



STITCH FIX

VERTICAL

WARBY PARKER

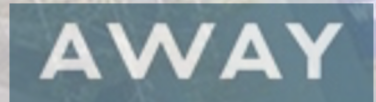
BRANDS!

BONOBOS

Glossier.



DOLLAR SHAVE CLUB



Q1 2020
ComCap Evolution of Digital Brands Report



DISCLAIMER: ComCap LLC make no representation or warranty, express or implied, in relation to the fairness, accuracy, correctness, completeness, or reliability of the information, opinions, or conclusions contained herein. ComCap LLC accepts no liability for any use of these materials. The materials are not intended to be relied upon as advice outside of a paid, approved use and they should not be considered a guarantee of any specific result. Each recipient should consult his or her own accounting, tax, financial, and other professional advisors when considering the scenarios and information provided. And yes, we are probably representing and/or soliciting business from everyone in this report.

Foreword to ComCap's DNVB Evolution report

- Since the publishing of our original DNVB report we've had the opportunity to work with brands, marketplaces and consolidators and speak with scores of venture capital, private equity firms and major brands and retailers about their intentions for the space
- As a firm focused on M&A and private placement transactions, we've been keenly interesting in seeing disruptive companies come to the market
- Ultimately we've been disappointed in the sub-sector's evolution, our overall take is that most DNVB's are single-product companies and lack the scalability or leverage needed to capture significant share or to truly disrupt large incumbents
- Most founding teams excel at **either** product or marketing **in a single channel** – very few teams are able to raise the capital needed to build out a team that is effective across multiple products and multiple modes of customer acquisition
- Layer in the challenges of building a technology infrastructure to scale a growing brand and the difficulty of working capital financing for these businesses and we've seen many promising products/brands that have failed to grow beyond \$10m-\$20m in gross annual sales
- At the same time we've seen private equity and the strategic community look for \$50m or more in gross sales to signal that a brand really is scalable
- I speak actively on this topic frequently for corporate events and industry tradeshow, so if you think we've gotten something wrong – I'd love to hear from you.

Aron Bohlig,
Managing Partner
ComCap LLC



Key takeaways from Traub's 2019 New Davids report

- Traub coined the term “**The New Davids**”, and defined them as companies founded, launched and nurtured online
- As they grow up, more brands experiment with multiple channels of distribution including **retail and wholesale**
- Through this effort, brands are able to **increase** the life time value (LTV) of a customer while **decreasing** the cost of acquiring that customer (CAC)
- Of the 350+ brands studied, **31%** have some permanent, physical presence
- The majority of these companies have limited retail presence: **81%** of the companies with permanent retail have fewer than ten stores
- **62%** of the brands in the report utilize wholesale as a distribution channel
- Almost all new brands today start as digitally native but with the mindset and business plan to enter the retail and wholesale channels
- The report findings, and its constituents, were key source material for this report – see more about Traub in the appendix and at Traub.io



The Flywheel Effect of Multichannel Brands



THE NEW DAVIDS
THE TRAUB 350+

2019

FASHION

WOMENSWEAR

11+ HONORÉ A DAY AMOUR VERT A Y R BOW & DRAPE
 choosy DOEN ELOQUII
FAME PARTNERS GENUINE PEOPLE gwynnie bee LA LIGNE LINGUA FRANCA
 WMLAFLUR MODERN CITIZEN
Reformation TOBI TUXE UNIVERSAL STANDARD

MENSWEAR

ASH & ERIE BONOBOS BUCK MASON FIERRI
 HUGO BOSS J. HILBURN MIZZEN+MAIN OLIVERS PURPURA
 ROWING BLAZERS UNTUCKIT

UNISEX

THE ARRIVALS ATEYO BODA SKINS D STLD EVERLANE
 OFIGS OAK ITALIC JAANUU MARINE LAYER MINISTRY OF SUPPLY
MOTT & BOW NAADAM NAKEDCASHMERE OROS PASKHO PRINKSHOP

ACTIVEWEAR

ALO YOGA ALPHABETTES CARBON CORY VINES COTOPAXI
 GIRLFRIEND COLLECTIVE ISAORA KUIU MYLES OUTDOOR VOICES ROKA
 TEN THOUSAND VUORI WEARABLE X WOLACO

CUSTOM SUITING

BLACK LABEL THE KNOT COMBATANT GENTLEMEN
INDOCHINO KNOT STANDARD PROPER CLOTH
TRUMAKER

BRIDAL

ANOMALIE Brideside FLORA VERE
BIRDY GREY

SOCKS

BOMBAS COMPTONS STANCE

UNDERWEAR & BRAS

ADORE ME HARPER WILDE MACK WELDON
LIVELY MEUNDIE Sheerly Genius
THINX THIRDLOVE TRUE

ACCESSORIES

FOOTWEAR

allbirds atoms BECKETT SIMONON
 BIRDIES BROTHER ELOVE
GRAND VOYAGE GREATES hari mari
JACK ERWIN Koro Collective LABUCQ
M. GEMI mahabis PAE
 PAUL & EVANS ROTHY'S SARAH FLINT
SEA VEEES TAFT THURSDAYS
 THIRD OAK

BAGS

BABOON BEMBIEN caraa
 CUYANA DAD & PETER FUTURE GLORY
GO DASH DOT HERFEST HOOKS ALBERT
 LS MANSUR GAVRIEL PARKER CLAY
POBSCI SENREVE STATE
STUART & LAU VERY TROUBLED CHILD VON HOLZHAUSEN

EYEWEAR

BLenders D I F F Felix Gray
KREWE JASPER WESTWARD LEARNING
WARBY PARKER ZENNY

JEWELRY

AU RATE BAUBLEBAR THE LAST LINC
MEJURI THE MR. BOX olive + piper
QALO

LUGGAGE

ARLO SKYE AWAY floati
ROAM STEAMLINE

ACCESSORIES

BELTOLOGY SHINOLA THE:5TH
TIE BAR

BEAUTY

SKINCARE

Act+Acre BEAUTY BY DESIGN BEAUTYCOUNTER
 BEAUTYCOUNTER CONTEXT CUROLOGY
 GLOSSIER EVENPRIME Geologic
 KOPARI HERBIVORE
Meant LOLI MAELOVE
 ONOMIE Mowellens Nécessaire
 PEET RIVKO SUMMER FRIDAYS OSEA
 TRUE BOTANICALS TULA URSA MAJOR

HAIRCARE

FORM FUNCTION + FORM HAIRSTORY
OUAI MADISON REED PROSE
VERB VIRTUE

FRAGRANCE

A.N OTHER Hawthorne NEST
PHUR PINROSE SKYLAR

COLOR

alleyoop COLOURPOP GLAMSQUAD
 JULEP KARITY Kosás
KYLIE MAKEUP GEEK mented
Milk SHESPOKE trèStique
WANDER
OTHER

inkbox INKED INKED BY PARIS sUNDAYS
TATTL ZITSTICKA

WELLNESS

PERSONAL HEALTH

Bite BOIE CANDID
 COCOFLOSS CORPUS GOBY
 HELLO HUBBLE MAUDE
MYRO NATIVE PUBLIC GOODS
 QUIP SUNDAY GOODS touchland.
TUSHY twice WILDIST
yes to

WOMEN'S HEALTH & GROOMING

BILLIE CORA damiva
 FLAMINGO Honey Pot LOLA
 MEGABABE saalt SPHYNX

MEN'S HEALTH & GROOMING

ADMIRAL AOS
 BEVEL BEARDBRAND
 ERNEST SUPPLIES HARRY'S VITAL PROTEINS

SUPPLEMENTS

care/of hers hims
 HUM Keeps VOOR JUICE
not pot THE NUE CO NUTRAFOL
Ritual VITAL PROTEINS WelleCo

TECH TOOLS

CORE FITBIT MIRROR
muse PELOTON ARENOUN

ACCESSORIES

bkr LARQ Swell

HOME

FURNITURE

ARTICLE. BURROW FEATHER FLOYD
INTERIOR DEFINE MAIDEN HOME PIECES THE INSIDE

BEDDING & BATH

BOILE & BRANCH brooklinen Buffy CRANE & CANDY
GRAVITY HAVLY PARACUTE RILEY
Rumpl SAND CLOUD weezie

MATTRESSES

Casper nectar purple HELIX
 SAATVA TUFT & NEEDLE

HOME DECOR

Barn & Willow BACKBONE CLARE THE CITIZENRY
FRAMEBRIDGE FUNKOH hayneedle KAUFMAN
LEIF SHOP LULU & GEORGIA ONE KINGS LANE revival
SERENA & LILY SNOWE

KITCHENWARE

Caraway EAST FORK EQUAL PARTS Great Jones
made-in NOMIKU W&P DESIGN YEAR & DAY

ACCESSORIES

U moms ban.do BLUELAND Packed Party
poppin. POKETO The Sill SKURA

CANDLES

BOY SMELLS homesick K OTHERLAND

LIFESTYLE

BOOK OF THE MONTH BOUGE COLUCCO goop
kinfield LALO urbanstems

PET GOODS

BarkBox CODY AND BELLA Dandy THE DANKERS
max bone ottie obe



A brief history of the Digital Native Vertical Brand

DNVBs

- DNVBs – a term coined by Bonobos founder Andy Dunn in 2016 to describe brands that transact with customers via the web and are “maniacally focused on the customer experience” – have had a meteoric rise, raising billions of capital and completely transforming the traditional retail model from relationships with the consumers to vertically integrated supply chains, and everything in between
- Nearly 200 of the top venture-backed DNVB startups have raised over \$9.8bn in the last decade

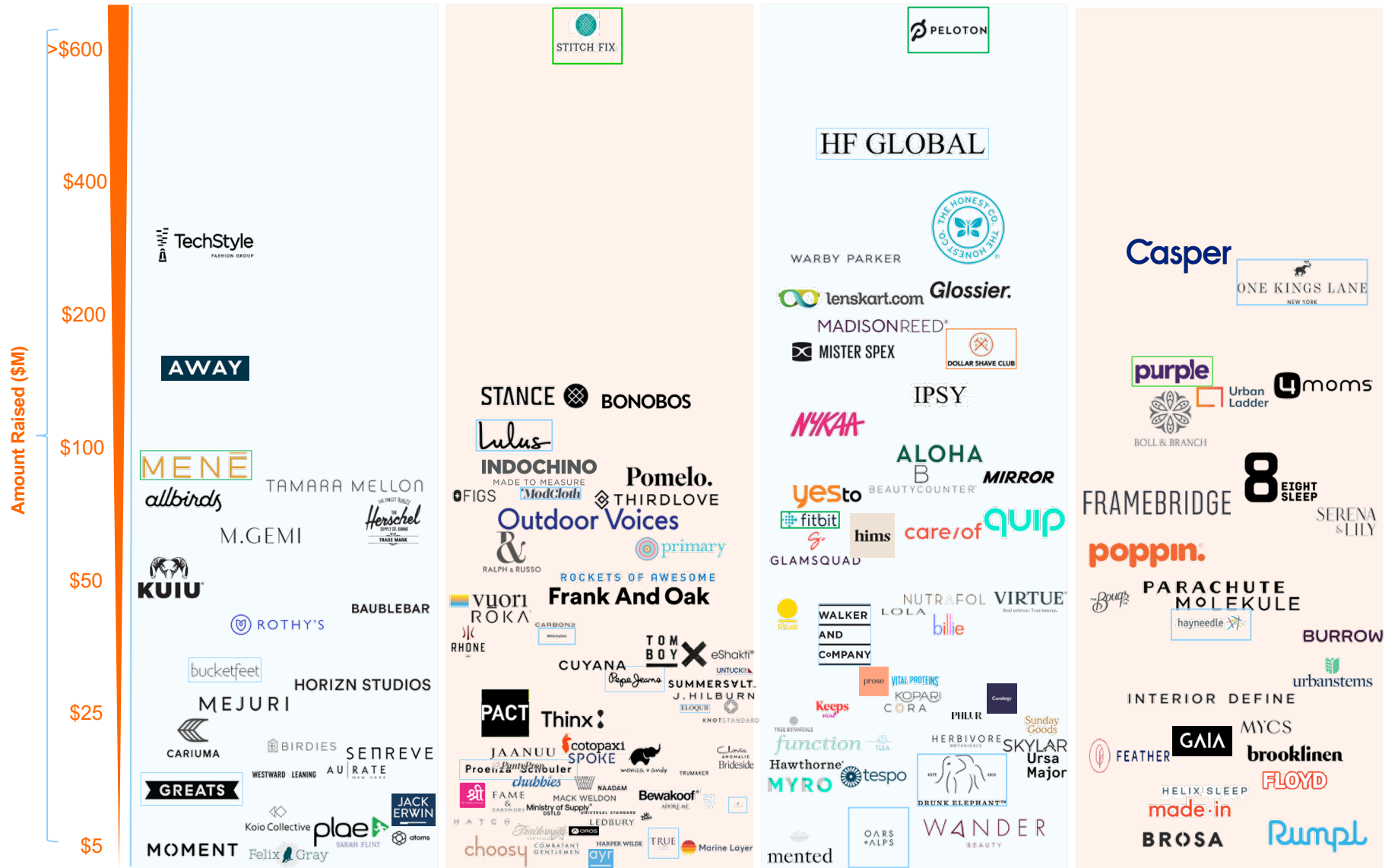
Their Evolution to Today

- Largely beginning in the mid 2010s, DNVBs burst onto the scene with a 100% online model, concurrent with the start to what many would eventually call the “retail apocalypse”
 - In 2019, US retailers announced 9,302 store closings, a 59% jump from 2018, and the highest number since tracking the data began in 2012
- Major wins and losses abounded in the DNVB sector
 - While Unilever’s 2016 \$1bn acquisition of Dollar Shave Club set the stage for DNVB mega-exits, few others have followed
 - Many DNVBs have ultimately failed to live up to their investors’ expectations
 - Others managed to sustainable businesses but at a small scale
- DNVBs have migrated back to traditional brick & mortar, still emboldened by a digital infrastructure and modus operandi that puts the customer relationship (and data) first

Their Future

- With Walmart cutting its losses in the D2C game, and many startups raising capital at \$bn+ valuations without a clear path to profitability or any defensible technology, there is a growing cloud of doubt looming over most of the digitally native breed with regards to exit options
- Yet, the DNVBs that have exercised discipline with capital, focus on product-market fit, and commitment to core competencies and profit have carved out nice niches for themselves
- With uncertain exit strategies, DNVBs and their investors must seek to create sustainable businesses, as opposed to growth at any cost
- One thing is for certain – though they continue to evolve, the digitally-adept vertical brand is here to stay

DNVB funding landscape



Accessories

Apparels

Health & Beauty

Home

Sources: Capital IQ, Crunchbase

DNVB – Key themes for the new decade

1

Does the original “DNVB” still exist? Sector Overview – Early drivers, challenges, & evolution

2

Future Growth Strategies of DNVBs

3

Why the DNVB space has not proven to be a success for many brands

- Walmart and Birchbox highlight the challenges of executing at scale

4

Subscription-as-a-service has played a pivotal role in developing a loyal customer base for many DNVBs

- Analyzing the success of Fabletics and The TechStyle Group

5

Some players are successful as brands, but at what cost? Examples – Casper & Allbirds

6

Key Success Factors for DNVBs that need to click all at once

- American Giant and AWAY have shown the way as ‘slow & steady’ winners

7





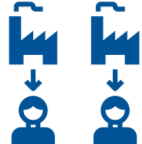





Key Stats from the report & selected deal snapshots

8

Appendices – Precedent Transaction Details & Public Comparables

1 Does the original “DNVB” still exist?

In 2016, Andy Dunn, CEO of Bonobos, coined the term ‘DNVB’ with a set of defining characteristics that set certain e-commerce businesses apart from the rest. Are these factors still valid after just three years?

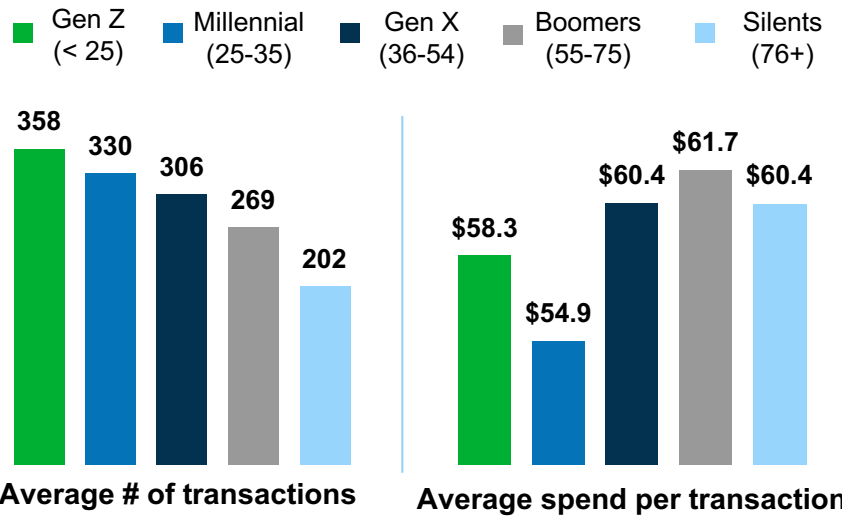
What factors define a “DNVB”?		Are They Still Valid?	
	Purely Digital / Originating Online		Most have diversified into physical stores
	Vertically Integrated		Majority of DNVBs outsource production
	D2C Only-Model		Collaborations with other retailers & brands
	Better margins due to cutting out the department store’s middle men		Competitive, high customer acquisition and shipping/returns costs erode D2C margin
	Disruptive to Traditional Retailers		With the help of other online retailers and marketplaces like Amazon, DNVBs have no-doubt contributed to the disruption of traditional retail

DNVBs turned out not to be the archetype they were once thought to be, but have instead adopted many of the traits of traditional brands and retailers before them

1 Early drivers of the DNVB evolution

Millennials are reshaping the economy with their unique experiences and shopping habits, they are forcing companies to re-examine how they do business for decades to come

Annual consumer spending by generations*



Millennials factors that have shaped DNVB growth



Millennials have had the largest impact on DNVBs and as they reach their prime working and spending years, their impact on economy is going to be huge



They belong to the age of new technologies, globalization and economic disruptions, thus their **behavior are different** from their parents



They have different attitudes of ownership that have helped spawn what's being called a **"sharing economy"**



They are the first generation of digital natives, and thus their **affinity towards technology** helps in shaping how they shop



Busy lifestyle is making impossible for them to go for offline / brick & mortar shopping



Active lifestyle influences trends in everything from food and drink to fashion. They devote time and money on eating right and exercising

