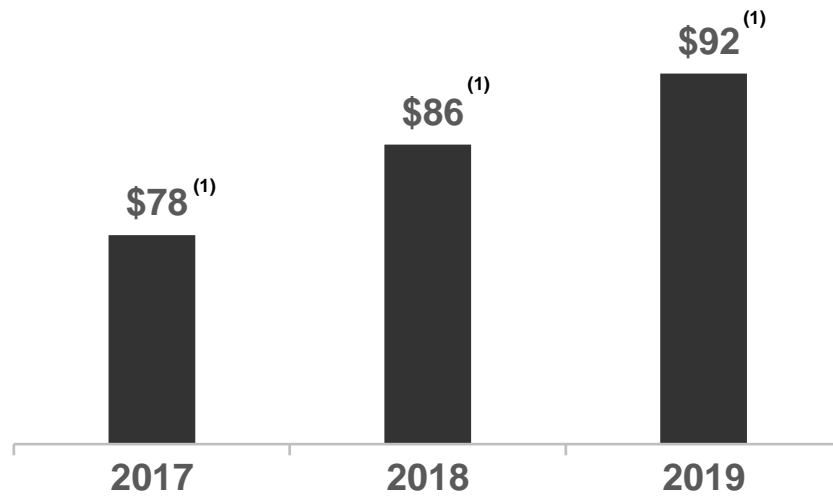
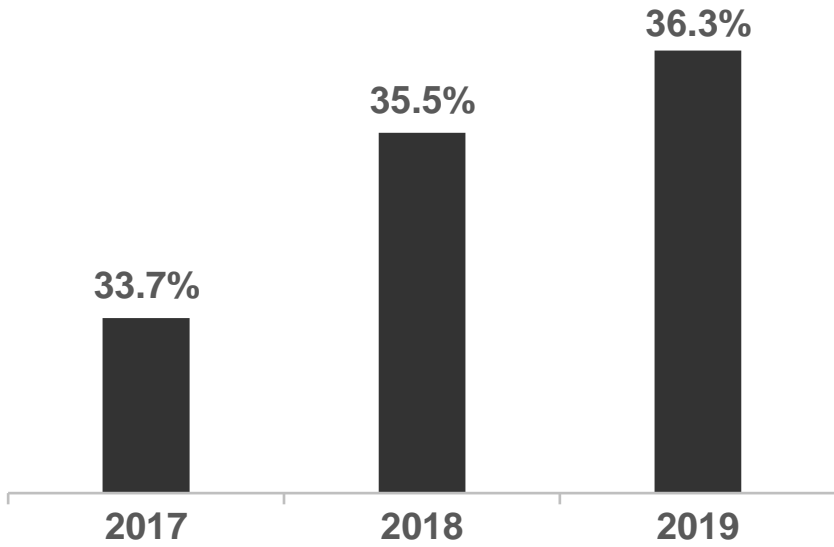
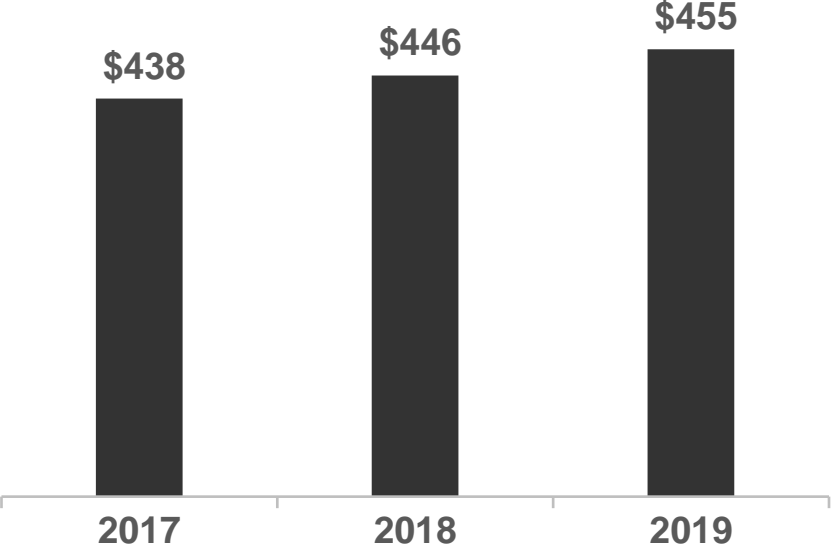


Number of orders



Top Line Leverage

Leverage drivers



AOV
 Driven by higher average price of items sold and greater number of items per order

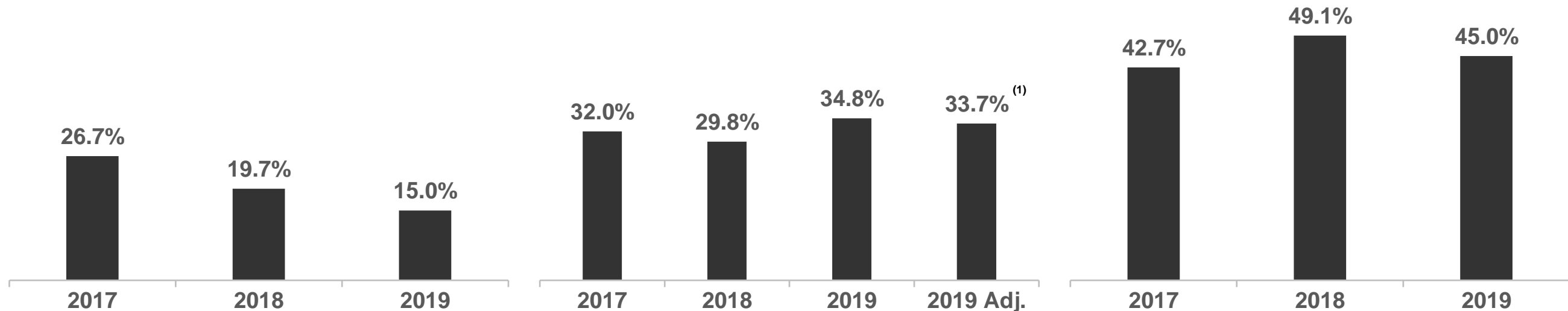
Take Rate
 Up 80bps Y/Y in 2019 Driven by Take Rate changes

