

Q2 2021 RESULTS

**we work**



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This presentation supersedes and supplements any prior presentation and any oral or written communication with respect to WeWork and its business. This presentation contains "forward-looking statements", including statements about estimated and projected business, operational and financial metrics (including profitability, liquidity and cash flow), plans (including WeWork's five-year strategic and financial plan), goals, targets, objectives and other information for future or recently completed periods. These statements are often, but not always, made through the use of words or phrases such as "may", "should", "could", "predict", "potential", "believe", "will likely result", "expect", "continue", "will", "anticipate", "become", "seek", "estimate", "intend", "aim", "plan", "projection", "would", "outlook" and "goal", or the negative version of those words or phrases or other comparable words or phrases of a future or forward-looking nature. These forward-looking statements are not historical facts, and are based on current expectations, estimates and projections about WeWork's industry as well as certain assumptions, whether or not identified in this presentation, made by management of WeWork and BowX, many of which, by their nature, are inherently uncertain and beyond our control and are not predictions of actual performance. These forward-looking statements are provided for illustrative purposes only and are not intended to serve as, and must not be relied on by any investor as, a guarantee, an assurance, a prediction or a definitive statement of fact or probability. It is not possible for WeWork and BowX to predict all risks, nor can WeWork and BowX assess the impact of all factors on the business or the extent to which any factor, or combination of factors, including but not limited to the impact of the COVID pandemic, may cause actual results to differ materially from those contained in any forward-looking statements made. You should carefully consider the risks and uncertainties described in the "Risk Factors" section of BowX's registration statement on Form S-1, the proxy statement/prospectus on Form S-4 (the "Proxy Statement") relating to the business combination, which as filed by BowX with the Securities and Exchange Commission (the "SEC") and other documents filed by BowX from time to time with the SEC. These filings identify and address other important risks and uncertainties that could cause actual events and results to differ materially from those contained in the forward-looking statements. In light of these risks, uncertainties and assumptions, the future events, estimates, projections, goals, targets, plans and trends discussed in this presentation, and our future levels of activity and performance, may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. Any forward-looking statement speaks only as of the date on which it is made, and neither WeWork nor BowX undertake any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law. Neither WeWork nor BowX gives any assurance that either WeWork or BowX will achieve its expectations.

## Use of Data

This presentation contains information concerning WeWork's solutions and WeWork's industry, including market size and growth rates of the markets in which WeWork participates, that are based on industry surveys and publications or other publicly available information, other third-party survey data and research reports commissioned by WeWork and its internal sources. This information involves many assumptions and limitations, there can be no guarantee as to the accuracy or reliability of such assumptions and you are cautioned not to give undue weight to this information. Further, no representation is made as to the reasonableness of the assumptions made within or the accuracy or completeness of any projections or modeling or any other information contained herein. Any data on past performance or modeling contained herein is not an indication as to future performance. Neither WeWork nor BowX have independently verified this third-party information. Similarly, other third-party survey data and research reports commissioned by WeWork or BowX, while believed by to be reliable, are based on limited sample sizes and have not been independently verified by WeWork or BowX. In addition, projections, assumptions, estimates, goals, targets, plans and trends of the future performance of the industry in which WeWork operates, and its future performance, are necessarily subject to uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in the estimates made by independent parties and by WeWork and BowX. WeWork and BowX assume no obligation to update the information in this presentation.

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Investors and security holders will be able to obtain free copies of the Proxy Statement and other documents containing important information about BowX and WeWork through the website maintained by the SEC at [www.sec.gov](http://www.sec.gov). Copies of the documents filed with the SEC by BowX can be obtained free of charge by directing a written request to BowX at Murray Rode ([murray@bowcapital.com](mailto:murray@bowcapital.com)) 2400 Sand Hill Rd Suite 200, Menlo Park, CA 94025.

# Disclaimer (cont'd)

## Company Projections

All projections, estimates, goals, targets, plans, trends or other statements with respect to future results or future events in this presentation are forward-looking statements that are based on WeWork's management estimates and assumptions (including, without limitation regarding average occupancy, estimated expenses, estimated revenues and satisfaction of financing condition), that are inherently subject to significant uncertainties and contingencies, some of which may not materialize or may change, and are subject to risks and uncertainties over which WeWork and BowX have no control or ability to predict. Unanticipated events may occur that could affect the outcome of such projections, estimates, goals, targets, plans, trends and other statements. You must make your own determinations as to the reasonableness of these projections, estimates, goals, targets, plans, trends and other statements and should also note that if one or more estimates change, or one or more assumptions are not met, or one or more unexpected events occur, the performance and results set forth in such projections, estimates, goals, targets, plans, trends and other statements may not be achieved. We can give no assurance as to future operations, performance, results or events. The inclusion of financial projections, estimates and targets in this presentation should not be regarded as an indication that WeWork and BowX, or their representatives, considered or consider the financial projections, estimates and targets to be a reliable prediction of future events.