GenZ has also contributed



Growth of unconventional forms of shopping – rental & resale



Fast shipping is a must



Non-brand loyal –based on negative experience



Always looking for price bargains

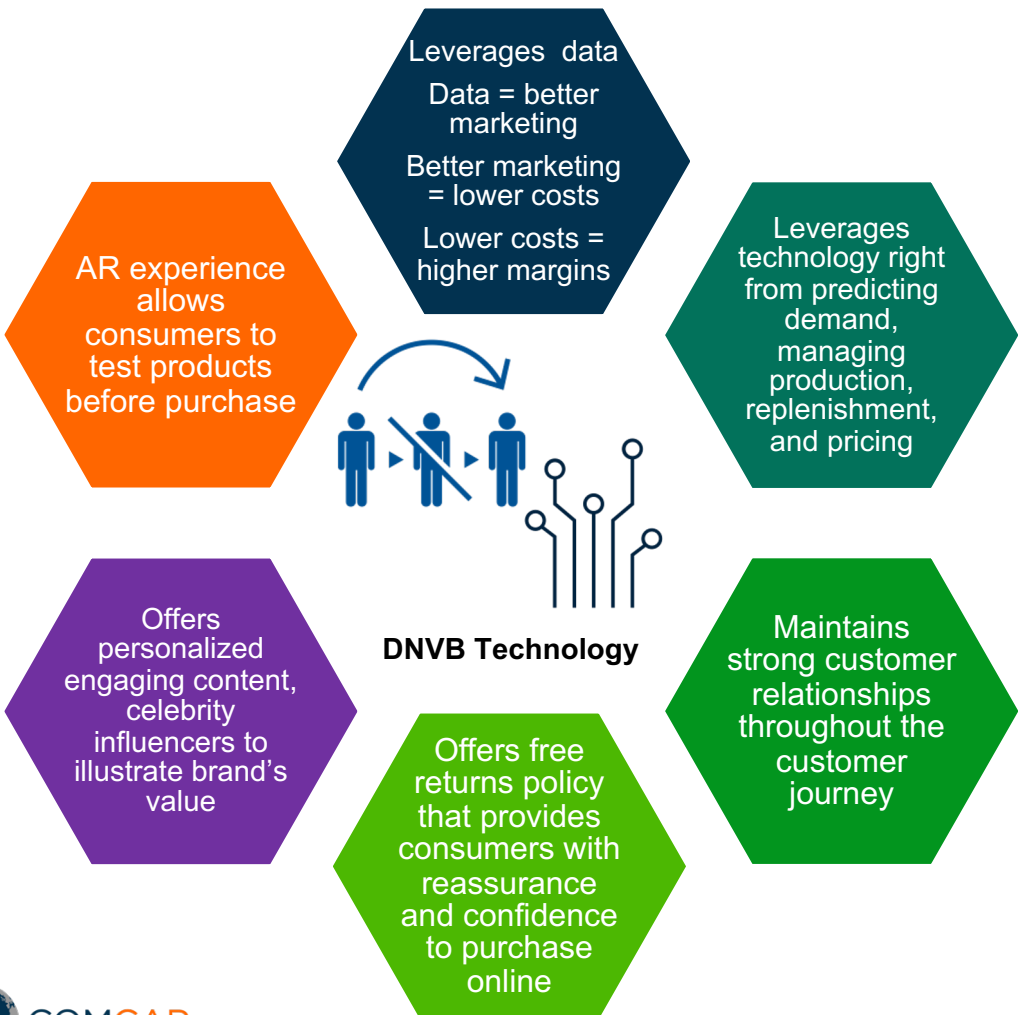


Frequently document their life on social media – era of social websites

Note: *Based on active buyers in Epsilon's transaction database, which may not be representative of the entire population
Source: digitalcommerce360.com, business2community.com,goldmansachs.com

1 Technology disruption provides a fast and effective way to gain traction and steal market share

- DNVBs are born on the internet, vertically integrated, and through its technology is posing a threat to traditional retail model
- According to a report on over 100 top online retailers from commercial real estate firm JLL, DNVBs are making their mark on the brick-and-mortar landscape, set to open 850 stores in the next five years



Glossier.

- Glossier created a multidimensional brand experience through
 - ✓ its beauty blog - Into the Gloss
 - ✓ slack channel where fans provide regular feedback and free marketing
 - ✓ Instagram page with 1.1 million followers

Casper

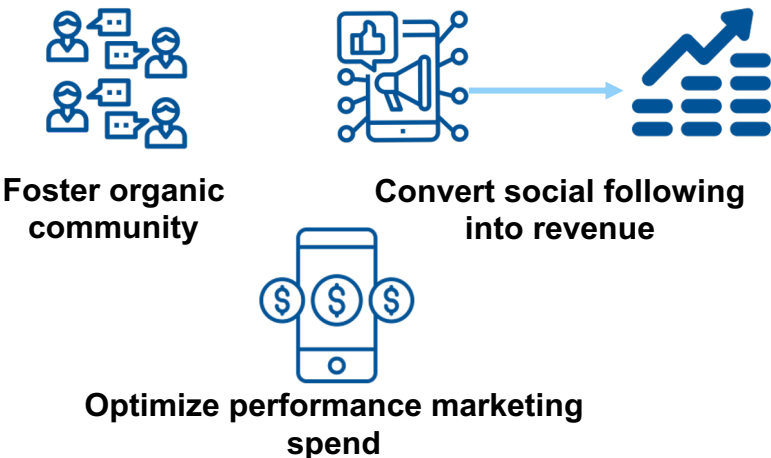
- Casper has built its lifestyle brand around sleep across social media, blogging, and traditional advertising
- It has a focus group of 20,000 fans to provide extensive data on their sleep patterns and product feedback

Frank And Oak

- Shopping for sustainable clothes with their curated subscription box
- A monthly box is \$150-\$250 for 3-5 items
- Customers can keep items they like and return the rest for free.
- Each monthly box is also subject to a \$25 styling fee which is adjusted against items retained

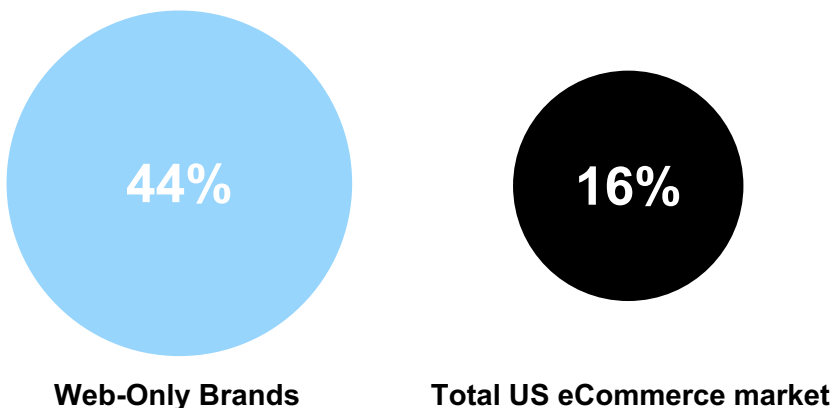
1 Early DNVBs that have matured into profitable businesses with sustainable growth share similar traits

Core Components of DNVB Growth that develop a virtuous sales cycle



Web-only brands are growing ~3X faster than total US ecommerce

(Sales Growth in 2017, YoY)



Rapid growth in digital platforms has created a number of new opportunities for independent brands

✓ Lack of direct access to consumers

Brands

- ✓ Physical stores with high volume foot traffic
- ✓ Traditional marketing with wide audience

Retailers



THEN

- ✓ Digital tools
- ✓ Digital platforms
- ✓ Analytics
- ✓ Vertical integration

Brands

- ✓ Consolidation
- ✓ Legacy structures & systems

Retailers



NOW



1 Many brands are looking at growth slowing down

Are the Unicorns' business models strong enough to sustain the high growth momentum until an investor exit event?

- As more and more DNVBs secure the 'Unicorn' status, investors look closely for the right time to cash in on their bets
- The higher the valuations, the more questions on sustained growth and hence, challenges in exit options

Unicorn DNVB	Round	Funding Amount (\$m)	Last Funding Date	Years Since Launch	Post Money Valuation (\$b)
Glossier	Series D	\$100	Mar-19	~10	\$1.05
Warby Parker	Series E	\$75	Mar-18	~10	\$1.59
AWAY	Series D	\$100	May-19	~4	\$2.05
Allbirds	Series C	\$50	Oct-18	~4	\$1.40
Casper	Series D	\$100	Feb-19	~6	\$1.10



STITCH FIX™

- After a nearly 13% high opening trade (\$16.90) to its IPO price of \$15 a piece, the Stitch Fix stock closed up just 1% on its first day of trading in 2017 @\$15.15
- With a revenue growth target of 20%-25% for 2020, it trades at a relatively low multiple of ~1.3x on an EV-to-Sales basis,

DNVB businesses are struggling due to...

High competition and shrinking margins

- By selling at prices lower than their traditional retail competitors, DNVBs struggle for a decent ROI
- To keep up with ecommerce brands like Amazon, DNVBs
 - end up spending big dollars on marketing,
 - are extending their operations into B&M stores that consequently widens the production to profit gap
- DNVBs experience a slower sales growth once other brands come up with similar models



Amazon has launched copycats of many successful DNVB products

Wayfair reported an increase in market share but also experienced a \$272m loss

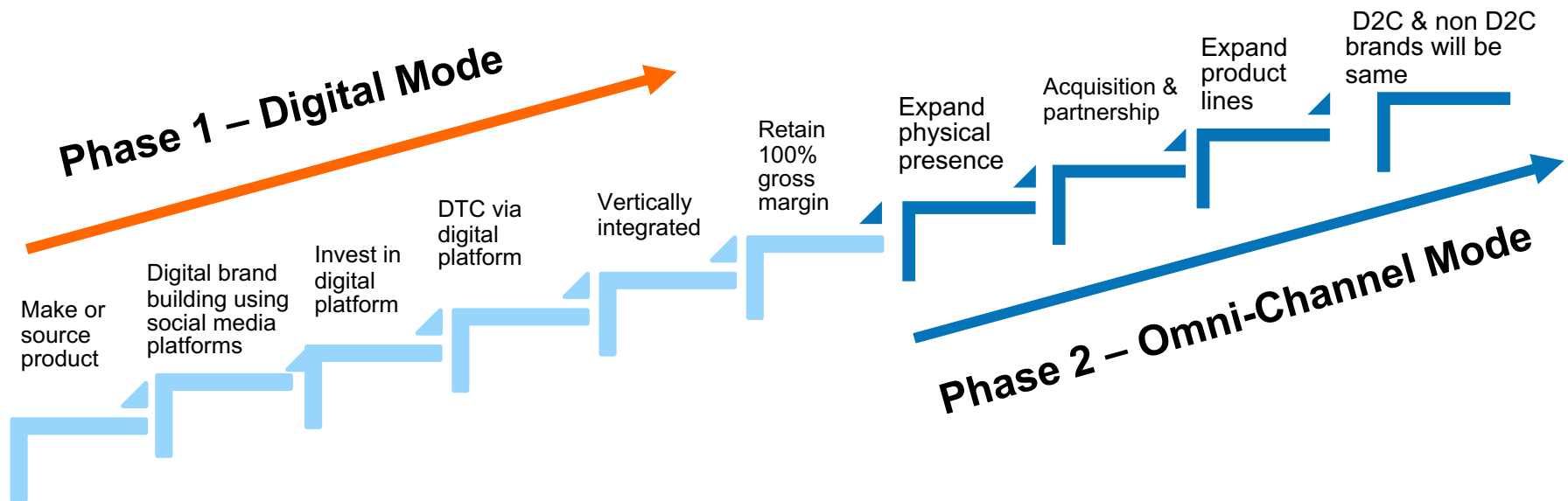


RADEN

Raden lost to its competitor AWAY whose baggage were priced similarly and designs were close

2 Future Growth Strategies of DNVBs

- **Expanding product lines:** As growth in the flagship products mature DNVBs are introducing new products in the same product eco-systems. SKU proliferation can harm margins but is needed to support growth.
- **Collaborating with established brick & mortar (B&M) retailers:** Departmental stores offer a trusted environment for customers, which offers internet born brand
- **Establishing a physical presence:** To maintain growth, DNVBs are aggressively looking to set up their own permanent B&M stores over the next 5 years. They are also setting up temporary pop-up stores to increase brand awareness and bump-up sales.
- **Look to be acquired by established retailers:** DNVB managements and investors are looking at this option as merged unites can leverage each others' capabilities.
- **Convergence of DTC and non-DTC business models will lead to a 'new normal':** Traditional brands are looking forge more direct relationships with customers and be 'digital-friendly' while DNVBs adopt more traditional methods.



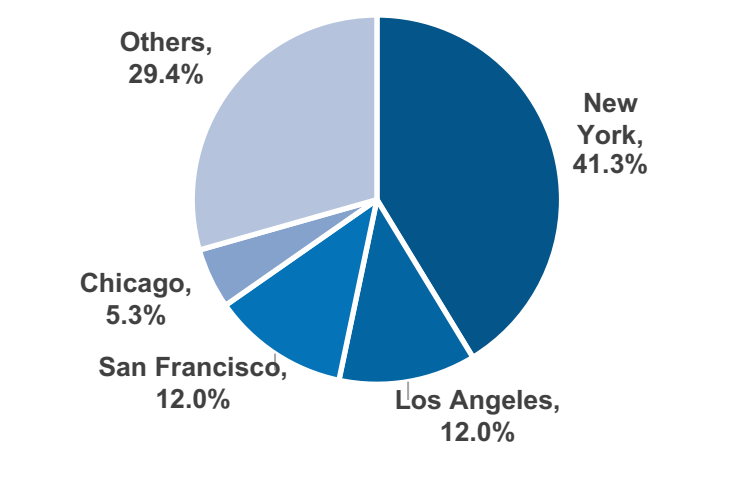
2 DNVBs are aggressively expanding into B&M

Physical stores drive higher conversion rates and average purchase values as well as the lifetime value (LTV) of customers

- DNVB are set to open 850 stores by 2023
- The cost of acquiring customers online is continuously increasing which gives reason for opening physical stores
- Unlike offline, online shoppers gets easily distracted from their purchase and every click away from a product page could lead to an abandoned cart and unfinished transaction
- B&M locations increase online traffic by 37% which benefits ecommerce by increasing its revenue
- The cost of online advertising are increasing thus D2C brands are shifting their business models to physical locations
- Consumers who shop online and in-store have a 30% higher LTV than consumers who only shop through one channel

Company	Store Count	Company	Store Count
Warby Parker	83	Outdoor Voices	13
Bonobos	56	MM.LaFleur	11
Indochino	34	Chubbies	10
Frank & Oak	22	Stance	9
Casper	18	Interior Define	7

Preferred market for first permanent stores



Current trend for opening permanent stores

- 1 Pop-up stores:** Most ecommerce retailers are opening their first permanent stores where they have opened pop-up stores
- 2 Categories:** Accessories and apparel are the highest categories followed by furniture, home furnishings, and houseware
- 3 Preferred location:** Population, competition, location cost are some of the important factors for deciding location for opening stores
- 4 Partnership:** Some of the brands are partnering with established retailers to open brick and mortar stores

2 Is rolling up multiple DNVBs under one roof an effective strategy?

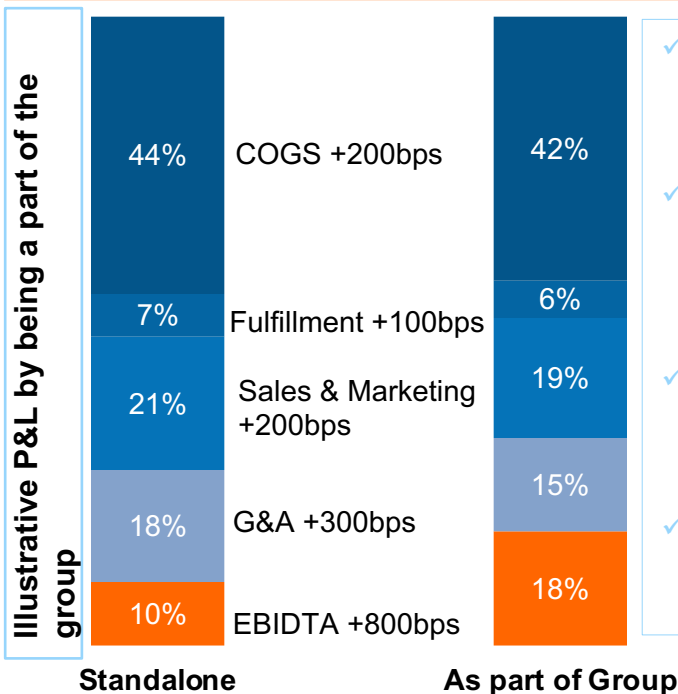
While the idea has caught the attention of a few players, it is too early to know if they can be cost efficient and scale to profitability

- Several DNVBs have tried the idea of rolling up multiple brands under one set of operational framework.
- This includes curation of a group of DNVB brands to share technology & manufacturing facilities in order to achieve economies of scale
- Creates greater equity upside for brand owners, brand shareholders and group investors through public market valuation and group growth strategy, capital and operational value added

DNVB brand groups & funds investing in DNVBs



The right group can improve brand profits, image and enhance growth



- ✓ Unlocks operational and supply chain synergies due to shared logistics, manufacturing and overheads
- ✓ Offers enhanced consumer experience with cross-promotions, greater personalization and better prices
- ✓ Benefits from diversified exposure to multiple brands for investors — expanding the potential investor universe
- ✓ Allows combined offline retail space / “guideshops”

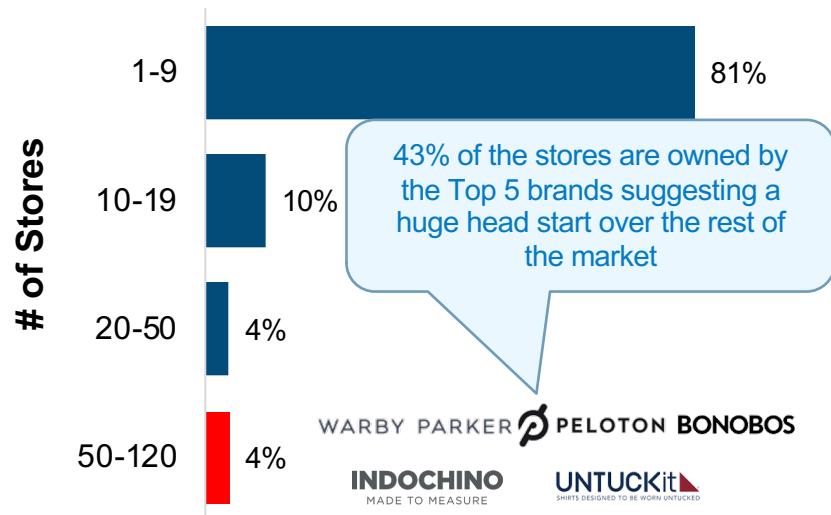
How effective is this option?

- Each DNVB is different and has separate target customers and supply chain requirements
- Funds with large portfolios of DNVBs can attain synergies only up to a certain degree or at the very least promote collaboration and cooperation between the brands’ operational teams
- Walmart digital expansion strategy was is an example of “rolling up” many brands under one roof, which didn’t really pay off.

