

Disclaimer



The information contained in this presentation is being provided to you for informational purposes only and does not constitute legal, tax, investment, accounting or other advice by Peloton Interactive, Inc. ("Peloton", "we", "us" or the "Company") or any other party and may not be relied upon as such. This presentation does not constitute an offer to sell or a solicitation of an offer to make an investment in the Company, including the purchase of any securities of the Company. Neither the Company nor any other party is making a recommendation or advising you to invest in the Company. You are encouraged to do your own analysis and form your own judgment about the desirability of investing in the Company. In addition, you should consider whether the information contained in this presentation is suitable for your particular circumstances and should consult with your professional advisors. The statements in this presentation are made as of the date on the front cover of this presentation, unless otherwise indicated, and shall not be deemed an indication that there has been no change in the business affairs or any of the assets or businesses described herein since such date. The Company does not intend to update or otherwise revise this presentation (or any of the information included therein) following the date of this presentation and you should not expect the Company to do so.

SAFE HARBOR STATEMENT

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. We intend such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. All statements contained in this presentation other than statements of historical fact, including, without limitation, statements regarding the execution and timing of the transactions contemplated hereby, the execution of and timing of and the expected benefits from our restructuring initiatives and cost-saving measures, the cost savings and other efficiencies of expanding relationships with our third-party partners, details regarding and the timing of the launch of new products and services, our new initiatives with retailer partners and our efforts to optimize our retail store footprint, the prices of our products and services in the future, our future operating results and financial position, our business strategy and plans, market growth, and our objectives for future operations, are forward-looking statements. The words "believe," "may," "will," "estimate," "potential," "continue," "anticipate," "intend," "expect," "could," "would," "project," "plan," "target," and similar expressions are intended to identify forward-looking statements, though not all forward-looking statements use these words or expressions.

We have based these forward-looking statements on our current expectations and projections about future events and trends that we believe may affect our financial condition, results of operations, business strategy, short-term and long-term business operations and objectives, and financial needs. These forward-looking statements are subject to a number of risks, uncertainties, and assumptions and other important factors that could cause actual results to differ materially from those stated, including, but not limited to: our ability to achieve and maintain future profitability; our ability to attract and maintain Subscribers; our ability to accurately forecast consumer demand for our products and services and adequately maintain our inventory; our ability to execute and achieve the expected benefits of our restructuring initiatives and other cost -saving measures and whether our efforts will result in further actions or additional asset impairment charges that adversely affect our business; our ability to effectively manage our growth and costs; our ability to anticipate consumer preferences and successfully develop and offer new products and services in a timely manner, or effectively manage the introduction of new or enhanced products and services; demand for our products and services and growth of the connected fitness products market; our ability to maintain the value and reputation of the Peloton brand; our reliance on a limited number of suppliers, contract manufacturers and logistics partners for our Connected Fitness Products; our lack of control over suppliers, contract manufacturers and logistics partners for our Connected Fitness Products; our ability to predict our long-term performance and declines in our revenue growth as our business matures; the effects of increased competition in our markets and our ability to compete effectively; any declines in sales of our Bike and Bike+; our dependence on third-party licenses for use of music in our content; actual or perceived defects in, or safety of, our

Disclaimer (cont'd)



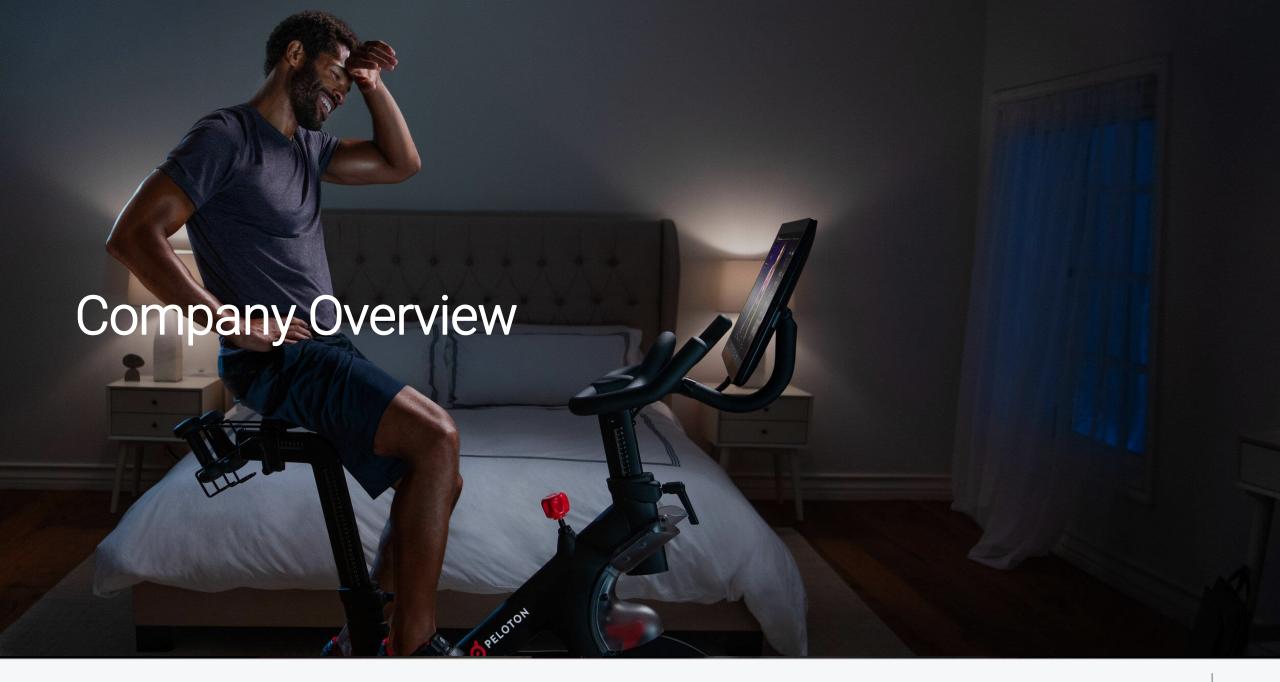
SAFE HARBOR STATEMENT (cont'd)

our ability to maintain effective internal control over financial and management systems and remediate material weaknesses; impacts from warranty claims or product returns; our reliance on third parties for computing, storage, processing and similar services; delivery and installation of our products; our ability to attract and retain highly skilled personnel and maintain our culture; risks related to our common stock and indebtedness; risks related to expansion into international markets; risks related to the Peloton App and its ability to work with a range of mobile and streaming technologies, systems, networks, and standards; our ability to maintain, protect, and enhance our intellectual property; our ability to stay in compliance with laws and regulations that currently apply or become applicable to our business both in the United States and internationally; and those risks and uncertainties described in the section titled "Management's Discussion and Analysis of Financial Condition and Results of Operations" in Part I, Item 2 in our Quarterly Report on Form 10-Q for the quarter ended March 31, 2024 and the sections titled "Risk Factors" in Part I, Item 1A and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in Part II, Item 7 in our Annual Report on Form 10-K for the fiscal year ended June 30, 2023, as such factors may be updated in our filings with the Securities and Exchange Commission (the "SEC"), which are available on the Investor Relations page of our website at https://investor.onepeloton.com/investor-relations and on the SEC website at www.sec.gov. Moreover, we operate in a very competitive and rapidly changing environment. New risks emerge from time to time. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements we may make. In light o