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This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles in the United States ("GAAP"), including Adjusted EBITDA and Adjusted EBITDA margin (including on a forward-looking basis). These financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing our financial results. Therefore, these measures should not be considered in isolation or as an alternative to net loss or other measures of profitability, liquidity or performance under GAAP. You should be aware that our presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently. WeWork believes that these non-GAAP measures of financial results (including on a forward-looking basis) provide useful supplemental information to investors about WeWork. WeWork's management uses forward-looking non-GAAP measures to evaluate WeWork's projected financials and operating performance.

Reconciliations of historical non-GAAP measures to their most directly comparable GAAP counterparts are included in the Appendix to this presentation. Additionally, to the extent that forward-looking non-GAAP financial measures are provided, they are presented on a non-GAAP basis without reconciliations of such forward-looking non-GAAP measures due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliations.

## Preliminary Financial Information

This presentation includes certain preliminary unaudited financial information for the month of July that is based solely on WeWork's management's estimates, reflecting currently available preliminary information, and remains subject to WeWork's consideration of subsequent events. WeWork's independent registered public accounting firm has not audited or reviewed, and does not express an opinion with respect to, this financial information. WeWork's final consolidated financial results for the three months ended September 30, 2021, may materially differ from the estimates and the interim balances set forth in this presentation. Such estimates constitute forward-looking statements and are subject to risks and uncertainties, including those described under "Forward-Looking Statements."

## China, India, and Israel

In some instances, this presentation includes operating metrics (including number of locations or workstations) relating to WeWork's investments and operations in China, India, and Israel. However, the results of WeWork's operations in China, India, and Israel are not reflected in the WeWork financial statements and projections set forth in this presentation, as such operations are not conducted through consolidated subsidiaries or controlling interests of WeWork. Unless otherwise explicitly specified in this presentation, China, India, and Israel related metrics are excluded from all calculations.

## Participation in Solicitation

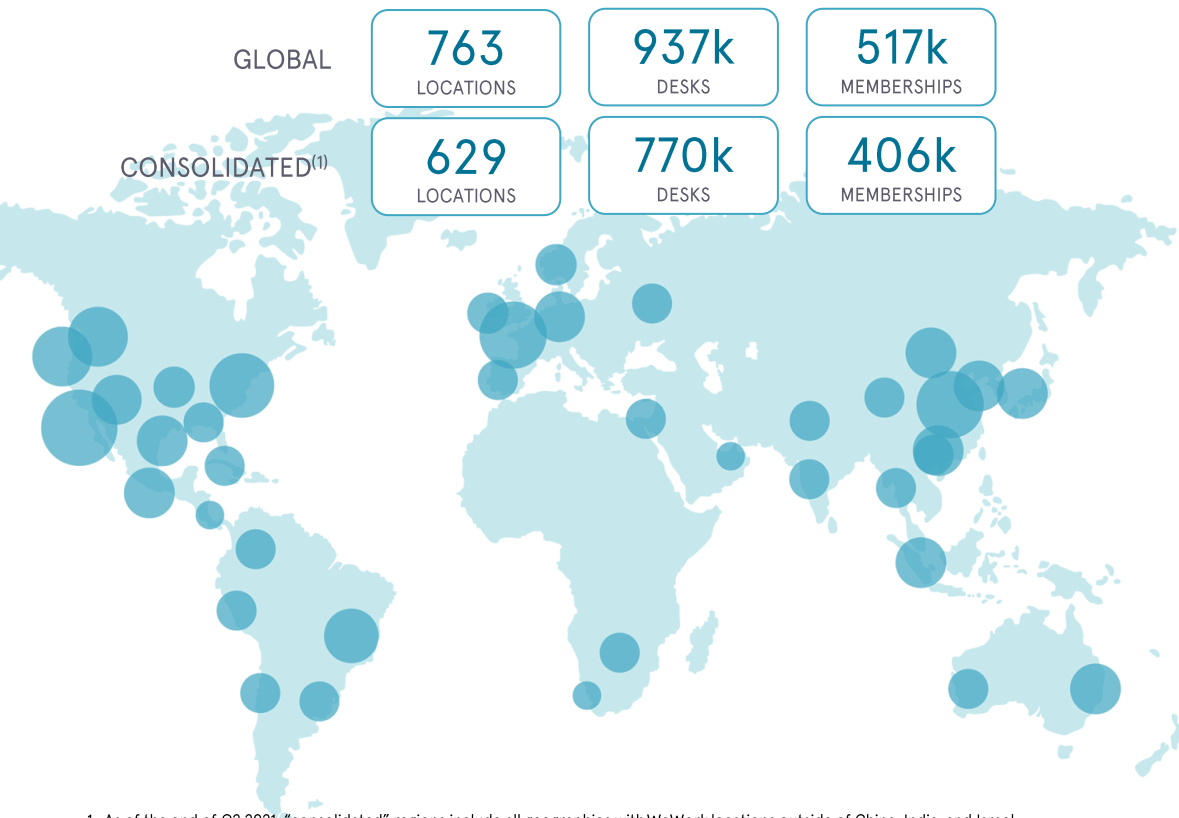
WeWork and BowX and their respective directors and executive officers, under SEC rules, may be deemed to be participants in the solicitation of proxies of BowX's shareholders in connection with the proposed business combination. Investors and security holders may obtain more detailed information regarding the names and interests in the proposed business combination of BowX's directors and officers in BowX's filings with the SEC, including BowX's registration statement on Form S-1, which was originally filed with the SEC on July 17, 2020. To the extent that holdings of BowX's securities have changed from the amounts reported in BowX's registration statement on Form S-1, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC. Information regarding the persons who may, under SEC rules, be deemed participants in the solicitation of proxies to BowX's shareholders in connection with the proposed business combination is set forth in the Proxy Statement/prospectus on Form S-4 for the proposed business combination, as filed by BowX with the SEC.