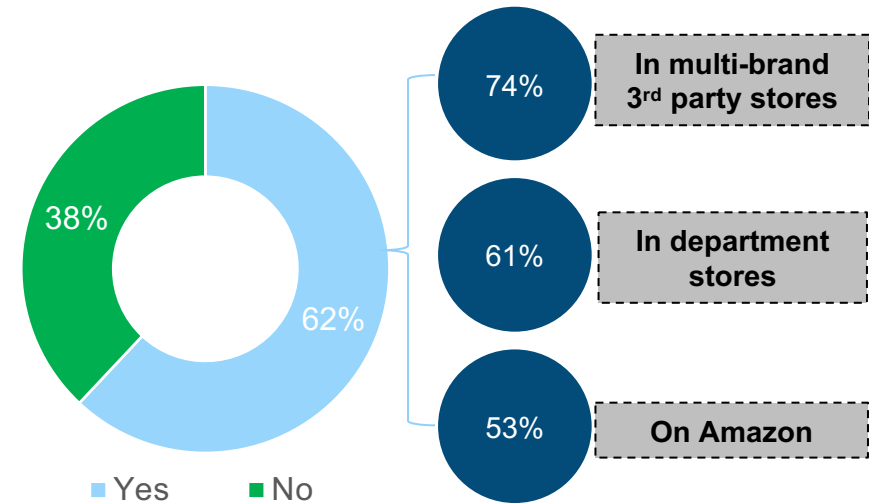
2 “Wholesale” is seen as another growth avenue by several DNVBs

A strong presence in wholesale creates overall discipline about inventory management that augurs well for the brand in the long run

- As the KSFs of launching a DNVB become more well-known, several new “generics” of existing successful brands have sprung up and more continue to do so.
- At the end of 2019, >350 DNVBs were operating in the US.
- With the large influx of “Me Too” players, the “originals” have realized the need to grow across the three channels – online, stores and wholesale, in order to survive and make it big.
- Between them, they have over 960 retail stores, and over 62% already have operations in the wholesale segment.
- Several brands are also looking at the “franchisee” model of wholesale with a view to kick-start their global growth



DNVB with a presence in Wholesale



- 2010-2019:** Digital brands have broadly figured out their KSFs. But with low entry barriers, the market has gotten very crowded.
- 2020-2029:** Few brands with stronger DNA will be able to differentiate themselves and excel ahead of the rest

2 Well established incumbent brands are adapting & also working with DNVBs

Bigger brands have figured out that co-existing with newer DNVBs is a better approach than outright competition

- An emerging phase in the on-going evolution of the DNVB space is that some larger established brands are taking a constructive approach towards the change in the market space.
- Retail leaders like Nordstrom have taken a lead in collaborating with, and providing to the digital brands, a ready-to-go B&M space in a prime location, with a view to promoting their wholesale channel and bumping up their store footfalls.
- Other brands have taken slightly different approaches towards their integration into the DNVB space,

Approach 1: Allowing Pop-ups in Own Stores

NORDSTROM

Pop-In@Nordstrom

Glossier.

allbirds

KAYAKMATION

EVERLANE



BIRDIES



KENDRA SCOTT

EILEEN FISHER

DIRTY LEMON

Approach 2: Creating own DNVBs

GAP

HILL CITY

Approach 3: Investing in and working with DNVBs



Foot Locker

ROCKETS OF AWESOME

\$19.5M in Feb-19

SUPER HERO C

\$3.0M in Jan-19

CARBON38

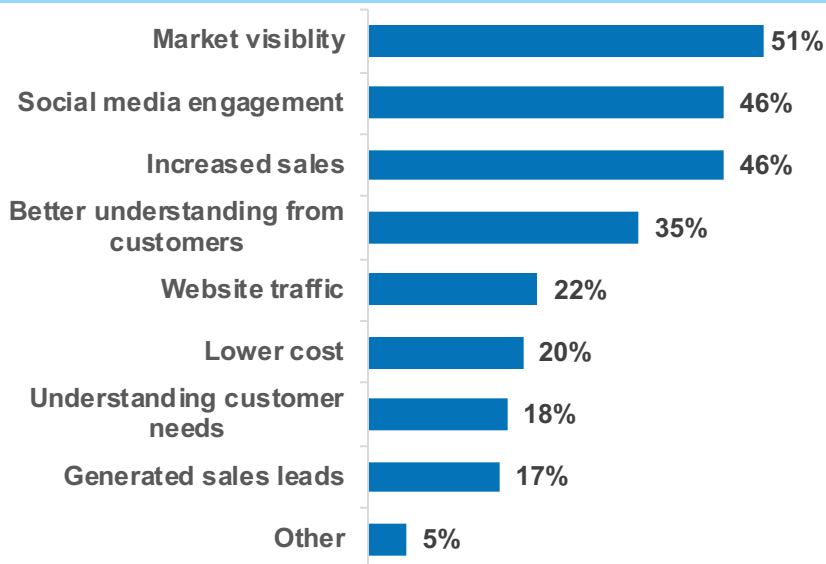
\$16.8M in Jan-18

2 Why pop-up stores for DNVB are not just a fad

Pop-up retail has been trending as a result of business owners looking to test new concepts, sites, markets and products in a low-risk, low-cost way

- The pop-up store concept has transformed into an estimated \$50bn industry
- New York City and Los Angeles are the top locations for pop-up stores due to the sheer volume of the markets
- Many of the brands like Lovesac generates its 10% of total revenue only from pop-up stores
- Initially the pop-up stores trend started with smaller start-ups due to the relatively easy set-up process. But now even top brands have caught on to it.

Top reasons why major retailers are opening pop-ups



Reduced cost



\$2,000

Avg. cost to open Pop-up stores



\$98,000

Avg. cost to open a B&M store

Faster Set-up



12 days

Avg. time to rent store-front



60 days

Avg. time to set up a retail store

Increased sales



\$1,230

Avg. sales / sq. ft. for Pop-ups



\$341

Avg. sales / sq. ft. In a B&M store

Pitfalls in setting up pop-up stores

- ✗ **Risk of getting the location wrong**
- ✗ **Unintentionally creating health & safety risks in a public place**
- ✗ **Less staff can't give enough attention to large crowds**
- ✗ **Limited stock availability**
- ✗ **Temporary store doesn't inspire after sales service confidence for customers**

3 Walmart's digital expansion strategy hasn't worked as planned as its ecommerce losses surpass \$1bn (1/2)

Walmart's ecommerce sales have grown drastically over the past few years, profits have not. In fact, the division has lost \$1bn on \$22bn in revenues, and management is expecting even more losses

- Walmart's multi-billion dollar bet has not paid off:
 - Walmart acquired Jet.com in 2016 and paid over \$3bn. During these 3 years, e-commerce sales have more than doubled but Jet's revenues shrunk by over 30% in 3 years and missed Walmart's expectations
 - Currently, Jet.com has about 2.5 monthly visits which is extremely low for the price paid. Whereas Sears has 6 times that traffic volume, a bankrupt company
- Walmart's ecommerce business is in a state of flux. In 2019, the retail giant:
 - Sold its ModCloth business
 - Announced it is looking to spin off its Jetblack personal shopping service
 - Laid off workers at Bonobos and others are expected across its D2C portfolio

Acquisition History and Key Strategy to reduce ecommerce division losses



- Cut losses by selling off assets:** Recently sold ModCloth
- Reduce the amount spent on e-Commerce initiatives:** Stop purchase of pure play e-Commerce brands
- Reluctance about heavy investments in new warehouses**
- Incubate its own new internal brands**

3 Walmart went into overdrive to make a dent in Amazon's lead (2/2)

Walmart spent billions each year on new warehouses to compete online "Amazon" and its speedy delivery offerings

Failed to live up to the Walmart's ecommerce business

- Walmart already had a website directed at a mass population when Jet was acquired
- Jet refocused on serving a smaller niche and its sales shrink to \$689m in 2019, down from \$1bn it forecasted in 2016

jet.com

Dispose of: According to Vox report in 2019, all three businesses (Bonobos, ModCloth and Eloquii, which were acquired to target high-end affluent customers and add synergies across Walmart's D2C efforts) are unprofitable and the decision to sell the brands comes after Walmart was "unable to turn around the company's economics"

ModCloth
BONOBOS
ELOQUII

Seek Outside investors for JetBlack: JetBlack offered a text-based concierge shopping service for busy, high-end urban families at \$50 a month. In 2019, Walmart announced plans to spinoff the service as it could not find a viable path forward

J
JETBLACK

Walmart's
Acquisitions
Went off Track



Market Share: Amazon leads online retail with ~38% of online retail in the US, up from 32% in 2016, whereas Walmart holds 4.7%, up from 2.6% in 2016



Logistics: The wider selection, 110 distribution centers in the U.S., and over 300 fulfillment centers globally give Amazon the clear advantage in ecommerce and distribution over Walmart's 20 ecommerce focussed fulfilment centres



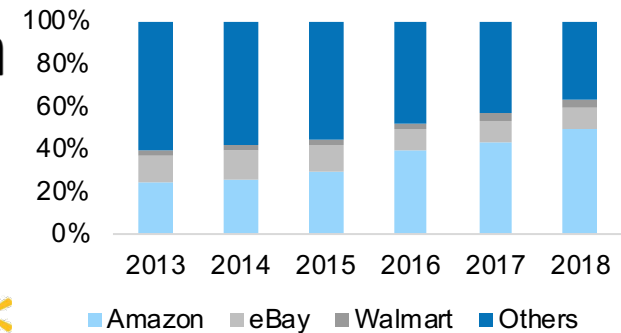
Supply Chain: Amazon leads in streamlining its supply chain to developing its own fleet for one-day deliveries. Walmart needs to invest more into logistics operations to match Amazon

amazon

V/s

Walmart

Share of Internet Shopping



Walmart's ecommerce business has been growing strongly, but lags behind Amazon by wide margin

3 Why Birchbox was not a fruitful venture for early investors

For Birchbox early investors, the exit came at a stiff price and finally was worth close to nothing

Initial success till 2015 and failure thereafter...

- Birchbox struggled to achieve strong revenue growth and profitability as
 - it failed to motivate customers to buy full-sized version of the sample boxes
 - Sephora, Ipsy and other big brands launched competing products but the company could not match the bigger brands' scale and product portfolio as it was a just a start-up
- **Acquisition strategy:** After achieving valuations of ~\$500m in 2014, in 2018 Birchbox's existing hedge fund investor Viking invested \$15m in fresh money for a majority stake suggesting maximum firm valuation of \$30m
 - Post acquisition Birchbox's previous investors like Accel Partners and First Round Capital were wiped out and had to walk away with close to nothing
 - In 2017 and 2018, the company had been for sale and discussions were held with Walmart, QVC and other retailers

The road ahead...

- ❑ **New pricing structure:** In March 2019, Birchbox raised prices and introduced a tiered pricing structure to battle the rising costs of doing business and improve the customer experience
- ❑ **New target market:** It is now targeting "everyday" men and women who don't necessarily prioritize a beauty and grooming-centered lifestyle for its next chapter of growth
- ❑ **New partnership:** It has also partnered with Walgreens to expand its reach to the casual, everyday beauty buyer

Under new ownership, Birchbox will work toward product innovation, better digital experience, and scaled partnership opportunities

In beginning struggled for finding a buyer and finally, **Viking acquired a majority stake** for \$15m

2018

2017

Returned to profitability on EBITDA basis following austerity measures

2016

Raised \$15m in **bridge loan** amid a cash crunch

Laid off several employees due to massive debt

2014

Raised \$60m for marketing campaigns, international expansion and further development of its product lines

2011

Raised \$10.5m to pursue growth, hire people, and product development

2010

Launched and raised \$1.4m in **seed funding**

4

Subscription-based DNVBs are leveraging unique product, marketing and fulfillment strategies to build & consolidate market share

Subscription services allow shoppers to automatically and regularly receive personalized samples or full-size products for a fee

- **Wide Coverage:** Subscription services cover everything from meal kits and foreign candy to shavers and socks, with ~5.7 million active subscriptions in the US
- **Personalization:** Subscription pricing is combined with data and personalization to develop strong customer relationships that drives their growth
- **High Churn rates:** Based on McKinsey report, one-third of consumers who sign up for a subscription service cancel in less than 3 months, and over half cancel within 6 months

Ecommerce Subscriptions - Categories*

55%

Subscribe for curation

- Primary categories are apparel, food, and beauty products
- Offered by Birchbox, Stitch Fix, Blue Apron

32%

Subscribe for replenishment

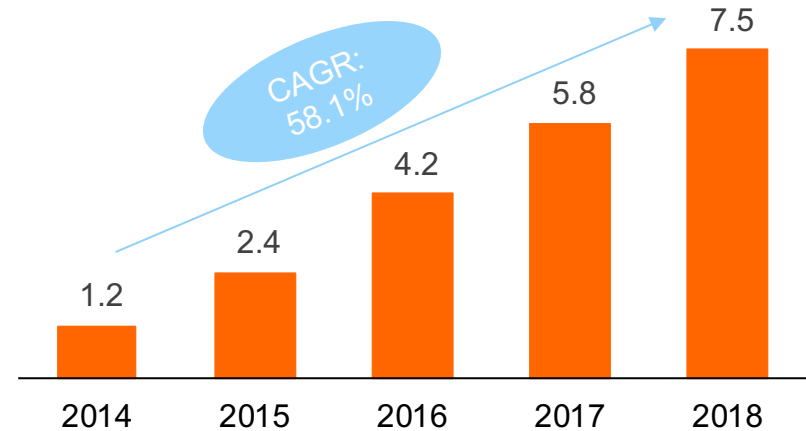
- Purchase of primary categories
- Saves time and money
- Offered by Dollar Shave, Ritual, others

13%

Subscribe for access:

- Provides exclusive access and additional VIP perks
- Offered by JustFab, NatureBox, Thrive Market

Growth in Subscription e-commerce market (\$bn)



Subscription Model Effectiveness - Reasons

More is less



Curates quality and well-priced products based on customer's preferences and encourages

Unpredictability



Brings a predictable, yet uncertain, set of rewards

The Experience



Offers an end-to-end experience and tangible benefits

4 Brands that made it BIG in the online subscription space



DOLLAR SHAVE CLUB

- The brand nailed recurring revenue strategy by selling cheaper razors through a subscription package that would save customers time, money, and effort
- Retained 50% of customers after 12 months in contrast to 22% of Blue Apron and 12% of HelloFresh customer
- Achieved 25% 2-year retention



STITCH FIX

- The brand leverages style experts and data science to offer personalized apparel and accessories subscription box service
- The algorithms predict customer needs and generated gross margin of 45.1%
- 100% of revenue results from personalized recommendations
- Had 3 million customers in last quarter of 2018, up 22% from 2017



- The pet care brand offers dog feature treats and toys by focusing on a single product and selling channel
- Has over 600,000 customers and a 95% retention rate
- Shipped 10 million boxes and 70 million toys since its 2011 founding

40% retailers have at least one direct to customer (D2C) channel



NESPRESSO

Nespresso's D2C platform records 250,000 purchases each month, with a 24.7% conversion rate

Rolled out splashy pop-up stores to allow their online BRANDLESS **Glossier.** customers to physically experience the brand



Levi's hit a two-decade sales record as D2C helped them increase their revenue by 22% globally in 2018

Started "Beauty Box" subscription box services



Nike expects to reach \$15bn in D2C sales by 2020



Source: Euclid report April 2018, Emarketer, Google

Subscription model doesn't work for everyone



From 2010-2017, out of the companies launched every year more than 35% have shut down since start Class of 2016 is an exception, with over 47% e.g. Spark Box, Artisan Goddess, Austin Lloyd

Customer Retention is a major challenge



Average length of time a consumer remains subscribed to a service is ~125 days



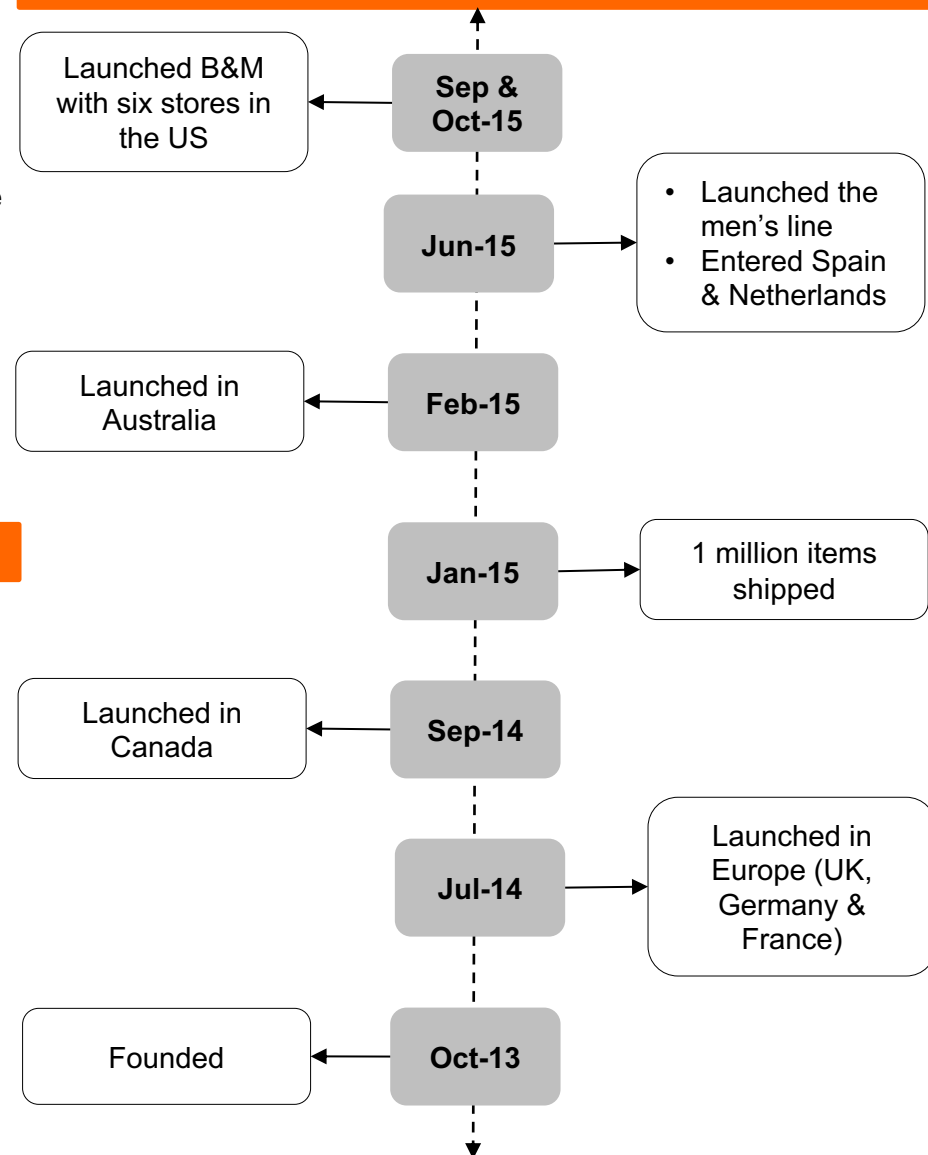
Fabletics is ticking all the boxes that make a successful subscription business

- With a view to offer a combination of fashion and high quality fitness wear, Fabletics was set up in 2013 by actor Kate Hudson and JustFab (n.k.a. Techstyle group) co-founders Don Ressler and Adam Goldenberg.
- After launching their B&M channel in Sep-15, the Company now (Q1-20) has ~40 locations across the US. It also opened its first pop-up store in SoHo, NYC, in April 2019. It plans to increase the store count to over 100 in the next few years.
- Each Fabletics store is equipped with iPod-based POS systems that allow sales associates to help customers shop the website and arrange for free shipping directly to their doorstep.
- Fabletics has an estimated annual revenue of \$300m with a 24% y-o-y in same-store-sales
- It currently has over 1.5 million monthly active subscribers

Fabletics' subscription model

- The site, through an initial survey of a new user's preferences, in terms of body type, apparel color & styling choices, clothing function, etc., offers personalized product options to members each month.
- It offers 70% off on all first orders and up to 50% off on all products for VIP members (subscribers) at all times
- Items purchased can be returned or exchange within 30 days via the online channel or in-store.
- Fabletics charges a monthly membership fee of \$49.95, charged on the 6th of each month
- A VIP member typically pays 30-50% less on their Fabletics purchases as compared to typical store prices of similar items
- It also offers a loyalty rewards program

Fabletics growth milestones



4

With its 'tech-like' approach to fashion retail, TechStyle has succeeded in minimizing the unpredictability of the retail business

- Starting out with a single brand in 2010, JustFab, TechStyle has quickly grown into a multi-brand retail company offering high-quality, personalized merchandise at highly affordable rates.
- Following the subscription model for all its brands, the Company has built an active monthly subscriber base of over 5 million. Its revenue exceeded \$750m for 2018.
- TechStyle has successfully used various marketing strategies like email, social media, celebrity endorsement, etc. to build out a strong growth momentum and brand recall for each of its brands.
- While positioning itself as a fashion retail company, TechStyle operates like a technology company at the back-end. Its platform comprises of three main pillars:
 - Proprietary Fashion OS: An internal software suite that allows seamless omni-channel retail experience for customers
 - Expert Services: An integrated suite of retail related services like design, SCM, fulfillment, media planning, merchandising etc., to build modern global fashion brands.
 - Brand LABS: Leveraging its proprietary technology, expert services and membership insights, it incubates global brands.

