



COMPANY OVERVIEW

KEY FACTS

- Founded in 2010 in New York City
- 220 employees; 20 locations; seven cities
- 15,000 members (as of October 31, 2014)
- Average monthly revenue per member: \$628
- Average occupancy at mature locations: 99%
- Average unit EBITDA margin at mature locations: 41%

ESTABLISHED IN KEY MARKETS



FINANCIALS

	2012	2013	2014P	Dec-14P Run
Revenue	\$18.4mm	\$30.8mm	\$74.6mm	\$121.4mm
EBITDA	\$2.7mm	\$3.2mm	\$14.0mm	\$38.2mm



GROWING RAPIDLY



wework

Member locations include co-working, private office, and shared office space across North America, Europe, and Asia.

SPACE AS A SERVICE

WHAT WE DO

We create **working and living spaces** that are responsive to the productivity needs and stylistic preferences of today's mobile, creative workforce. We are the only organized, global, well-capitalized provider of Space as a Service Model.

GLOBAL, MACRO TRENDS

We are capitalizing on **profound changes in technology, demographics and urbanization** – which collectively are **driving a secular shift** toward more flexible, entrepreneurial and collaborative work styles.

POWERFUL ECOSYSTEM

Our members are connected through our **proprietary, mobile-centric technology** – allowing them to extract maximum value from the **WeWork ecosystem**. The resulting '**WeWork effect**' is **driving accelerating demand** for our product.

MASSIVE OPPORTUNITY

Our **Total Addressable Market** – space and services for individuals and businesses – is **massive** and only **small penetration is needed to generate billions in revenue**.

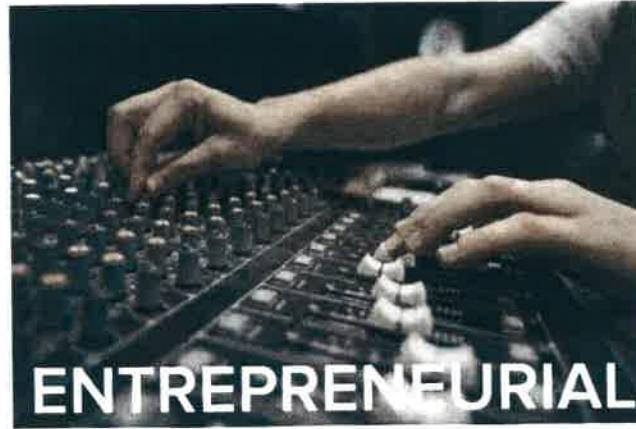
FIRST MOVER

We are benefitting from **significant network effects and economies of scale**, have a **four-year head start** on competitors who might start today, and are expanding rapidly. **By the end of 2016**, we will have a **\$1Bn revenue run-rate with 34% margins**.

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MILLENIALS ARE REDEFINING THE WORKFORCE

Empowered by technology, the rising generation has new needs and behaviors



wework

CREATING FUNDAMENTAL SHIFTS

These values are changing consumption patterns, and the way people work and live

COMMUNITY



DIGITAL

facebook

LinkedIn

yelp

PHYSICAL

SX
SW

TED

meetup

CLUSTERING



SUSTAINABILITY + TECHNOLOGY = DENSITY

2008

250

AVG SQ FT /
WORKER

2014

150

AVG SQ FT /
WORKER

WeWork

60

AVG SQ FT /
WORKER

2008

670

AVG SQ FT /
RESIDENT

2014

560

AVG SQ FT /
RESIDENT

WeLive

214

AVG SQ FT /
RESIDENT

SHARING



TRANSFORMING TRADITIONAL MODELS

U B E R

airbnb

Spotify

YouTube

Elance

taskrabbit

wework

Source: 2014 McKinsey Global Institute Report: The Digital Economy: What's Next for Growth, Innovation, and Productivity

WORK IS CHANGING

Freelancing and small business formation is surging, and projected to accelerate

INDEPENDENT WORKFORCE
AS % OF TOTAL U.S. WORKFORCE

30%
40 MILLION PEOPLE

2008

33%
45 MILLION PEOPLE

2014

40%
60 MILLION PEOPLE

2020

470,000

NEW BUSINESSES LAUNCHED PER MONTH

OLD WORK

- Risk Averse
- Loyal
- Rely on your paycheck
- Grow with the company
- Division of labor
- Indifferent



NEW WORK

- Entrepreneurial
- Opportunistic
- Rely on your network
- Grow your own company
- Together
- Inspired



WEWORK

- Affordability & simplicity
- Freedom & Flexibility
- Community & connective technology
- Services & tools to succeed
- Connections & collaboration
- Motivation & celebration

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Source: Bureau of Labor Statistics, Current Population Survey, March 2014. Data for 2014 and 2020 are projections.

CREATING A NEW ECOSYSTEM FOR WORK

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SPACE



BEAUTIFUL, FUNCTIONAL, COLLABORATIVE

High-end, high-energy workspaces

Kitchens, conference rooms, lounges

All the basics: wifi, coffee, printers, supplies

No up-front hassle or long term contract

COMMUNITY



CONNECTING COMPANIES & CREATORS

Small business online marketplace

Demos, panels, happy hours

Education, inspiration, connections

Quarterly retreats & getaways

SERVICES

TriNet

GENERAL ASSEMBLY

ink.
BY CHASE

amazon
WEB SERVICES

FITiST

myCheck

momoFUKU

Elance

crunch

Healthcare

Back-office services

Education & training

Fully-integrated digital app

wework

THE WEWORK EFFECT

As the WeWork platform grows, community value increases, creating supply and demand network effects that are mutually reinforcing



wework

POWERED BY TECHNOLOGY AT EVERY LAYER

Proprietary software makes the design, development and management of our spaces efficient and scalable



Pipeline Management

- Project coordination
- Track and manage key milestones

Architectural Design

- Optimized layouts
- Detailed cost measurement

Sales and Lead Tracking

- Streamline the sales and lead process
- Detailed analytics and sales forecasting

