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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

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**FORM 8-K**

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**CURRENT REPORT  
PURSUANT TO SECTION 13 OR 15(d)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

**Date of Report (Date of earliest event reported): February 28, 2022**

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**WEWORK INC.**

(Exact name of registrant as specified in its charter)

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**Delaware**  
(State or other jurisdiction  
of incorporation)

**001-39419**  
(Commission  
File Number)

**85-1144904**  
(I.R.S. Employer  
Identification No.)

**575 Lexington Avenue,**  
**New York, NY**  
(Address of principal executive offices)

**10022**  
(Zip Code)

**(646) 389-3922**  
(Registrant's telephone number, including area code)

**Not Applicable**  
(Former name or former address, if changed since last report)

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Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the Registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
<b>Class A common stock, par value \$0.0001 per share</b>	<b>WE</b>	<b>The New York Stock Exchange</b>
<b>Warrants, each whole warrant exercisable for one share of Class A common stock</b>	<b>WE WS</b>	<b>The New York Stock Exchange</b>

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

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**Item 7.01 Regulation FD Disclosure.**

On February 28, 2022, WeWork Inc. intends to release certain information on its business, including a summary of its results of operations for the quarter ended December 31, 2021. A copy of a presentation containing the information is furnished as Exhibit 99.1 to this Form 8-K and is incorporated by reference in this Item 7.01.

The information in this Item 7.01, including Exhibit 99.1 attached hereto, is being furnished and shall not be deemed “filed” for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities of that Section and shall not be incorporated by reference into any registration statement or other document filed pursuant to the Securities Act of 1933, as amended, or the Exchange Act, except as otherwise expressly stated in such filing.

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits.

<b>Exhibit Number</b>	<b>Description</b>
99.1	<a href="#"><u>Presentation dated February 28, 2022.</u></a>
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

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**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this Current Report on Form 8-K to be signed on its behalf by the undersigned hereunto duly authorized.

**WEWORK INC.**

Date: February 28, 2022

By: /s/ Jared DeMatteis

Name: Jared DeMatteis

Title: Chief Legal Officer



**wework**

FEBRUARY 2022

# Disclaimer

## Forward-Looking Statements

Certain statements made in this presentation may be deemed "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. These forward-looking statements generally are identified by the words "believe," "project," "expect," "anticipate," "estimate," "intend," "strategy," "future," "opportunity," "plan," "pipeline," "may," "should," "will," "would," "will be," "will continue," "will likely result," and similar expressions. Forward-looking statements are predictions, projections and other statements about future events that are based on current expectations and assumptions and, as a result, are subject to risks and uncertainties. Although WeWork Inc. ("WeWork") believes the expectations reflected in any forward-looking statement are based on reasonable assumptions, it can give no assurance that its expectations will be attained, and it is possible that actual results may differ materially from those indicated by these forward-looking statements due to a variety of risks, uncertainties and other factors. Such factors include, but are not limited to, WeWork's ability to refinance, extend, restructure or repay near and intermediate term debt; its indebtedness; its ability to raise capital through equity issuances, asset sales or the incurrence of new debt; retail and credit market conditions; impairments; its liquidity demand; changes in general economic conditions, including as a result of the COVID-19 pandemic; delays in customers and prospective customers returning to the office and taking occupancy as a result of the COVID-19 pandemic and the emergence of variants leading to a parallel delay in receiving the corresponding revenue; and WeWork's inability to implement its business plan or meet or exceed its financial projections. Forward-looking statements speak only as of the date they are made. WeWork discusses these and other risks and uncertainties in its annual and quarterly periodic reports and other documents filed with the U.S. Securities and Exchange Commission. WeWork may update that discussion in its periodic reports or as otherwise required by law, but otherwise takes no duty or obligation to update or revise these forward-looking statements, whether as a result of new information, future developments, or otherwise.

## 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 by third parties or the accuracy or completeness of any projections or modeling or any other information contained herein. Any data on past performance of WeWork or modeling contained herein is not an indication as to future performance. WeWork has not independently verified any such third-party information. Similarly, other third-party survey data and research reports commissioned by WeWork, while believed by WeWork to be reliable, are based on limited sample sizes and have not been independently verified by WeWork. In addition, projections, assumptions, estimates, goals, targets, plans and trends of the future performance of the industry in which WeWork operates, and WeWork's 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. WeWork assumes no obligation to update the information in this presentation.

## Use of Non-GAAP Financial Metrics

This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles in the United States ("GAAP"), including Adjusted EBITDA and Building 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.

## India, China and Israel

This presentation includes operating metrics (including number of locations, desks, and memberships) relating to WeWork's investments and operations in China and India, which are not consolidated. Therefore, the results of WeWork's operations in China and India are not reflected in the WeWork financial statements and projections set forth in this presentation on a line-by-line basis, as such operations are not conducted through consolidated subsidiaries or controlling interests of WeWork. In June 2021, WeWork closed a franchise agreement and transferred the building operations and obligations of its Israel locations to the franchisee. Israel results of operations have been included through May 2021, and excluded from subsequent projections. Unless otherwise explicitly specified in this presentation, India, China and Israel related metrics are excluded from all calculations.

## Trademarks

This presentation contains trademarks, service marks, trade names and copyrights of WeWork and other companies, which are the property of their respective owners.

## Preliminary Financial Information

We report our financial results in accordance with U.S. generally accepted accounting principles. All projected financial information and metrics in this presentation are preliminary. These estimates are not a comprehensive statement of our financial position and results of operations. There is no assurance that we will achieve our forecasted results within the relevant period or otherwise. Actual results for Q4 2021 may differ materially from these estimates as a result of actual year-end results, the completion of normal year-end accounting procedures and adjustments, including the execution of our internal control over financial reporting, the completion of the preparation and management's review of our financial statements for the relevant period and the subsequent occurrence or identification of events prior to the filing of our financial results for the relevant period with the Securities and Exchange Commission.