TECHSTYLE'S CURRENT BRAND PORTFOLIO

FABLETICS

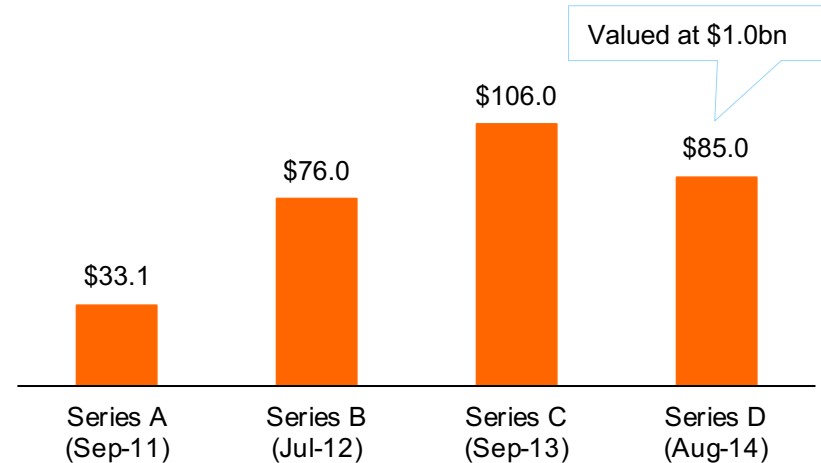
SAVAGE X FENTY
LINGERIE BY RIHANNA

JUSTFAB

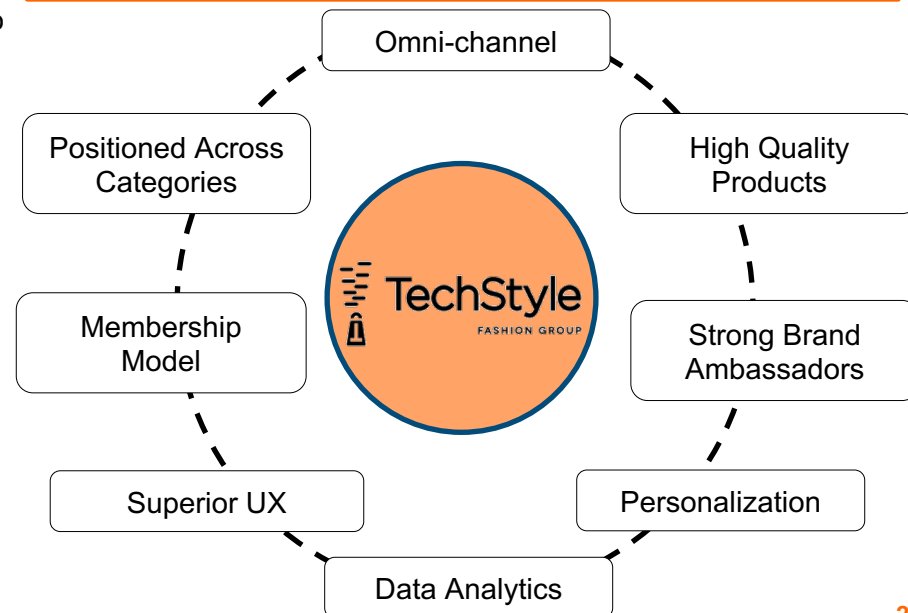
shoedazzle*

fabkids

Techstyle Group's Funding History



Techstyle Group's Unique Strategy for Fashion Retail



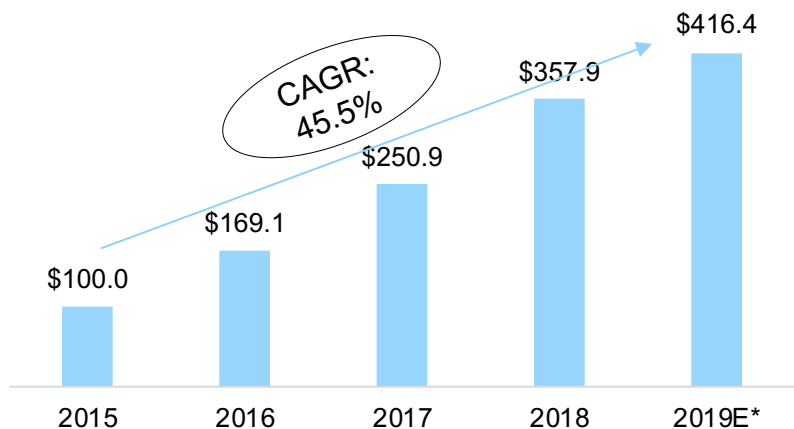
COMCAP
Where commerce meets capital

Source: Company website, News articles

Despite its massive success, Casper is looking at limited exit options

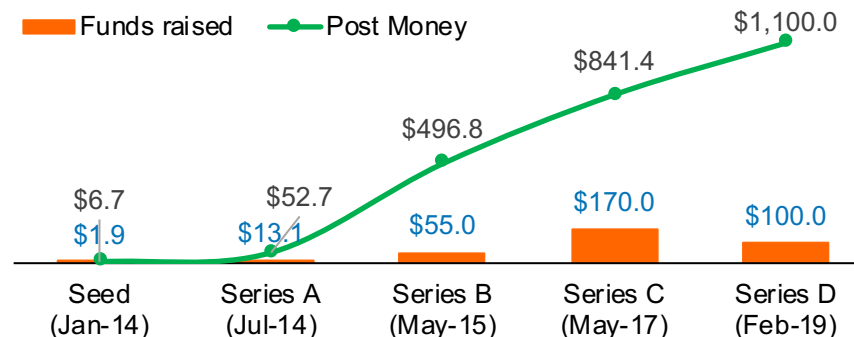
- Strong competition is causing the majority of the newer mattress companies to incur losses
- So far, Casper has grown its market share in the U.S. to 3.2% in 2018, ranking it No. 7 among all mattress brands
- In contrast, No. 1 Serta's share inched up 0.4% points, to 20%, over the same period, that of No. 2 Simmons and No. 3 Sealy declined slightly, to 13.1% and 10.1%
- In response to Casper, established brands have been forced to launch their own 'mattress in a box' online products
- In 2019, there were over 175 online mattress companies holding 12% market share in the \$16.5b industry
- Casper achieved 'unicorn' status in Feb 2019 almost exactly five years after receiving its first investment; a typical exit timeline for tech VC investors.
- After Casper's sale talks with Target failed, the latter bought a minority stake in Caspar's Series D funding

Casper's Revenue (\$m)



* Revenue for 9 months ended Sep 30, 2019, extrapolated for FY19
Source: Company website, Company Filings News articles

Casper's Funding History (\$m)



Exit Options for Casper

Option 1: M&A – the low hanging fruit

- Tuft & Needle, a competitor, was acquired in Sep 2018 by another competitor Serta Simmons
- Casper's M&A negotiations with Target did not work out
- Target's competitor Walmart has paused acquisitions in the digital space

Option 2: IPO – the hardest and the most expensive

- Stocks of competitors like Tempur Sealy and Purple have done well in the recent past
- For a successful IPO, its listing valuation would have to be >\$1.1b that it got in the recent Series D funding, which could be hard to achieve and sustain post its stock listing.

Option 3: Reverse IPO – the wildcard?

- Casper could follow in the footsteps of Purple, which successfully got listed after reverse merging with a listed shell company in Jul 2017
- While the deal valued Purple at \$1.1b, its current MCap (Dec 2019) is ~\$430m – a decline of 60% since listing.
- However, this could be a cost effective listing option

5 Similarly, can Allbirds' early investors exit profitably?

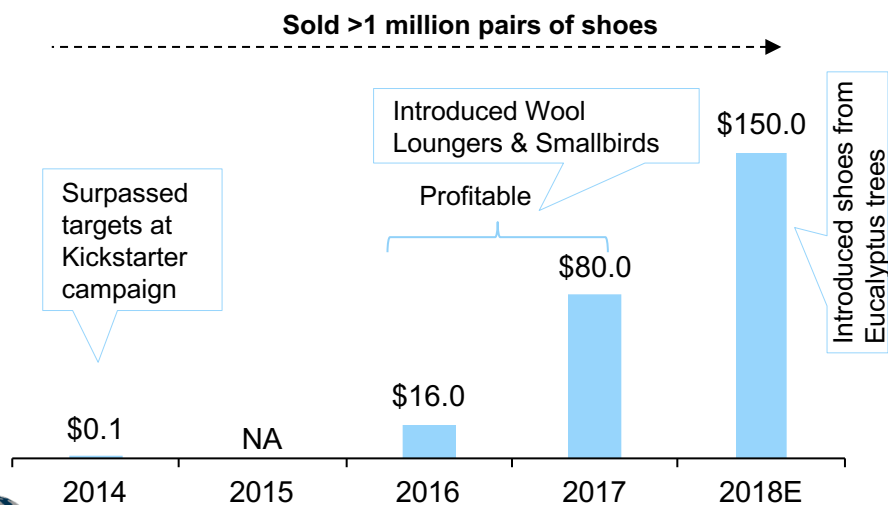
After strong initial growth, Allbirds could face some challenges ahead

- Allbirds account for <1% of the U.S shoes market
- It sells only few different designs to a limited market where it competes with startups like Rothys, Atoms, Greats Brand
- It lacks the distribution, resources, size and innovation to compete against giants like Nike, Adidas
- Only a small section of consumers care about its eco-friendly side of business
- Larger brands like Amazon are copying and creating similar designs. If this trend continues, more and more brands are likely to come up with alike designs at a lower price, thus adding stress to volumes, margins and ultimately to exit multiples

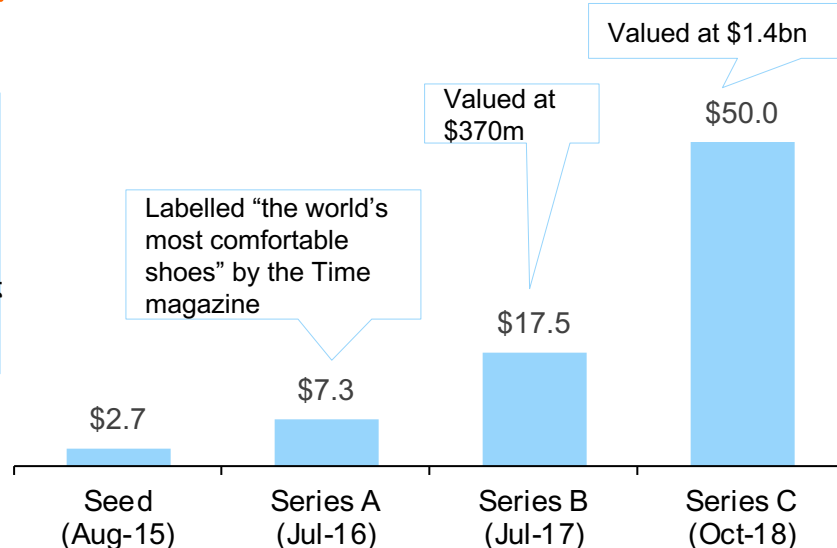
At \$1.4b valuation, are Allbirds investors going to make a return on their investments?

- Allbirds achieved unicorn status, is profitable since 2016 and because of its loyal audience, it appears to be an attractive acquisition target over the next few years
- However, though there are speculations over the potential for a future acquisition, there are no concrete plans by management
- The management has no plans of IPO or mergers in the near future
- Given the above, and that sales growth and margins could come under pressure in the coming years, there is no clear path to a successful exit visible at this point for Allbirds

Financials (\$m)

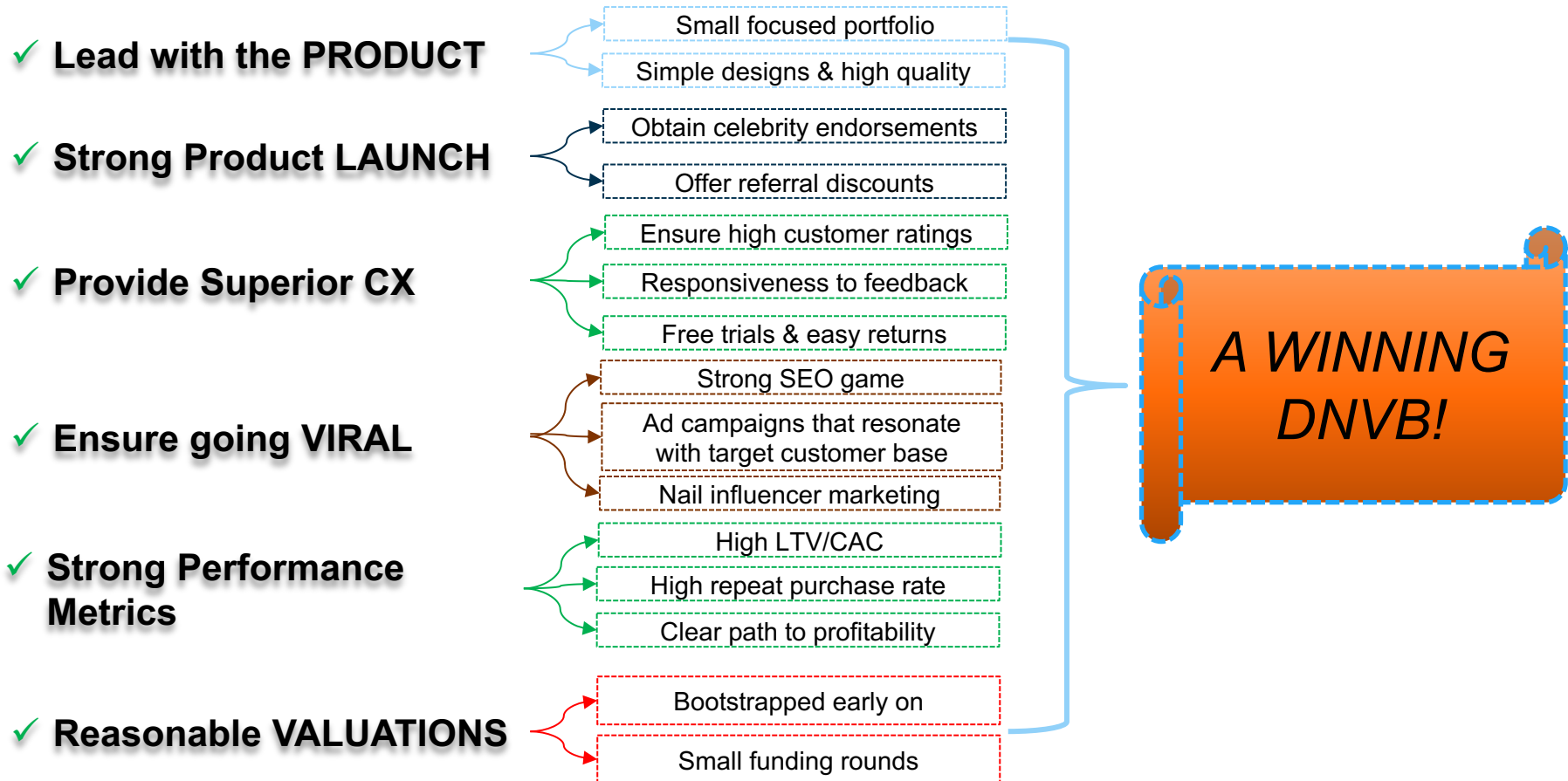


Funding History (\$m)



6 Key Success Factors for DNVBs that need to click all at once

Despite potential risk factors like slowing growth, high competition and inflated valuations, some DNVBs have managed to follow their growth plans 'to a T' and emerge successful on all the below factors



*Whether the dominance of Amazon, Walmart and their likes will ever be threatened by the above formula remains to be seen. However, if there was ever a best chance for a new player to enter the market and establish a niche, it may be **NOW!***

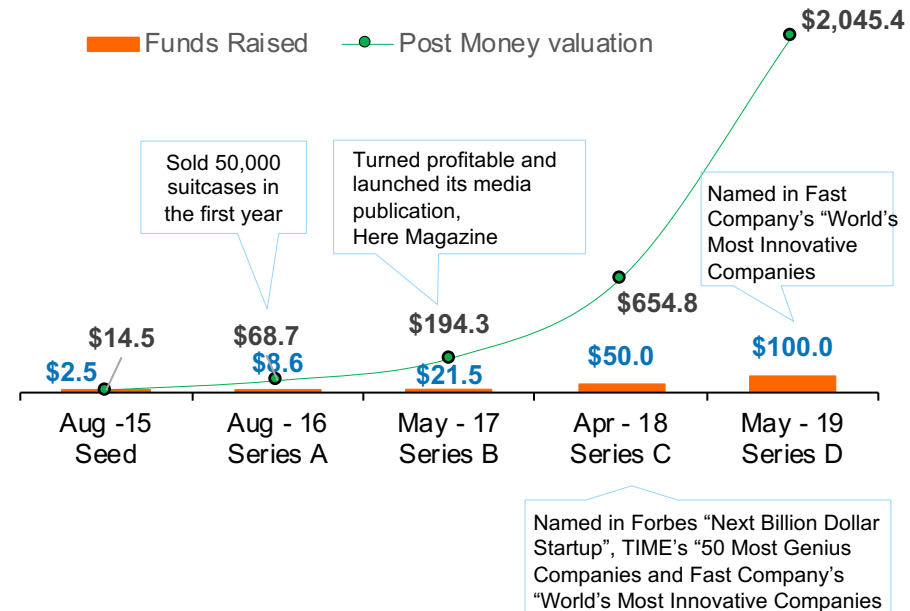


6 AWAY's Rise to be the World's Hippest Luggage Brand

The story so far...