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# WeWork's network today

Leading brand-name flexible workplace provider with global infrastructure in-place to scale as occupancy rebounds



## Global Customer Base



## Global Landlord Partners



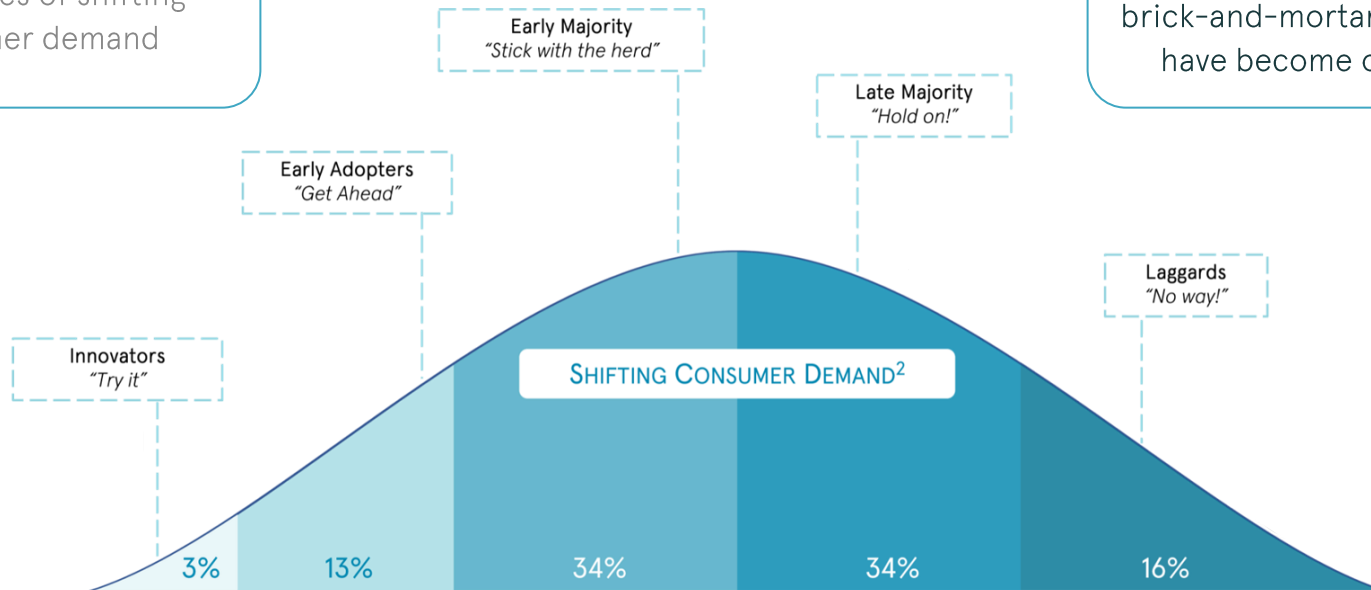
1. As of the end of Q2 2021, "consolidated" regions include all geographies with WeWork locations outside of China, India, and Israel.

# Office is where Retail was at the turn of the century

In 2000, e-commerce sales were 1% of retail sales in the US. By 2020, e-commerce sales had grown to 21% of retail<sup>(1)</sup>.

**Flexible Office** is still in the early stages of shifting consumer demand

Omnichannel Retail is in the later stages - pure brick-and-mortar strategies have become obsolete



Sources:

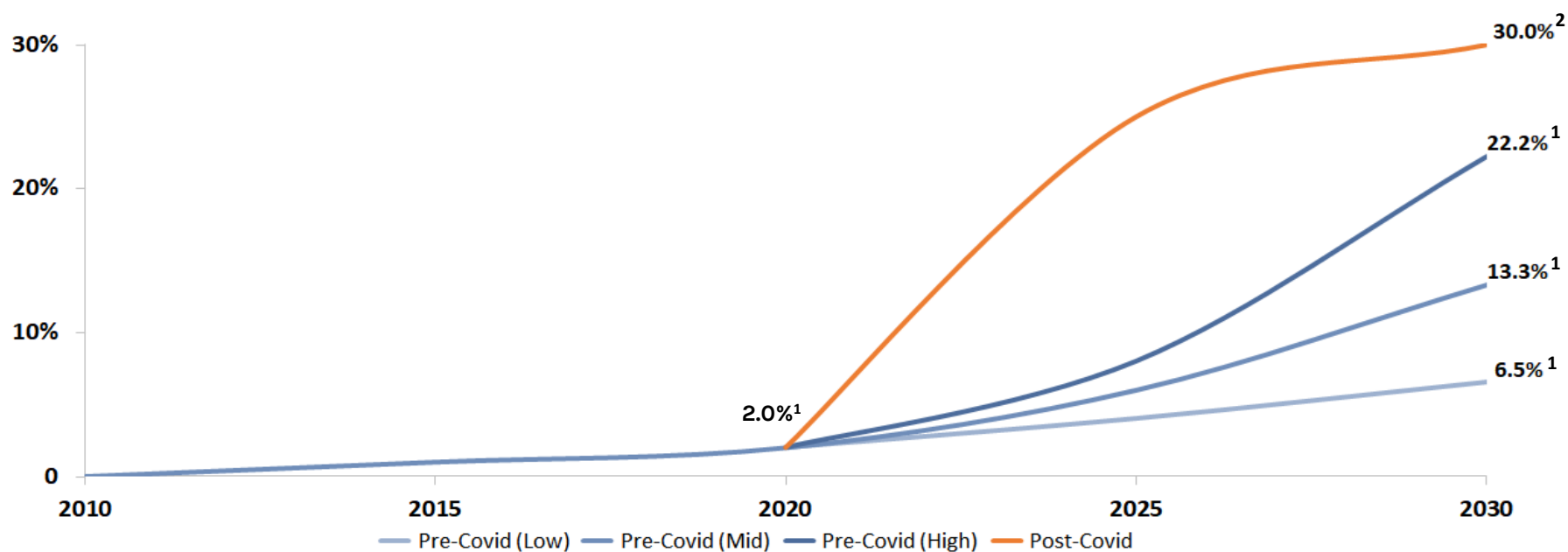
1. Based on Digital Commerce 360 estimates.

2. Technology Adoption Lifecycle, Diffusion of Innovations by Everett Rogers - adapted for Retail / e-Commerce.

# Flexible office space was expected to reach critical mass over the next decade; COVID-19 accelerated those expectations

## U.S. Flexible Workspace Penetration<sup>(1)</sup>

*As a percentage of all 3.5B office supply RSF*



1. CBRE "Let's Talk About Flex" (2019), growth is in terms of US RSF from 2019 (actual) to 2030 (expected)

2. JLL "Covid The impact of COVID-19 on flexible space" (2020)

# Q2 Sales performance

Consolidated operations

**98k**

new desk sales

**5.9m**

square feet sold<sup>(1)</sup>

**22 mo.**

average commitment length<sup>(2)</sup>

**51%**

enterprise as a % of total  
memberships

**52%**

total occupancy<sup>(3)</sup>

**57%**

total occupancy including  
“signed not occupied”  
memberships<sup>(4)</sup>

1. Assuming 60 square feet per desk sold
2. Commitment length represents base contract terms, excluding the impact of any extension and / or termination options. The commitment lengths disclosed may include periods for which members have an option to terminate their commitments with a less than 10% penalty.
3. Including physical memberships and All Access memberships
4. Includes an incremental 40k net memberships that are already contracted to move in by year end as of August 12, bringing total sold memberships to date of 446k.

# WeWork is taking market share

Market <sup>(1)</sup>	WeWork as a % Market Stock <sup>(2)</sup>	Market Leasing Activity (sq. ft.) <sup>(2)</sup>	WeWork Leasing Activity (sq. ft.) <sup>(3)</sup>	% of Market Leasing Activity <sup>(3)</sup>
London	~1%	1,980k	730k	37%
New York	~1%	4,400k	1,000k	23%
Paris	~2%	1,640k	250k	15%
Boston	~2%	530k	170k	32%
San Francisco	~1%	1,400k	170k	12%
Chicago	~0.5%	960k	100k	11%
Los Angeles	~0.2%	3,400k	450k	13%
Miami	~1%	850k	180k	21%

1. Ranked from highest to lowest in terms of square feet occupied by WeWork as of Q2 2021.
2. Please refer to "Market Share Methodology and Sources" in the appendix for additional information on methodology and sources.
3. WeWork leasing activity based on total new desks sold and renewed in Q2 2021 in each market multiplied by 60 rentable square feet per desk.



# All Access

All Access offers a proven value proposition that has already seen strong adoption from major Enterprise clients and SMBs alike

## Proven Demand

**20k +**

All Access & Virtual  
Memberships as of  
June 2021

## Compelling Value Proposition



### Ultimate Flexibility

On Demand (pay-as-you-go) or monthly subscription that provides access to global network of locations



### Drives Occupancy

Allows WeWork to drive occupancy beyond physical capacity levels across portfolio based on utilization projections



### High Margins

Significant incremental margins given subscription-based model on top of traditional leased business

## Distributors & Affinity Partners



# Cushman & Wakefield transaction



The partnership underscores the confidence from the market in both WeWork's business and brand, while adding incremental value to the WeWork balance sheet and providing a new sales channel to drive additional revenue.