# For all the ways you work, we're here

## Our Core Values



Do the right thing.



Strive to be better, together.



Be entrepreneurial.



Give gratitude.



Be human, be kind.

## Our Core Constituents



Colleagues



Members



Shareholders



Partners



Society

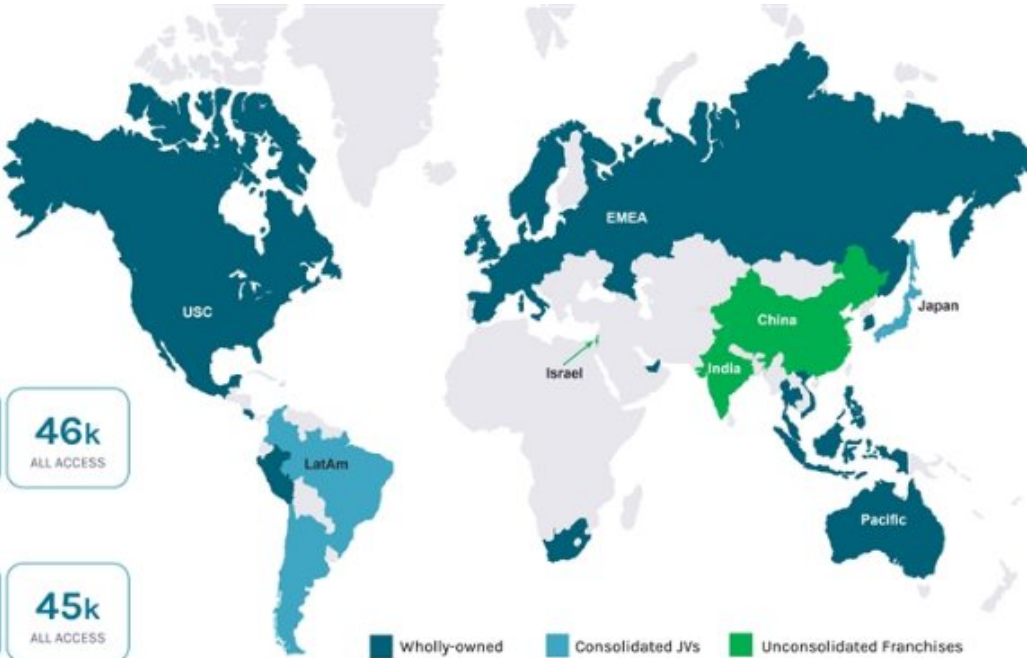
# Global footprint

WeWork's flexible workspace solution is disrupting the traditional real estate model on a global scale

## Systemwide



## Consolidated



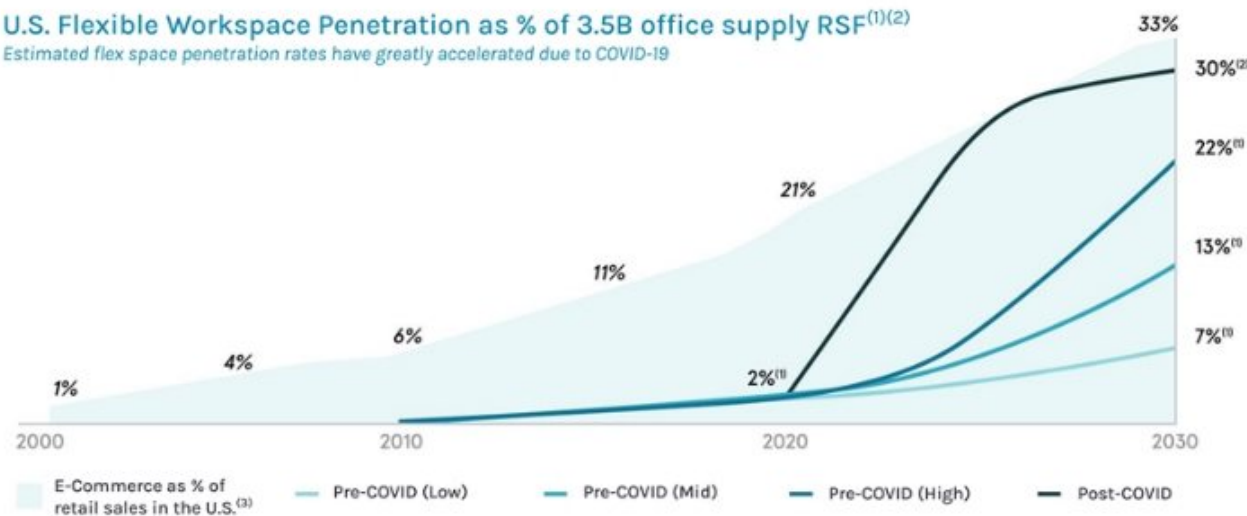
Note: Metrics presented as of December 2021. Consolidated metrics include operations in the United States and Canada, Latin America, Europe, Japan, and Pacific regions. Systemwide metrics include consolidated regions as well as India, China, and Israel, which are not consolidated.

# Flexible space is where retail was at the turn of the century

Like e-Commerce in the early 2000s, flexible space is expected to reach critical mass over the next decade

## U.S. Flexible Workspace Penetration as % of 3.5B office supply RSF<sup>(1)(2)</sup>

Estimated flex space penetration rates have greatly accelerated due to COVID-19



1. CBRE "Let's Talk About Flex" (2019), reflects growth of U.S. Rentable Square Footage from year-end 2019 to 2030E.  
2. JLL "The impact of COVID-19 on flexible space" (2020).  
3. Digital Commerce 360 and U.S. Commerce Dept. In-store sales factor out the sale of items not normally purchased online, such as fuel, automobiles and sales in bars and restaurants.  
2021-2030 projections based FTI Consulting "2021 Online Retail Forecast Report."