Space Management

- Efficient booking
- Automated tracking of bookings, cancellations, and more

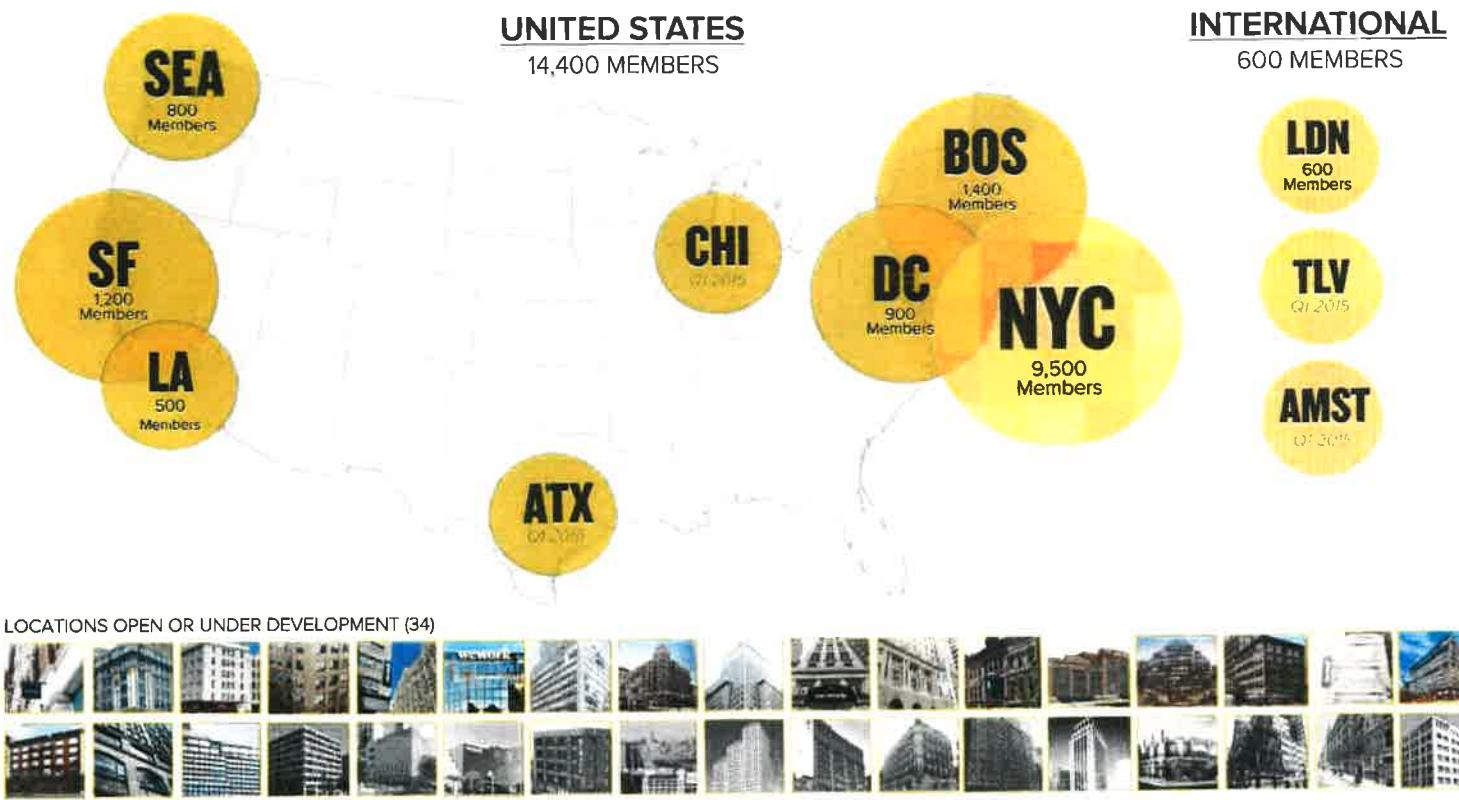
Member Support

- Communicate with members
- Direct messaging capabilities

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FIRST MOVER WITH CRITICAL MASS

With a growing community and established brand in key gateway markets, WeWork has distanced itself from competition



Member count as of November 2015. Includes WeWork's 100% owned subsidiary, Equium. WeWork does not own or manage all buildings it occupies. © 2015 WeWork. All rights reserved.

PROVEN, PROFITABLE BUSINESS MODEL

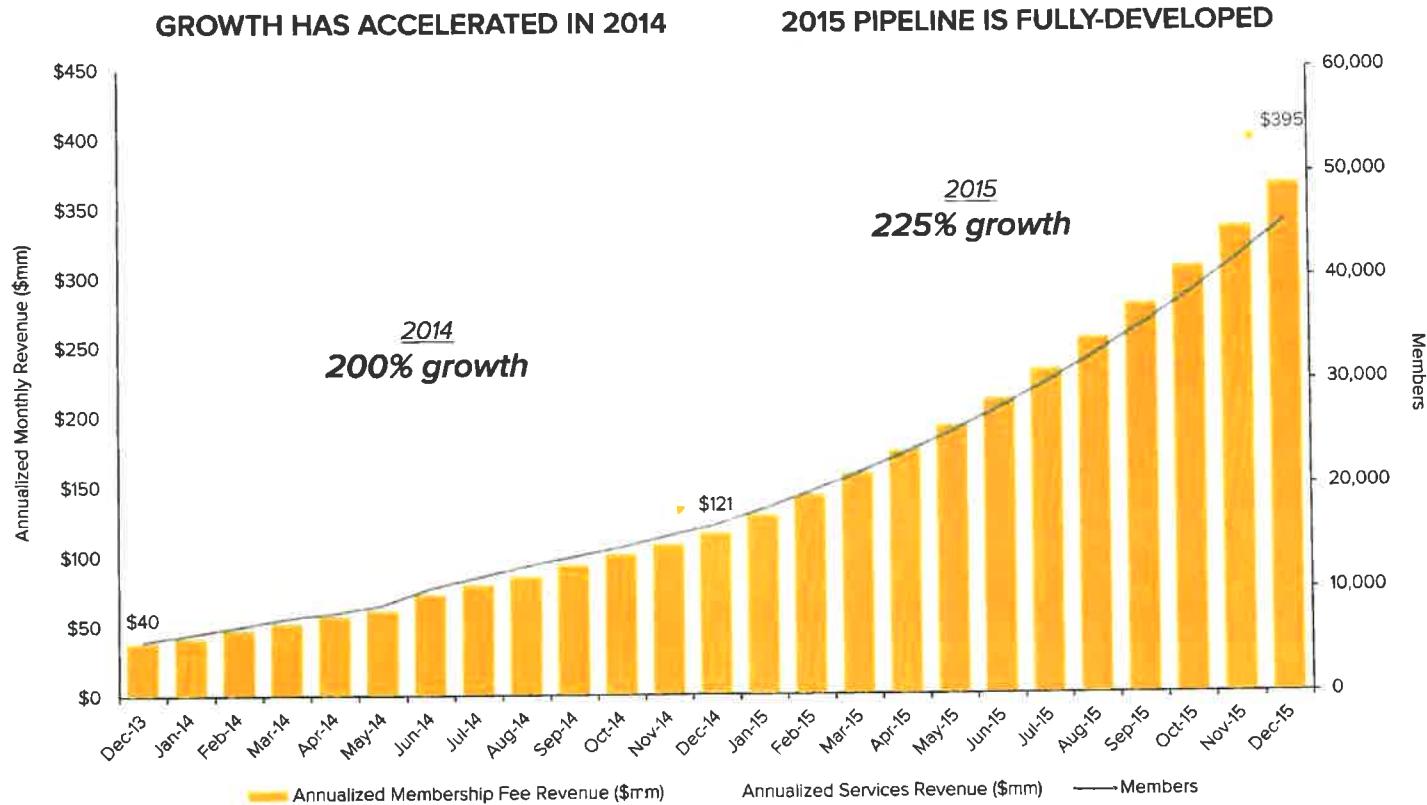
WeWork locations operate near 100% occupancy with average margins greater than 40%

Year opened	2010		2011		2012		2013		2014											
Location	NY 01	NY 02	NY 03	SF 01	NY 04	LA 01	NY 05	SF 02	NY 06	NY 07	NY 08	DC 01	BOS 01	BOS 02	SEA 01	DC 02	NY 09	NY 10	NY 11	Avg
Occupancy	96%	100%	100%	99%	100%	100%	100%	100%	100%	99%	99%	99%	99%	96%	96%	100%	99%	99%	99%	99%
Desks	522	511	389	532	1,324	488	535	656	1,269	607	940	324	610	799	835	543	725	787	1,474	730
License Fee / Mem. / Mo.	\$621	\$593	\$743	\$535	\$588	\$469	\$650	\$546	\$533	\$807	\$614	\$501	\$599	\$513	\$498	\$508	\$711	\$701	\$651	\$600
Services Rev. / Mem. / Mo.	\$25	\$22	\$35	\$29	\$19	\$48	\$31	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28	\$28
(Annual figures, \$ in millions)																				
Total Revenue	\$3.9	\$3.8	\$3.6	\$3.6	\$9.6	\$3.0	\$4.4	\$4.5	\$8.5	\$6.0	\$7.2	\$2.0	\$4.6	\$5.0	\$5.1	\$3.5	\$6.4	\$6.8	\$11.9	\$5.4
Rent & OpEx	(2.4)	(2.4)	(2.2)	(1.9)	(5.5)	(1.9)	(2.7)	(2.8)	(5.1)	(3.8)	(4.5)	(1.3)	(2.6)	(3.0)	(3.0)	(2.0)	(4.0)	(3.7)	(6.2)	(3.2)
Unit EBITDA	\$1.5	\$1.3	\$1.4	\$1.7	\$4.1	\$1.1	\$1.7	\$1.7	\$3.5	\$2.2	\$2.6	\$0.7	\$1.9	\$2.0	\$2.0	\$1.5	\$2.3	\$3.1	\$5.7	\$2.2
Margin	39%	36%	40%	47%	43%	36%	39%	37%	41%	36%	37%	36%	42%	40%	40%	44%	37%	46%	48%	41%