- **Portfolio Management:** Will enable WeWork to take and operate incremental space from C&W's corporate clients and landlord partners in attractive markets driving additional revenue.
- **Platform:** Will enable C&W corporate clients to access WeWork's proprietary platform of workplace management software.
- **Facilities Management Services:** C&W to become WeWork's facilities management provider in select regions
- **Strategic Investment:** In discussions regarding a potential transaction where C&W would provide up to \$150M in a backstop equity facility

# Transformation of the business over the past 18 months

*Note: Consolidated<sup>(1)</sup> metrics unless otherwise indicated*

	Q4 2019A		Q2 2021A
<b>Locations</b>	594	→	629
<b>Square Feet<sup>(2)</sup></b>	41M	→	46M
<b>Desks</b>	687k	→	770k
<b>Total Memberships</b>	628k	→	406k
<b>Enterprise as % of Total Memberships</b>	42%	→	51%
<b>SG&amp;A</b>	\$823M	→	\$225M
<b>Annualized Rent Savings<sup>(3)</sup></b>	–	→	~\$400M+

Note: Reflects end of period figures for each respective period.

1. Consolidated regions for the purposes of this presentation include all geographies outside of India, China, and Israel, consistent with WeWork's consolidated view as of the end of Q2 2021.
2. Approximate square footage calculated by multiplying consolidated workstations by 60 square feet per desk, based on WeWork's average square feet per desk in consolidated regions globally.
3. Estimated annualized base rent savings as a result of renegotiations that have taken place since the beginning of 2020. Includes the impact of any full or partial terminations.

## Q2 Revenue continues steady upward trajectory



Revenue of \$593 million in Q2 2021

On pace to achieve \$650–700 million in Q3 2021

## Q2 Financial Results

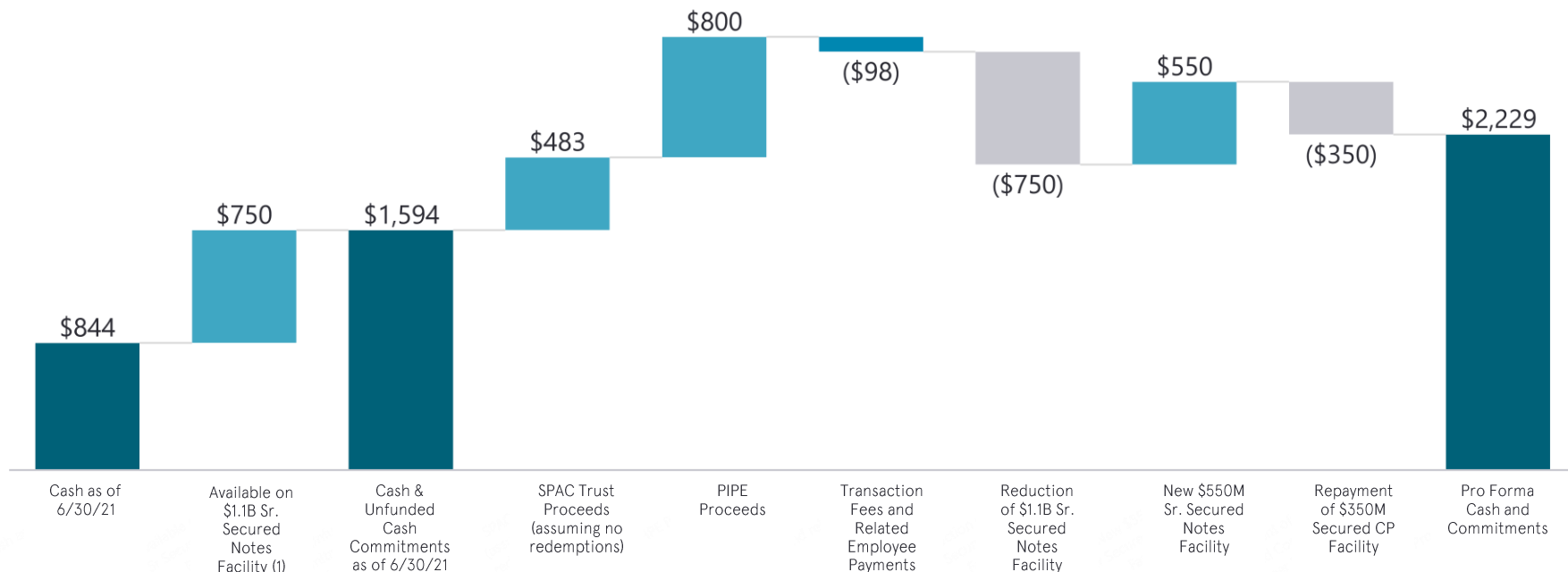
	2Q 2021A	2Q 2020A
Revenue	\$593M	\$882M
Adj EBITDA	(\$449M)	(\$438M)
Net Loss	(\$923M)	(\$1.1B)
Free Cash Flow	(\$649M)	(\$671M)
Cash & Cash Equivalents	\$1.6B <sup>(1)</sup>	\$4.1B <sup>(2)</sup>

Note: Please see “Non-GAAP Supplemental Measures” for more detailed discussion and explanations of the various non-GAAP financial measures cited in this release.