# FY 2021 market overview

Based on Full-Year 2021 leasing activity

Market	WeWork Market Occupancy <sup>(1)</sup>	WeWork as a % of Market Stock <sup>(2)</sup>	2021 Traditional Market Square Feet Leased <sup>(3)</sup>	2021 WeWork Square Feet Leased <sup>(3)</sup>	Equivalent % of 2021 Traditional Square Feet Leased <sup>(2)</sup>	WeWork 2021 Leasing as a Multiple of Market Stock <sup>(4)</sup>
<b>United States</b>	<b>63%</b>	<b>~0.5%</b>	<b>157m</b>	<b>14m</b>	<b>9%</b>	<b>21x</b>
Boston	60%	~2%	4,300k	740k	17%	9x
New York	64%	~1%	23,800k	3,810k	16%	14x
Miami	91%	~1%	2,900k	420k	14%	19x
San Francisco	68%	~1%	9,500k	1,240k	13%	12x
<b>International</b>						
London	63%	~1%	8,600k	3,300k	39%	27x
Dublin	84%	~1%	1,600k	560k	34%	30x
Paris	66%	~1%	14,900k	1,250k	8%	13x
Berlin	73%	~0.5%	9,600k	570k	6%	23x

1. Represents physical occupancy.  
2. Please refer to "Market Share Methodology and Sources" for additional information on methodology and sources.  
3. WeWork leasing activity based on total new desks sold and renewed in each market multiplied by 60 rentable square feet per desk.  
4. WeWork's 2021 equivalent percent of traditional leasing activity divided by estimated percent of office stock.

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# WeWork's products

WeWork's scale and innovation is expected to continue leading the flexible workspace market

## Space-as-a-Service

WeWork branded, managed, and operated space provided through existing WeWork leased space, joint ventures, franchises and management agreements

469,000 Physical Memberships as of December 2021



## Access

All Access monthly subscription and On Demand pay-as-you-go model enables users to choose when, where, and how they work

45,000 All Access memberships as of December 2021



## WeWork Workplace

Turnkey SaaS solution that enables companies, landlords, and other flex operators to seamlessly and digitally embrace hybrid and flexible work models

Multiple partnerships in flight with landlords, flex operators, and corporate clients



# Our flexible space options

## Dedicated desk



Enjoy your own desk in a shared, private office with access to professional amenities and meeting rooms.

Ideal size: 1-5 people  
Term: Monthly or Annually

## Standard office



Have a private office space with access to meeting rooms and professional amenities.

Ideal size: 1-20 people  
Term: Monthly or Annually

## Office suite



Utilize office space designed for larger teams with available private amenities via add-ons.

Ideal size: 20-100+ people  
Term: Monthly or Annually

## Full-floor office / building



Secure a fully dedicated workspace with private amenities and add your personal branding.

Ideal size: 100+ people  
Term: Monthly or Annually

## Collaboration Hub



Collaboration Hubs are centered around "active" and "focus" areas to maximize efficiency while delivering productive workspaces for your teams.

Ideal size: 20-100+ people  
Term: Monthly or Annually

## Our turnkey solution

WeWork provides companies of all sizes a comprehensive and flexible solution that saves money by minimizing up front costs and maximizing the value our membership fee.

### Traditional office lease costs

- \$ Property
- \$ Utilities
- \$ Design & construction
- \$ FF&E
- \$ Enhanced health & safety measures
- \$ Basic Internet
- \$ Cleaning
- \$ Maintenance
- \$ Security
- \$ Pantry provisions

All included in  
WeWork  
membership fee



## The world's top companies trust WeWork



63%

of the Fortune 100 are  
WeWork members<sup>(1)</sup>

47%

of physical memberships are  
enterprise<sup>(1)</sup>

26k

SMB member organizations<sup>(1)</sup>

2.3k

Enterprise member organizations<sup>(1)</sup>

Logos used herein are the property of third parties and for informational purposes only and do not imply any endorsement by those companies of WeWork's company or products or vice versa.

<sup>1</sup> Figures as of December 31, 2021

# Continued momentum in Q4 2021

Consolidated operations

## Q3 2021 sales performance



## Q4 2021 sales performance



Note: See "Terms and Definitions" pages for definitions of gross desk sales, enterprise as a % of physical memberships, physical occupancy including sold memberships, and All Access memberships.

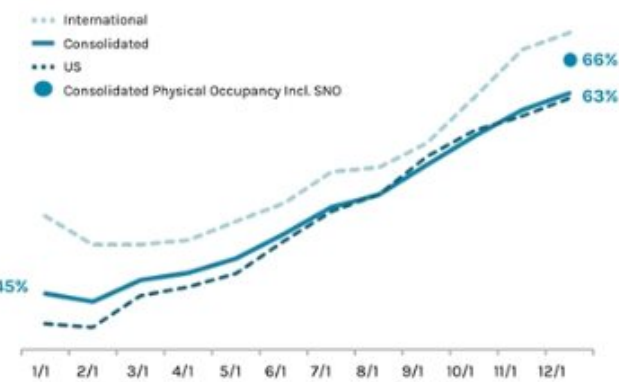
1. Assuming 60 square feet per desk sold.

2. Includes an incremental 25k net memberships that have been sold and are under contract to move-in in a future period, or move out within the next two months.

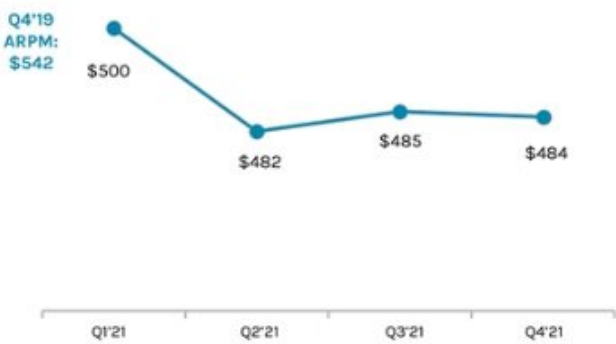
3. All Access memberships includes 4k other legacy memberships.