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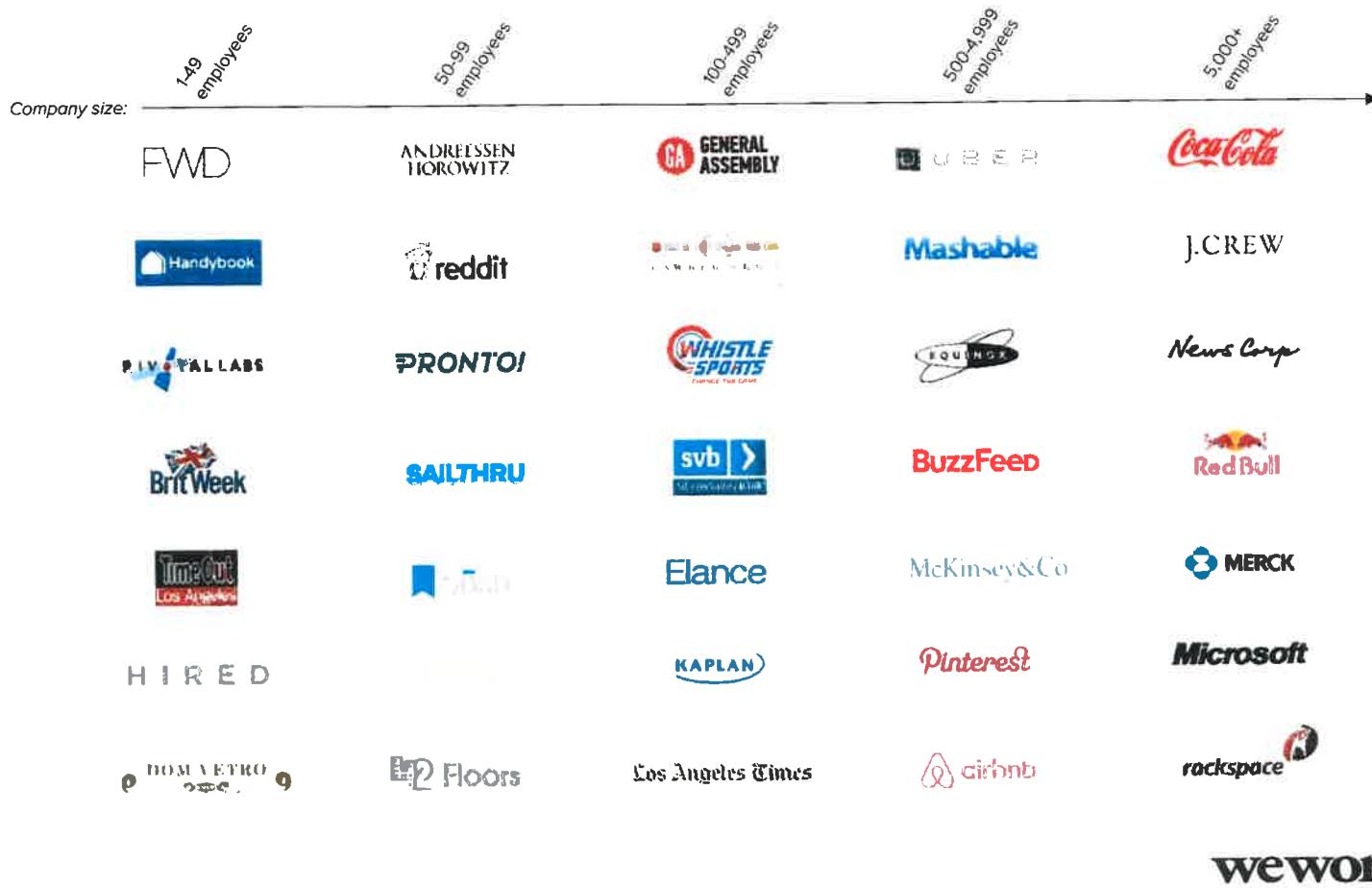
GROWING RAPIDLY

Top line growth is accelerating due to a robust pipeline and rising per member revenue



we**wor**k

BROADENING MEMBER BASE

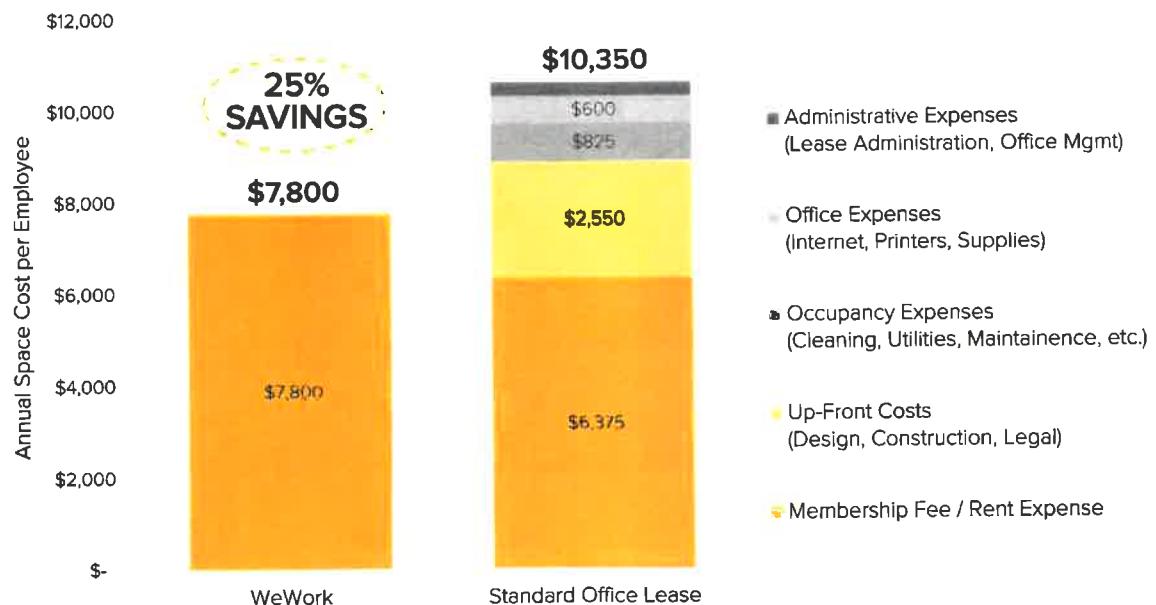


AND A COMPELLING VALUE PROPOSITION

In addition to substantial convenience and network value, WeWork offers meaningful financial savings compared to the alternative

ANNUAL SPACE COST COMPARISON

VS. STANDARD OFFICE LEASE



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WEWORK'S VALUE-ADDED TENANCY

Like Whole Foods in the retail sector, WeWork creates significant real estate value for property owners by activating and rebranding assets and neighborhoods

	175 Varick	222 Broadway	210 N. Green	25 Taylor	51 Melcher	Total
WeWork Location	NY04	NY06	CHI01	SF02	BOS02	
Market	New York, NY	New York, NY	Chicago, IL	San Francisco, CA	Boston, MA	
Submarket	Soho	Financial Dist	West Loop	Mid-Market	Seaport	
Investor	AEW	Beacon Capital	Shorenstein	Warhorse LLC	Synergy	
Total Sq Ft	168,000	756,000	65,000	56,000	111,000	1,156,000
WeWork Sq Ft	108,000	125,000	58,000	56,000	49,000	396,000
WeWork %	64%	17%	89%	100%	44%	34%
Investment	\$32.3m	\$350.0m	\$18.5m	\$18.0m	\$17.5m	\$436.3m
Today's Value	\$58.7m	\$510.0m	\$35.0m	\$27.0m	\$50.0m	\$680.7m
Multiple	1.8x	1.5x	1.9x	1.5x	2.9x	1.6x
Hold Period	1.5 yrs	2.0 yrs	2.0 yrs	2.0 yrs	3.0 yrs	2.4 yrs
Unlevered IRR	51%	21%	38%	22%	42%	25%