You should not rely upon forward-looking statements as predictions of future events. The events and circumstances reflected in the forward-looking statements may not be achieved or occur. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, performance, or achievements. Our forward-looking statements speak only as of the date of this presentation, and we undertake no obligation to update any of these forward-looking statements for any reason after the date of this presentation or to conform these statements to actual results or revised expectations, except as required by law.

NON-GAAP FINANCIAL MEASURES

This presentation includes references to non-GAAP financial measures, including Adjusted EBITDA, Subscription Contribution, Subscription Contribution Margin, and Free Cash Flow. These non-GAAP financial measures are not based on any comprehensive set of accounting rules or principles and should not be considered a substitute for, or superior to, financial measures calculated in accordance with GAAP, and may be different from non-GAAP financial measures used by other companies. In addition, this non-GAAP financial measure should be read in conjunction with the Company's financial statements prepared in accordance with GAAP. The reconciliations of each non-GAAP financial measure to the corresponding GAAP measure should be carefully evaluated. See the Appendix for reconciliations of historical non-GAAP financial measures included in this presentation to the nearest GAAP financial measure.



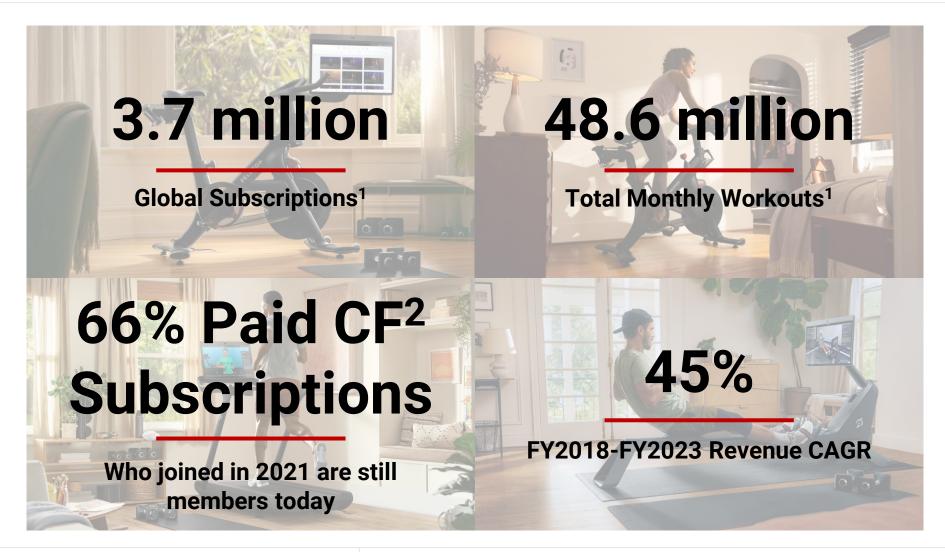
Our Vision



We power people around the world to be the best version of themselves through personalized fitness and wellness experiences. Peloton couples gorgeously designed hardware with innovative software that seamlessly integrates best-in-class content, including classes from the world's leading fitness instructors, immersive scenic rides and runs, and motivating gaming experiences. We serve a passionate community of active and engaged members, wherever they are in their fitness journey, so they can reach their goals anytime, anywhere.

Key Figures





Source: company provided information

Includes both paid connected fitness subscriptions and
 "CF" stands for Connected Fitness

Includes both paid connected fitness subscriptions and paid app subscriptions

Our Evolution



		2014	2024 ¹				
	CF products	Bike	Bike, Bike+, Tread, Tread+, Row, Guide				
	Subscription types	All-Access Membership	All-Access Membership, Guide Membership, App+, App One				
	Content languages	English	English, German, Spanish				
Offering Overview	Disciplines	2 modalities (Cycling, Limited stretching)	16 modalities, plus Lanebreak, scenic workouts, and gym plans				
	Instructors	6 (US)	57 (Global)				
	Total # of classes	2,100 Studio Classes	> 42,000				
	Monthly classes <400		1,000+				
Total paid subscriptions		<.01M	3.06M Paid Connected Fitness Subscriptions 674K Paid App Subscriptions				

Source: Company provided information 1. Data as of 3FQ24.