# WeWork is a separate channel of distribution

Physical Occupancy Rate



Physical Membership Monthly ARPM



Note: See "Terms and Definitions" pages for definitions of Physical Occupancy, Physical Occupancy including SNO and Physical Membership Monthly ARPM

# Financial results

US\$ millions

## Total Revenue



1. Space-as-a-Service revenue calculated as total revenue less revenue attributable to All Access & On Demand memberships. Includes unconsolidated location management fee revenue and revenue attributable to our legacy venture businesses



# Financial results

US\$ millions

## Building Margin

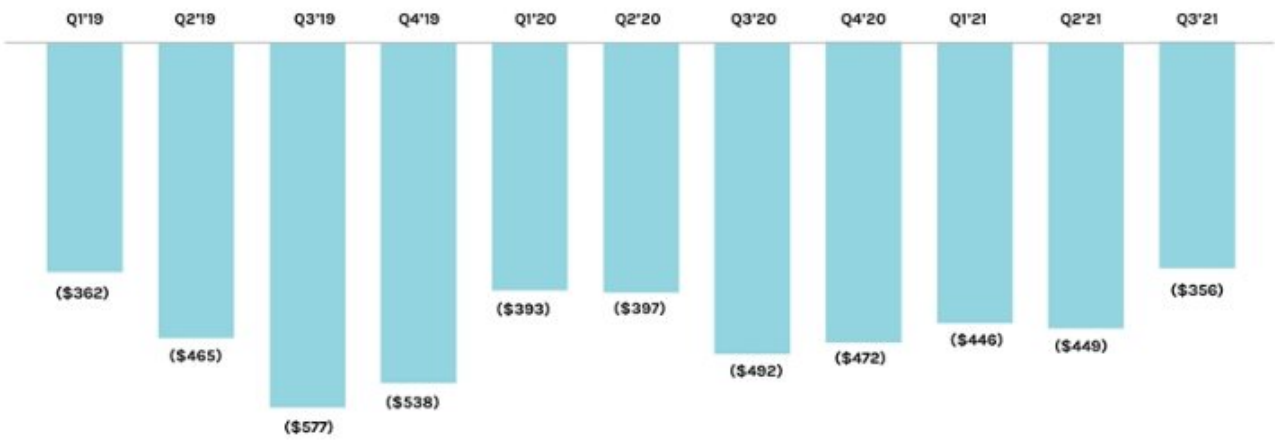


See "Terms and Definitions" pages for definition of Building Margin, which is a Non-GAAP measure. See "GAAP to Non-GAAP reconciliations" page for reconciliation to GAAP metrics

# Financial results

US\$ millions

## Adj. EBITDA



See "Terms and Definitions" pages for definition of Adj. EBITDA, which is a Non-GAAP measure. See "GAAP to Non-GAAP reconciliations" page for reconciliation to GAAP metrics.

# Building Margin over time

Building Margin<sup>(1)</sup> and Physical Occupancy



Note: Excludes ChinaCo from all historical periods.

1. Building Margin is a non-GAAP measure we define as membership and services revenue, excluding management fees earned at our Unconsolidated Locations, less location operating expenses, before depreciation and amortization, stock-based compensation and certain indirect location operating overhead. Please refer to the appendix for a reconciliation to the closest GAAP metric.

## Building Margin Definition

### Membership and services revenue

- Monthly fees and incremental services revenue
- Excludes revenues associated with franchise agreements

### Adj. location operating expenses:

- Lease cost
- Direct other location expenses

## Key Drivers Moving Forward:

- Continued increase in Physical Occupancy
- Continued growth in All Access
- ARPM growth
- Additional services revenue
- Operating cost discipline as occupancy continues to improve

## 2020 and 2021: Optimized cost structure and core business

~\$1.5B

SG&A Expense Savings<sup>(1)</sup>

~\$600M

OpEx Savings<sup>(2)</sup>

\$500M+

Savings from 210+ Lease Exits  
and 420+ Amendments<sup>(3)</sup>

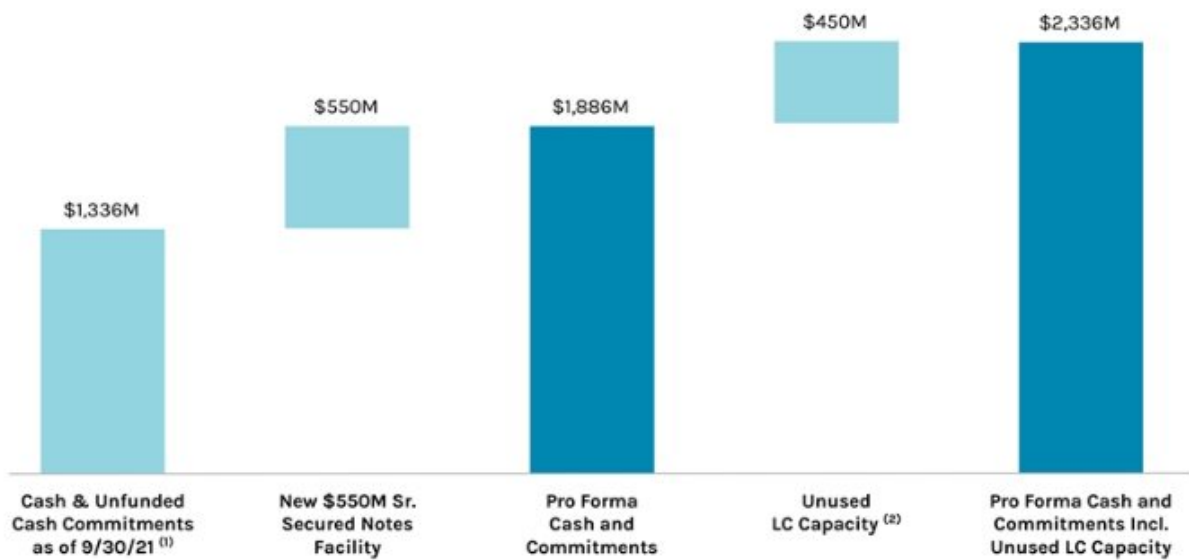


1. As of Q4 2021 as compared to Q4 2019. Expenses reflect adjusted SG&A expense, excludes stock based compensation.

2. As of Q4 2021 as compared to Q4 2019 on a per square foot basis. Excludes stock based compensation, indirect location operating expenses and venture expenses.