Source:

(1) My WeWork Pitch Deck \$500B in July 2014

(2) 120 Franklin Street Residential Management Inc. 2013 Q3 Investor Deck

(3) 2014 Annual Report 2014 Q3 Investor Deck, 2014 Q3 Investor Deck, and 2014

Annual Report 2014 Q3 Investor Deck

(4) 51 Melcher Fund 2014 Q3 Investor Deck

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AND PARTNERSHIPS WITH LEADING GLOBAL LANDLORDS

Strong relationships with leading real estate owners give WeWork an inside track to the premier real estate portfolios around the world

WEWORK PARTNERS

The Blackstone Group



VORNADO
RENTAL PROPERTY

BEACON CAPITAL
PARTNERS



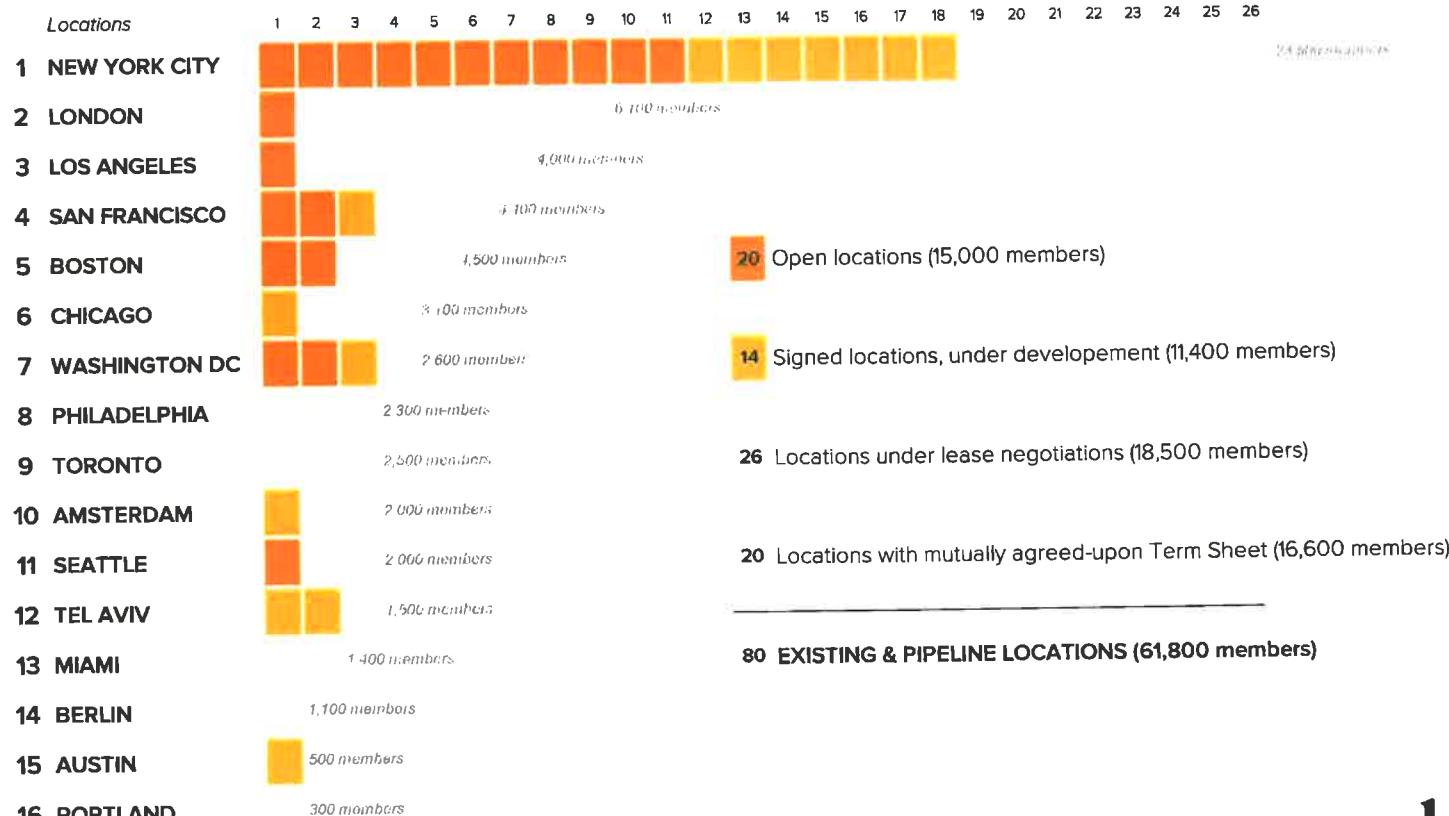
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AND A FULLY PREDICTABLE PIPELINE

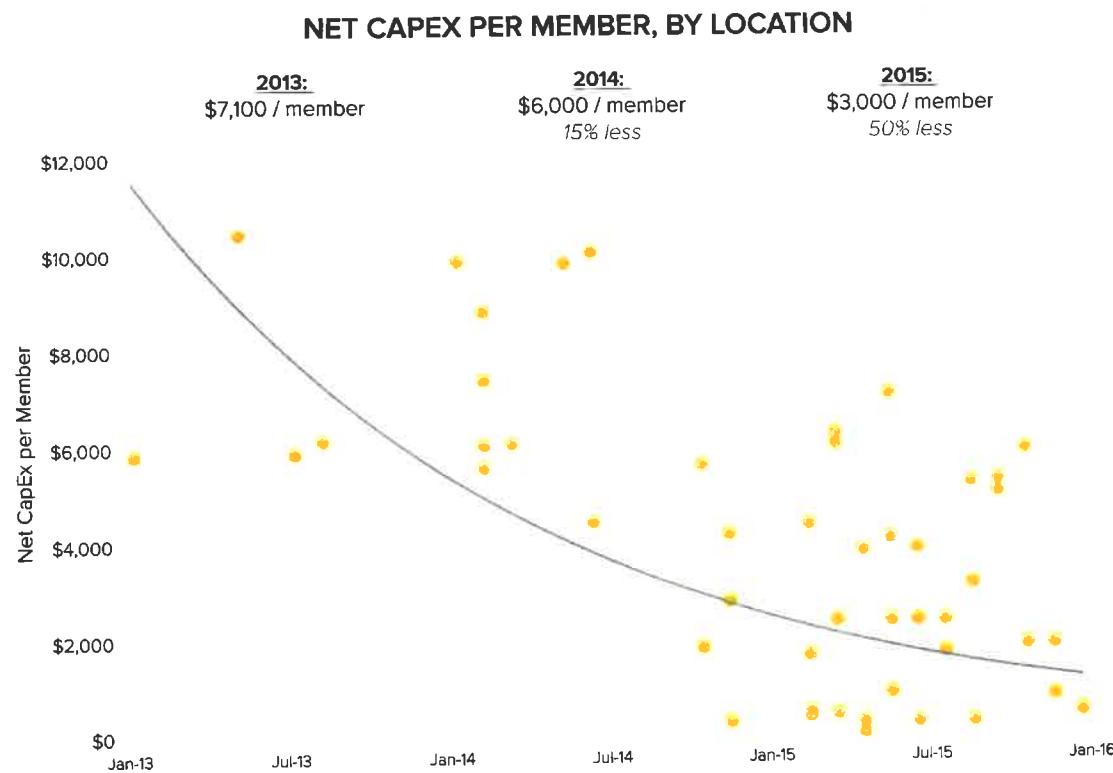
By leveraging landlord relationships, WeWork is building an Asset Light path toward critical mass in 16 key markets



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ARE DRIVING CAPITAL EFFICIENT DEAL FLOW

Landlords in all geographies are contributing significant capital to bring WeWork to their buildings, allowing the company to scale more quickly and efficiently



MARKET TERMS

- Landlord pays 50% of CapEx
- Market Rent
- No Profit Share
- 40% Unit EBITDA
- 22 month payback

ASSET LIGHT

- Landlord pays 75% of CapEx
- At or below Market Rent
- 25-50% Profit Share
- 32% Unit EBITDA
- 7 month payback