Gross Profit Per Order
 Up 7% Y/Y in 2019; Increases due to improvements in Take Rate, AOV, and shipping leverage

(1) Calculated by dividing Gross Profit by the number of orders for the applicable quarter.

Operating Leverage

Operating Expenses (% of Revenue)



Marketing

'19 leverage driven by healthy retention trends and a ~20% Y/Y decline in BAC; ~500bps Y/Y leverage in 2019

SG&A

'19 deleverage driven by investments in public company costs, headcount and a \$3.2 million donation to establish the TRR Foundation

Ops & Tech

'19 leverage driven by automation, improved outbound efficiencies and fixed expense leverage; ~400bps Y/Y leverage in 2019

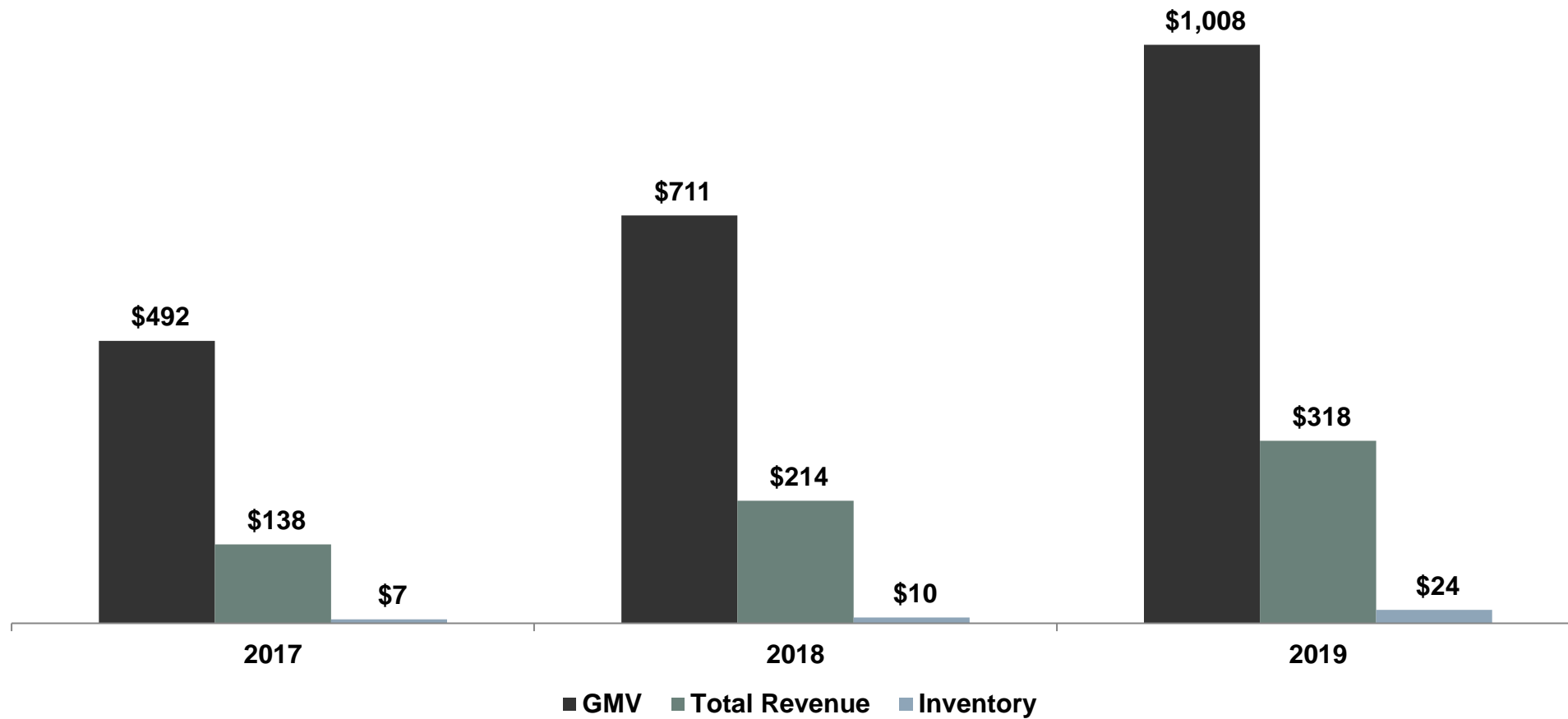
Note: Buyer Acquisition Cost or BAC for a given period is comprised of our total advertising spend divided by the number of buyers acquired in that period.