1. Represents cash & cash equivalents as of 6/30/2021. Includes \$844 million of available cash on hand and \$750 million currently available under WeWork’s Senior Secured Notes facility.
2. Represents cash & cash equivalents as of 6/30/2020. Includes approximately \$700 million of available cash on hand, \$100 million in cash commitments to JapanCo, as well as \$2.2 billion in available Senior Unsecured notes and \$1.1 billion in available Senior Secured notes facilities.

# Pro Forma Liquidity

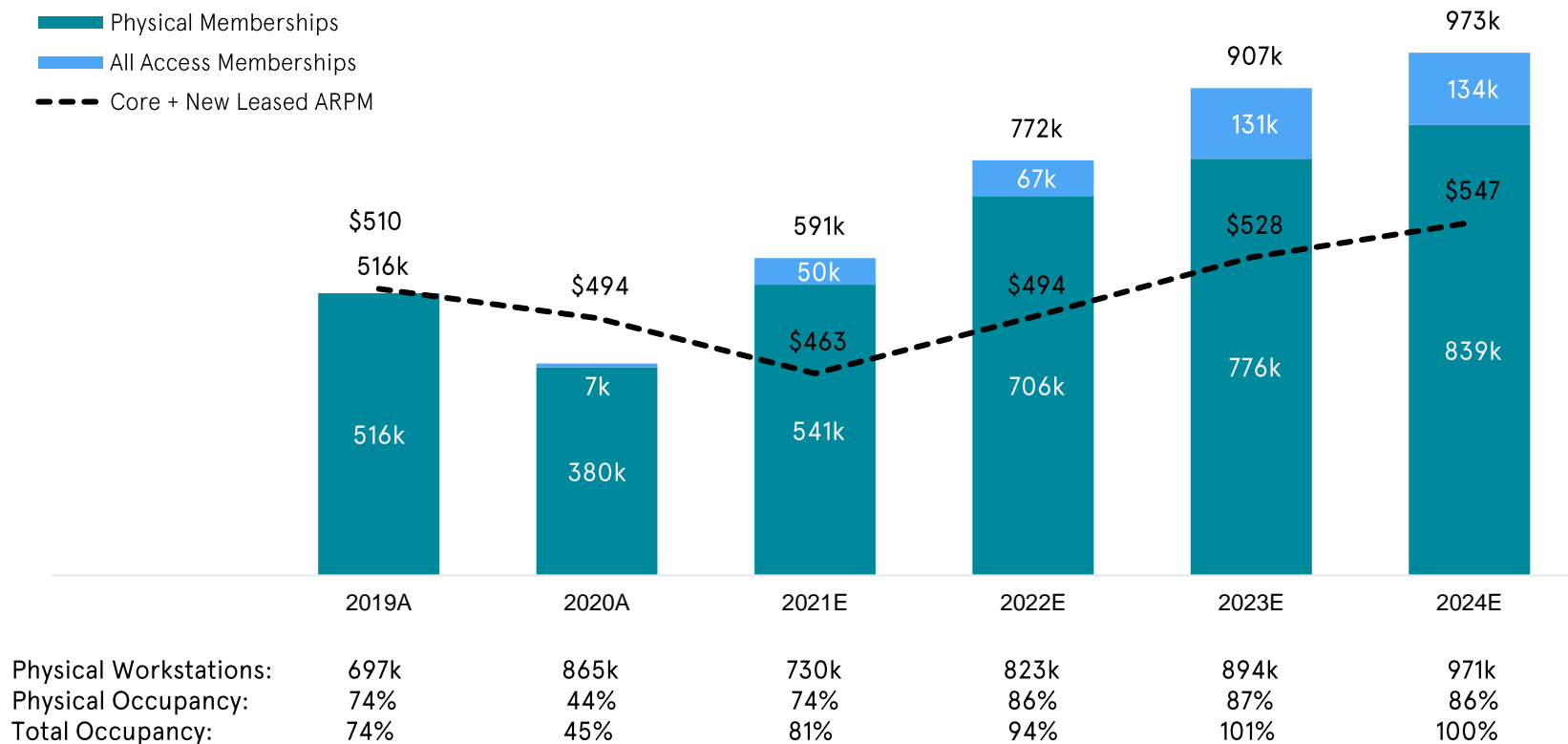
\$ in millions



Note: Estimated based on the completion of the de-SPAC transaction.