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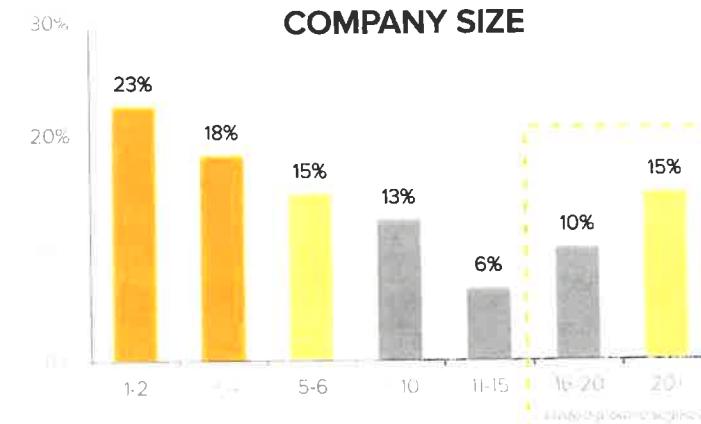
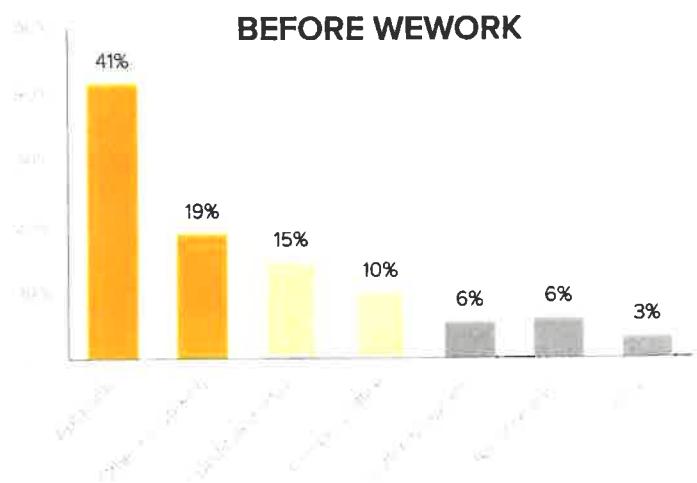
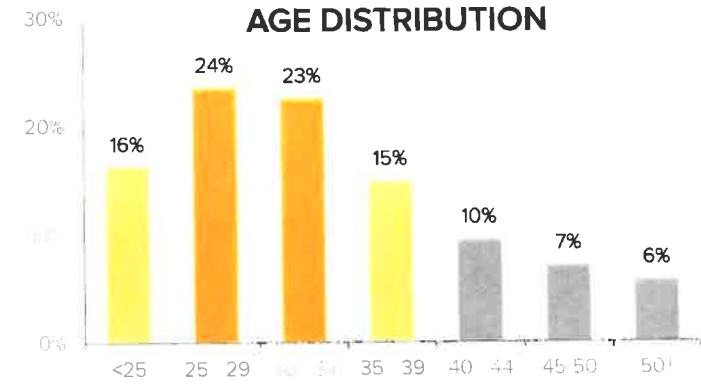
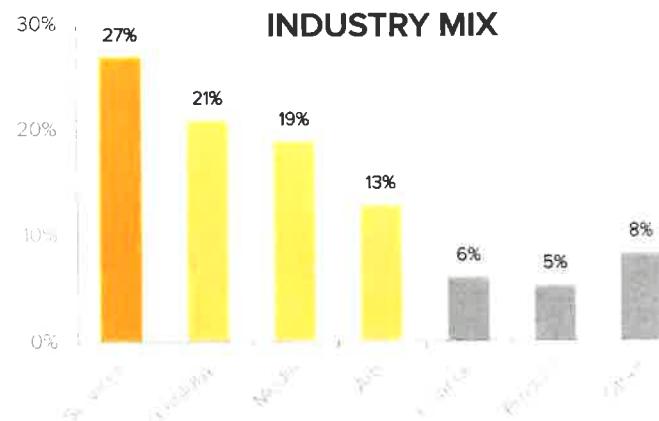
THE WEWORK OPPORTUNITY / U.S. ONLY

Company Size	Employee Headcount by Company Size						Members at X% penetration				
	1-4	5-9	10-19	20-99	100-4,999 (20%)	TOTAL	Current	1%	3%	5%	
							As of 10/31/14	Members	Members	Members	
1 New York NY	400,460	185,173	188,230	369,036	647,773	1,790,872	9,500	17,907	53,720	89,534	
2 Los Angeles CA	301,443	139,641	126,188	227,692	220,346	1,015,310	500	10,153	30,459	50,766	
3 Washington DC	137,592	73,497	76,346	169,528	560,575	1,017,638	900	10,175	30,526	50,877	
4 Chicago IL	145,563	74,434	74,752	148,808	381,575	825,132		8,251	24,754	41,257	
5 San Francisco CA	141,495	70,011	67,847	133,994	65,415	478,762	1,200	4,788	14,363	23,938	
6 Boston MA	121,842	62,875	60,030	116,777	244,988	606,512	1,500	6,085	18,195	30,326	
7 Philadelphia PA	117,748	60,727	60,397	122,355	201,880	563,107		5,631	16,893	28,155	
8 Dallas TX	132,945	60,816	51,205	96,896	252,433	594,295		5,943	17,829	29,715	
9 Atlanta GA	126,073	63,372	53,918	97,018	211,870	552,251		5,523	16,568	27,613	
10 Miami FL	122,620	60,876	41,608	67,001	189,471	481,676		4,816	14,447	24,079	
11 Houston TX	112,292	50,714	43,140	78,407	301,926	586,479		6,865	17,594	29,324	
12 Denver CO	100,747	45,512	36,698	67,807	177,652	428,416		4,284	12,852	21,421	
13 Seattle WA	92,403	40,357	34,207	61,376	127,468	356,811	800	3,558	10,674	17,791	
14 Minneapolis-St. Paul MN	71,501	35,996	33,863	69,705	40,291	251,366		2,514	7,541	12,568	
15 Detroit MI	67,383	36,149	36,278	67,990	81,276	289,076		2,891	8,672	14,454	
16 Phoenix AZ	81,349	32,962	28,990	54,495	110,864	308,660		3,087	9,260	15,433	
17 Orlando FL	76,648	38,787	27,662	45,500	61,182	249,759		2,498	7,493	12,488	
18 San Diego CA	62,207	29,305	24,700	44,609	126,776	287,597		2,876	8,628	14,380	
19 Portland OR	56,797	27,272	21,247	38,675	78,540	222,531		2,225	6,676	11,127	
20 Raleigh-Durham NC	44,351	21,845	19,080	36,420	60,190	181,866		1,819	5,456	9,093	
21 Charlotte NC	43,262	21,826	18,337	31,075	66,960	181,460		1,815	5,444	9,073	
22 Austin TX	41,772	17,786	15,567	31,289	69,085	175,499		1,755	5,285	8,775	
23 Columbus OH	35,636	19,292	16,392	32,728	48,464	152,512		1,525	4,575	7,626	
24 Las Vegas NV	28,049	14,292	12,585	22,873	106,228	184,027		1,840	5,521	9,201	
25 New Orleans LA	29,190	13,982	11,922	22,527	42,067	119,688		1,197	3,591	5,984	
Total	2,691,368	1,297,479	1,181,169	2,254,681	4,476,298	11,899,895	14,400	118,890	356,997	594,995	
Annual Revenue / Member (\$650 Monthly Membership Fee)							\$ 7,800	x \$7,800	x \$7,800	x \$7,800	
Annual Revenue							\$92,820,000,000	\$109,200,000	\$928,200,000	\$2,784,800,000	\$4,641,000,000
Annual EBITDA (40% margin)							\$43,680,000	\$371,280,000	\$1,113,840,000	\$1,856,400,000	

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A CREATIVE MEMBERSHIP



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CONNECTED BY A SEAMLESS MOBILE EXPERIENCE

Intuitive, mobile technology is core to the WeWork experience, driving productivity and connections

WEWORK,
AT YOUR FINGERTIPS...