Pillars of Our Unique Offering





Content and Music



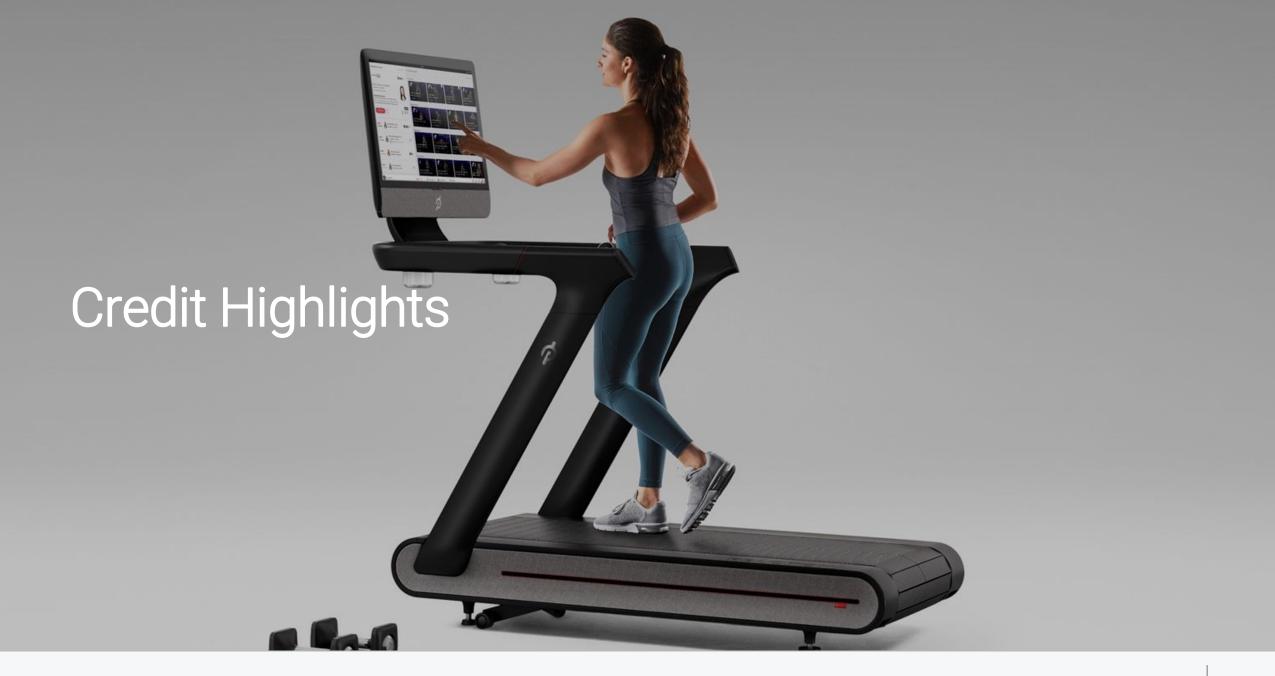
World Class Instructors



Community



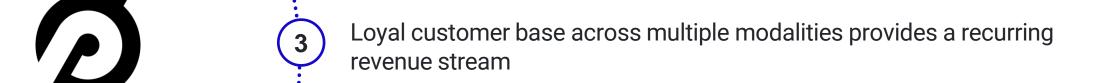




Credit Highlights



- 1 Pioneer and leader of connected fitness industry with strong brand equity
 - 2 Large and diversified subscription base with exceptional engagement



4 Massive total addressable market

(5) Proactive cost management driving efficiency and positive cash flow



Fitness and Wellness Pioneer Leading in Four Core Verticals



11

		B	C			
Verticals	At-Home Connected Fitness	Digital Fitness & Wellness	Gyms & Boutique Studios	Traditional Equipment Manufacturers		
	Pure-Play	Fitness Apps	High-Value Low-Price Gyms	Premium		
rticals	Connected Fitness	onnected Fitness Tracking Apps		Manufacturers		
Sub-Verticals	Hybrid Connected	Meditation Apps	Boutique Studios	Mid-Market		
	Fitness	Wearable Devices	Hotels / Off-Premise Locations	Manufacturers		

Overall Fitness and Wellness Industry

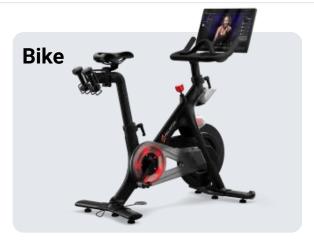
© Peloton 2012–2024, Peloton Interactive, Inc. All rights reserved.

Source: Earnest, data.ai

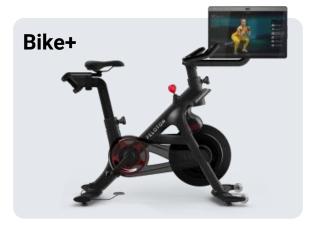


Strong NPS across All Premium Products





NPS: 78



NPS: 70



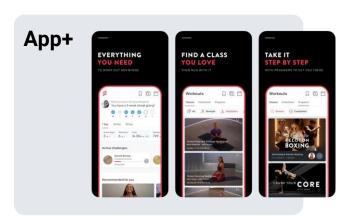
NPS: 73



Not yet reviewed



NPS: 67

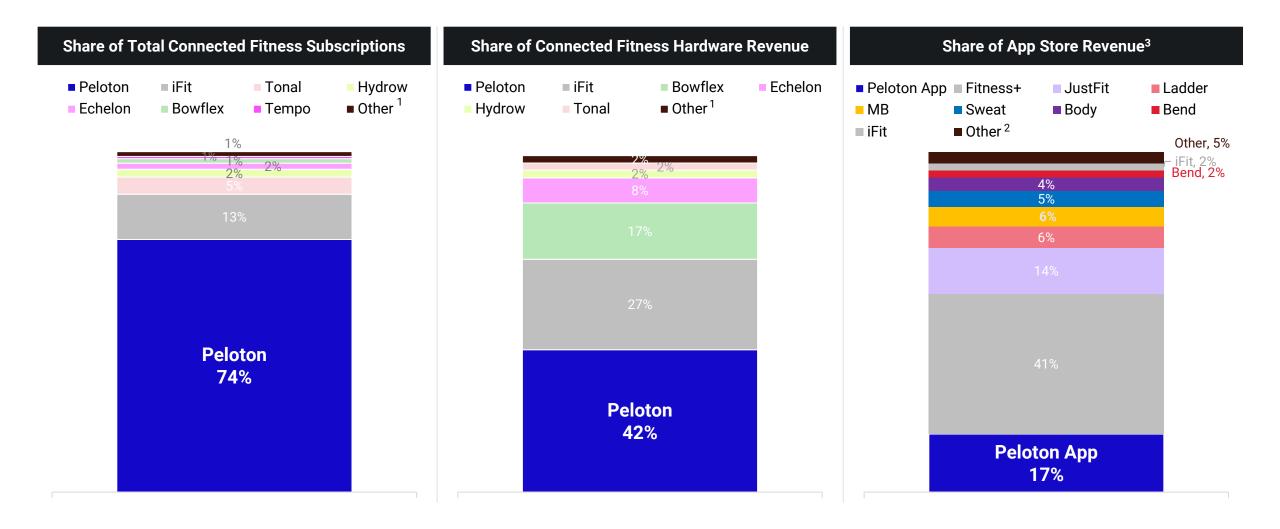


NPS: 68



Peloton is the Leader in Connected Fitness





Source: Earnest consumer spend data, data, ai

PELOTON

Note: Paid CF Subscriptions as of Mar '24; Revenue shares based on L12M (as of Mar '24); App store revenue data (as of Mar '24)