3. Lease restructurings and renegotiations as of Q4 2021. Savings include rent and tenancy expenses.

# Pro forma Q3 2021 liquidity



1. Reflects net proceeds of \$129 from the Business Combination with BowX, elimination of \$11 billion available in SoftBank Senior Secured Notes, and repayment of the \$350M Secured CP Facility

2. \$450 million letter of credit capacity available as of 09/30/21 pro forma for the business combination with BowX and repayment of the \$350 million secured CP facility.

# Pro forma capital structure

## Summary pro forma capitalization table

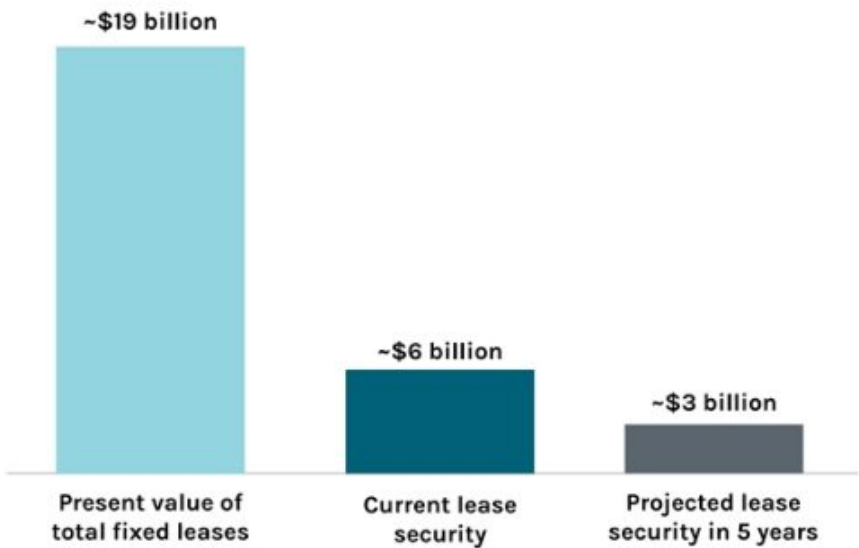
As of 09/30/21, \$US millions	Coupon	Maturity	Amount
<b>Pro forma cash <sup>(1)</sup></b>			<b>\$1,336</b>
\$1.75bn Senior Secured LC Facility <sup>(2)</sup>	5.600%	2/10/2024	-
\$550 / 500mm Senior Secured Notes	7.500%	2/12/2024	-
JapanCo Debt	2.500% - 3.000%	Various	\$33
<b>Pro forma total secured debt</b>			<b>\$33</b>
Senior Unsecured Notes	7.875%	5/1/2025	\$669
Senior Unsecured Notes (Series II)	5.000%	7/10/2025	\$550
Senior Unsecured Notes (Series I)	5.000%	7/10/2025	\$1,650
<b>Pro forma total funded debt</b>			<b>\$2,869</b>
<b>Pro forma net funded debt</b>			<b>\$1,566</b>

1. Reflects net proceeds of \$1.26 from the Business Combination with Bowi and repayment of the \$350M Secured CP Facility.

2. As of September 30, 2021, \$1.3 billion of standby letters of credit were outstanding under the 2020 LC Facility (pro forma for the repayment of the \$350M Secured CP Facility). The Company has also entered into various other letter of credit arrangements, the purpose of which is to guarantee payment under certain leases entered into by JapanCo and PacificCo, totaling \$8.2 million outstanding.

# Current lease security

As of September 30, 2021



Out of the ~\$19 billion in present value of WeWork’s total lease obligations, the Company only provides direct credit support for ~\$6 billion in the form of corporate guarantees, letters of credit, and surety bonds

Though heavily dependent on the nuances of individual leases, this direct credit support represents approximately 2-3 years of ~15 year building leases

## Appendix





# Key performance indicators

- As of Q4'21, Consolidated includes all regions with WeWork locations outside of China, India and Israel
- China was included in Consolidated KPIs through Q3'20
- Israel was included in Consolidated KPIs through Q1'21

China included in Consolidated through Q3'20

Israel included in Consolidated through Q1'21

	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21	Q2'21	Q3'21	Q4'21
<b>Physical Desks</b>												
Consolidated	514k	569k	676k	802k	916k	936k	962k	865k	804k	770k	766k	746k
Unconsolidated	34k	36k	43k	53k	57k	58k	57k	166k	160k	168k	165k	166k
Global Total	548k	604k	719k	855k	973k	994k	1,020k	1,030k	963k	937k	932k	912k
<b>Physical Memberships</b>												
Consolidated	416k	472k	539k	584k	611k	543k	480k	387k	378k	386k	432k	469k
Unconsolidated	20k	25k	29k	34k	40k	34k	27k	89k	97k	110k	114k	121k
Global Total	437k	496k	568k	619k	650k	577k	507k	476k	475k	496k	546k	590k
<b>Physical Occupancy Rate</b>												
Consolidated	81%	83%	80%	73%	67%	58%	50%	45%	47%	50%	56%	63%
Unconsolidated	59%	69%	67%	65%	70%	59%	47%	54%	61%	66%	69%	73%
Global Total	80%	82%	79%	72%	67%	58%	50%	46%	49%	53%	59%	65%
<b>Consolidated All Access Memberships</b>												
All Access Memberships	-	-	-	-	-	-	-	7k	10k	16k	28k	42k
Other Legacy Memberships	29k	31k	42k	43k	42k	35k	34k	6k	5k	4k	4k	4k
All Access & Other legacy Memberships	29k	31k	42k	43k	42k	35k	34k	13k	15k	20k	32k	46k