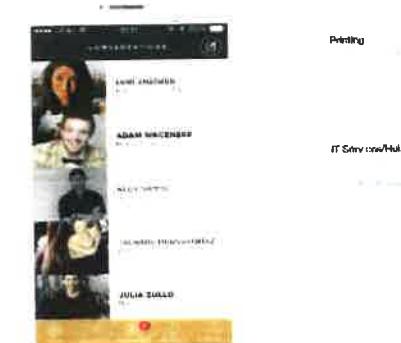


CHECK-IN
GUESTS

GRAB LUNCH

SIGN-UP FOR
SERVICES

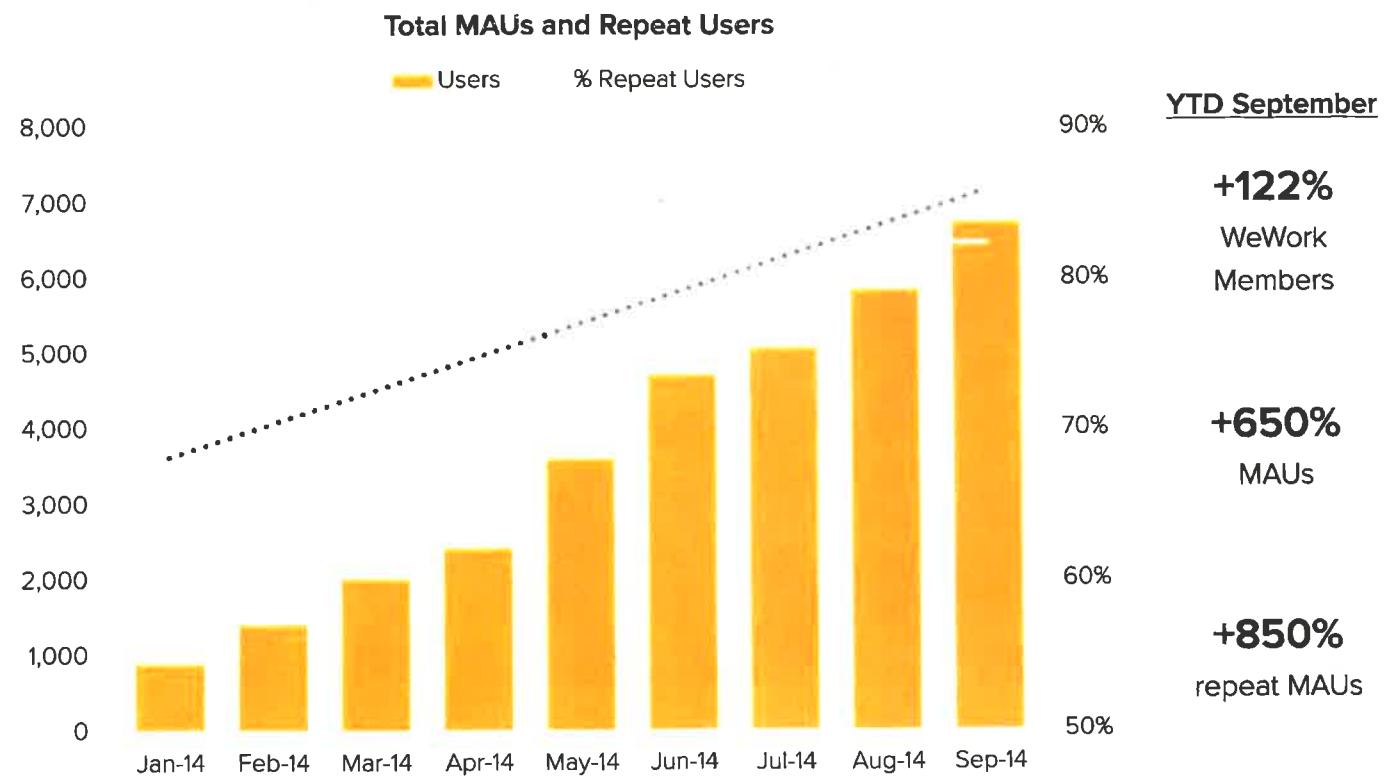
MESSAGE FELLOW
MEMBERS



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GROWTH IN MOBILE USAGE

Mobile app usage is far outpacing member growth, and the percent of users visiting the app multiple times per month is up sharply



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UPCOMING SOCIAL INITIATIVES

New functionality coming to increase the number of social connections made across the member network

1. SUPER-FAST ROUTING & ENGAGEMENT WITH LISTINGS

- No ask goes unanswered
- Routing to people most likely to help (legal → lawyers)
- Ability to share a listing with others to get help



2. NEW "TINDER-LIKE" CONNECTIONS

- Drive discovery & connections
- Simple options: Help, Refer or Pass



3. PUBLIC PROFILES

- Drive SEO for members and WeWork
- Better promotions for members within the community and outside



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LEVERAGING SCALE TO PROVIDE VALUABLE SERVICES

As WeWork grows, its ability to curate, negotiate and deliver best-in-class services increases

PRODUCTIVITY

CONFERENCE



TELEPHONE SERVICES



PRINTING / COPYING



WELLNESS

HEALTHCARE



FOOD & BEVERAGE



FITNESS



EFFICIENCY

EDUCATION



PAYMENTS



LEGAL / ACCOUNTING



GROWTH

FINANCIAL SERVICES



E-COMMERCE



CLOUD SERVICES



Today's offering / Currently generating \$28 per member per month (4% of revenue)

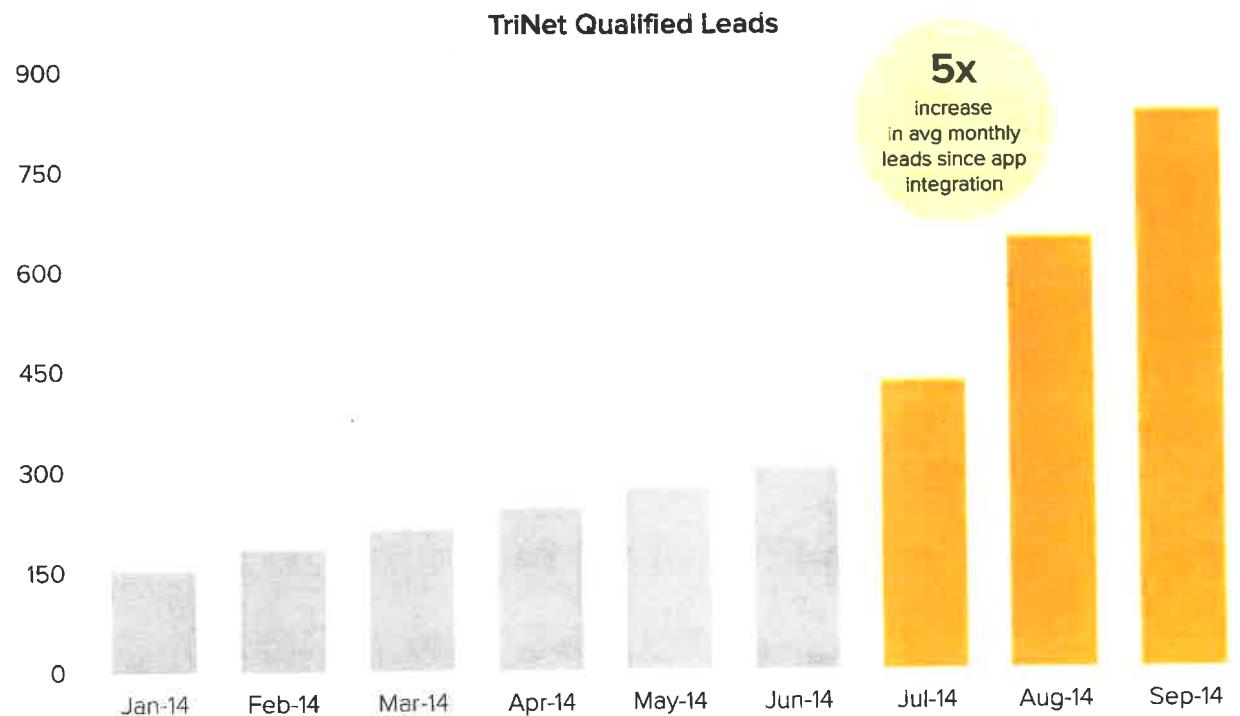
New services / Phase I: Partnership agreements in place