- Founded to build high-quality luggage at affordable prices
- Through May 2019, it sold over 1 million suitcases
- Offers larger luggage, garment sleeves, jewellery boxes, backpacks and too expand offering into travel-adjacent categories including clothing, skincare and supplements
- Grown from a team of four to ~300 and ships to ~40 countries
- Has 9 stores across the U.S. and Europe, and to open 50 stores over the next three years (Toronto, included)
- To grow the international business 10x over the next 3 years
- Does majority of its volume online that includes 1,000 influencers pushing the brand on Instagram

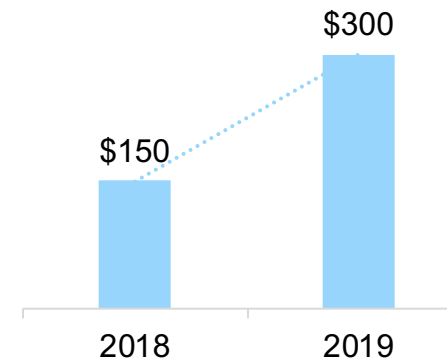
Funding History (\$m)



Key features include

- ❖ Removable power pack
- ❖ Charging ports
- ❖ Lifetime guarantee
- ❖ 100% polycarbonate shell with 360 degree spinning wheels

Revenue projected to double in 2019 (\$m)



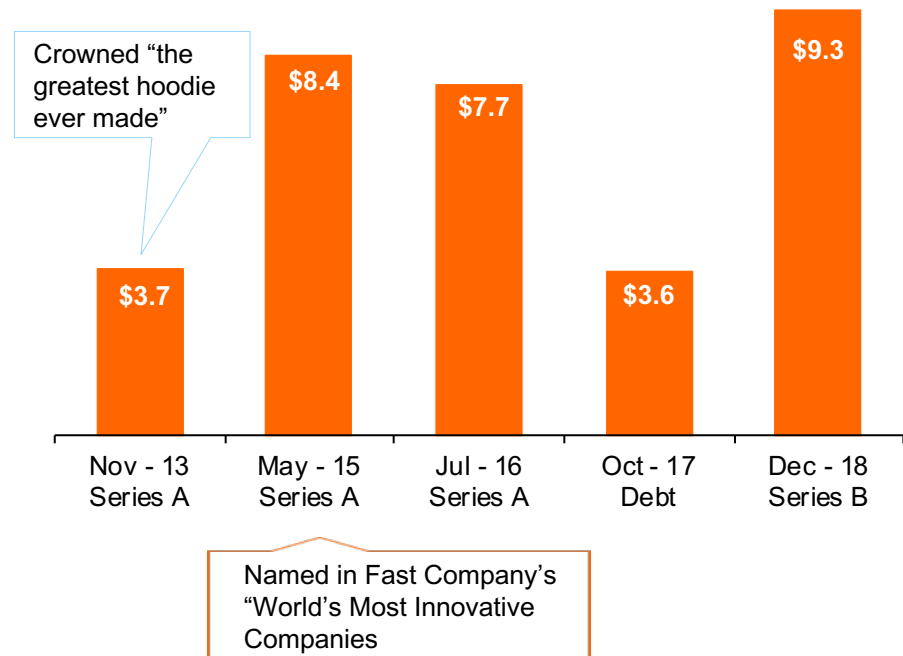
- Exceeded \$12m in sales in first year
- In Jan 16, launched with a hard-shell carry-on suitcase for \$225

6 The hoodie that started it all - the American Giant Hoodie

Focuses on fabric, fit, construction & durability

- Founded in 2011 to sell made-in-USA garments (to control the quality and manufacturing process) for a reasonable price for its quality
- Has 4 retail stores in the U.S and works with 7 facilities throughout the U.S. of which it owns three
- It uses online sales to connect directly with customers and does not invest in retail channels, marketing, or advertisement to keep the product cost affordable
- Key product features include
 - ❖ Made of heavyweight cotton
 - ❖ Manufactured for a lifetime
 - ❖ Every piece of garment is worked on to give comfort
- The Company has been able to achieve a very high revenue growth rate despite very limited funding relative to other similar sized DNVBS

Funding History (\$m)



Growth forecast was 10 times greater than 2012

5 year CAGR ~50%



7 Key Stats emerging from the report

\$9.8bn

Raised by ~200 DNVBs in the back half of the 2010s

850

Stores are set to be opened by DNVBs by 2023

9,302

Traditional brick & mortar store closings in 2019

\$50bn

Pop-up store concept industry size

58.1%

CAGR of subscription ecommerce market between 2014-2018

\$5.7bn

Aggregate M&A deal values in the last 5 years

~\$113

Average combined online spend per transaction by Millennials & Gen-Z

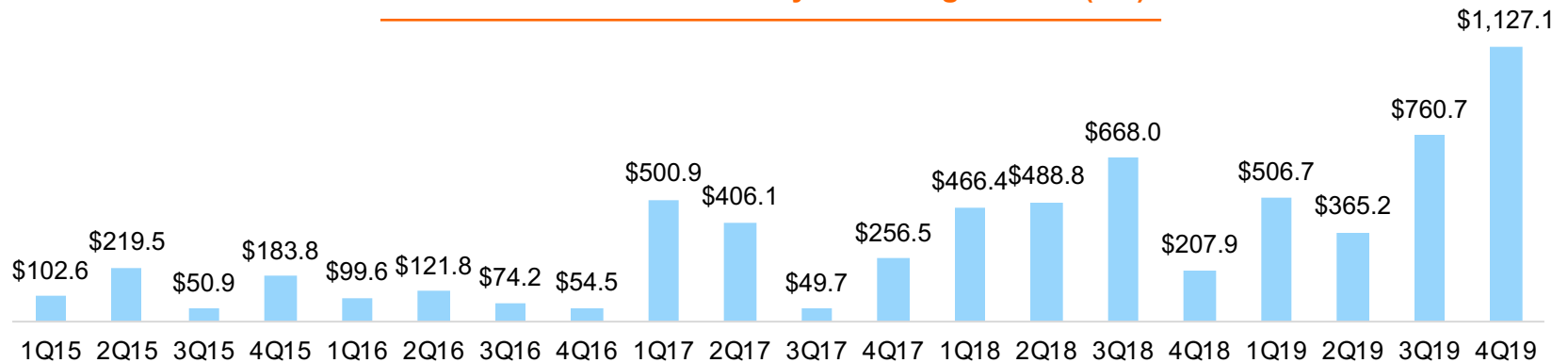
As makers of the products many of us consume, wear, and otherwise use in our everyday lives, DNVBs have had their share of the limelight from consumers and investors alike.

What remains to be seen is who among them can evolve the consumer pathos with which they burst onto the scene into business logos – fundamentally sustainable businesses that generate profits and returns for their investors in the long term.

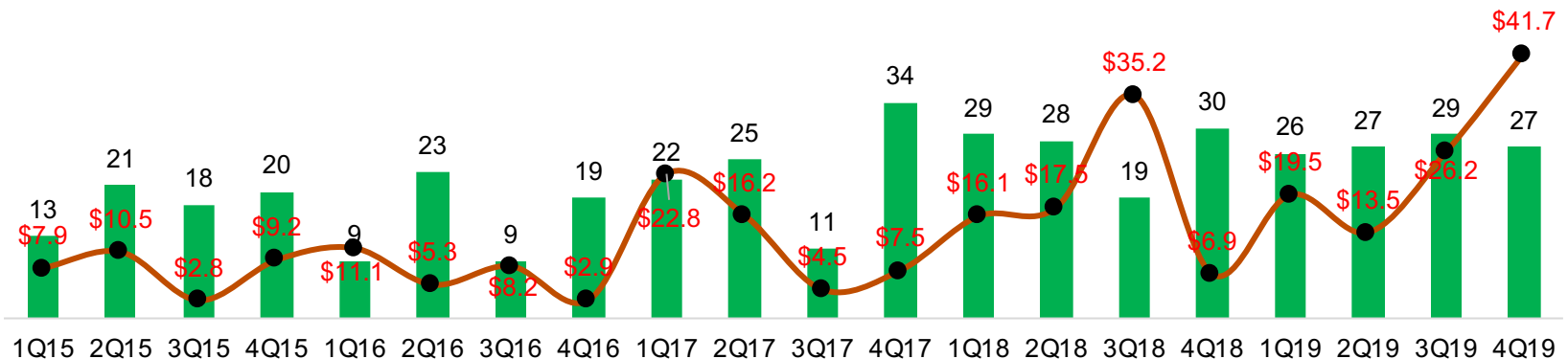
7 Direct-to-customer fundraising trends

Fundraising in the DTC space has seen a gradual increase from 2017 onward, after being relatively subdued before that. Q4 of 2019 saw the highest funding over that last 5 years, both, in terms of aggregate value, number of deals, and average deal size.

Direct-to-customer Quarterly Financing Volume (\$m)

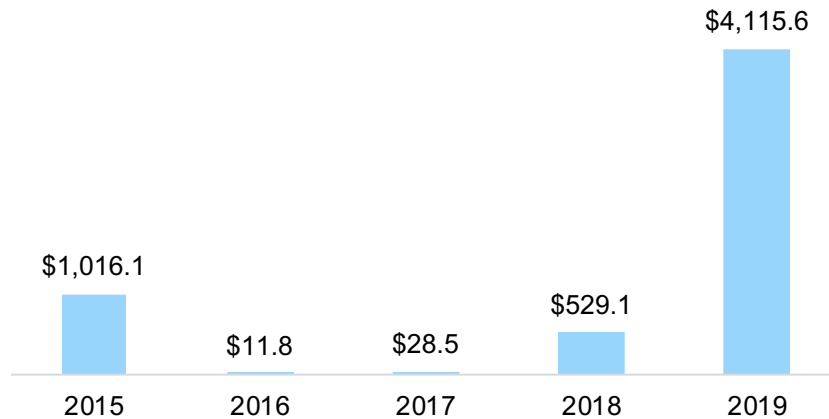


Direct-to-customer Quarterly Financing Deal Count & Average Deals Size (\$m)



7 Direct-to-customer M&A trends

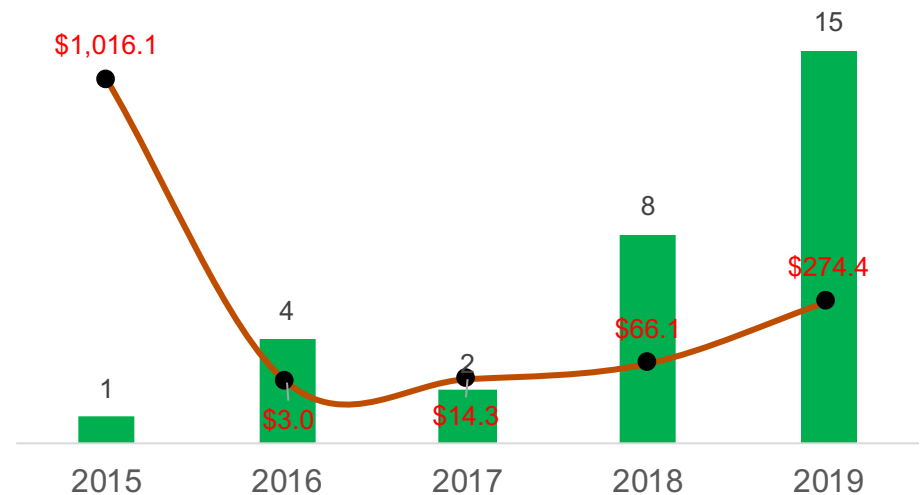
Direct-to-customer M&A Volume (\$m)













After seeing a dip in post-2015 for three years, aggregate M&A deal volume has increased sharply in 2019.

The increase in aggregate M&A value in 2018 and 2019 is also backed by an uptick in total number of deals and average deal size.

Direct-to-customer M&A Deal Count & Average Deals Size (\$m)




















7 Select Direct-to-customer fundraising recipients

Company	Country	Description	Date & Amount	Notable Investors
 PELOTON		An interactive fitness products company offering Peloton Bike, Peloton Tread & Peloton App which provides a full slate of fitness offerings	Aug-18, \$565.0m Sep-19, \$100.0m	KPCB, Fidelity Investments, BlackRock, Inc., Tiger Global Management LLC Technology Crossover Ventures, TCV Member Fund, L.P
 lenskart		Eyewear solutions company which owns and operates an online shopping portal for men & women	Dec-19, \$275.1m Sep-19, \$55.2m	SoftBank Investment Advisers (UK) Limited, SoftBank Vision Fund 2 Kedaara Capital Investment Managers Limited, Kedaara Capital II Limited
 Casper		Sleep products including mattresses, pillows, bedding & furniture	Feb-19, \$100.0m	Institutional Venture Partners, New Enterprise Associates, Norwest Venture Partners
 hims		Men's wellness company offering products in various categories such as hair, sexual wellness, skin care & oral care	Jan-19, \$100.0m Jun-18, \$50.0m	NA Forerunner Ventures, Institutional Venture Partners, Redpoint Ventures, Thrive Capital
 AWAY		Luggage brand which manufactures suitcases, carry-on luggage, backpacks, organizers and travel essentials	May-19, \$100.0m Apr-18, \$50.0m	Baillie Gifford & Co, Global Founders Capital Management GmbH, Lone Pine Capital LLC Comcast Ventures; Forerunner Ventures; Global Founders Capital Management GmbH
 fabfitfun.		Lifestyle membership company that delivers a curated collection of full-size products across various categories	Jan-19, \$80.0m	KPCB, New Enterprise Associates, Upfront Ventures
 Pomelo.		Fashion brand that owns and operates an online fashion portal for selling women's apparel	Sep-19, \$52.0m	Ambient Sound Investments OÜ, Lombard Investments, Inc., Provident Growth Fund, The Central Group
 TAMARA MELLON		Luxury women's footwear brand that offers foot wears & complimentary cobbler service for two years after purchase	Jun-19, \$50.0m	Centricus, New Enterprise Associates, Quadrille Capital
 CARBON38		Online shopping destination for active wear like jackets, dresses, leggings, jumpsuits, sports bras and tops	Jan-19, \$16.8m	Foot Locker, Inc.



7 Select Direct-to-customer M&A activity

Target	Buyer	Date & Consideration		Deal Rationale
		Nov-19,	\$2,265.3m (1.2x LTM Revenue)	Buying Fitbit could help Google extend its ambient computing hardware strategy, where the company aims to be a part of user's lives wherever they are
		Oct-19,	\$845.0m (11.3x LTM Revenue)	The acquisition is expected to help Drunk Elephant in leveraging Shiseido's global platform and resources to expand into new and existing markets both in the Americas and the international market
		Oct-19,	\$234.5m (0.8x FY'19E Revenue 7.1x FY'19E EBITDA)	<ul style="list-style-type: none"> The combined group is expected to have a deeper and more meaningful global presence, with a combined footprint of 341 owned retail stores, 254 licensed stores and over 7,300 wholesale doorways globally, also driving scale benefits The acquisition is likely to result in significant diversification of Kathmandu's product offering, with Rip Curl's summer / beach focus providing a seasonal balance to Kathmandu's winter / outdoor focus
		Apr-19,	\$205.5m (0.4x LTM Revenue)	The acquisition is aligned to the Magazine Luiza's efforts to increase its footprint in the increasingly competitive Brazilian ecommerce
		Jul-19,	\$140.0m (12.2x LTM Revenue)	The acquisition is likely to result in sales growth and market share gains in the Americas allowing both brands to engage and win major millennial customers and to market more effectively in the evolving digital world
		Jun-19,	\$97.5m (1.8x LTM Revenue 8.9x LTM EBITDA)	Vera Bradley will be able to leverage Pura Vida's expertise around digital marketing & social customer engagement, and Pura Vida will be able to leverage Vera Bradley's product design & development, infrastructure, & back office support capabilities
		Aug-19,	\$29.3m (0.7x LTM Revenue)	This acquisition will likely to result in expansion of Steve Madden in the Apparel category
		Aug-19,	\$17.8m (1.5x LTM Revenue)	The acquisition is likely to provide significant opportunity to expand the business by combining GREATS' strengths with Steve Madden's proven business model, established infrastructure and global reach
		Mar-19,	\$20.0m (19.5x LTM Revenue)	The goal of this partnership is to strengthen both the customer experience and future of Original Stitch by benefiting from the know-how of WORLD in terms of production, design, pattern technology, and logistics



Appendices – Precedent Transaction Details & Public Comparables

Direct-to-customer Private placements (1/9)

(USD in millions)

Date	Target	Buyers	Deal Size
12/13/2019	Tomorrowland Apparels Private Limited	NA	\$566.0
8/3/2018	Peloton Interactive, Inc.	Kleiner Perkins Caufield & Byers; Technology Crossover Ventures; Fidelity Investments; BlackRock, Inc.; NBCUniversal Media, LLC; Wellington Management Group LLP; Balyasny Asset Management L.P.; Winslow Capital Management, LLC; Tiger Global Management LLC; True Ventures; Felix Capital Partners LLP	\$565.0
3/30/2017	Peloton Interactive, Inc.	Kleiner Perkins Caufield & Byers; QuestMark Partners; Fidelity Investments; NBCUniversal Media, LLC; Wellington Management Group LLP; GGV Capital; Balyasny Asset Management L.P.; True Ventures	\$325.0
12/20/2019	Lenskart Solutions Private Limited	SoftBank Investment Advisers (UK) Limited; SoftBank Vision Fund 2	\$275.1
5/25/2017	Casper Sleep Inc.	Institutional Venture Partners; New Enterprise Associates; Norwest Venture Partners; Target Corporation; Tresalia Capital, S.A. de C.V.; Lerer Hippeau Ventures; Irving Investors LLC	\$170.0
5/16/2018	Lulu's Fashion Lounge, LLC	Institutional Venture Partners; Canada Pension Plan Investment Board; H.I.G. Growth Partners, LLC	\$120.0
10/11/2019	Hangzhou Jiayun Data Technology Co., Ltd.	IDG Capital Partners; Qiming Weichuang Venture Capital Management (Shanghai) Company Limited; Bertelsmann Management (Shanghai) Co., Ltd, Beijing Branch; Bertelsmann Asia Investments I; Shanghai Ziyu Investment Management Co., Ltd.	\$100.0
8/26/2019	Boll & Branch LLC	L Catterton Partners; Catterton Partners VIII, L.P.	\$100.0
2/1/2019	Casper Sleep Inc.	Institutional Venture Partners; New Enterprise Associates; Norwest Venture Partners; Target Corporation	\$100.0
1/29/2019	Hims, Inc.	NA	\$100.0
2/27/2018	Hangzhou Jiayun Data Technology Co., Ltd.	IDG Capital Partners; Bertelsmann Management (Shanghai) Co., Ltd, Beijing Branch; Bertelsmann Asia Investments I; ZhenFund Inc.; Shanghai Ziyu Investment Management Co., Ltd.; Beijing Kunlun Galaxy Investment Management Co., Ltd.	\$100.0
5/14/2019	JRSK, Inc.	Lone Pine Capital LLC; Wellington Management Group LLP; Baillie Gifford & Co.; Global Founders Capital Management GmbH	\$100.0
9/9/2019	Peloton Interactive, Inc.	Technology Crossover Ventures; TCV Member Fund, L.P.; Technology Crossover Ventures IX; TCV IX (B), L.P.; TCV IX (A), L.P.; Technology Crossover Ventures X, L.P.; TCV X (A), L.P.; TCV X Member Fund, L.P.	\$100.0
1/14/2019	FabFitFun, Inc.	Upfront Ventures; Kleiner Perkins Caufield & Byers; New Enterprise Associates	\$80.0
11/30/2015	Peloton Interactive, Inc.	Catterton Partners Corporation (nka:L Catterton Partners)	\$75.0
8/19/2019	Mister Spex GmbH	Grazia Equity GmbH	\$72.1
2/1/2018	Purple Innovation, LLC (nka:Purple Innovation, Inc.)	Coliseum Capital Management, LLC	\$65.0
1/23/2018	FIGS, INC.	NA	\$65.0
2/22/2016	Lenskart Solutions Private Limited	Adveq Management AG (nka:Schroder Adveq); International Finance Corporation; TPG Growth; Chiratae Ventures India Advisors Pvt. Ltd.; TR Advisors Ltd; Unilazer Alternative Ventures LLP; Unilazer Venture Fund	\$60.2
10/31/2019	Herschel Supply Company Ltd.	Eurazeo SE; HOOPP Capital Partners; Alliance Consumer Growth; Eurazeo Brands	\$60.0
11/13/2017	Sun Basket, Inc.	August Capital; Vulcan Capital; Sapphire Ventures LLC; Rembrandt Partners; Unilever Ventures Limited; Accolade Partners; Correlation Ventures; Relevance Capital; Founders Circle Capital LP	\$57.8
6/6/2017	Yes To, Inc.	Viking Global Investors LP	\$56.0
9/15/2019	Lenskart Solutions Private Limited	Kedaara Capital Investment Managers Limited; Kedaara Capital II Limited	\$55.2
5/29/2015	Casper Sleep Inc.	Institutional Venture Partners; New Enterprise Associates; Norwest Venture Partners; SV Angel; Lerer Hippeau Ventures; Rainfall Ventures; Slow Ventures; Queensbridge Venture Partners; Pritzker Group Venture Capital	\$55.0
9/12/2019	Pomelo Fashion Co., Ltd.	Lombard Investments, Inc.; The Central Group; Ambient Sound Investments OÜ; Provident Growth Fund	\$52.0
7/10/2019	Ralph & Russo Limited	Tennor Holding B.V.	\$50.1
6/17/2019	Tamara Mellon, LLC	New Enterprise Associates; Quadrille Capital; Centricus	\$50.0
6/18/2018	Hims, Inc.	Institutional Venture Partners; Redpoint Ventures; Thrive Capital; Forerunner Ventures	\$50.0
4/3/2018	JRSK, Inc.	Comcast Ventures; Global Founders Capital Management GmbH; Forerunner Ventures	\$50.0
4/9/2015	Urban Ladder Home Decor Solutions Private Limited	Sequoia Capital India Advisors Private Limited; SAIF Partners; Kalaari Capital Advisors Private Limited; TR Advisors Ltd; Steadview Capital Management LLC	\$50.0
6/20/2018	Framebridge, Inc.	New Enterprise Associates; T. Rowe Price Associates, Inc.; SWaN & Legend Venture Partners; Revolution Ventures	\$46.5