Other includes Ergatta, FightCamp, MYX Fitness, Tempo

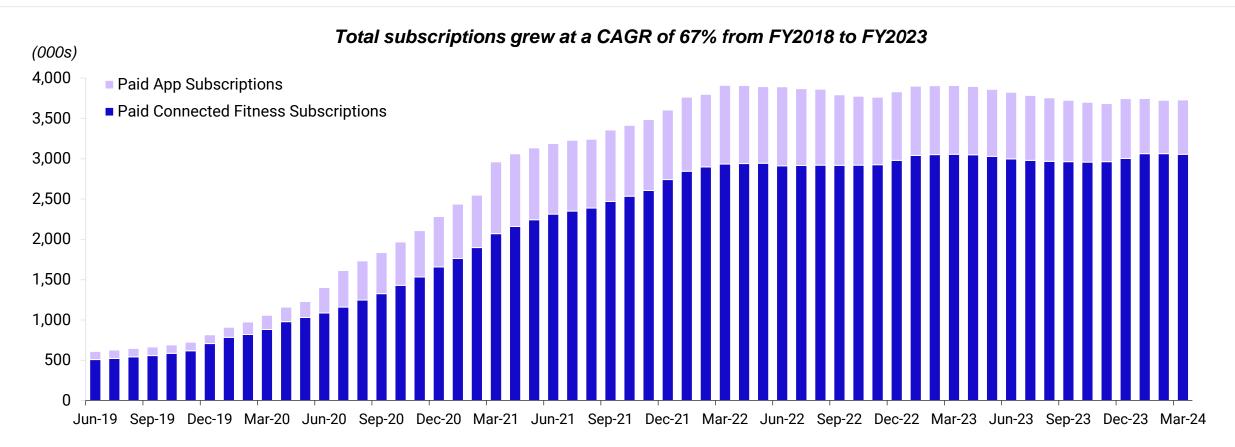
Other includes Aaptiv, Asana Rebel, Freeletics, obe, Daily Burn, 8fit, Equinox+, JRNY

Represents share for fitness applications



Peloton's Subscription Base is Large and Stable





000s	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	3FQ24
Paid CF Subscriptions ⁽¹⁾	245	508	1,086	2,314	2,913	2,997	3,056
Paid App Subscriptions(1)	46	102	317	874	980	828	674
Total Subscriptions	291	610	1,403	3,188	3,893	3,825	3,730