(1) Excluding the \$3.2 million donation to establish The RealReal Foundation and \$0.3 million in abandoned offering costs, SG&A as a percent of revenue was 33.7% in 2019

Capital Efficient Marketplace Model

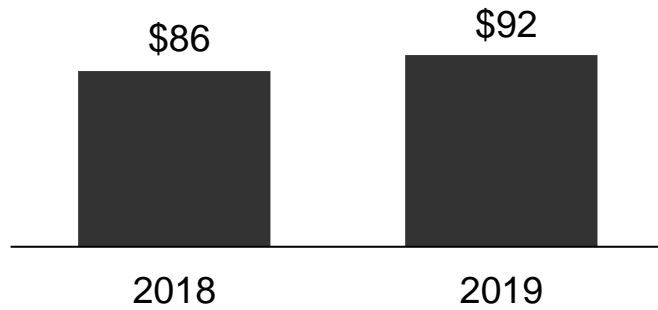
GMV, Total Revenue and Inventory

(\$ in millions)

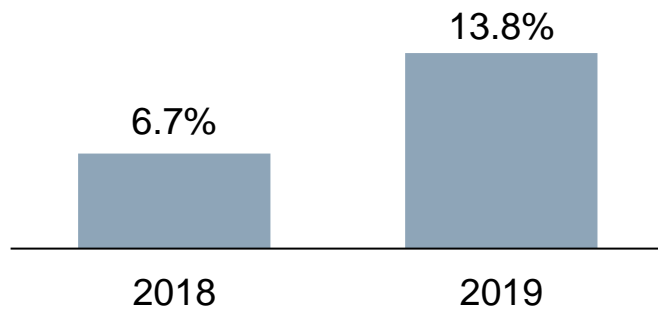


Driving Toward Profitability

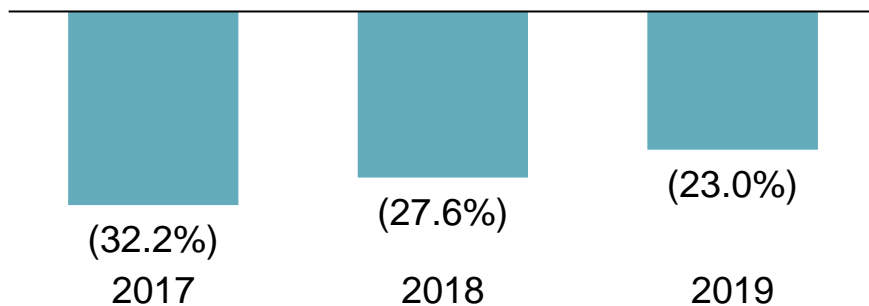
Gross Profit per Order



Contribution margin⁽¹⁾



Adjusted EBITDA (% of Revenue)⁽²⁾



Drivers of operating leverage

Revenue Drivers	Strong Retention	Consignment Take Rate	AOV
Gross Margin Drivers	Shipping Expense	Consignment Take Rate	Direct Sales Mix
Variable Expense Leverage	Marketing Improving BAC	Ops & Tech Process automation	SG&A Sales team productivity
Fixed Expense Leverage	Ops & Tech Rent and headcount	SG&A Headcount and public company expenses	Marketing Headcount

Note: The figures above are non-GAAP financial measures. Please see the reconciliation from GAAP to Non-GAAP measures contained in the appendix to this presentation.

(1) Contribution margin is a non-GAAP financial measure that is calculated as gross profit per order minus variable expenses including variable marketing, operations, sales and merchandising expenses as a percentage of sales.

(2) Adjusted EBITDA means net loss before net interest expense, income tax provision and depreciation and amortization, further adjusted to exclude stock-based compensation and certain one-time expenses.

Strong Contribution Profit per Order Supports Path to Profitability

	2018	2019	Y/Y Change
AOV	\$446	\$455	2%
Revenue per Order	\$130	\$143	10%
Take Rate	35.5%	36.3%	80bps
Gross Profit per Order	\$86	\$92	7%
Variable Cost per Order	\$77	\$72	(7%)
Contribution Profit per Order⁽¹⁾	\$9	\$20	126%
Fixed Cost per Order	\$46	\$53	15%
Adjusted EBITDA per Order⁽²⁾	(\$37)	(\$33)	11%

Note: The figures above are non-GAAP financial measures. Please see the reconciliation from GAAP to Non-GAAP measures.