Direct-to-customer Private placements (2/9)

(USD in millions)

Date	Target	Buyers	Deal Size
8/15/2019	Vuori, Inc.	Norwest Venture Partners	\$45.0
1/7/2015	Netshoes (Cayman) Limited	International Finance Corporation; Riverwood Capital LLC	\$44.8
9/20/2019	Eight Sleep, Inc.	Founders Fund; Khosla Ventures; Y Combinator Management LLC; Eight Partners; Craft Ventures	\$40.8
3/12/2018	SCA Investments Limited	MMC Ventures Ltd; Business Growth Fund Limited; Business Angel Co Investment Fund; BGF Ventures; Hargreave Hale Investment Management	\$39.6
1/8/2015	Mister Spex GmbH	Goldman Sachs Group, Merchant Banking Division; Scottish Equity Partners LLP; DN Capital (UK) LLP; Grazia Equity GmbH; Xange Private Equity, S.A.; SEP IV	\$37.8
7/12/2019	SCA Investments Limited	Penwyn Limited	\$37.7
4/2/2019	Nutraceutical Wellness LLC	L Catterton Partners; Unilever Ventures Limited	\$35.0
12/17/2018	Rothy's, Inc.	Goldman Sachs Asset Management, L.P.; Goldman Sachs Investment Partners, L.P.	\$35.0
3/2/2018	Outdoor Voices, Inc.	GV	\$34.1
10/30/2019	Curiouser Products Inc.	Spark Capital Partners, LLC; Lululemon Athletica Inc.; Lerer Hippeau Ventures; Point72 Ventures; Liontree Partners LLC	\$34.0
4/24/2019	Lyan	Qiming Weichuang Venture Capital Management (Shanghai) Company Limited; Gaorong Capital	\$30.6
2/5/2019	Cuyana, Inc.	H.I.G. Growth Partners, LLC; D.LUXURY Brands	\$30.0
6/2/2017	UNTUCKit, LLC	Kleiner Perkins Caufield & Byers	\$30.0
2/22/2017	Netshoes (Cayman) Limited	NA	\$30.0
3/20/2019	Sun Basket, Inc.	August Capital; Sapphire Ventures LLC; Unilever Ventures Limited; Accolade Partners; Correlation Ventures; Baseline Ventures; PivotNorth Capital; Relevance Capital; Founders Circle Capital LP	\$30.0
7/18/2016	BlueStone Jewellery and Lifestyle Pvt. Ltd.	Accel Partners; India Infoline Finance Limited; Kalaari Capital Advisors Private Limited; IvyCap Ventures; RB Investments Pte Ltd.	\$29.8
4/16/2015	Peloton Interactive, Inc.	Tiger Global Management LLC; True Ventures	\$29.7
8/7/2018	Noho Health, Inc.	RRE Ventures LLC; Goldman Sachs Asset Management, L.P.; Goldman Sachs Investment Partners, L.P.; Goodwater Capital, LLC; Tusk Ventures; Juxtapose	\$29.0
6/2/2017	Noho Health, Inc.	RRE Ventures LLC; Goldman Sachs Private Capital Investing group; Goodwater Capital, LLC; Tusk Ventures; Juxtapose; Bullish	\$29.0
7/19/2019	Pepe Jeans, S.L.	NA	\$28.1
6/12/2018	Molekule Inc.	CrossLink Capital, Inc.; Uncork Capital; Foundry Group; TransLink Capital	\$26.5
10/17/2017	Vital Proteins, LLC	CAVU Venture Partners	\$25.5
9/17/2019	Thinx Inc.	Kimberly-Clark Corporation	\$25.0
2/5/2019	natals, Inc.	Norwest Venture Partners; Founders Fund; Forerunner Ventures	\$25.0
1/29/2019	Billie Inc.	Silverton Partners; Goldman Sachs Private Capital Investing group; Female Founders Fund; Lakehouse Ventures	\$25.0
3/12/2018	Lyan	Qiming Weichuang Venture Capital Management (Shanghai) Company Limited; Banyan Capital (nka:Gaorong Capital)	\$25.0
12/14/2017	LYMI Inc.	Stripes Group LLC; 14W; Imaginary Ventures	\$25.0
5/23/2018	Curiouser Products Inc.	NA	\$25.0
1/24/2017	The Bouqs Company	Partech Ventures, Inc.; Azure Capital Partners, L.P.; Quest Venture Partners LLC; KEC Ventures; NextEquity; Reimagined Ventures	\$24.0
6/5/2018	Tamara Mellon, LLC	New Enterprise Associates; Quadriple Capital	\$24.0
4/30/2018	ALYK, Inc.	Spark Capital Partners, LLC; Lerer Hippeau Ventures; Alliance Consumer Growth; Brand Foundry Ventures	\$24.0
4/25/2019	Mejuri Inc.	New Enterprise Associates; BDC Capital Inc.; Felix Capital Partners LLP; DASH Ventures; BDC Capital	\$23.0
6/14/2017	RCW, Inc.	Women in Tech Fund; Incite	\$23.0
1/6/2019	SCA Investments Limited	Accel Partners; General Catalyst Partners; Forerunner Ventures; Burda Principal Investments GmbH & Co. KG	\$23.0
		Unilever Ventures Limited; MMC Ventures Ltd; Business Growth Fund Limited; Business Angel Co Investment Fund; Business Angel Co Investment Fund; MMC London Fund; BGF Ventures; Hargreave Hale Investment Management	\$22.9

Direct-to-customer Private placements (3/9)

(USD in millions)

Date	Target	Buyers	Deal Size
5/5/2017	JRSK, Inc.	Accel Partners; Comcast Ventures; Global Founders Capital Management GmbH; Forerunner Ventures	\$21.5
12/19/2017	Mene Inc.	NA	\$21.0
7/2/2019	Primary Kids, Inc.	U.S. Venture Partners; Homebrew Management LLC; Mighty Capital	\$20.0
1/31/2017	Hangzhou Jiayun Data Technology Co., Ltd.	Bertelsmann Management (Shanghai) Co., Ltd, Beijing Branch; Bertelsmann Asia Investments I	\$20.0
12/15/2015	BaubleBar Inc.	Accel Partners; DSW Inc. (nka:Designer Brands Inc.); Greycroft Partners LLC; Hubert Burda Media, Inc.;	\$20.0
		Burch Creative Capital LLC; Aspect Ventures; Aspect Ventures, L.P.	
1/31/2018	Primary Kids, Inc.	NA	\$19.8
11/1/2017	Pomelo Fashion Co., Ltd.	Lombard Investments, Inc.; JD.com, Inc.; Provident Capital Partners Pte. Ltd.	\$19.0
9/20/2019	Lookiero Style, S.L.	MMC Ventures Ltd; All Iron Ventures, SGEIC, S.A; Mi Proyecto Santander Smart Plan De Prevision Social	\$18.7
		Individual-Santander Prevision 1 Epsv Individua; Bonsai Partners	
5/2/2018	Scentbird Inc.	Y Combinator Management LLC; Rainfall Ventures; Entrepreneurs Roundtable Accelerator; Scrum Ventures;	\$18.6
		FundersClub Inc., Investment Arm; Goodwater Capital, LLC; Soma Capital	
7/23/2015	GLAMSQUAD, Inc.	New Enterprise Associates; SoftBank Capital; Lerer Hippeau Ventures; Montage Ventures; BBG Ventures	\$18.5
10/19/2015	RCW, Inc.	Accel Partners; General Catalyst Partners; Breakaway Innovation Group; Forerunner Ventures	\$18.1
1/9/2019	Tomboy Exchange, Inc.	The Craftory Limited	\$18.0
11/2/2018	PerSe Beauty Inc.	Insight Venture Management, LLC; Correlation Ventures; ISAI Gestion, SAS; Lerer Hippeau Ventures;	\$18.0
		Forerunner Ventures	
12/13/2019	Summersalt, LLC	Founders Fund; Mercato Partners; Dundee Venture Capital; Lewis & Clark Venture Capital, LLC; Rise of the	\$17.4
		Rest; Rise Of The Rest Seed Fund, LP; Victress Capital LLC	
1/19/2018	Carbon38, Inc.	Foot Locker, Inc.	\$16.8
11/30/2015	Tamara Mellon, LLC	New Enterprise Associates; New Enterprise Associates 15, L.P.	\$16.8
6/12/2015	Framebridge, Inc.	New Enterprise Associates; Revolution LLC; SWaN & Legend Venture Partners	\$16.8
11/4/2019	Project 1920, LLC	Norwest Venture Partners	\$16.8
4/20/2017	Framebridge, Inc.	New Enterprise Associates; SWaN & Legend Venture Partners; Revolution Ventures	\$16.7
5/30/2018	Naadam Inc.	Vanterra Capital LLC; Plug and Play, LLC; U-Start; Trail Post Ventures; Torch Capital	\$16.0
9/21/2016	Eight Sleep, Inc.	Comcast Ventures; Azure Capital Partners, L.P.; StartX; Y Combinator Management LLC; Yunqi Partners;	\$15.4
		Idea Bulb Ventures (nka:Sinovation North America Inc.)	
10/16/2018	Keeps	First Round Capital, Greycroft, Maveron, Entrepreneurs Roundtable, Northzone, Two River, Steadfast Venture	\$15.3
		Capital	
2/17/2017	Urban Ladder Home Decor Solutions Private Limited	Sequoia Capital India Advisors Private Limited; SAIF Partners; Kalaari Capital Advisors Private Limited; ABG	\$15.2
		Capital; Steadview Capital Management LLC; Steadview Capital Partners LP; LTR Focus Fund	
6/24/2016	Sun Basket, Inc.	J.F. Shea Venture Capital; Vulcan Capital; Accolade Partners; Baseline Ventures; PivotNorth Capital;	\$15.0
		Relevance Capital; Founders Circle Capital LP	
8/12/2019	Herbivore Botanicals, LLC	Silas Capital; Stage 1 Financial, Investment Arm; Stage 1 Fund	\$15.0
7/23/2019	Panty Prop Inc.	The Craftory Limited	\$15.0
7/11/2019	Burrow, Inc.	NA	\$15.0
11/15/2018	Jaanu, Inc.	JKM Consumer Growth Partners	\$15.0
4/17/2018	Popup Design S. de R.L. de C.V.	Rise Capital; Variv Capital; Deltalpha Capital SA	\$15.0
4/2/2018	Knot Standard Limited	Provenance	\$15.0
12/1/2017	Interior Define Inc.	Peterson Ventures, LLC; Listen Ventures, LLC; Pritzker Group Venture Capital; Breakout Capital, LLC; Fifth	\$15.0
		Wall Ventures Management, LLC	
4/18/2016	Curology, Inc.	Forerunner Ventures; ACME VC; Advance Venture Partners, LLC	\$15.0
6/11/2015	ModCloth, Inc.	NA	\$15.0
2/2/2017	Sun Basket, Inc.	J.F. Shea Venture Capital; Vulcan Capital; Sapphire Ventures LLC; Accolade Partners; Baseline Ventures;	\$15.0
		PivotNorth Capital; Relevance Capital; Founders Circle Capital LP	
11/29/2018	Mene Inc.	NA	\$14.9
3/2/2018	True Botanicals, Inc.	NA	\$14.1
3/7/2018	Burrow, Inc.	New Enterprise Associates; Y Combinator Management LLC; Correlation Ventures; Red & Blue Ventures	\$14.0

Direct-to-customer Private placements (4/9)

(USD in millions)

Date	Target	Buyers	Deal Size
2/23/2017	Brooklinen Inc.	FirstMark Capital, L.L.C.	\$10.0
10/2/2015	Draper James, LLC	JH Partners, LLC; Forerunner Ventures; Stone Canyon Industries, LLC	\$10.0
10/18/2017	Curiouser Products Inc.	NA	\$10.0
9/4/2019	Atomberg Technology Pvt. Ltd.	A91 Partners	\$10.0
9/6/2016	Lenskart Solutions Private Limited	PremjiInvest; PI Opportunities Fund II	\$9.8
3/7/2017	Function of Beauty LLC	Bessemer Venture Partners; GGV Capital; Y Combinator Management LLC; SoGal Ventures	\$9.5
12/20/2018	American Giant, Inc.	NA	\$9.3
4/29/2016	poppin inc.	NA	\$9.2
10/6/2017	Westward Leaning, Inc.	NA	\$9.2
6/5/2015	Rhone Apparel, Inc.	M3 Ventures	\$9.0
8/10/2017	Outdoor Voices, Inc.	General Catalyst Partners; Collaborative Fund; Forerunner Ventures; 14W	\$9.0
2/8/2018	Monica & Andy, Inc.	NA	\$8.8
11/2/2018	ATOMS INC.	Kleiner Perkins Caufield & Byers; Initialized Capital Management, LLC; Shrug Capital	\$8.7
10/25/2018	Zinus, Inc.	NH Investment & Securities Co., Ltd., Investment Arm	\$8.6
8/26/2016	JRSK, Inc.	Accel Partners; Comcast Ventures; Global Founders Capital Management GmbH; Forerunner Ventures	\$8.5
3/5/2018	True Botanicals, Inc.	Unilever Ventures Limited; The Cue Ball Group, LLC; Sonoma Brands	\$8.5
2/8/2017	TULA Life, INC	NA	\$8.5
5/6/2015	American Giant, Inc.	NA	\$8.4
3/1/2017	Drunk Elephant Holdings, LLC	VMG Partners	\$8.3
4/4/2016	Helix Sleep, Inc.	Westech Investment Advisors, LLC; Great Oaks Venture Capital LLC; Simon Ventures, LLC; Double J Capital	\$8.3
2/13/2019	Promenade Investments, LLC	Upfront Ventures; FirstMark Capital, L.L.C.; Amplify.LA; GingerBread Capital	\$8.0
12/7/2018	Birdies, Inc.	Norwest Venture Partners; Forerunner Ventures; Slow Ventures	\$8.0
9/27/2018	DailyLook, Inc.	Upfront Ventures; Forever 21, Inc.	\$8.0
6/3/2016	Primary Kids, Inc.	NA	\$8.0
8/28/2019	Hawthorne	Founder Collective, Comcast Ventures, Imaginary Ventures, Shana Fisher	\$8.0
4/3/2019	Wear PACT, LLC	NA	\$8.0
7/5/2016	American Giant, Inc.	NA	\$7.7
7/31/2019	Christopher Ward (London) Limited	Business Growth Fund Limited	\$7.6
10/21/2016	Intimates Online, Inc.	GGV Capital; Gelmart Industries Inc.; Alibaba Group Holding Limited; Airbnb, Inc.	\$7.6
4/2/2019	LYV Life, Inc.	Cambridge Companies SPG.; Harbinger Ventures LLC	\$7.5
4/27/2019	Lancy Co., Ltd.	NA	\$7.4
11/1/2017	Hims, Inc.	M/C Partners; Maverick Capital, Ltd.; SV Angel; Thrive Capital; Forerunner Ventures; HF Global, Inc.; Cherubic Ventures; Amity Supply	\$7.4
5/19/2016	Sun Basket, Inc.	Vulcan Capital; Rembrandt Partners; Correlation Ventures; Baseline Ventures; Roth Venture Finance Group; PivotNorth Capital; Relevance Capital; Robertson Stephens Partners LLC; The Tyler Florence Group	\$7.3
11/28/2018	Haikini	Quest Ventures	\$7.3
9/29/2015	Outdoor Voices, Inc.	General Catalyst Partners; Atelier de Production et de Création SAS; Collaborative Fund; Forerunner Ventures; 14W	\$7.2
10/15/2019	July & Co Pty Ltd	Strandbags Group Pty Ltd.	\$7.1
5/15/2019	Brideside Inc.	Beringea, LLC	\$7.0
6/25/2019	Phlur, Inc.	Symrise AG; Belcorp Corporation; Next Coast Ventures	\$7.0
6/19/2019	Amaro Fashion LTDA.	Bulb Capital AG	\$7.0
11/1/2018	Curant, Inc.	Uncork Capital; K9 Ventures; Precursor Ventures; UP2398 LLC	\$7.0
11/23/2016	ALYK, Inc.	Spark Capital Partners, LLC; Lerer Hippeau Ventures; BoxGroup; Brand Foundry Ventures; BBG Ventures	\$7.0
1/21/2015	Plae, Inc.	Partech Ventures, Inc.; Westech Investment Advisors, LLC; FLOODGATE Fund, LP.; Cherubic Ventures; Finn Capital Partners, LLC	\$7.0
7/31/2018	Naked Brand Group Limited	NA	\$7.0

Direct-to-customer Private placements (5/9)

(USD in millions)