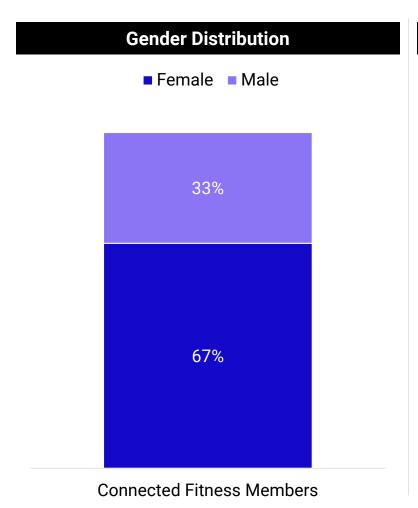
Source: Company provided information

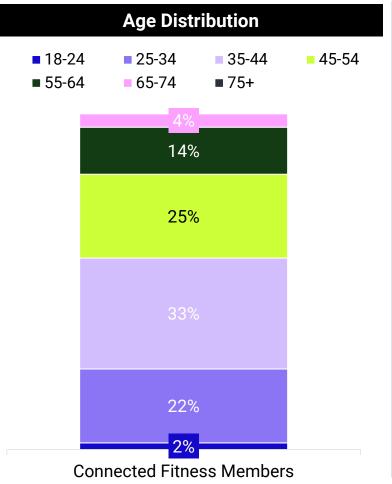
Represents ending subscriptions



Diversified User Base with Further Market Penetration Opportunity





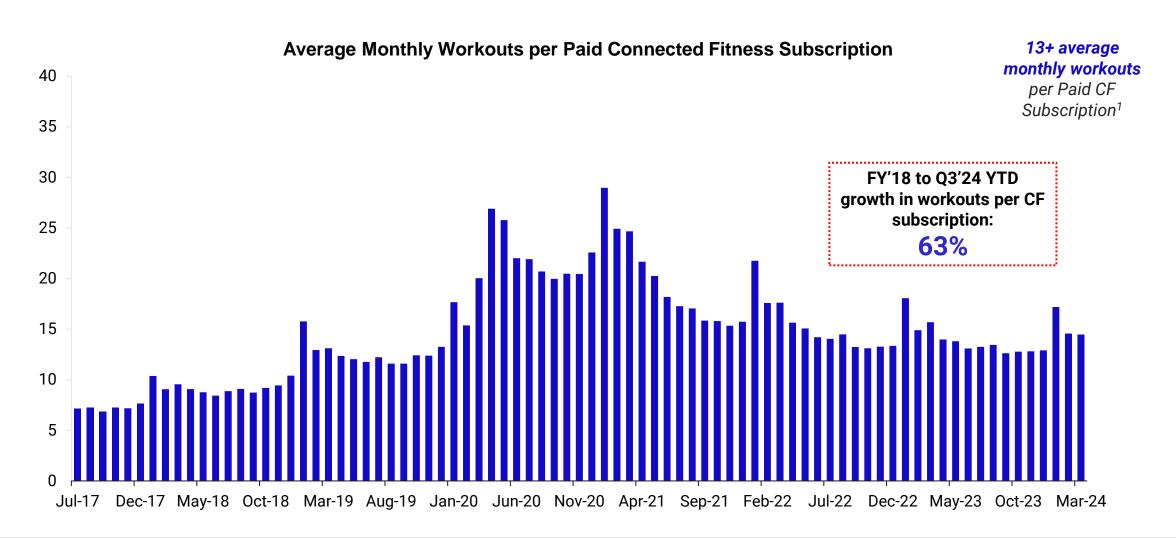






Peloton Members Remain Highly Engaged Post-Pandemic

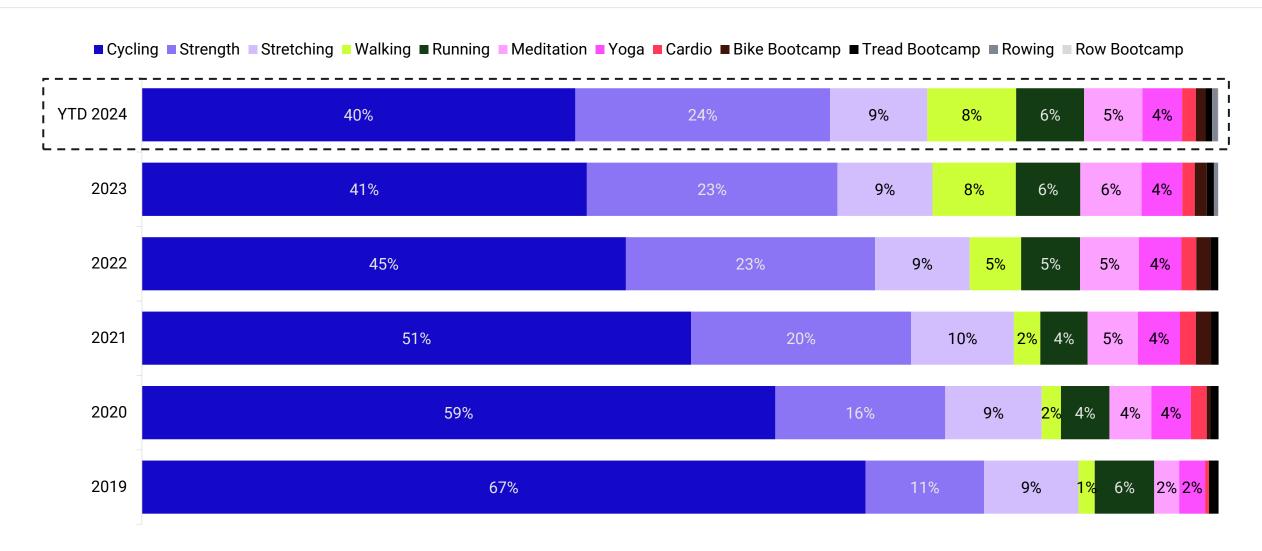






Diversifying Modalities Across Members





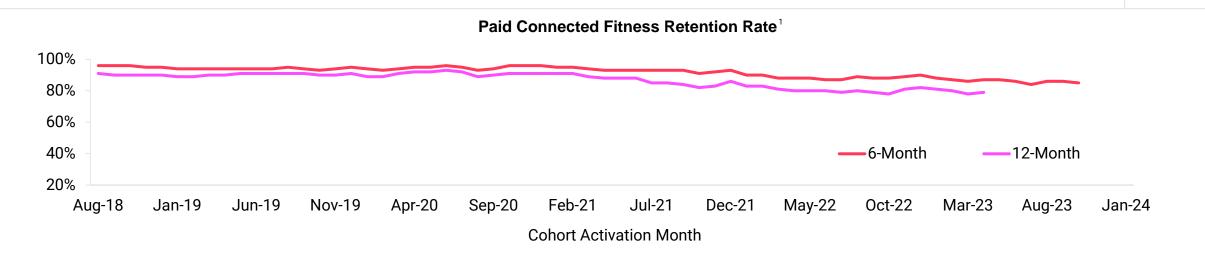
Source: Company provided information

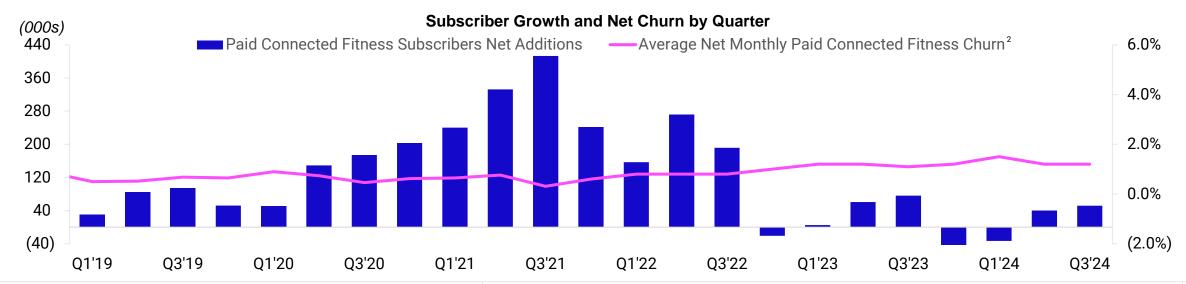
17



Stable Member Retention Rates Over the Long-Term







Source: Company provided information. This data reflects our reported metrics and excludes paused subscription from the subscriber count and includes pauses in the churn rate.

Excludes secondary market, rental, third party and Guide subscriptions. This retention data excludes paused subscriptions in line with our reporting;

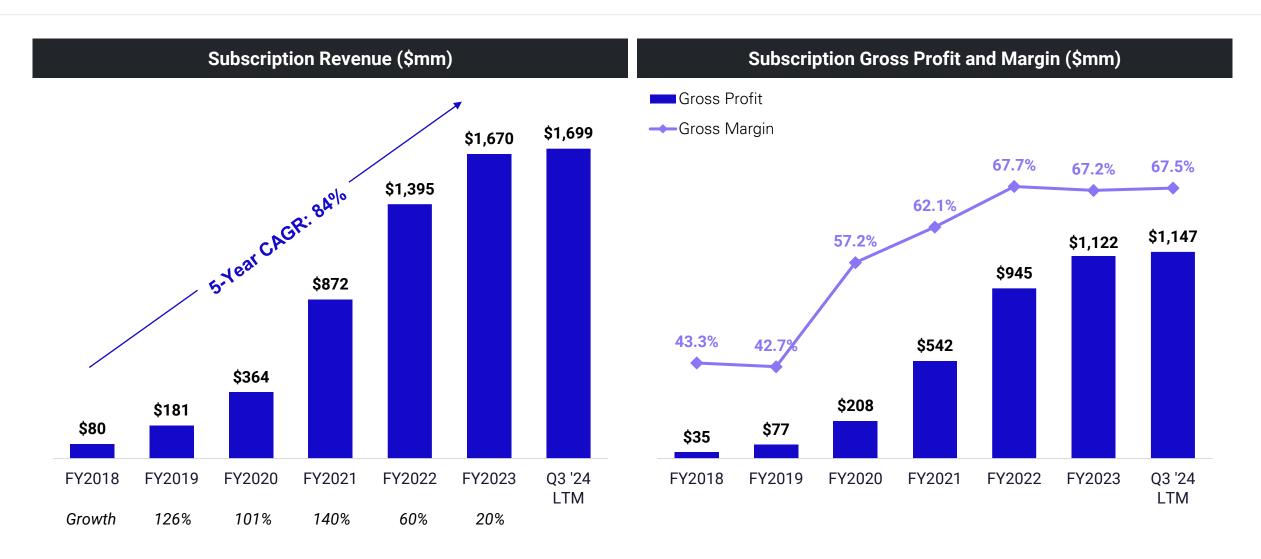
our reporting;

