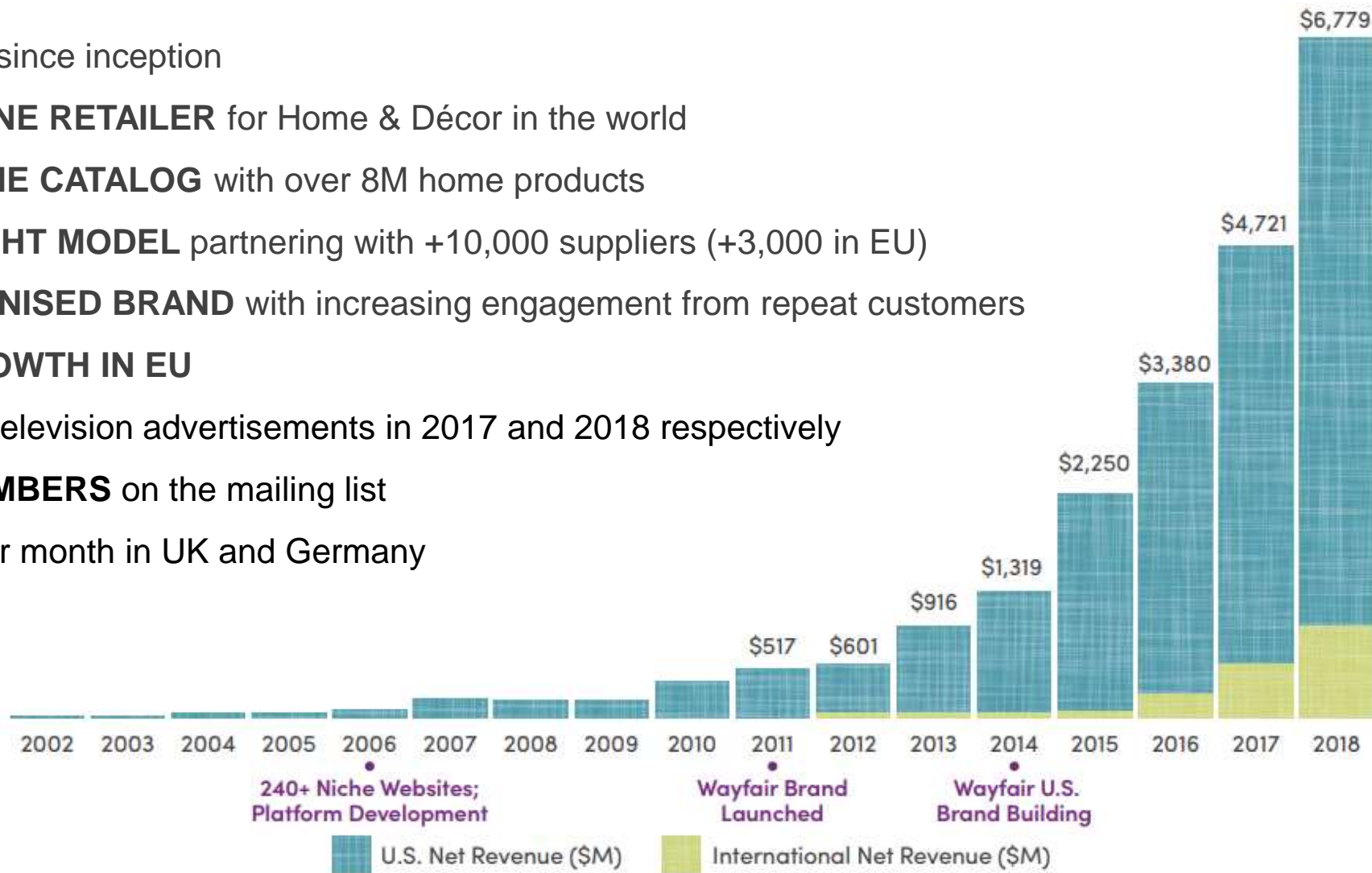




Overview of our business



- **FOUNDER-LED** since inception
- **LARGEST ONLINE RETAILER** for Home & Décor in the world
- **MASSIVE ONLINE CATALOG** with over 8M home products
- **INVENTORY-LIGHT MODEL** partnering with +10,000 suppliers (+3,000 in EU)
- **HIGHLY RECOGNISED BRAND** with increasing engagement from repeat customers
- **>100% YOY GROWTH IN EU**
- **\$10 MILLION** in television advertisements in 2017 and 2018 respectively
- **>5 MILLION MEMBERS** on the mailing list
- **>500k VISITS** per month in UK and Germany