# Quarterly financial results

US\$ millions

Adj. EBITDA	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21	Q2'21	Q3'21	Q4'21	FY'19	FY'20	FY'21
Membership & Services Revenue	587	630	743	834	892	759	665	612	579	565	627	696	2,833	2,929	2,468
Other Revenue	99	86	126	86	96	55	76	54	19	28	34	21	397	281	102
<b>Total Revenue</b>	<b>\$686</b>	<b>\$716</b>	<b>\$869</b>	<b>\$919</b>	<b>\$988</b>	<b>\$814</b>	<b>\$741</b>	<b>\$666</b>	<b>\$598</b>	<b>\$593</b>	<b>\$661</b>	<b>\$718</b>	<b>\$3,230</b>	<b>\$3,210</b>	<b>\$2,570</b>
Location Operating Expenses	(492)	(572)	(638)	(721)	(825)	(794)	(836)	(813)	(809)	(780)	(752)		(2,423)	(3,268)	
Pre-Opening Expenses	(101)	(125)	(143)	(131)	(79)	(74)	(60)	(46)	(33)	(43)	(40)		(500)	(260)	
SG&A	(455)	(523)	(665)	(606)	(476)	(343)	(338)	(279)	(201)	(219)	(225)		(2,250)	(1,436)	
<b>Adj. EBITDA</b>	<b>(\$362)</b>	<b>(\$465)</b>	<b>(\$577)</b>	<b>(\$518)</b>	<b>(\$99)</b>	<b>(\$397)</b>	<b>(\$492)</b>	<b>(\$472)</b>	<b>(\$446)</b>	<b>(\$449)</b>	<b>(\$356)</b>		<b>(\$1,943)</b>	<b>(\$1,754)</b>	
<b>Building Margin &amp; Physical Membership ARPM</b>	<b>Q1'19</b>	<b>Q2'19</b>	<b>Q3'19</b>	<b>Q4'19</b>	<b>Q1'20</b>	<b>Q2'20</b>	<b>Q3'20</b>	<b>Q4'20</b>	<b>Q1'21</b>	<b>Q2'21</b>	<b>Q3'21</b>	<b>Q4'21</b>	<b>FY'19</b>	<b>FY'20</b>	<b>FY'21</b>
Membership & Services Revenue	587	630	743	834	892	759	665	612	579	565	627	696	2,833	2,929	2,468
Less: Unconsolidated Management Fee Revenue	1	2	2	(0)	—	1	1	3	4	1	2	2	5	5	9
<b>Adj. Membership &amp; Services Revenue (A)</b>	<b>\$585</b>	<b>\$668</b>	<b>\$741</b>	<b>\$834</b>	<b>\$892</b>	<b>\$758</b>	<b>\$665</b>	<b>\$609</b>	<b>\$575</b>	<b>\$564</b>	<b>\$625</b>	<b>\$694</b>	<b>\$2,828</b>	<b>\$2,924</b>	<b>\$2,458</b>
Less: All Access & On Demand Revenue	—	—	—	—	—	—	—	—	9	13	20	29	—	—	71
<b>Physical Membership Revenue (B)</b>	<b>\$585</b>	<b>\$668</b>	<b>\$741</b>	<b>\$834</b>	<b>\$892</b>	<b>\$758</b>	<b>\$665</b>	<b>\$609</b>	<b>\$567</b>	<b>\$551</b>	<b>\$605</b>	<b>\$665</b>	<b>\$2,828</b>	<b>\$2,924</b>	<b>\$2,388</b>
Location Operating Expenses	(492)	(572)	(638)	(721)	(825)	(794)	(836)	(813)	(809)	(780)	(752)		(2,423)	(3,268)	
Less: Indirect Location Operating Expenses	(31)	(42)	(44)	(48)	(45)	(34)	(28)	(21)	(25)	(24)	(24)		(165)	(128)	
<b>Adj. Location Operating Expenses (C)</b>	<b>(\$461)</b>	<b>(\$530)</b>	<b>(\$594)</b>	<b>(\$673)</b>	<b>(\$780)</b>	<b>(\$760)</b>	<b>(\$808)</b>	<b>(\$792)</b>	<b>(\$784)</b>	<b>(\$754)</b>	<b>(\$728)</b>		<b>(\$2,258)</b>	<b>(\$3,140)</b>	
<b>Building Margin (A - C)</b>	<b>\$124</b>	<b>\$138</b>	<b>\$147</b>	<b>\$161</b>	<b>\$113</b>	<b>(\$2)</b>	<b>(\$144)</b>	<b>(\$183)</b>	<b>(\$209)</b>	<b>(\$192)</b>	<b>(\$103)</b>	<b>(\$9)</b>	<b>\$579</b>	<b>(\$215)</b>	<b>(\$112)</b>
% Building Margin	21%	21%	20%	19%	13%	(0%)	(22%)	(30%)	(36%)	(34%)	(16%)	(1%)	20%	(7%)	(21%)
Average Physical Memberships (D)	357k	409k	462k	513k	542k	507k	439k	397k	378k	381k	416k	458k	435k	471k	408k
<b>Physical Membership Monthly ARPM (B / D)</b>	<b>\$547</b>	<b>\$545</b>	<b>\$534</b>	<b>\$542</b>	<b>\$549</b>	<b>\$499</b>	<b>\$505</b>	<b>\$512</b>	<b>\$500</b>	<b>\$482</b>	<b>\$485</b>	<b>\$484</b>	<b>\$542</b>	<b>\$517</b>	<b>\$487</b>

Note: Financials metrics are excluding ChinaGo in all time periods.