Date	Target	Buyers	Deal Size
5/2/2016	FIGS, INC.	Endeavor Global, Inc., Investment Arm; Campfire Capital	\$5.0
3/23/2016	natales, Inc.	Upfront Ventures; Norwest Venture Partners; National Electronic Attachment, Inc.; Founders Fund; Pathfinder; Forerunner Ventures; Rivet Ventures Management	\$5.0
8/3/2018	The Sill, Inc.	Raine Ventures LLC	\$5.0
11/1/2018	Cubcoats	Major League Baseball Enterprises, Inc.; Harmon Brothers, LLC	\$4.9
6/9/2015	Purple Panda Fashions Pvt Ltd	IvyCap Ventures	\$4.7
6/27/2018	Lookiero Style, S.L.	All Iron Ventures, SGEIC, S.A	\$4.6
9/4/2015	Carbon38, Inc.	NA	\$4.4
2/5/2018	Tomboy Exchange, Inc.	SBI Investment Korea Co., Ltd.; Tau Investment Management, LLC; Red Badge Management LLC	\$4.3
12/7/2017	Burrow, Inc.	Y Combinator Management LLC; Interplay Ventures; Red & Blue Ventures	\$4.3
12/8/2017	Billie Inc.	Greycroft Partners LLC; Female Founders Fund; Lakehouse Ventures	\$4.2
10/12/2018	TULA Life, INC	NA	\$4.2
5/14/2018	Mented Cosmetics, Inc.	CircleUp Network, Inc., Investment Arm; Circleup Growth Partners, L.P.	\$4.2
12/29/2017	Mene Inc.	NA	\$4.2
2/14/2019	Argent	Founders Fund	\$4.0
8/8/2018	Unmade Limited	Connect Ventures; Felix Capital Partners LLP; C4 Ventures; Backed LLP; Localglobe LLP (nka:Senderwood LLP)	\$4.0
2/2/2018	Wear PACT, LLC	NA	\$4.0
11/29/2016	RCW, Inc.	NA	\$4.0
7/7/2017	Primary Kids, Inc.	NA	\$3.9
3/27/2019	Naked Brand Group Limited	NA	\$3.9
8/11/2015	Scentbird Inc.	Y Combinator Management LLC; 500 Startups; TMT Investments PLC; Ludlow Ventures LLC; Rainfall Ventures; Dominion Capital LLC; Scrum Ventures; FundersClub Inc., Investment Arm; SGH Capital S.A.; Eclipse Ventures, LLC	\$3.8
7/19/2018	Wander Beauty LLC	NA	\$3.8
9/4/2018	Mejuri Inc.	BDC Capital Inc.; Real Ventures; Felix Capital Partners LLP; DASH Ventures; BDC Capital Women in Tech Fund; Incite	\$3.8
5/9/2017	Interior Define Inc.	Listen Ventures, LLC; Pritzker Group Venture Capital; Breakout Capital, LLC	\$3.8
4/18/2017	Wander Beauty LLC	NA	\$3.6
10/24/2017	American Giant, Inc.	NA	\$3.6
1/9/2017	Lenskart Solutions Private Limited	Unilazer Alternative Ventures LLP	\$3.5
10/19/2017	Feather Home Inc.	Kleiner Perkins Caufield & Byers; New Enterprise Associates; PJC; Bain Capital Ventures; Y Combinator Management LLC; Novel TMT Ventures Limited; SV Angel; Fuel Capital; FundersClub Inc., Investment Arm; Liquid 2 Ventures; Blue Collective LLC	\$3.5
12/2/2016	Sarah Flint, Inc.	NA	\$3.5
5/29/2015	FabFitFun, Inc.	Upfront Ventures; New Enterprise Associates; Simon Ventures, LP; 500 Startups; Rachel Zoe Ventures	\$3.5
5/4/2018	Sarah Flint, Inc.	NA	\$3.4
10/25/2018	Naked Brand Group Limited	Armistice Capital LLC	\$3.4
9/27/2017	LYV Life, Inc.	NA	\$3.4
4/10/2015	Marine Layer, Inc.	NA	\$3.3
5/24/2016	Molekule Inc.	CrossLink Capital, Inc.; SoftTech VC (nka:Uncork Capital); China Science & Merchants Investment Management Group Co., Ltd.; Softtech VC IV, L.P.; CSC UpShot Ventures I, L.P.	\$3.3
6/18/2015	Knyttan Limited (nka:Unmade Limited)	Connect Ventures; Ballpark Ventures LLP; Playfair Capital Limited; Felix Capital Fund I LP; Felix Capital Partners LLP; Backed 1 LP; Backed LLP	\$3.2
9/25/2015	Primary Kids, Inc.	NA	\$3.2
4/11/2018	Koio Collective, Inc.	Acton Capital Partners GmbH; Winklevoss Capital Management LLC; Brand Foundry Ventures	\$3.1
1/9/2020	Naked Brand Group Limited	St. George Investments, LLC	\$3.0
5/13/2019	Naked Brand Group Limited	St. George Investments, LLC	\$3.0

Direct-to-customer Private placements (6/9)

(USD in millions)

Date	Target	Buyers	Deal Size
12/19/2019	Naked Brand Group Limited	St. George Investments, LLC	\$3.0
11/12/2019	Naked Brand Group Limited	Iliad Management, LLC; Iliad Research and Trading, L.P.	\$3.0
11/9/2018	Act & Acre, Inc.	NA	\$3.0
9/18/2018	Public Goods	Yes VC, Day One Ventures	\$3.0
12/31/2017	Promenade Investments, LLC	Upfront Ventures; Amplify.LA; Brilliant Ventures; Kaktus Capital	\$3.0
2/8/2017	Pop & Suki	Bracket Capital	\$3.0
11/23/2016	Noho Health, Inc.	Juxtapose	\$3.0
11/22/2016	Curiouser Products Inc.	NA	\$3.0
6/30/2016	Urban Ladder Home Decor Solutions Private Limited	Trifecta Capital Advisors LLP	\$3.0
2/17/2016	ALYK, Inc.	Lerer Hippeau Ventures; BoxGroup; RSE Ventures, Investment Arm; Vayner/RSE; 14W; Brand Foundry Ventures; BBG Ventures	\$3.0
2/20/2018	Intimates Online, Inc.	NA	\$3.0
11/1/2015	BOMBAS LLC	NA	\$3.0
5/20/2019	Baboon Mega Corp, Inc.	Cherry Tree Investment; Amity Supply; Randa Digital Labs	\$2.9
6/20/2016	Bow & Drape Inc.	NA	\$2.9
10/15/2018	Denim.LA, Inc.	NA	\$2.9
12/14/2018	The Citizenry, Inc.	NA	\$2.8
1/11/2019	Serface Care, Inc.	NA	\$2.7
6/29/2017	Aurate LLC	Arab Angel Fund I, L.P.; Arab Angel Fund; Victress Capital LLC	\$2.6
8/15/2018	Rowing Blazers	NA	\$2.6
8/7/2015	JRSK, Inc.	Accel Partners; Comcast Ventures; Forerunner Ventures	\$2.5
12/1/2015	Popup Design S. de R.L. de C.V.	Rise Capital; Variv Capital; Cubo Capital S.A. de C.V.; FJ Labs; Capital Invent MX, S.A.P.I. de C.V.	\$2.5
3/1/2018	Phlur, Inc.	NA	\$2.5
1/4/2017	Inclam, S.A.	NA	\$2.4
10/11/2017	PerSe Beauty Inc.	Maveron LLC; ISAI Gestion, SAS; Lerer Hippeau Ventures; Red Sea Ventures	\$2.4
3/6/2018	Andie Co.	Sonostar Ventures LLC; Two River Capital	\$2.3
8/3/2018	Anomalie Inc.	NA	\$2.3
1/30/2015	Outdoor Voices, Inc.	General Catalyst Partners; Burch Creative Capital LLC; Sweetgreen, Inc.; Collaborative Fund; Red Sea Ventures	\$2.2
2/22/2018	Beauty By Design Technologies, Inc.	Ludlow Ventures LLC; Resolute Ventures, Inc.; TenOneTen Ventures; Troy Capital Partners	\$2.2
8/23/2017	Birdies, Inc.	Forerunner Ventures; Social Capital; Slow Ventures; Graph Ventures LLC	\$2.1
11/5/2019	Urban Ladder Home Decor Solutions Private Limited	Sequoia Capital India Advisors Private Limited; Steadview Capital Management LLC; SAIF Partners India	\$2.1
9/27/2017	Hari Mari, LLC	NA	\$2.0
10/4/2019	Naked Brand Group Limited	Iliad Management, LLC; Iliad Research and Trading, L.P.	\$2.0
9/17/2018	Clare, Inc.	First Round Capital, Imaginary Ventures, Brooklyn Bridge Ventures	\$2.0
7/2/2018	Harper Wilde, Inc.	Charles River Ventures, Inc.; BAM Ventures; Brilliant Ventures	\$2.0
5/31/2018	Serface Care, Inc.	NA	\$2.0
5/11/2018	Kosas Cosmetics, LLC	CircleUp Network, Inc., Investment Arm	\$2.0
4/5/2018	Summersalt, LLC	Revolution LLC; Dundee Venture Capital; Silas Capital; Cultivation Capital; M25 Group; Breakout Capital; The Syndicate Fund LLC; Victress Capital LLC	\$2.0
11/16/2017	Oros Apparel	NA	\$2.0
10/17/2016	BGLG, Inc.	Correlation Ventures; Lerer Hippeau Ventures; Galvanize, Inc.; Red Sea Ventures; BBG Ventures; Rosecliff Ventures	\$2.0
11/21/2017	Ecstase Limited	TrueStart Limited; H&M CO:LAB	\$2.0
3/21/2017	Ursa Major Natural Care LLC	NA	\$1.8
10/4/2016	Rhone Apparel, Inc.	NA	\$1.8
8/8/2016	Phlur, Inc.	Next Coast Ventures	\$1.8
6/22/2016	Respoke Limited	Oxford Capital Partners LLP; Seedcamp; Forward Partners	\$1.8

Direct-to-customer Private placements (7/9)

(USD in millions)

Date	Target	Buyers	Deal Size
7/13/2017	PerSe Beauty Inc.	NA	\$1.8
12/3/2016	Anomalie Inc.	NA	\$1.8
8/23/2017	BGLG, Inc.	NA	\$1.7
12/31/2016	Solid & Striped LLC	Burch Creative Capital LLC	\$1.7
9/17/2015	Sun Basket, Inc.	Vulcan Capital; Rembrandt Partners; The Florence Group Inc.; Correlation Ventures; Lucas Venture Group; Baseline Ventures; Roth Venture Finance Group; PivotNorth Capital; PivotNorth Capital; Relevance Capital	\$1.7
3/8/2018	Summersalt, LLC	NA	\$1.7
2/26/2019	Baby Generation, Inc.	FirstMark Capital, L.L.C.	\$1.6
1/27/2015	UrbanStems Inc.	Great Oaks Venture Capital LLC; Middleland Capital; Sagamore Ventures, LLC	\$1.5
3/21/2019	Ash & Erie, Inc.	NA	\$1.5
6/13/2018	Packed Party, Inc.	NA	\$1.5
5/14/2019	Naked Brand Group Limited	TokenPay Swiss AG	\$1.5
12/31/2018	Anomalie Inc.	NA	\$1.5
11/15/2018	Maude Group, Inc.	RRE Ventures LLC; Outbound Ventures LLC; Cassius Family Management LLC, Asset Management Arm; Shrug Capital; Tune House Capital; Pico Alto Ventures LLC.	\$1.5
6/30/2017	Universal Standard Clothing LLC	Red Sea Ventures	\$1.5
4/8/2015	Brideside Inc.	DreamIt Ventures	\$1.5
4/8/2019	Clove Brand, Inc.	NA	\$1.5
6/18/2018	LOLI Beauty Inc.	Emami International FZE	\$1.5
1/21/2015	Thinx Inc.	NA	\$1.5
11/17/2017	East Fork Pottery, LLC	NA	\$1.3
5/11/2016	Koio Collective, Inc.	Brand Foundry Ventures	\$1.3
6/26/2017	Oars + Alps LLC	Breakout Capital	\$1.3
7/17/2015	Morphy, Inc. (nka:Eight Sleep, Inc.)	NA	\$1.3
9/29/2015	Thorley Industries, LLC	West Capital Advisors, LLC	\$1.3
7/24/2015	Monica & Andy, Inc.	NA	\$1.3
7/14/2015	Tomboy Exchange, Inc.	NA	\$1.2
11/6/2019	Ash & Erie, Inc.	IrishAngels, Inc.	\$1.2
7/8/2015	ALYK, Inc.	Thrive Capital; BoxGroup; RSE Ventures, Investment Arm; Vayner/RSE; 14W	\$1.2
4/15/2016	Vuori, Inc.	NA	\$1.2
11/10/2017	Floravere	Serena Ventures, OVO Fund, Brand Foundry Ventures	\$1.1
10/10/2017	Universal Standard Clothing LLC	NA	\$1.1
1/12/2016	Original, Inc.	DoCoMo Capital, Inc.; Inspire Ventures	\$1.1
12/22/2017	Panty Prop Inc.	NA	\$1.1
1/29/2015	ALYK, Inc.	NA	\$1.0
9/21/2015	The Citizenry, Inc.	TrailBlazer Capital; Karlani Capital	\$1.0
3/9/2017	LOLI Beauty Inc.	NA	\$1.0
10/16/2017	Mented Cosmetics, Inc.	iSeed VC; BBG Ventures; Outbound Ventures LLC	\$1.0
5/10/2017	Barn & Willow	VTF Capital, Shah Capital Partners, Ranch Ventures, Halogen Ventures, Forefront Venture Partners	\$1.0
5/30/2016	Atomberg Technology Pvt. Ltd.	Parampara Capital; Parampara Early Stage Opportunities Fund I	\$1.0
10/5/2018	Baby Generation, Inc.	NA	\$1.0
5/21/2015	poppin inc.	West Capital Advisors, LLC	\$0.9
1/2/2019	AQUIS Inc	NA	\$0.9
11/10/2015	UrbanStems Inc.	NA	\$0.9
11/17/2016	Damiva Inc.	KES 7 Capital Inc.	\$0.9
6/30/2016	Universal Standard Clothing LLC	NA	\$0.9
8/11/2015	Ursa Major Natural Care LLC	NA	\$0.8
11/4/2019	Conscious Step, Inc.	NA	\$0.8

Direct-to-customer Private placements (8/9)

(USD in millions)

Date	Target	Buyers	Deal Size
2/8/2017	Monica & Andy, Inc.	NA	\$0.8
8/3/2015	Intimates Online, Inc.	NA	\$0.8
11/13/2019	East Fork Pottery, LLC	NA	\$0.7
5/31/2017	Brideside Inc.	NA	\$0.7
12/1/2016	Rowing Blazers	NA	\$0.7
4/11/2017	Purple Panda Fashions Pvt Ltd	Singularity Ventures; IvyCap Ventures; IvyCap Ventures Trust Fund-II	\$0.7
8/1/2016	Rumpl Inc.	NA	\$0.7
3/24/2015	Helix Sleep, Inc.	NA	\$0.7
9/9/2015	LYV Life, Inc.	NA	\$0.7
5/2/2017	Universal Standard Clothing LLC	NA	\$0.6
9/23/2019	ARLO SKYE, Inc.	NA	\$0.6
12/21/2015	Aurate LLC	NA	\$0.6
2/28/2018	Maude Group, Inc.	Flybridge Capital Partners; Regenerative Investment, LLC; XFactor Ventures; Pecari Ventures	\$0.6
12/15/2015	Alps & Meters	NA	\$0.6
12/21/2017	Baby Generation, Inc.	NA	\$0.5
7/19/2016	poppin inc.	West Capital Advisors, LLC	\$0.5
1/30/2018	TEN-THOUSAND	NA	\$0.4
4/21/2015	Scentbird Inc.	TMT Investments PLC	\$0.3
12/14/2016	Harper Wilde, Inc.	NA	\$0.3
12/19/2017	Summersalt, LLC	NA	\$0.3
10/26/2017	Harper Wilde, Inc.	NA	\$0.2
7/31/2015	Atomberg Technology Pvt. Ltd.	Aar EM Ventures	\$0.2
10/26/2018	Panty Prop Inc.	500 Startups	\$0.2
10/22/2017	Ash & Erie, Inc.	NA	\$0.2
9/21/2017	Renoun Ski Company, LLC	NA	\$0.1
5/16/2016	Baby Mori Limited	500 Startups	\$0.1
11/5/2015	Barn & Willow Inc.	500 Startups	\$0.1
11/5/2015	Mejuri Inc.	500 Startups	\$0.1
3/21/2018	Sheerly Genius	Y Combinator	\$0.1
6/30/2017	Feather Home Inc.	Y Combinator Management LLC	\$0.1
6/30/2016	Burrow, Inc.	Y Combinator Management LLC	\$0.1
12/15/2015	Function of Beauty LLC	Y Combinator Management LLC	\$0.1
6/30/2015	Scentbird Inc.	Y Combinator Management LLC	\$0.1
6/30/2015	Morphy, Inc. (nka:Eight Sleep, Inc.)	Y Combinator Management LLC	\$0.1
3/13/2019	Wearable Experiments, Inc.	Stadia Ventures	\$0.1
3/30/2015	JRSK, Inc.	NA	\$0.1
6/15/2018	Denim.LA, Inc.	NA	\$0.1
3/29/2017	Tomboy Exchange, Inc.	NA	\$0.1
1/9/2018	Surface Care, Inc.	NA	\$0.0
5/31/2016	FelixGray	Entrepreneurs Roundtable Accelerator	\$0.0
7/1/2015	The Citizenry, Inc.	RevTech Ventures	\$0.0
1/1/2019	Even Prime	NA	\$0.0
12/10/2015	ARLO SKYE, Inc.	NA	\$0.0
1/27/2015	Tomboy Exchange, Inc.	MergeLane LLC	\$0.0
12/23/2019	Kosas Cosmetics, LLC	NA	NA
12/16/2019	Andie Co.	NA	NA
12/13/2019	Knot Standard Limited	Decathlon Capital Partners, LLC	NA
12/10/2019	FelixGray	NA	NA

8 Direct-to-customer Private placements (9/9)

(USD in millions)

Date	Target	Buyers	Deal Size
12/3/2019	Baboon Mega Corp, Inc.	NA	NA
11/15/2019	Maude Group, Inc.	Vice Ventures	NA
11/6/2019	Monica & Andy, Inc.	NA	NA
10/2/2019	Lafleur LLC	Cool Japan Fund, Inc.	NA
7/26/2019	TEN-THOUSAND	NA	NA
7/12/2019	RCW, Inc.	NA	NA
7/9/2019	AYR, Inc.	NA	NA
5/14/2019	Serface Care, Inc.	NA	NA
5/2/2019	Atomberg Technology Pvt. Ltd.	NA	NA
4/1/2019	Anomalie Inc.	Goodwater Capital, LLC	NA
3/8/2019	Rhone Apparel, Inc.	NA	NA
2/25/2019	poppin inc.	NA	NA
2/20/2019	Sarah Flint, Inc.	NA	NA
12/31/2018	Baze Labs, Inc.	b-to-v Partners AG	NA
12/14/2018	Rumpl Inc.	Cascade Angels	NA
10/9/2018	BOMBAS LLC	Great Hill Partners, LP	NA
10/8/2018	Made In Cookware	NA	NA
8/7/2018	Kosas Cosmetics, LLC	M3 Ventures; TQ Ventures	NA
6/21/2018	Baze Labs, Inc.	Ringier Digital Ventures AG; Sanner Ventures GmbH	NA
4/7/2018	Casper Sleep Inc.	KBW Ventures	NA
1/4/2018	Counter Brands, LLC	TPG Growth; Mousse Partners	NA
12/12/2017	Ecstase Limited	True Capital Partners	NA
11/29/2017	Jaanuu, Inc.	MAYWIC Select Investments; Innovation Global Capital, LLC	NA
11/27/2017	Pomelo Fashion Co., Ltd.	NA	NA
6/15/2017	Mene Inc.	Goldmoney Inc.	NA
4/7/2017	Context SKIN LLC	Volta Global LLC	NA
3/31/2017	BaubleBar Inc.	Trinity Capital Investment, LLC	NA
3/27/2017	TULA Life, INC	L Catterton Partners	NA
1/9/2017	Milk Makeup LLC	Main Post Growth Capital, L.P.; Main Post Partners, L.P.	NA
12/31/2016	Thorley Industries, LLC	Rosetta Capital Corporation	NA
12/31/2016	Boll & Branch LLC	Silas Capital	NA
12/31/2016	JRSK, Inc.	Great Oaks Venture Capital LLC	NA
12/5/2016	Horizn Studios GmbH	Vorwerk Direct Selling Ventures GmbH; Project A Ventures GmbH & Co. KG; U-Start	NA
9/30/2016	Mister Spex GmbH	German Startups Group GmbH & Co. KGaA	NA
4/30/2016	Marine Layer, Inc.	Adastria Co., Ltd.	NA
3/21/2016	Pomelo Fashion Co., Ltd.	InnoVen Capital India	NA
3/16/2016	Mister Spex GmbH	German Startups Group GmbH & Co. KGaA	NA
12/31/2015	Plae, Inc.	FJ Labs	NA
11/18/2015	Knot Standard Limited	Traub Capital Management, LLC	NA
11/18/2015	Amaro Fashion LTDA.	South Ventures; SV Global Fund III	NA
6/26/2015	Ecstase Limited	TrueStart Limited	NA
4/30/2015	eShakti.com Pvt Ltd	InnoVen Capital India	NA
4/28/2015	Urban Ladder Home Decor Solutions Private Limited	NA	NA
3/31/2015	Primary Kids, Inc.	Homebrew Management LLC	NA
1/3/2015	Bewakoof Brands Pvt. Ltd.	NA	NA
Mean			\$17.2
Median			\$6.0