1. Reflects \$750 million currently available under the \$1.1 billion in SoftBank Senior Secured Notes. In the event that the Company elects to repay the \$350 million currently outstanding under its LC Debt Facility, \$1.1B would be available under the SoftBank Senior Secured Notes.

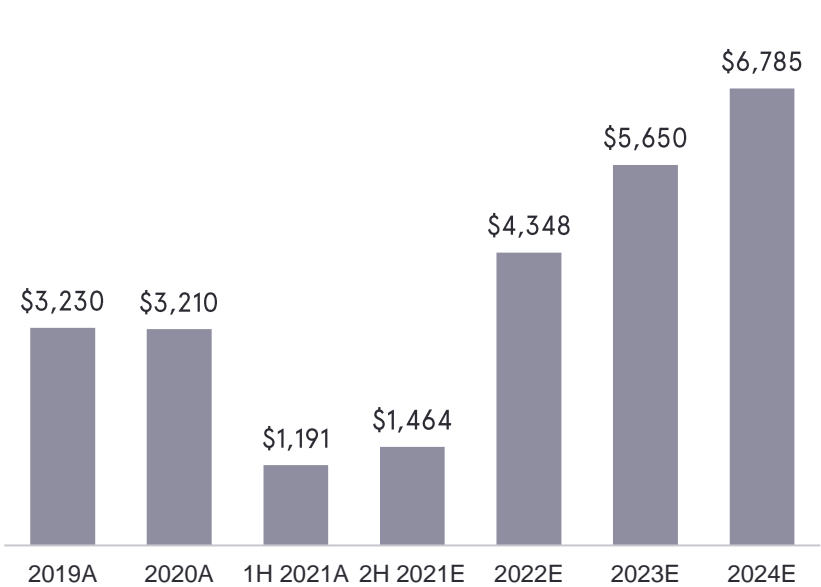
# Company Projections: Memberships and Workstation Assumptions



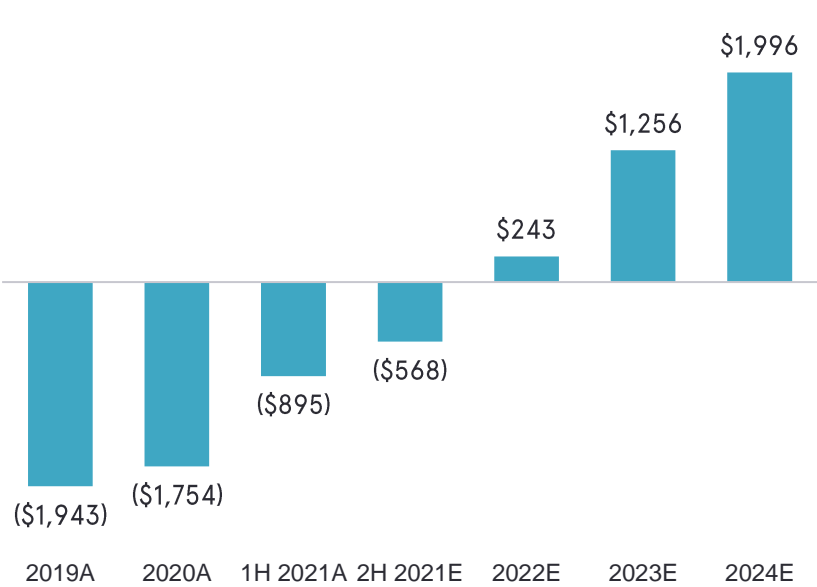
# Company Projections: Total Revenue and Adj. EBITDA

\$ in millions

Total Revenue



Adj. EBITDA



Source: Management Projections as filed 8/13/21.



# Market Share Methodology and Sources

Market	% Market Stock Source as of Q2 2021	Market Leasing Activity in Q2 2021 Source
London	Total London commercial office square footage of 276m per Cushman & Wakefield estimate	London leasing activity of 1.98m square feet per DeVono Cresa Estimate
New York	Total Manhattan CBD commercial office square footage of 460m per Jones Lang LaSalle, published July 2021	Manhattan leasing activity of 4.4m square feet in Q2 2021 per CoStar
Paris	Total Paris CBD commercial office square footage of 80m per Cushman estimate	Paris CBD estimated take-up of 1,640k square feet per Cushman & Wakefield Estimate
Boston	Total Boston commercial office square footage of 72m per Lincoln Property Company, published July 2021	Boston CBD leasing activity of 528k square feet per Jones Lang LaSalle estimate
San Francisco	Total San Francisco commercial office square footage of 80m per Jones Lang LaSalle estimate	San Francisco estimated leasing activity of 1.4m square feet per Jones Lang LaSalle estimate
Chicago	Total Chicago CBD commercial office inventory of 140m square feet per Cushman & Wakefield <i>Marketbeat Insights</i> , published July 2021	Chicago CBD leasing activity of 961k square feet per Cushman & Wakefield <i>Marketbeat Insights</i> , published July 2021
Los Angeles	Total Los Angeles commercial office square footage of 190m per Jones Lang LaSalle estimate	Los Angeles estimated leasing activity of 3.4m square feet per Jones Lang LaSalle estimate
Miami	Total Miami area commercial office inventory of 38.6m square feet per Blanca Commercial Real Estate estimate	Miami leasing activity of 852k square feet per Blanca Commercial Real Estate estimate