New services / Phase II: Exploration phase

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STRONG INTEREST IN SERVICES OFFERINGS

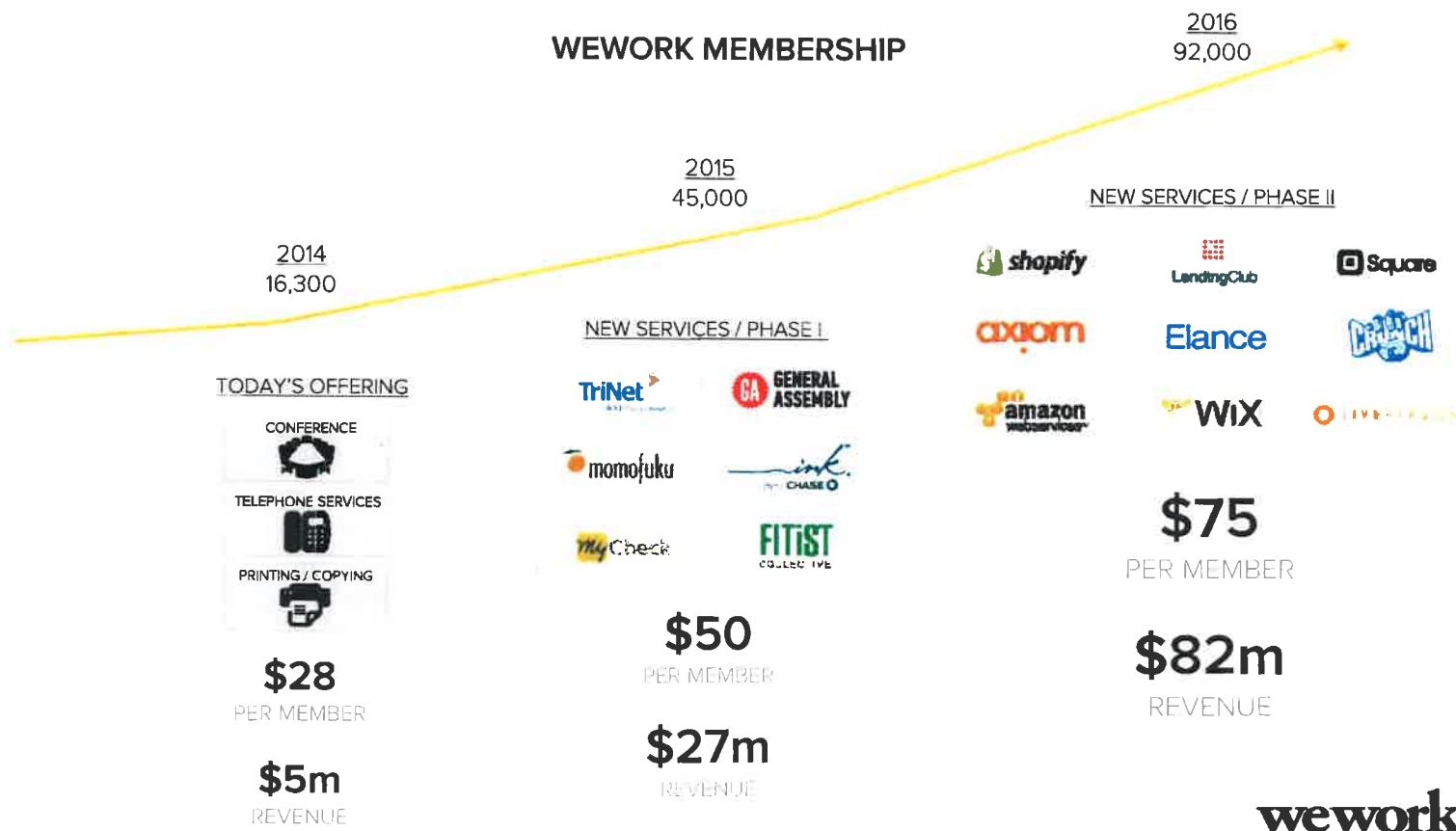
After ramping up our informational campaign in August, interest in the WeWork / TriNet healthcare offering has seen a dramatic increase



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AND MONETIZING A GROWING MEMBER BASE

By layering services on top of a rapidly growing platform, WeWork is creating an increasingly valuable product while driving meaningful revenue



EXTENDING THE OFFERING BEYOND PHYSICAL MEMBERS

The WeWork Everywhere membership offering leverages WeWork's established platform of space, community and services



SUPPORTIVE COMMUNITY

Find collaborators, mentors, investors and support via app, web, or live events



Does anybody out there have any experience marketing products to secondary schools? If so, I'd love to pick your brain for a bit and I'd be happy to answer any software/web development questions you have in return.



CURATED SERVICES

Curated, low-cost services driving productivity, wellness, efficiency & growth



SPACE WHEN YOU NEED IT

Access to conference rooms & desks as you need, where you need them



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welive

WELIVE / REINVENTING RESIDENTIAL

The demand for Space as a Service extends to residential real estate, making WeLive a natural extension of the WeWork concept, community and brand

welive

SPACE



BEAUTIFUL, FUNCTIONAL, FLEXIBLE

COMMUNITY



CONNECTED, COLLABORATIVE, SOCIAL

SERVICES



SIMPLE, SEAMLESS, AFFORDABLE



wework

MAKING CITY LIFE ACCESSIBLE

In addition to substantial convenience and network value, WeWork offers meaningful financial savings compared to the alternative

ANNUAL HOUSING COST COMPARISON
VS. STANDARD APARTMENT LEASE



Based on WeLive Midtown East studio apartment. Standard Apartment Lease based on one-bedroom studio apartment at \$2,400/month. © 2014 WeWork. All rights reserved. WeWork is a registered trademark of WeWork Management LLC. WeWork is not affiliated with WeWork Management LLC.

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NEXT GENERATION COMMUNITIES

WeWork's member base and track record have attracted substantial Landlord capital to develop mixed-use locations managed by WeWork and WeLive

CRYSTAL CITY - DC

October 2015

\$31.8mm from Vornado Realty Trust



**wework +
welive**

110 WALL ST - NYC

November 2015

\$60.4mm from Rudin Management



**wework +
welive**

wework

URBAN CAMPUSES

At the Brooklyn Navy Yard, WeWork will design, occupy and manage a large-scale urban campus, creating (and capturing) substantial real estate value

PROJECT

- 14-story, 530,000 square feet, Class A commercial office building + public space
- Q2 2016 completion

DEVELOPERS

- Boston Properties / Rudin Management

TENANTS

- WeWork / WeWork HQ / Creative Office

ECONOMICS

- \$250 million development (funded by Developers)
- \$13.8 million up-front payment to WeWork
- \$16.2 million Landlord contribution to WeWork



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THE WELIVE OPPORTUNITY / U.S.