2. Average Net Monthly Paid Connected Fitness Churn for Q4 of each year represents average for entire fiscal year.



Recurring, High-Margin Subscription Revenue Stream





Source: Company provided information

PELOTON

19

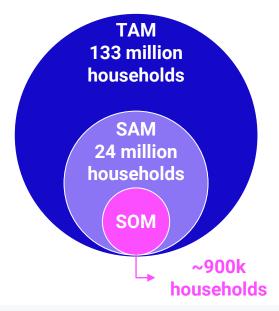


Massive Total Addressable Market

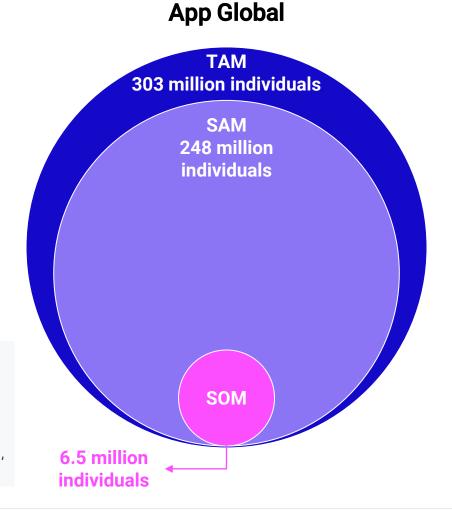


20

Hardware Global



- <u>Total Addressable Market (TAM):</u> Peloton's demographic (Age 13+); Invest time, money or effort in fitness or mindfulness
- <u>Serviceable Market (SAM):</u> (in addition to TAM qualifiers) Category interest (fitness, mindfulness, nutrition, sleep); Open to paying for or subscribing to fitness products
- <u>Obtainable Market (SOM): (in addition to SAM qualifiers)</u> Interest in purchasing, renting, or subscribing to Peloton in next 12 months



Source: Company's estimates

PELOTON



Our Strategic Priorities



Grow and Engage
New Audiences

Accelerate sub growth
by engaging and
attracting subs through
new experiences,
making Peloton core to
the gym, and targeted
marketing to grow new
audiences

2

Win Tread

Scale Tread business by building awareness, creating content for performance runners, investing in software features, selling Tread through 3P retail, and making Tread+ available commercially **Optimize Our Funnels**

Improve marketing
efficiency by
redesigning our website,
improving visibility of our
App in Appstore, building
out SEO, and optimizing
the user journey

Improve Members
Satisfaction & Quality

Reduce service errors across installation, service & repair, and Member Support through better quality partners, training and tools Reimagine International

Revise International goto-market approach to
be more targeted and
efficient by focusing on
specific audiences,
leveraging global
strategies with localized
execution to consolidate
and optimize resources,
moving to an asset-light
model that relies more
heavily on 3P retail
partners in some
markets (e.g., Germany)









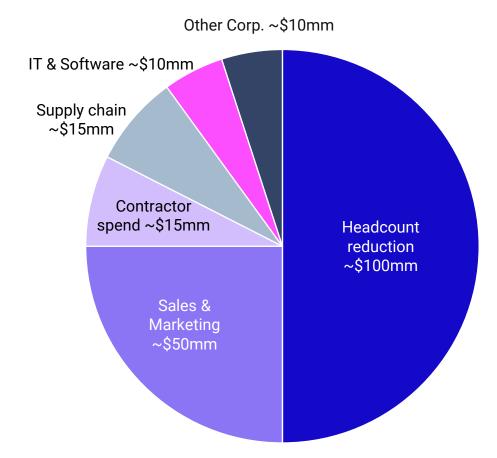




\$200mm Of Cost Savings By End Of Fiscal 2025



Key Areas of Cost Savings Opportunities



Payroll Savings

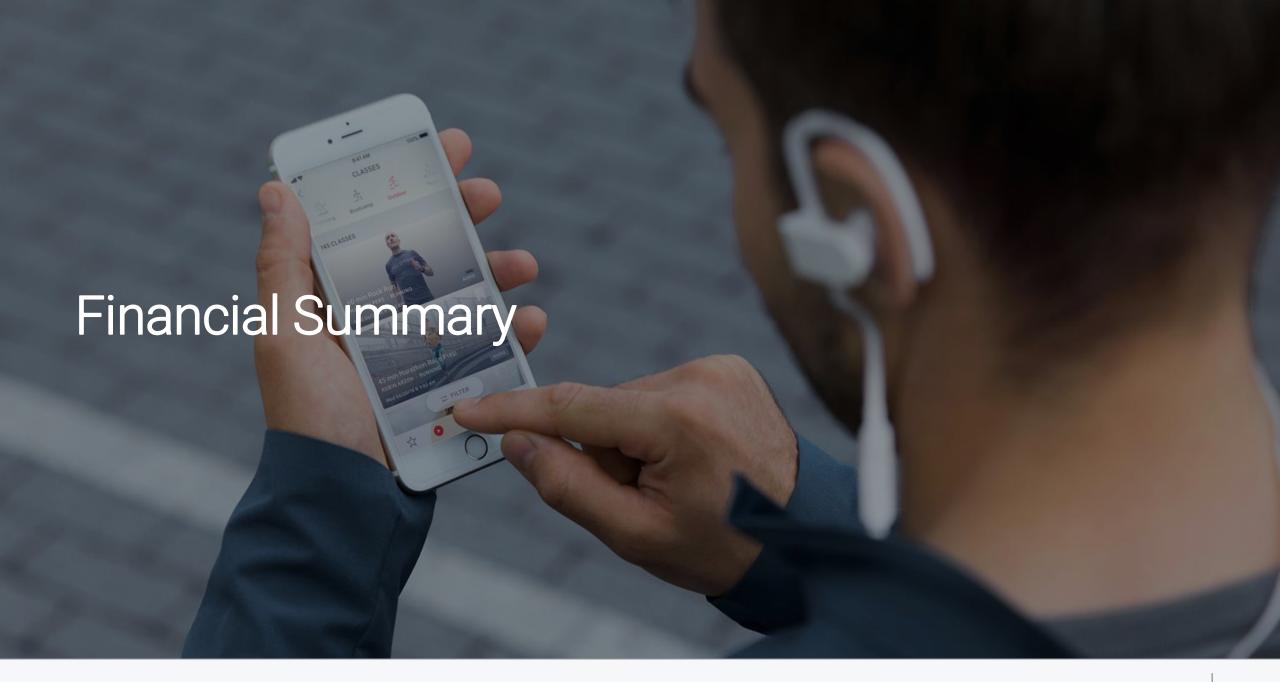
Headcount reduction: 15% or roughly 400 global team members. The majority
of the ~\$100mm payroll savings will be realized immediately (with select
delayed exits into early FY25)

Non-Payroll Savings

- A significant portion of the non-payroll portion will be realized in the first half of FY25, with the remainder in 2H'25
- Sales & Marketing (~\$50mm): Mainly from reduced brand and creative spend, retail showroom closures, excludes media spend efficiencies
- Contractor Spend (~\$15mm): Lower R&D consulting spend, outside services spend in Finance, Legal & HR
- Supply Chain Efficiencies (~\$15mm): Optimization of middle mile and International
- IT & Software Reductions (~\$10mm): Mainly from efficiencies in cloud services spending
- Other Corporate Expenses (~\$10mm): Lower real estate costs from small office closures, T&E reductions, etc.