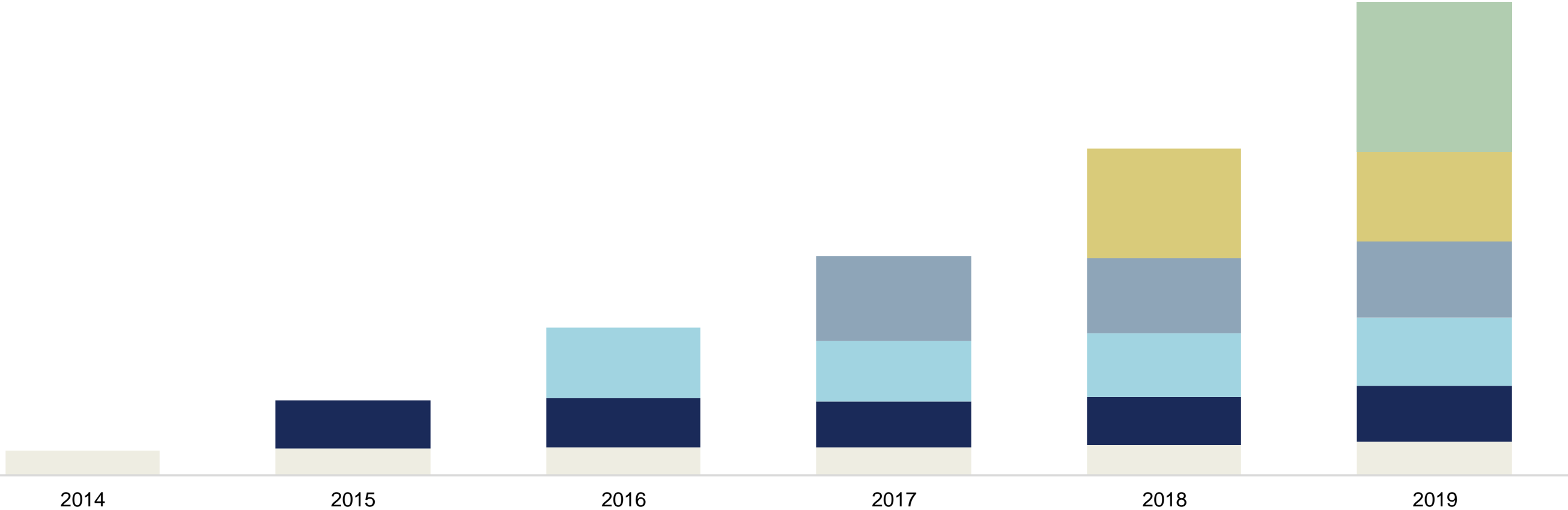
(1) Contribution Profit is a non-GAAP financial measure that is calculated as gross profit per order minus variable expenses including variable marketing, operations, sales and merchandising expenses.

(2) Adjusted EBITDA means net loss before net interest expense, income tax provision and depreciation and amortization, further adjusted to exclude stock-based compensation and certain one-time expenses.

Consistent Retention Across Buyer Cohorts

Annual GMV by Buyer Cohort Year
(\$ in millions)

2014 2015 2016 2017 2018 2019



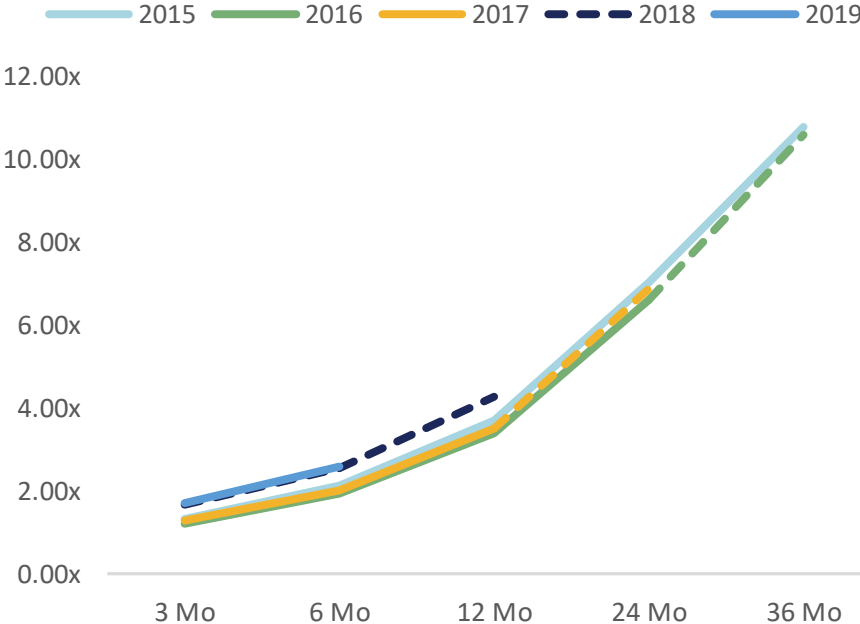
Note: Each cohort represents all buyers that first purchased across our online marketplace in the designated year and the aggregate GMV purchased by such cohort for the initial year and each year thereafter.

2019 Buyer LTV : BAC Payback Less Than 3 Months With Flywheel Enhancing The Network Effect of Our Marketplace

Buyer LTV : BAC – All Buyers¹



BLTV : BAC – Buyers who are also consignors¹



2019 BAC payback in less than 3 months

	Months				
	3 Mo	6 Mo	12 Mo	24 Mo	36 Mo
2015	0.73x	0.99x	1.48x	2.44x	3.48x
2016	0.67x	0.89x	1.29x	2.14x	3.14x
2017	0.71x	0.93x	1.34x	2.22x	
2018	0.88x	1.12x	1.59x		
2019	1.12x	1.42x			