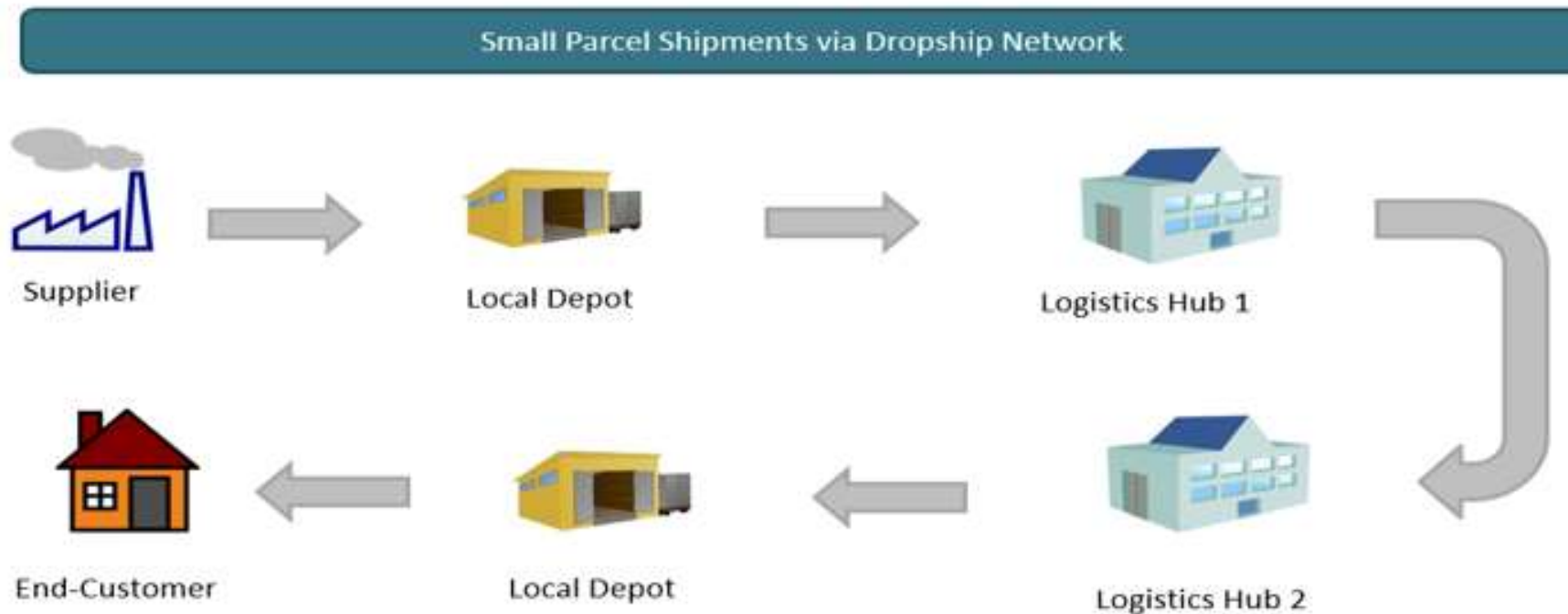


Note: International net revenue not disclosed separately before 2012



Dropship

- Orders **individually** 'Picked & Packed'.
- **Courier** (DPD or UPS) **collects parcels** from warehouse.
- **Courier delivers to customer** – at Wayfair's cost.
- Damage/Defect/Remorse Returns **handled by Wayfair**.





Key Partners include...



SHIRE





Wayfair brand awareness development

Wayfair Aided Awareness over Time



Up to 87% aided brand awareness in the US and 58% now in the UK!

- A** Started TV testing
- B** Ramping TV
- C** First integration / sponsorship
- D** Brought media buying in-house
- E** Launched first TV Show



Target Customers – What Are They Looking For?

Practical Purchaser



Beth

Passionate Curator



Melissa

Busy Value Hunter



Pat

Confident Nester



Kathy

Our customer experience:

Frictionless shopping

- Mobile
- Fast site speed
- Easy checkout

Delightful discovery

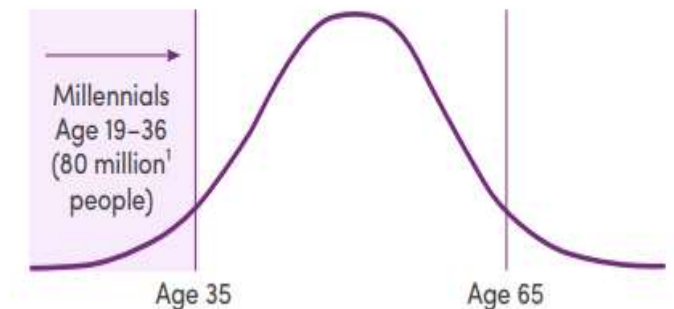
- Personalization
- Shop the look
- Visual search
- Room planning

Magical service

- Messaging
- Fast delivery
- Big Parcel delivery tracking

...and Tailwind from Millennials Beginning To Enter the Category

Illustrative Distribution of Home Goods Customers by Age





Levers of growth

Our Partners (You!)

Wayfair



Customer