~\$100mm of the \$200mm cost savings have already been effectuated with a significant portion of the remainder ~\$100mm to be completed in the next 7 months.

lote: Numbers are preliminary and subject to change



Financial Value Creation Opportunities



24



Cost Savings

- At least \$200mm of run-rate cost savings expected to be realized by the end of fiscal 2025
- ~50% (or ~\$100mm) of cost savings are related to a 15% headcount reduction that has already been completed or is currently in process
- A significant portion of the remaining ~\$100mm to be realized in the next 7 months



Free Cash Flow

- Significant FCF improvement, from FY22 FCF of \$(2,357mm) to LTM 3QFY24 of \$(186mm);
- Achieved positive quarterly FCF in 3QFY24 and expect to achieve modest positive FCF in Q4
- Expect current cost savings initiative to position Company for meaningful sustained free cash flow generation in FY25 and beyond on a full year basis



Investing in Growth

- While reducing investment levels, the Company will continue to innovate across our software, hardware, and content portfolio and invest in marketing efforts to scale our business
- Requires disciplined prioritization of the most impactful growth / R&D initiatives
- Revised approach to marketing will drive greater operational efficiency and improved Lifetime Value / Customer Acquisition Costs
- Reimagined approach to Int'l growth, leveraging an asset light GTM model with global strategies and capabilities as well as localized execution to enable sustainable, profitable growth

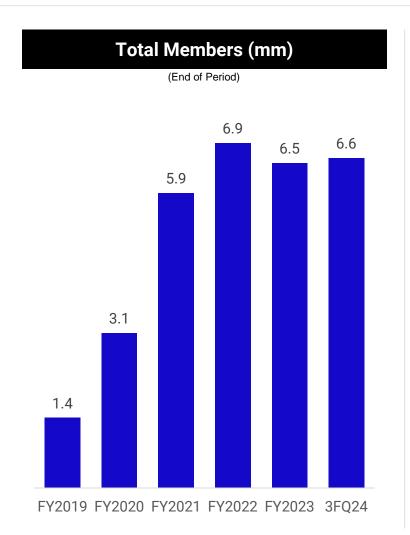
D

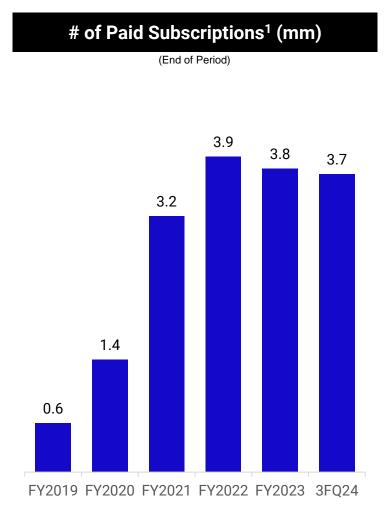
Capital Allocation

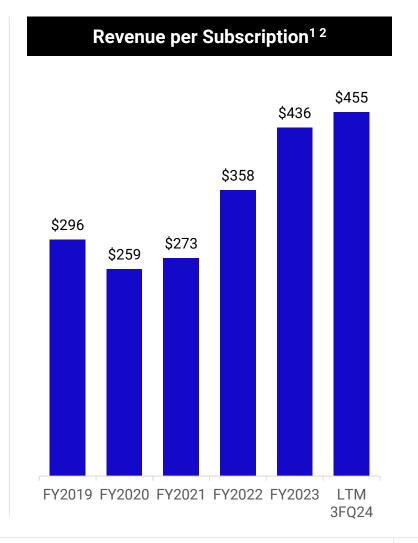
- Focus on refinancing to deleverage the balance sheet and extend maturities at a reasonable cost of capital, providing a more conservative capital structure
- No near-term dividend / share buybacks planned
- Continue to reinvest available free cash flow to support existing core business and thoughtfully sustain growth
- Overall management focus on maximizing long term value creation for shareholders

Key Performance Indicators







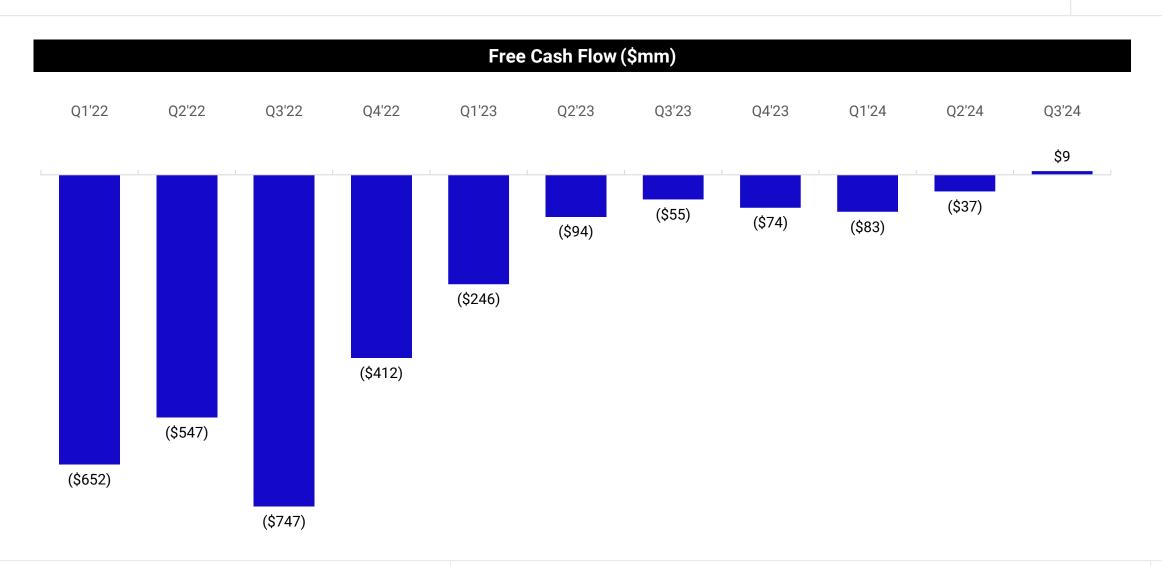


Source: Company provided information

- 1. Includes both paid connected fitness and paid app subscriptions
- 2. Includes subscription revenue only