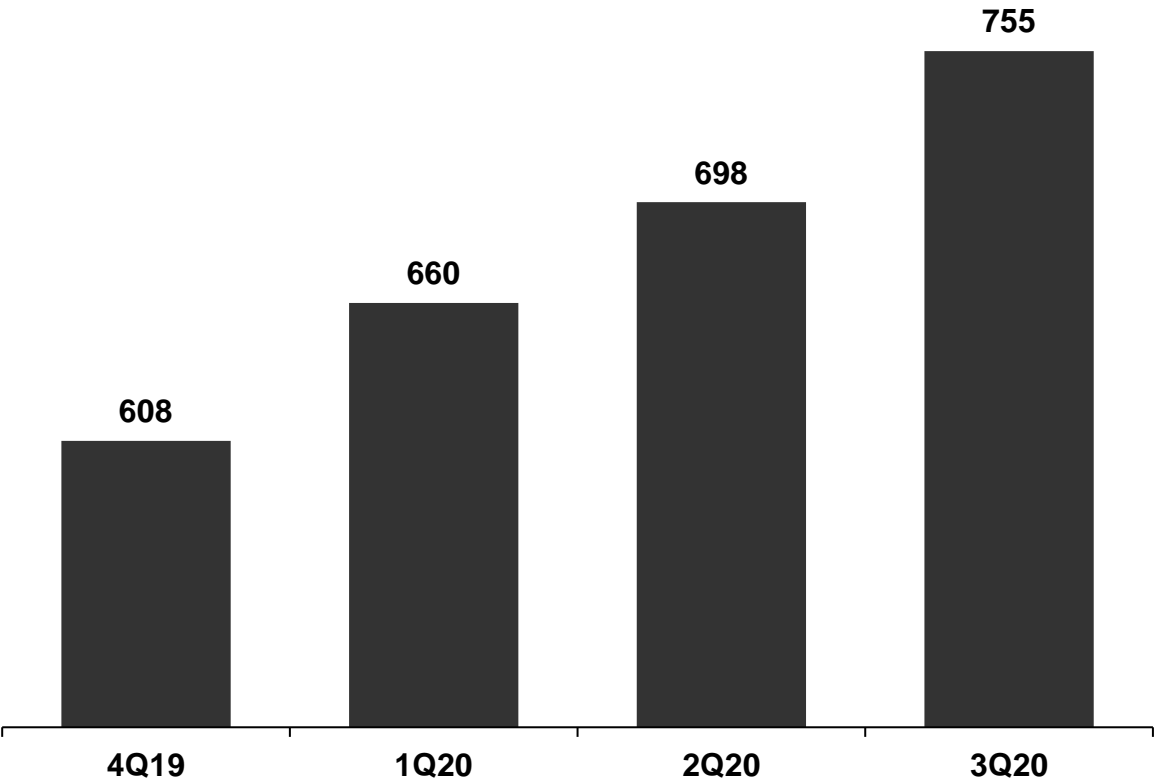
Further acceleration of BAC payback

	Months				
	3 Mo	6 Mo	12 Mo	24 Mo	36 Mo
2015	1.34x	2.13x	3.68x	7.02x	10.77x
2016	1.21x	1.95x	3.38x	6.60x	10.61x
2017	1.29x	2.00x	3.51x	6.86x	
2018	1.67x	2.54x	4.29x		
2019	1.70x	2.58x			

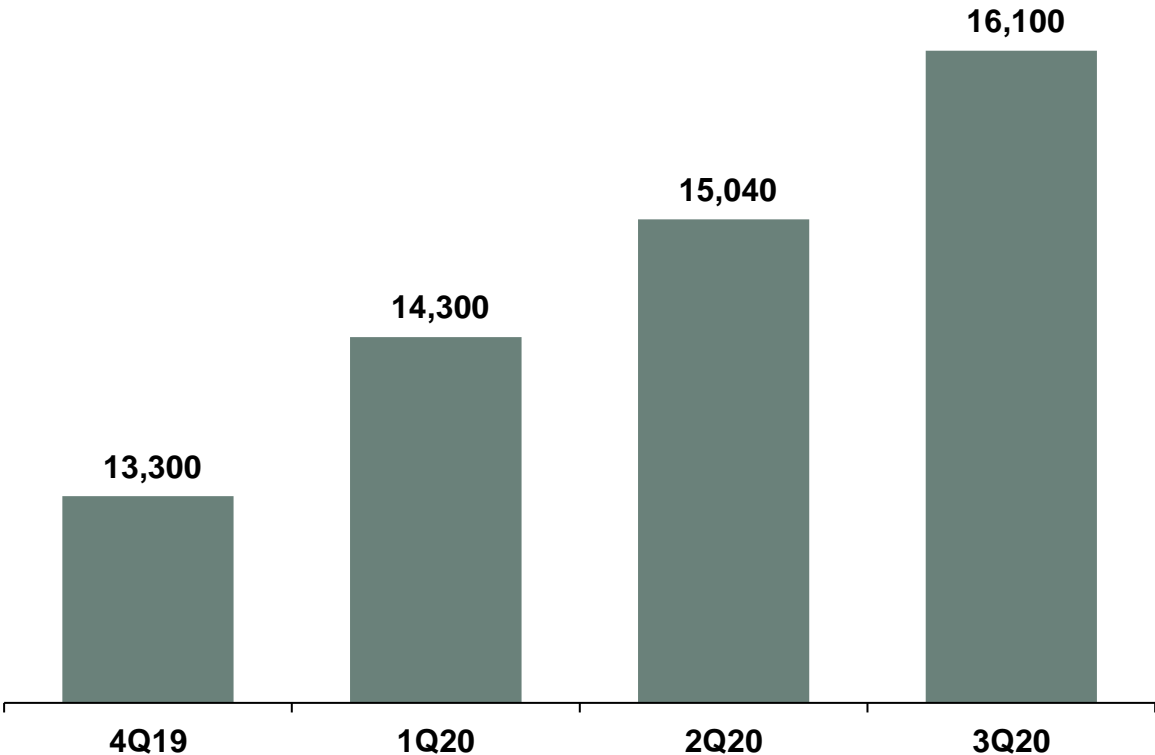
Note: BLTV refers to cumulative gross profit attributable to purchases by buyers in a given period. BAC for a given period is comprised of our total advertising spend divided by the number of buyers acquired in that period. BLTV in the graph on the right includes only gross profit attributable to transactions in which the members participated as buyers and does not include gross profit attributable to transactions in which the member participated as a consignor
 (1) As of December 31, 2019.