8 Direct-to-customer M&A

(USD in Millions)

Date	Target	Acquirer	Transaction Size	Enterprise Value	LTM Revenue	EV / LTM Revenue	EV / LTM EBITDA
11/1/19	Fitbit, Inc.	Google LLC	\$2,265.3	\$1,763.1	\$1,503.8	1.2x	NM
1/30/15	Pepe Jeans, S.L.	M1 Limited; L Catterton Asia; L Capital Asia II	\$1,016.1	\$1,652.7	\$574.7	NA	NA
10/8/19	Drunk Elephant Holdings, LLC	Shiseido Americas Corporation	\$845.0	\$845.0	\$75.0	11.3x	NA
10/1/19	Rip Curl Group Pty Ltd	Barrel Wave Holdings Pty Ltd.	\$234.5	\$241.1	NA	NA	NA
4/29/19	Netshoes (Cayman) Limited	Magazine Luiza S.A.	\$205.5	\$193.6	\$461.0	0.4x	NM
7/4/19	Ellos Group Holding AB (publ)	FNG Nordic AB (publ)	\$185.8	\$185.8	\$272.1	0.7x	8.0x
1/24/18	Rimports Inc.	Sterno Products, LLC	\$170.0	\$170.0	\$155.0	1.1x	5.0x
7/9/18	EMINENCE SAS	Delta Galil Industries Ltd.	\$148.0	\$148.0	\$116.3	1.3x	NA
7/30/19	Intimates Online, Inc.	Wacoal International Corp.	\$140.0	\$140.0	\$11.5	12.2x	NA
6/20/19	Creative Genius, Inc.	Vera Bradley, Inc.	\$97.5	\$122.5	\$68.3	1.8x	8.9x
3/20/18	Oboz Footwear, LLC	Kathmandu Holdings Limited	\$75.0	\$75.0	\$30.3	2.5x	16.3x
4/11/18	NAF NAF SAS	La Chapelle Enterprise Management Co. Ltd.; Star Platinum Fund, LP; Star Platinum Capital; East Links International (HK) Co., Limited	\$64.4	\$60.7	\$258.3	0.2x	30.6x
9/17/19	Jiangyin Eichitoo Garment Co., Ltd.	Jiangyin Dehe Enterprise Management Partnership (Limited Partnership)	\$43.7	\$55.5	\$239.4	0.2x	NA
11/26/18	NAF NAF SAS	La Chapelle Enterprise Management Co. Ltd.	\$39.4	NA	\$212.1	NA	NA
8/13/19	B. B. Dakota, Inc.	Steven Madden, Ltd.	\$29.3	\$29.0	\$43.0	0.7x	NA
3/16/17	True&Co.	PVH Corp.	\$28.5	\$28.1	NA	NA	NA
11/1/18	Baffin, Inc.	Canada Goose Holdings Inc.	\$24.8	\$24.8	NA	NA	NA
9/12/19	Oars + Alps LLC	S. C. Johnson & Son, Inc.	\$20.0	\$20.0	NA	NA	NA
3/25/19	Original, Inc.	World Co., Ltd.	\$20.0	\$37.1	\$1.9	19.5x	NA
8/12/19	Greats Brand, LLC	Steven Madden, Ltd.	\$17.8	\$19.0	\$13.0	1.5x	NA
6/14/16	One Kings Lane, Inc.	Bed Bath & Beyond Inc.	\$11.8	\$11.8	NA	NA	NA
7/10/19	Bodeboca S.L.	Pernod Ricard SA	\$11.3	\$11.3	\$11.3	1.0x	NA
10/12/18	Carven SAS	ICICLE Fashion Group Co., Ltd.	\$7.5	\$7.5	NA	NA	NA
7/27/16	Kaufmann Mercantile, Inc.	AHALife Holdings Limited	\$0.1	\$0.1	NA	NA	NA
1/8/20	Billie Inc.	The Procter & Gamble Company	NA	NA	NA	NA	NA
11/5/19	Bow & Drape Inc.	Brand Value Growth LLC	NA	NA	NA	NA	NA
7/10/19	LYMI Inc.	Permira Advisers Ltd.	NA	NA	NA	NA	NA
11/12/18	Proenza Schouler, LLC	NA	NA	NA	NA	NA	NA
3/17/17	ModCloth, Inc.	Jet.com, Inc.	NA	NA	NA	NA	NA
5/18/16	Carven SAS	Bluebell Asia Ltd.	NA	NA	NA	NA	NA
2/26/16	Hayneedle, Inc.	Jet.com, Inc.	NA	NA	NA	NA	NA
Min			\$0.1	\$0.1	\$1.9	0.2x	5.0x
25th Decile			\$20.0	\$20.0	\$21.7	0.7x	6.5x
Mean			\$237.5	\$254.0	\$238.1	3.7x	13.8x
Median			\$54.0	\$60.7	\$116.3	1.2x	8.9x
75th Decile			\$181.8	\$185.8	\$265.2	2.5x	23.4x
Max			\$2,265.3	\$1,763.1	\$1,503.8	19.5x	30.6x



8 Direct-to-customer Public comps (1/2)

(USD in millions, except per share price)

Company (FYE)	Trading Performance			Capitalization		Trading Multiples			Operating Statistics			
	Stock Price	Equity Market Value	Net Cash (Debt)	Enterprise Value	EV /		EV /		Rev. Growth		LTM	LTM
					Revenue	EBITDA	CY19 /	CY20 /	Gross Margin	EBITDA Margin		
											CY18	CY19
1/14/2020	Value	(Debt)	Value	CY19E	CY20E	CY19E	CY20E	CY18	CY19	Margin	Margin	
Fast Retailing Co., Ltd. (JP)	\$575.3	\$58,724	\$6,218	\$52,506	2.5x	2.3x	18.4x	16.9x	11.5%	7.0%	48.8%	14.2%
H & M Hennes & Mauritz AB (publ) (SE)	\$19.5	\$32,320	(\$655)	\$32,975	1.4x	1.3x	11.4x	10.6x	5.3%	6.2%	52.6%	11.7%
Titan Company Limited (IN)	\$16.5	\$14,618	(\$597)	\$15,214	5.3x	4.5x	48.0x	38.0x	4.5%	18.9%	27.4%	11.0%
L Brands, Inc. (US)	\$20.0	\$5,538	(\$8,807)	\$14,345	1.1x	1.1x	8.1x	8.1x	(2.6%)	1.2%	38.6%	14.8%
The Swatch Group AG (CH)	\$279.9	\$14,093	\$644	\$13,449	1.6x	1.5x	8.2x	7.7x	0.4%	3.2%	82.0%	18.4%
PUMA SE (DE)	\$83.9	\$12,541	(\$654)	\$13,196	2.2x	2.0x	17.9x	15.8x	14.3%	10.2%	48.9%	9.7%
Zalando SE (DE)	\$50.8	\$12,627	\$436	\$12,191	1.7x	1.4x	26.1x	22.7x	17.5%	17.2%	42.9%	5.1%
Moncler S.p.A. (IT)	\$46.3	\$11,674	(\$187)	\$11,861	6.5x	5.8x	17.7x	15.8x	12.0%	11.7%	77.6%	32.7%
Marks and Spencer Group plc (GB)	\$2.4	\$4,687	(\$5,245)	\$9,931	0.7x	0.7x	6.9x	6.0x	2.1%	(2.0%)	35.4%	9.7%
Columbia Sportswear Company (US)	\$97.6	\$6,589	(\$188)	\$6,778	2.2x	2.1x	13.3x	12.6x	8.4%	6.5%	50.3%	17.0%
Tempur Sealy International, Inc. (US)	\$87.7	\$4,741	(\$1,754)	\$6,495	2.2x	1.9x	13.1x	10.6x	11.2%	15.8%	43.0%	13.9%
Ryohin Keikaku Co., Ltd. (JP)	\$19.3	\$5,082	(\$86)	\$5,169	1.3x	1.2x	10.9x	10.3x	11.8%	6.4%	50.6%	11.9%
LPP SA (PL)	\$2,296.2	\$4,212	(\$680)	\$4,892	2.0x	1.7x	12.7x	10.5x	14.4%	15.3%	53.5%	13.6%
boohoo group plc (GB)	\$4.3	\$5,058	\$217	\$4,840	3.7x	2.7x	36.6x	26.4x	30.5%	36.5%	54.3%	9.1%
Deckers Outdoor Corporation (US)	\$168.5	\$4,714	(\$117)	\$4,831	2.3x	2.2x	12.7x	12.0x	4.3%	5.1%	51.6%	18.6%
Hugo Boss AG (DE)	\$48.0	\$3,316	(\$1,336)	\$4,652	1.4x	1.4x	5.9x	5.8x	0.4%	2.5%	65.2%	15.4%
ASOS Plc (GB)	\$43.2	\$3,619	(\$118)	\$3,737	1.1x	0.9x	25.3x	15.1x	10.1%	16.4%	48.8%	2.2%
Zhejiang Semir Garment Co., Ltd. (CN)	\$1.5	\$3,944	\$324	\$3,621	1.2x	1.1x	8.8x	7.6x	27.5%	12.4%	40.6%	12.5%
Steven Madden, Ltd. (US)	\$42.1	\$3,541	\$6	\$3,536	2.0x	1.9x	15.7x	14.9x	7.6%	6.4%	37.7%	12.7%
Aritzia Inc. (CA)	\$18.2	\$1,984	(\$365)	\$2,350	3.2x	2.8x	16.8x	11.0x	14.7%	14.0%	40.9%	18.5%
Sleep Number Corporation (US)	\$47.4	\$1,347	(\$563)	\$1,911	1.1x	1.1x	11.1x	10.6x	9.9%	6.6%	61.5%	10.7%
iRobot Corporation (US)	\$52.2	\$1,475	\$28	\$1,447	1.2x	1.1x	9.8x	14.3x	10.0%	9.8%	49.1%	11.6%
The Buckle, Inc. (US)	\$25.7	\$1,245	(\$122)	\$1,368	1.5x	1.5x	9.0x	8.9x	1.7%	1.1%	59.6%	16.5%
Zinus, Inc (KR)	\$88.7	\$1,260	(\$93)	\$1,353	2.0x	1.6x	13.6x	9.1x	23.9%	22.4%	31.3%	12.5%
Dazzle Fashion Co., Ltd (CN)	\$4.0	\$1,622	\$366	\$1,256	3.6x	3.2x	10.8x	9.3x	12.7%	14.4%	73.3%	33.2%
The RealReal, Inc. (US)	\$18.1	\$1,554	\$370	\$1,183	3.8x	2.9x	NM	NM	50.4%	32.1%	64.7%	(30.5%)
Lancy Co., Ltd. (CN)	\$1.3	\$587	(\$269)	\$856	2.1x	1.9x	NM	NM	7.5%	10.8%	59.4%	7.3%
Alpen Co.,Ltd. (JP)	\$15.9	\$642	(\$36)	\$678	NA	NA	NM	NM	NA	NA	39.2%	4.1%



8 Direct-to-customer Public comps (2/2)

(USD in millions, except per share price)

Company (FYE)	Trading Performance			Capitalization		Trading Multiples				Operating Statistics			
	Stock Price	Equity Market Value	Net Cash (Debt)	Enterprise Value	EV / Revenue	EV / EBITDA	Rev. Growth	LTM Gross Margin	LTM EBITDA Margin	CY19 / CY20 /	CY18	CY19	CY18
1/14/2020	Value	(Debt)	Value	CY19E	CY20E	CY19E	CY20E	CY18	CY19	Margin	Margin	Margin	Margin
zooplus AG (DE)	\$89.6	\$640	(\$25)	\$665	0.4x	0.3x	35.8x	22.5x	12.0%	12.7%	25.5%	0.0%	
Baoxiniao Holding Co.,Ltd. (CN)	\$0.5	\$576	(\$27)	\$603	1.3x	1.2x	11.6x	10.1x	3.6%	11.7%	59.4%	9.1%	
Niu Technologies (CN)	\$8.5	\$632	\$91	\$541	1.9x	1.3x	20.5x	9.1x	34.9%	45.0%	20.5%	5.1%	
Vera Bradley, Inc. (US)	\$11.3	\$378	(\$133)	\$511	1.0x	0.9x	8.4x	7.4x	19.9%	12.4%	57.0%	10.2%	
FNG NV (BE)	\$18.0	\$202	(\$304)	\$506	0.8x	0.6x	4.0x	3.0x	10.1%	30.2%	54.7%	14.2%	
COWELL FASHION Co.,Ltd (KR)	\$4.8	\$429	(\$27)	\$456	1.3x	1.2x	6.4x	5.5x	12.1%	15.5%	54.2%	20.8%	
City Chic Collective Limited (AU)	\$1.9	\$381	\$16	\$364	3.1x	2.0x	19.9x	13.5x	23.3%	52.1%	57.9%	15.3%	
Mulberry Group plc (GB)	\$3.6	\$215	(\$137)	\$352	NA	NA	NM	NM	NA	NA	60.7%	0.7%	
Roche Bobois S.A. (FR)	\$20.9	\$206	(\$118)	\$324	1.1x	1.0x	12.4x	10.3x	4.3%	5.5%	62.0%	7.9%	
Honeys Holdings Co., Ltd. (JP)	\$14.0	\$391	\$106	\$285	NA	NA	NM	NM	NA	NA	58.8%	12.8%	
Annil Co.,Ltd (CN)	\$2.4	\$314	\$40	\$273	1.3x	1.1x	NM	NM	15.7%	20.0%	52.4%	2.7%	
Temple & Webster Group Ltd (AU)	\$2.1	\$243	\$9	\$233	2.7x	2.1x	NM	NM	37.6%	29.3%	44.6%	1.1%	
Purple Innovation, Inc. (US)	\$10.7	\$220	(\$11)	\$230	0.5x	0.4x	7.0x	4.6x	48.0%	26.3%	40.9%	3.0%	
Tokyo Base Co., Ltd. (JP)	\$5.4	\$256	\$29	\$227	1.6x	1.3x	13.3x	10.6x	23.9%	18.0%	51.0%	10.8%	
TCM Group A/S (DK)	\$20.9	\$209	(\$15)	\$224	1.5x	1.4x	8.4x	7.8x	10.4%	5.4%	28.3%	17.1%	
Zero to Seven Inc. (KR)	\$10.7	\$211	(\$10)	\$222	1.1x	1.1x	18.3x	8.8x	28.7%	(0.6%)	43.0%	5.7%	
Safari Industries (India) Limited (IN)	\$8.8	\$196	(\$18)	\$214	2.2x	1.7x	25.0x	20.0x	NA	25.9%	NA	0.0%	
Beacon Lighting Group Limited (AU)	\$0.8	\$185	(\$23)	\$208	1.2x	1.2x	9.4x	8.8x	2.1%	2.2%	64.2%	11.8%	
Rocky Brands, Inc. (US)	\$28.2	\$208	\$5	\$203	0.8x	0.7x	7.8x	7.6x	5.3%	3.0%	35.4%	9.4%	
Fujian Septwolves Industry Co., Ltd. (CN)	\$0.9	\$661	\$468	\$194	0.4x	0.3x	2.7x	2.4x	4.3%	13.7%	37.7%	8.9%	
The Lovesac Company (US)	\$12.7	\$185	\$28	\$157	0.7x	0.5x	NM	NM	40.0%	25.4%	52.1%	(3.2%)	
Min		\$185	(\$8,807)	\$157	0.4x	0.3x	2.7x	2.4x	(2.6%)	(2.0%)	20.5%	(30.5%)	
25th Decile		\$314	(\$188)	\$324	1.1x	1.1x	8.4x	7.8x	5.3%	6.2%	40.8%	5.7%	
Mean		\$4,700	(\$272)	\$4,972	1.9x	1.6x	14.6x	11.8x	14.6%	14.4%	49.8%	10.2%	
Median		\$1,260	(\$27)	\$1,256	1.5x	1.4x	12.4x	10.3x	11.5%	12.4%	50.8%	11.0%	
75th Decile		\$4,714	\$28	\$4,892	2.2x	1.9x	17.9x	14.3x	19.9%	18.7%	58.9%	14.2%	
Max		\$58,724	\$6,218	\$52,506	6.5x	5.8x	48.0x	38.0x	50.4%	52.1%	82.0%	33.2%	



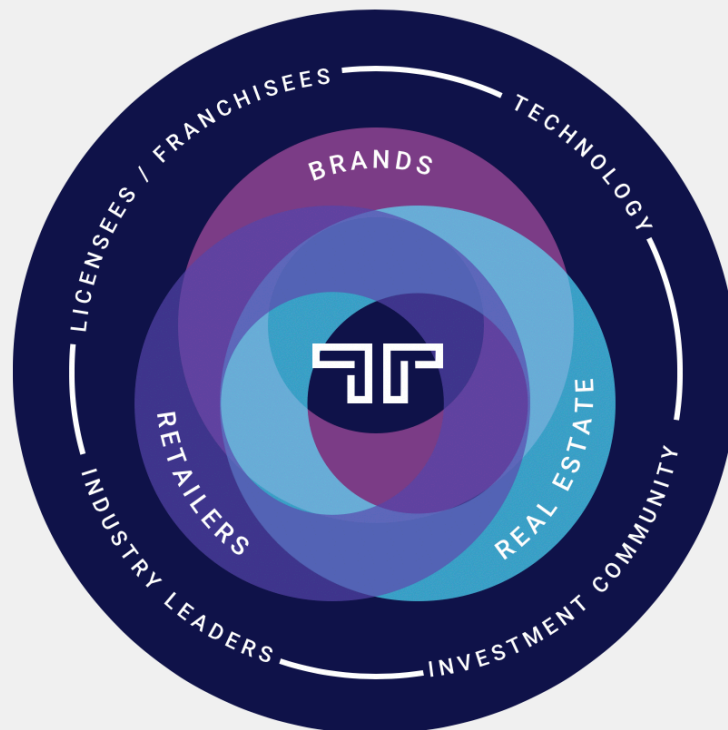
TRAUB and The New Davids Report

ABOUT TRAUB

THINK.MANAGE.EXPAND

Traub is a global business development advisory firm. Traub advises companies in the retail, consumer, fashion and luxury industries, helping to optimize and accelerate their businesses across channels, geographies and product categories.

Traub is headquartered in New York with advisory coverage across product classifications, distribution channels, and geographies.



www.traub.io



[The Safari Podcast](#)



[@theretailsafari](#)

TRAUB'S NEW DAVIDS

In 2015, Traub published its first report on the wave DNVB's business taking on the consumer and retail space called "The New Davids."

In December 2019, the company published its fourth and final [New Davids Report](#). The report curates a selection of over 350 brands across five key categories: fashion, accessories, beauty, wellness, and home.

TRAUB TEAM



**MORTIMER
SINGER**

*Chief Executive
Officer*



**KELSEY
GROOME**

Sr. Managing Director



**MICHAL
EDELMAN TEPPER**

Sr. Associate



DANIELLA FISCHEL

Sr. Associate