See "Terms and Definitions" pages for definition of Building Margin and "GAAP to Non-GAAP reconciliations" page for reconciliation of Adj. EBITDA and Building to the closest GAAP metrics.

# GAAP to non-GAAP reconciliation

US\$ millions

Adj. EBITDA	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21	Q2'21	Q3'21	
<b>Net loss</b>	<b>(\$267)</b>	<b>(\$498)</b>	<b>(\$1,252)</b>	<b>(\$1,618)</b>	<b>(\$554)</b>	<b>(\$1,110)</b>	<b>(\$999)</b>	<b>(\$1,148)</b>	<b>(\$2,062)</b>	<b>(\$923)</b>	<b>(\$844)</b>	
Income tax (benefit) provision	5	0	4	36	9	7	6	(2)	3	4	(2)	
Interest and other (income) expenses, net	(378)	(92)	136	144	(405)	76	(38)	(105)	553	68	206	
Depreciation and amortization	125	131	157	177	194	196	198	191	184	180	171	
Restructuring and other related costs	–	–	15	115	56	81	19	52	494	(28)	16	
Impairment / (gain on sale) of goodwill, intangibles and other assets	–	–	199	136	275	280	254	546	299	242	88	
Stock-based compensation expense	145	43	31	127	23	12	9	7	54	4	4	
Stock-based payments for services rendered by consultants	5	5	5	5	5	5	5	(7)	(2)	0	0	
Change in fair value of contingent consideration liabilities	(52)	9	(12)	(5)	(8)	(8)	0	–	–	–	–	
Legal, tax and regulatory reserves and settlements	–	2	2	0	0	1	0	0	7	0	0	
Legal costs related to regulatory investigations and litigations	–	–	–	–	9	12	20	12	23	(1)	3	
Expense related to M&A, divestitures and capital raising activities	6	15	66	88	1	6	(8)	2	1	3	3	
<b>Adj. EBITDA</b>	<b>(\$411)</b>	<b>(\$524)</b>	<b>(\$612)</b>	<b>(\$615)</b>	<b>(\$449)</b>	<b>(\$416)</b>	<b>(\$527)</b>	<b>(\$472)</b>	<b>(\$446)</b>	<b>(\$449)</b>	<b>(\$356)</b>	
Less: ChinaCo Adj. EBITDA	(48)	(50)	(71)	(77)	(56)	(39)	(35)	–	–	–	–	
<b>Adj. EBITDA Excluding ChinaCo</b>	<b>(\$362)</b>	<b>(\$468)</b>	<b>(\$577)</b>	<b>(\$538)</b>	<b>(\$393)</b>	<b>(\$397)</b>	<b>(\$492)</b>	<b>(\$472)</b>	<b>(\$446)</b>	<b>(\$449)</b>	<b>(\$356)</b>	
<b>Building Margin</b>	<b>Q1'19</b>	<b>Q2'19</b>	<b>Q3'19</b>	<b>Q4'19</b>	<b>Q1'20</b>	<b>Q2'20</b>	<b>Q3'20</b>	<b>Q4'20</b>	<b>Q1'21</b>	<b>Q2'21</b>	<b>Q3'21</b>	<b>Q4'21</b>
<b>Location Gross Profit / (Loss) Including Depreciation &amp; Amortization</b>	<b>(\$26)</b>	<b>(\$12)</b>	<b>(\$27)</b>	<b>(\$40)</b>	<b>(\$99)</b>	<b>(\$204)</b>	<b>(\$340)</b>	<b>(\$382)</b>	<b>(\$414)</b>	<b>(\$396)</b>	<b>(\$288)</b>	<b>(\$201)</b>
Depreciation and amortization	103	108	121	147	164	166	174	181	175	170	162	164
<b>Location Gross Profit / (Loss) Exclusive of Depreciation &amp; Amortization</b>	<b>\$77</b>	<b>\$96</b>	<b>\$94</b>	<b>\$302</b>	<b>\$65</b>	<b>(\$38)</b>	<b>(\$172)</b>	<b>(\$202)</b>	<b>(\$239)</b>	<b>(\$215)</b>	<b>(\$125)</b>	<b>(\$17)</b>
Unconsolidated management fee revenue	(1)	(2)	(2)	0	–	(1)	(1)	(3)	(4)	(1)	(2)	(2)
Stock-based compensation expense	18	2	11	11	3	3	1	1	9	1	1	5
Indirect location operating expenses	31	42	44	48	45	34	28	21	25	24	24	26
<b>Building Margin</b>	<b>\$124</b>	<b>\$138</b>	<b>\$147</b>	<b>\$361</b>	<b>\$113</b>	<b>(\$2)</b>	<b>(\$140)</b>	<b>(\$188)</b>	<b>(\$209)</b>	<b>(\$192)</b>	<b>(\$109)</b>	<b>(\$9)</b>

# Terms and definitions

## Overall Business Definitions:

- **Space-as-a-Service:** WeWork's existing flexible workspace business, including incremental growth for WeWork's flexible workspace business. Includes revenues associated with asset-light management or franchise agreements with landlords where WeWork operates the space in exchange for a fee. Included in Membership and Services revenue in our consolidated financial statements.
- **WeWork Access:** On Demand pay-as-you-go or All Access monthly membership providing an individual with access to over 700 WeWork locations. Included in Membership and Services revenue in our consolidated financial statements
- **WeWork Workplace:** turnkey third-party flexible workspace management solution leveraging WeWork's property and technology platform.
- **SMB:** organizations with less than 500 full-time equivalent employees
- **Enterprise:** organizations with greater than 500 full-time equivalent employees