Our Model is Inherently Sustainable

Millions of liters of water saved since inception ⁽¹⁾



Metric tons of carbon saved since inception ⁽¹⁾



(1) See <https://www.therealreal.com/sustainability> for methodology.

ESG - What We Are Doing in 2020

- We launched a comprehensive initiative to enhance transparency of ESG policies, reporting, and board oversight along SASB recommended metrics
- We reviewed and updated key ESG policies and disclosures, including:
 - Environmental Management System (EMS)
 - Human Rights Policy
 - Climate Change Policy
 - Diversity and Inclusion Policy
 - Environmental Policy
 - Energy, Water and Waste Policy
 - GHG Emissions
 - Occupational Health and Safety
 - Top Suppliers and Service Providers
 - Supplier Responsibility Program including Supplier Code of Conduct, Supplier Management Program and Supplier Diversity Program
 - Key ESG performance metrics

Building a Strong ESG Foundation

■ Sustainability is a core value

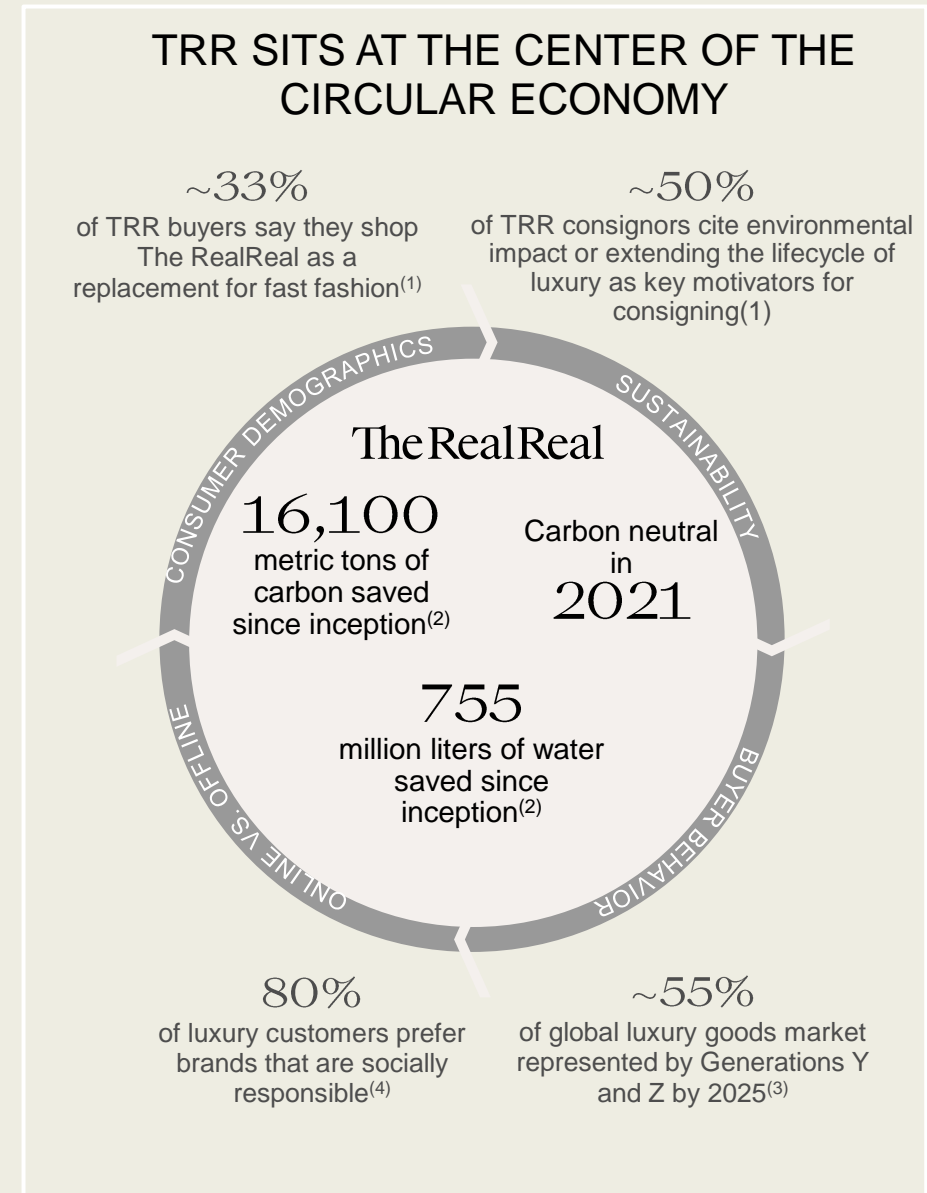
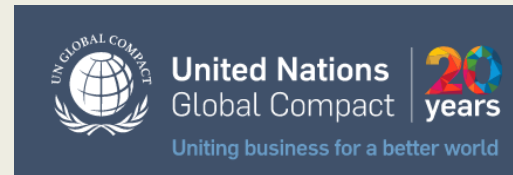
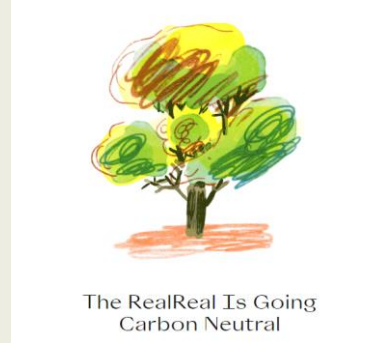
- Saving water and carbon emissions
- Pioneering the circular economy
- Extending the lifecycle of luxury products