# Use of Non-GAAP Financial Measures

This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles in the United States ("GAAP"), including Adjusted EBITDA, Free Cash Flow (including on a forward-looking basis). These financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing our financial results. Therefore, these measures should not be considered in isolation or as an alternative to net loss or other measures of profitability, liquidity or performance under GAAP. You should be aware that WeWork's presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently. WeWork believes that these non-GAAP measures of financial results (including on a forward-looking basis) provide useful supplemental information to investors about WeWork. WeWork's management uses forward-looking non-GAAP measures to evaluate WeWork's projected financials and operating performance. Additionally, to the extent that forward-looking non-GAAP financial measures are provided, they are presented on a non-GAAP basis without reconciliations of such forward-looking non-GAAP measures due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliations.

## **Non-GAAP Financial Definitions**

### **Adjusted Earnings Before Interest Expense, Income Tax, Depreciation, and Amortization ("Adjusted EBITDA")**

We supplement our GAAP results by evaluating Adjusted EBITDA, a non-GAAP measure. We define "Adjusted EBITDA" as net loss before income tax (benefit) provision, interest and other (income) expense, depreciation and amortization expense, stock-based compensation expense, expense related to stock-based payments for services rendered by consultants, income or expense relating to the changes in fair value of assets and liabilities remeasured to fair value on a recurring basis, expense related to costs associated with mergers, acquisitions, divestitures and capital raising activities, legal, tax and regulatory reserves or settlements, significant legal costs incurred by the Company in connection with regulatory investigations and litigation regarding the Company's 2019 withdrawn initial public offering and the related execution of the SoftBank Transactions, as defined in Note 1 of the Notes to the Condensed Consolidated Financial Statements included in our Quarterly Report, net of any insurance or other recoveries, significant non-ordinary course asset impairment charges and, to the extent applicable, any impact of discontinued operations, restructuring charges, and other gains and losses on operating assets.

### **Free Cash Flow**

Because of the limitations of Adjusted EBITDA, as noted above, we also supplement our GAAP results by evaluating Free Cash Flow, a non-GAAP measure. Free Cash Flow is defined as cash flow from operating activities less cash purchases of property and equipment, each as presented in the Company's Condensed Consolidated Statements of Cash Flows calculated in accordance with GAAP. Free Cash Flow is both a performance measure and a liquidity measure that provides useful information to management and investors about the amount of cash generated by or used in the business. Free Cash Flow is also a key metric used internally by our management to develop internal budgets, forecasts and performance targets.

# Other Information

## **Additional Information and Where to Find It**

This communication relates to a proposed transaction between the WeWork Inc. (the “Company”) and BowX Acquisition Corp. (“BowX”). This communication is not a proxy statement or solicitation of a proxy, consent or authorization with respect to any securities or in respect of the potential transaction and shall not constitute an offer to sell or a solicitation of an offer to buy the securities of the Company, the combined company or BowX, nor shall there be any sale of any such securities in any state or jurisdiction in which such offer, solicitation, or sale would be unlawful prior to registration or qualification under the securities laws of such state or jurisdiction.

No offer of securities shall be made except by means of a prospectus meeting the requirements of the Securities Act of 1933, as amended. BowX has filed a registration statement on Form S-4 (the “S-4 registration statement”) with the Securities and Exchange Commission (the “SEC”), which includes a document that serves as a preliminary prospectus and proxy statement of BowX, referred to as a proxy statement/prospectus. After the S-4 registration statement has been declared effective, a proxy statement/prospectus will be sent to all BowX shareholders. BowX also will file other documents regarding the proposed transaction with the SEC. Before making any voting decision, investors and security holders of BowX are urged to read the S-4 registration statement, the proxy statement/prospectus and all other relevant documents filed or that will be filed with the SEC in connection with the proposed transaction as they become available because they will contain important information about the proposed transaction. Investors and security holders will be able to obtain free copies of the S-4 registration statement, the proxy statement/prospectus and all other relevant documents filed or that will be filed with the SEC by BowX through the website maintained by the SEC at [www.sec.gov](http://www.sec.gov).

## **Participants in Solicitation**

BowX and its directors and executive officers may be deemed to be participants in the solicitation of proxies from BowX’s shareholders in connection with the proposed transaction. A list of the names of the directors and executive officers of BowX and information regarding their interests in the business combination is set forth in BowX’s registration statement on Form S-1 (Registration No. 333-239941) originally filed with the SEC on July 17, 2020. Additional information regarding the interests of such persons and other persons who may be deemed participants in the solicitation are contained in the S-4 registration statement and the proxy statement/prospectus. You may obtain free copies of these documents as described in the preceding paragraph.