Quarterly Trends In Free Cash Flow







Historical Financials



								LTM		
\$mm FYE 6/30	2017	2018	2019	2020	2021	2022	2023	3Q24	3FQ23	3FQ24
Connected Fitness Products	\$186	\$355	\$734	\$1,462	\$3,150	\$2,188	\$1,130	\$1,000	\$324	\$280
Subscription	33	80	181	364	872	1,395	1,670	1,699	425	438
Total Revenue	\$219	\$435	\$915	\$1,826	\$4,022	\$3,582	\$2,800	\$2,699	\$749	\$718
% Growth		99.0%	110.3%	99.6%	120.3%	(10.9%)	(21.8%)			(4.2%)
Connected Fitness	(\$115)	(\$200)	(\$428)	(\$834)	(\$2,237)	(\$2,434)	(\$1,329)	(\$1,051)	(\$342)	(\$268)
Subscription	(\$29)	(\$46)	(\$104)	(\$156)	(\$331)	(\$450)	(\$548)	(\$552)	(137)	(140)
Total COGS	(\$145)	(\$245)	(\$531)	(\$989)	(\$2,567)	(\$2,884)	(\$1,877)	(\$1,603)	(\$479)	(\$408)
% of Revenue	66.2%	56.4%	58.1%	54.2%	63.8%	80.5%	67.0%	59.4%	63.9%	56.8%
Gross Profit	\$74	\$190	\$384	\$837	\$1,454	\$698	\$924	\$1,095	\$270	\$310
% Margin	33.8%	43.6%	41.9%	45.8%	36.2%	19.5%	33.0%	40.6%	36.1%	43.2%
1	(4-5)	(4)	(4	****	*	(4.55)	(4555)	(4.5.)	(4.5)	4.0
Adjusted EBITDA ¹	(\$52)	(\$30)	(\$71)	\$118	\$254	(\$983)	(\$209)	(\$101)	(\$19)	\$6
% Margin	n.m.	n.m.	n.m.	6.4%	6.3%	n.m.	n.m.	n.m.	n.m.	0.8%

PELOTON

Source: Company filings

1. Adjusted EBITDA is a non-GAAP financial measure. Please see the appendix for a reconciliation to the most comparable GAAP financial measure. Key adjustments include share based compensation and D&A

Historical Reconciliation



Adjusted EBITDA Reconciliation

								LTM		
\$mm FYE 6/30	2017	2018	2019	2020	2021	2022	2023	3Q24	3FQ23	3FQ24
Net loss	(\$71.1)	(\$47.9)	(\$195.6)	(\$71.6)	(\$189.0)	(\$2,827.7)	(\$1,261.7)	(\$763.3)	(\$275.9)	(\$167.3)
Adjusted to exclude the following:										
Total other (income) expense, net	0.3	0.3	(6.7)	(12.4)	10.4	74.1	60.9	71.9	9.1	20.4
Income tax expense (benefit)	-	0.1	0.1	3.3	(9.2)	19.6	3.7	(0.1)	8.0	0.6
Depreciation and amortization expense	3.7	6.6	21.7	40.2	63.8	142.8	124.3	114.2	32.2	27.1
Stock-based compensation expense	10.3	8.5	89.5	88.8	194.0	271.8	319.9	269.5	69.3	66.1
Goodwill impairment	-	-	-	-	-	181.9	-	-		
Impairment expense	-	-	-	-	4.5	390.5	144.5	79.5	39.4	19.0
Restructuring expense	-	-	-	-	-	237.5	193.0	91.4	12.0	37.6
Supplier settlements	-	-	-	-	-	337.6	22.0	(2.4)	2.9	(0.9)
Product recall related matters (1)	-	-	-	-	100.0	62.3	80.9	31.7	9.7	-
Litigation and settlement expenses (2)	5.0	1.5	12.1	60.1	35.8	118.6	102.8	6.1	81.8	3.1
Transaction and integration costs (3)	-	0.5	0.4	0.9	28.9	-	-	-	-	-
Ground lease expense related to build-to-suit obligations	-	-	7.2	-	-	-	-	-	-	-
Other adjustment items	-	-	-	8.5	14.5	8.4	1.0	-	-	-
Adjusted EBITDA	(\$51.8)	(\$30.4)	(\$71.3)	\$117.7	\$253.7	(\$982.7)	(\$208.5)	(\$101.5)	(\$18.7)	\$5.8

Historical Reconciliation



30

Subscription Contribution Reconciliation

							LTM		
\$mm FYE 6/30	2018	2019	2020	2021	2022	2023	3Q24	3FQ23	3FQ24
Subscription Revenue	\$80.3	\$181.1	\$363.7	\$872.2	\$1,394.7	\$1,670.1	\$1,699.0	\$424.7	\$437.8
Less: Cost of Subscription	45.5	103.7	155.7	330.5	450.0	547.9	\$552.1	136.9	139.8
Subscription Gross Profit	\$34.7	\$77.4	\$208.0	\$541.7	\$944.7	\$1,122.2	\$1,146.9	\$287.8	\$298.0
% Subscription Margin	43.3%	42.7%	57.2%	62.1%	67.7%	67.2%	67.5%	67.8%	68.1%
Add back:									
D&A	2.8	11.3	16.6	19	26.8	36.9	36.3	9.8	8.5
Stock-based compensation expense	0.5	3.2	7.5	25.9	22.7	42.8	40.1	9.7	9.9
Subscription Contribution	\$38.0	\$91.9	\$232.1	\$586.6	\$994.2	\$1,201.9	\$1,223.3	\$307.3	\$316.4
% Subscription Contribution Margin	47.5%	50.8%	63.8%	67.3%	71.3%	72.0%	72.0%	72.4%	72.3%

Free Cash Flow Reconciliation

\$mm FYE 6/30 Net cash provided by (used in) operating activities	Q1'22 (\$561.0)	Q2'22 (\$446.6)	Q3'22 (\$670.1)	Q4'22 (\$342.2)	Q1'23 (\$202.8)	Q2'23 (\$88.5)	Q3'23 (\$40.9)	Q4'23 (\$55.4)	Q1'24 (\$79.2)	Q2'24 (\$31.2)	Q3'24 \$11.6
Capital expenditures and capitalized internal-use software development costs	(90.9)	(100.1)	(76.6)	(69.7)	(43.6)	(5.9)	(14.3)	(18.6)	(\$4.1)	(6.0)	(3.0)
Free Cash Flow	(\$651.9)	(\$546.7)	(\$746.7)	(\$411.9)	(\$246.3)	(\$94.4)	(\$55.3)	(\$74.0)	(\$83.2)	(\$37.2)	\$8.6

© Peloton 2012–2024, Peloton Interactive, Inc. All rights reserved.

Source: Company fillings

PELOTON