■ Social

- Diversity and inclusion
- Employee safety
- Human capital management
- Data privacy

■ Governance

- Board and Committee oversight of Diversity and Inclusion
- Board and Committee oversight of ESG
- Ethics



(1) According to The RealReal customer survey results as of March 31, 2020
 (2) As of September 30, 2020
 (3) Bain Altagamma Luxury Goods Worldwide Market Study, May 2020.
 (4) Bain Altagamma Worldwide Luxury Market Monitor, November 2019.

Alignment and Engagement with ESG Ratings Agencies

▪ ISS

- **Environment Score:** 4
- **Social Score:** 2
- *Continue to work closely with ISS to improve overall scores. ISS score does not currently reflect CDP submission or Supplier Responsibility Program⁽¹⁾*



▪ MSCI

- **Overall rating:** A
- *Above industry average; anticipating updated scores to reflect all ESG work in early 2021⁽²⁾*



▪ Sustainalytics

- **Overall rating:** 22.7 (Medium Risk)
- *In line with industry average; anticipating updated scores to reflect all ESG work in Q4 2020⁽³⁾*



▪ CDP

- Submitted inaugural CDP Climate Change survey response in August 2020



▪ SASB

- Currently aligning all ESG disclosures with SASB accounting metrics



(1) ISS data as of Sept 30, 2020
(2) MSCI data as of January 2020
(3) Sustainalytics data as of December 2019

ESG Highlights

Environment

- Our business model drives significant water and carbon emission savings
- Carbon reduction goal targets carbon neutrality in 2021
- Reduce greenhouse gas (GHG) emissions by 30% by 2030; achieve net-zero emissions by 2050
- Circular economy advocacy and thought leadership
- Partnerships with Gucci, Burberry and Stella McCartney promote the recirculation of their products on TRR
- Increase the usage of virtual appointments
- Sustainability calculator embedded in our buyer and consignor experience
- Sustainability Task Force works cross-functionally to identify projects that can drive sustainable outcomes
- Environmental Management System (EMS)
- UN Global Compact Signatory
- UN Climate Change's Fashion Industry Charter
- The Ellen MacArthur Foundation Member
- Sustainable Apparel Coalition

Society

- 68% of employees are female ⁽¹⁾
- 60% of employees identify as racially or ethnically diverse ⁽¹⁾
- Implementing a company wide diversity & inclusion plan
- 98.3% of employees received an annual performance review; our people managers have quarterly meetings with their employees to address performance and development⁽¹⁾
- Employee safety is our top priority and we have implemented numerous new safety measures to protect our employees during the pandemic
- Committed to high standards for our working environments that protect the well-being of all employees
- Data protection policy governs business
- All employees are eligible to participate in ESPP Plan; all full-time employees receive awards through our Equity Incentive Plan.
- UN Global Compact Signatory

Governance

- 50%+ of our Board of Directors were female ⁽²⁾
- Majority independent Board of Directors
- Fully independent Audit and Compensation and Nominating and Governance Committees
- Classified Board Structure – promotes continuity of leadership, Board stability and long-term planning
- Quarterly reporting to the Governance committee
- Board of oversight of risk management and ESG integration
- Annual Director and Committee evaluations
- Anti-hedging and anti-pledging requirements
- Single-class capital structure: one share, one vote