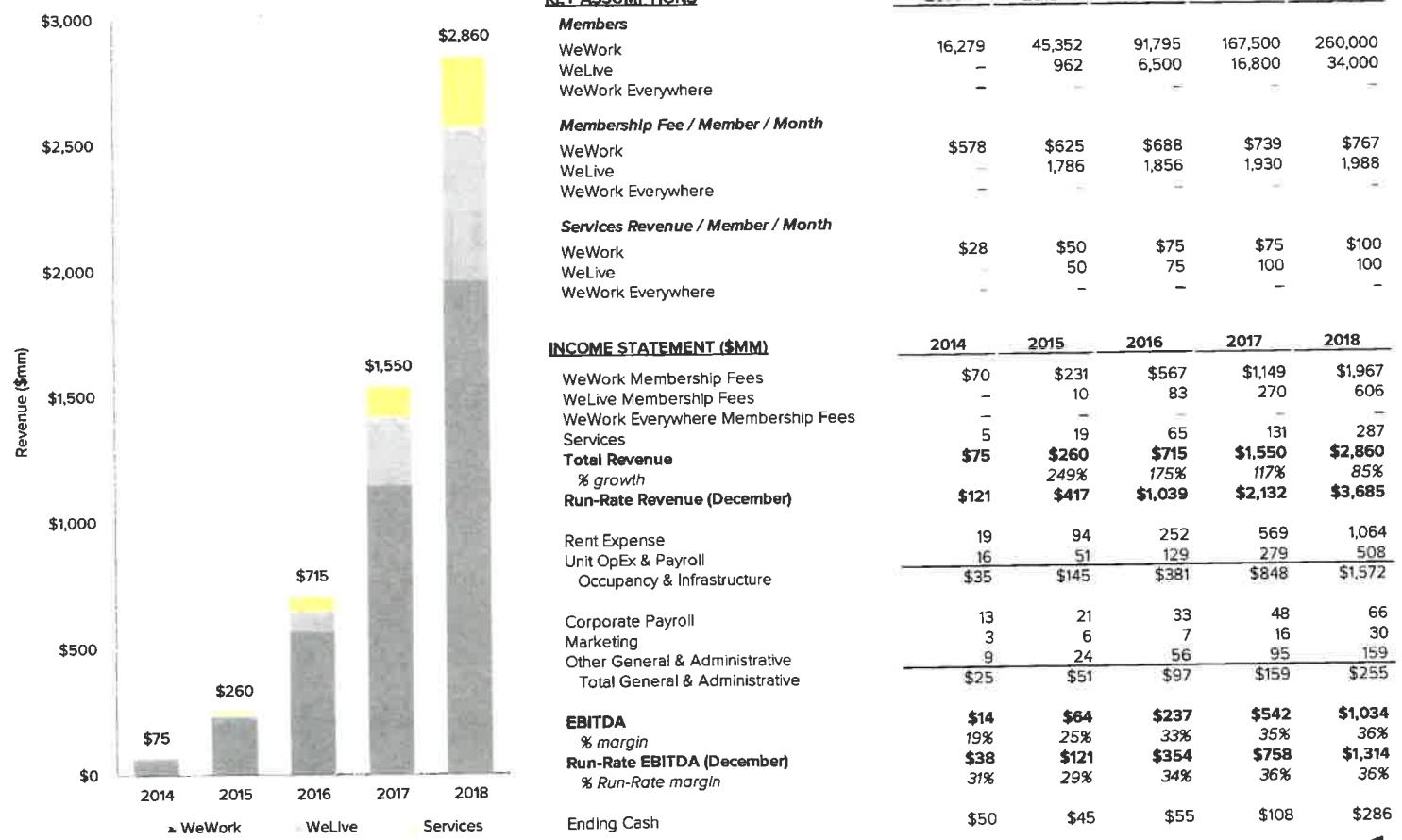
Members at X% penetration

	Population Aged 18-39	X	% Non- Family Households	=	Non-Family Population Aged 18-39	X	% Renting	=	Non-Family Rental Population Aged 18-39	X	% College- Educated	=	College-Educated Non-Fam. Rent Pop. Aged 18-39		1%	3%	5%
1 New York, NY	6,377,797	29.2%	1,860,988		88.1%	1,266,943	58.4%		740,275		7,403		22,208		37,014		
2 Los Angeles, CA	5,786,905	26.5%	1,532,550		66.7%	1,021,838	57.1%		583,265		5,833		17,498		29,163		
3 Chicago, IL	2,963,228	30.1%	892,275		54.9%	490,186	60.8%		298,229		2,982		8,947		14,911		
4 San Francisco, CA	2,246,114	32.4%	727,823		68.2%	482,079	69.1%		332,876		3,329		9,986		16,644		
5 Dallas, TX	2,307,299	28.2%	640,687		61.6%	400,082	59.2%		236,689		2,367		7,101		11,834		
6 Philadelphia, PA	2,332,329	29.8%	695,974		53.4%	371,797	55.9%		207,723		2,077		6,232		10,386		
7 Washington, DC	2,094,361	31.9%	667,832		54.5%	363,872	67.2%		244,376		2,444		7,331		12,219		
8 Boston, MA	1,892,192	32.0%	605,847		59.3%	359,470	64.8%		232,793		2,328		6,984		11,640		
9 Houston, TX	2,107,230	26.9%	568,658		60.7%	343,942	56.3%		193,574		1,937		5,810		9,684		
10 Atlanta, GA	2,046,073	29.3%	599,729		51.9%	310,969	59.7%		185,773		1,858		5,573		9,289		
11 Seattle, WA	1,528,477	34.0%	520,014		58.2%	302,748	68.6%		207,564		2,076		8,227		10,378		
12 Phoenix, AZ	1,550,408	31.3%	485,822		52.8%	257,241	61.0%		156,917		1,569		4,708		7,846		
13 Denver, CO	1,334,897	34.4%	459,890		54.9%	252,413	67.4%		170,227		1,702		5,107		8,511		
14 San Diego, CA	1,086,932	30.8%	335,276		66.0%	221,156	66.1%		146,162		1,462		4,385		7,308		
15 Miami-Ft. Lauderdale, FL	1,345,700	29.9%	402,536		53.8%	216,590	53.3%		115,399		1,154		3,462		5,770		
16 Minneapolis-St. Paul, MN	1,352,640	31.3%	423,727		48.3%	204,508	65.8%		134,484		1,345		4,034		6,723		
17 Detroit, MI	1,336,178	30.6%	408,999		48.0%	196,426	60.7%		119,270		1,193		3,578		5,963		
18 Sacramento, CA	1,234,595	26.9%	331,813		57.1%	189,426	60.1%		113,921		1,139		3,418		5,696		
19 Tampa, FL	1,139,480	33.1%	376,764		49.8%	187,595	54.6%		102,333		1,023		3,070		5,117		
20 Portland, OR	963,451	32.1%	309,351		58.4%	180,541	64.3%		116,034		1,160		3,481		5,802		
21 Cleveland, OH	1,006,735	31.6%	318,290		53.2%	168,188	53.7%		90,854		909		2,726		4,543		
22 Orlando, FL	1,078,074	30.6%	329,686		50.6%	166,872	57.0%		95,134		951		2,854		4,757		
23 Austin, TX	710,120	35.7%	253,568		64.7%	164,124	66.8%		109,832		1,098		3,295		5,492		
24 Raleigh-Durham, NC	947,424	30.1%	284,750		56.2%	160,078	61.8%		98,848		988		2,965		4,942		
25 Indianapolis, IN	882,518	31.0%	273,173		54.4%	148,541	53.9%		80,078		801		2,402		4,004		
Total	47,650,957		14,312,831			8,428,624			5,112,709		61,127		153,381		255,635		
<i>Annual Revenue / Member (\$1,800 Monthly Membership Fee)</i>												x \$21,600	x \$21,600	x \$21,600	x \$21,600		
<i>Annual Revenue</i>												\$110,160,000,000	\$2,160,000,000	\$4,320,000,000	\$6,480,000,000		
<i>Annual EBITDA (40% margin)</i>												\$864,000,000	\$1,728,000,000	\$2,592,000,000			



Source: U.S. Census Bureau, 2013 American Community Survey

FIVE-YEAR FORECAST



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- Co-Founder of Egg Baby, Green Desk, Big Tent
- Entrepreneur & investor



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Co-Founder & Chief Creative Officer

Past experience:

- Co-Founder of Green Desk, Versatation, Baby!
- Led American Apparel design framework; oversaw rollout of 170 stores



MICHAEL GROSS

Chief Financial Officer

Past experience:

- CEO of Morgans Hotel Group
- Investor with The Yucaipa Companies and SAC Capital Advisors



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Chief People Officer

Past experience:

- Director, People Operations, Google
- Manager, People Operations, Facebook



KAKUL SRIVASTAVA

Chief Product Officer

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