## Operating KPIs:

- **Locations:** represents the estimated number of open locations. A location is considered open when it begins to generate revenue.
- **Total Workstations:** represents the estimated number of workstations available at open locations (may also be referred to as 'Desks' or 'Physical Workstations').
- **Physical Memberships:** are the number of WeWork physical memberships.
- **Physical Occupancy:** is the number of physical memberships divided by total workstations.
- **Physical Occupancy Including Sold Not Occupied ("SNO") Memberships:** physical memberships in addition to net memberships that have been sold and are contracted to move-in in a future period or move out within the next two months, divided by total workstations.
- **Physical Enterprise Membership:** represents physical memberships attributable to enterprise members. Enterprise membership percentage represents the percentage of our memberships attributable to these organizations.
- **Physical Membership Average Revenue per Membership ("ARPM"):** membership and services revenue less revenue attributable to All Access and OnDemand memberships and unconsolidated management fee revenue, divided by average cumulative physical memberships in the period. Includes Core Leased and Marketplace revenues.
- **All Access & Other Legacy Memberships:** includes All Access monthly subscription memberships and Other Legacy Memberships. Other Legacy Memberships provide user login access to the WeWork member network online or via the mobile app as well as access to service offerings, among other benefits.
- **New Desk Sales:** new members that have signed a contract for now or at a future move-in date and existing members who have signed a contract resulting in additional desk sales now or at a future date.
- **Gross Desk Sales:** include new desk sales and renewals. Renewals include all members previously on commitment who continue their membership on a commitment. Renewals do not include month-to-month members.
- **Average 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.

## Terms and definitions (cont'd)

### Financial Metrics:

- **Location Operating Expenses:** include the day-to-day costs of operating an open location and exclude pre-opening costs, depreciation and amortization and sales and marketing, which are separately recorded.
  - o **Lease Cost:** is recognized on a straight-line basis over the life of the lease term in accordance with GAAP and is the most significant component of location operating expenses
  - o **Direct Other Location Expenses:** include utilities, ongoing repairs and maintenance, cleaning expenses, office expenses, security expenses, credit card processing fees and food and beverage costs. Direct location operating expenses also include personnel and related costs for the teams managing our buildings.
  - o **Indirect Other Location Expenses:** include certain expenses that are necessary to operate our buildings but not directly tied to an individual building. Examples of these expenses include certain regional management and teams managing member relations, new member sales and facilities management.
- **Pre-Opening Expense:** consist of expenses (including all lease costs, which also include non-cash GAAP straight-line lease cost) incurred before a location opens for member operations. Excludes depreciation and amortization expense and stock-based compensation expense.
- **SG&A:** consist of sales and marketing, general and administrative and sourcing, development and other expenses, and certain community support expenses that are necessary to operate our buildings but not directly tied to an individual building. Excludes depreciation and amortization expense, stock-based compensation expense, expense related to stock-based payments for services rendered by consultants, expense related to costs associated with mergers, acquisitions, divestitures, and capital raising activities, legal, tax, and regulatory reserves or settlements, and legal expenses related to regulatory investigations and litigations arising from the 2019 withdrawn IPO.
- **Building Margin:** is a non-GAAP measure we define as membership and services revenue, excluding management fees earned at our Unconsolidated Locations, less location operating expenses, before depreciation and amortization, stock-based compensation and certain indirect location operating overhead expenses.
- **Adj. EBITDA:** is a non-GAAP measure we define as net loss before income tax (benefit) provision, interest and other (income) expenses, net, depreciation and amortization expense, restructuring and other related cost, impairment / (gain on sale) of goodwill, intangibles and other assets, stock-based compensation expense, stock-based payments for services rendered by consultants, change in fair value of contingent consideration liabilities, legal, tax and regulatory reserves and settlements, legal costs incurred by the Company in connection with regulatory investigations and litigation, and expenses related to costs associated with mergers, acquisitions, divestitures and capital raising activities.

## Market share methodology and sources

Market	% Market Stock Source as of Q4 2021	Market Square Feet Leased in FY 2021 Source
United States	Total United States commercial office square footage of 4,333m per Jones Lang LaSalle	United States leasing activity of 157m square feet per Jones Lang LaSalle estimate
Boston	Total Boston commercial office square footage of 67m per Jones Lang LaSalle	Boston leasing activity of 4.3m square feet per Jones Lang LaSalle estimate
New York	Total Manhattan commercial office square footage of 408m per Cushman & Wakefield estimate	Manhattan leasing activity of 23.8m square feet per Cushman & Wakefield estimate
Miami	Total Miami area commercial office inventory of 41m square feet per Jones Lang LaSalle estimate	Miami leasing activity of 2.9m square feet per Jones Lang LaSalle estimate
San Francisco	Total San Francisco, Silicon Valley, and Oakland commercial office square footage of 200m per Jones Lang LaSalle estimate	San Francisco, Silicon Valley, and Oakland estimated leasing activity of 9.5m square feet per Jones Lang LaSalle estimate
London	Total Central London commercial office square footage of 283m per Cushman and Wakefield	Central London leasing activity of 8.6m square feet per Cushman and Wakefield Estimate
Dublin	Total Dublin commercial office square footage of 46m per Jones Lang LaSalle	Dublin leasing activity of 1.60m square feet per Jones Lang LaSalle estimate
Paris	Total Paris CBD and La Defense commercial office square footage of 226m estimate	Paris CBD and La Defense estimated leasing activity of 14.9m square feet per Immostat
Berlin	Total Berlin commercial office square footage of 227m per Jones Lang LaSalle	Berlin leasing activity of 9.6m square feet per Jones Lang LaSalle estimate