(1) As of December 31, 2019

(2) As of October 28, 2020

Innovative and Experienced Team



Julie Wainwright
*Founder, President
and Chief Executive
Officer*



Matt Gustke
Chief Financial Officer



Rati Sahi Levesque
Chief Operating Officer



Kayti Sullivan
Chief Revenue Officer



Fredrik Björk
Chief Technology Officer



Zaina Orbai
Chief People Officer



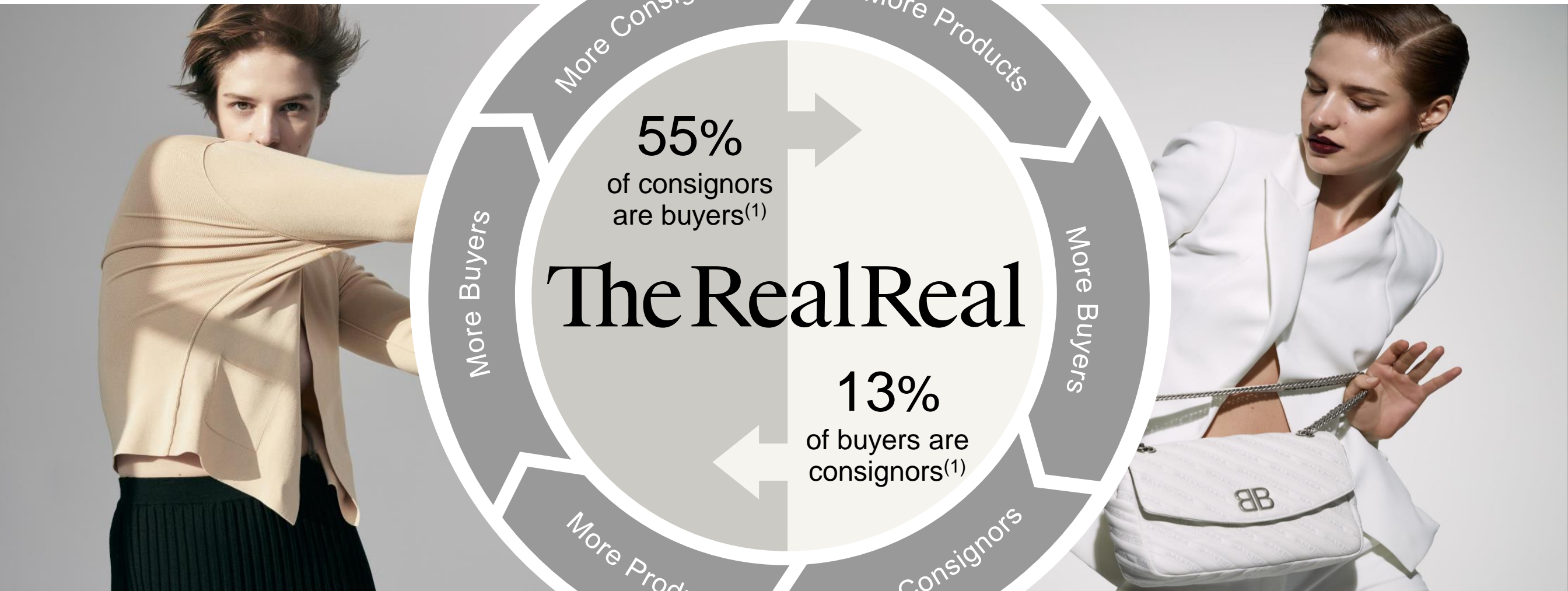
Josh Mahoney
*Chief Product Officer
SVP, Product
Management*



Todd Suko
Chief Legal Officer



Paul Bieber
*Head of Investor
Relations*



More Consignors

More Products

55%
of consignors
are buyers⁽¹⁾

The RealReal

13%
of buyers are
consignors⁽¹⁾

More Buyers

More Buyers

More Products

More Consignors

(1) As of September 30, 2020.

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Appendix



Reconciliation to Adjusted EBITDA

(\$ in millions)

FYE December 31

	2017	2018	2019
Total Revenue	\$137.5	\$213.7	\$318.0
Net loss	(\$52.3)	(\$75.8)	(\$96.6)
Depreciation and amortization	5.6	9.3	13.4
Stock-based compensation expense	1.9	2.9	7.7
Compensation expense related to stock sales by current and former employees	–	0.8	0.8
Abandoned Offering Costs	–	–	0.3
Donation to TRR Foundation	–	–	3.2
Vendor service settlement	–	2.0	–
Interest income	(0.4)	(1.0)	(4.6)
Interest expense	0.8	1.2	0.6
Other expense, net	0.1	1.7	2.1
Provision for income taxes	0.1	0.1	0.1
Adjusted EBITDA	(\$44.3)	(\$58.9)	(\$73.0)
Adjusted EBITDA (% of Revenue)	-32.2%	-27.6%	-23.0%

Reconciliation to Adjusted EBITDA

(\$ in millions)

FYE December 31

	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Total Revenue	\$70.6	\$72.2	\$81.5	\$93.7	\$78.2	\$57.4	\$78.1
Net loss	(\$23.2)	(\$26.6)	(\$25.3)	(\$21.3)	(\$38.3)	(\$42.9)	(\$43.3)
Depreciation and amortization	2.8	3.2	3.5	3.9	4.1	4.6	4.9
Stock-based compensation expense	1.1	1.3	2.5	2.8	3.4	6.1	7.4
Compensation expense related to stock sales by current and former employees	0.8	–	–	–	–	–	–
Legal Settlement	–	–	–	–	1.1	–	–
Abandoned Offering Costs	–	–	–	0.3	–	–	–
Restructuring	–	–	–	–	–	0.4	0.1
Donation to TRR Foundation	–	–	–	3.2	–	–	–
Vendor service settlement	–	–	–	–	–	–	–
Interest income	(0.4)	(0.6)	(1.9)	(1.7)	(1.3)	(0.6)	(0.4)
Interest expense	0.1	0.1	0.1	0.0	0.0	0.4	2.4
Other expense, net	0.3	1.7	0.1	(0.0)	(0.0)	0.1	–
Provision for income taxes	–	0.1	0.0	0.0	0.0	0.1	(0.0)
Adjusted EBITDA	(\$18.5)	(\$20.9)	(\$20.9)	(\$12.7)	(\$30.9)	(\$31.8)	(\$29.0)
Adjusted EBITDA (% of Revenue)	-26.2%	-28.9%	-25.7%	-13.6%	-39.5%	-55.4%	-37.2%

Reconciliation to Contribution Margin

(\$ per order)
FYE December 31

	2018	2019
AOV	\$445.6	\$454.7
Revenue	130.0	143.4
Gross profit	85.8	91.6
Variable expenses	77.1	71.9
Contribution profit	\$8.7	\$19.7
Contribution margin	6.7%	13.7%

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