
Do What You Love
OCT 2014
wework

COMPANY OVERVIEW

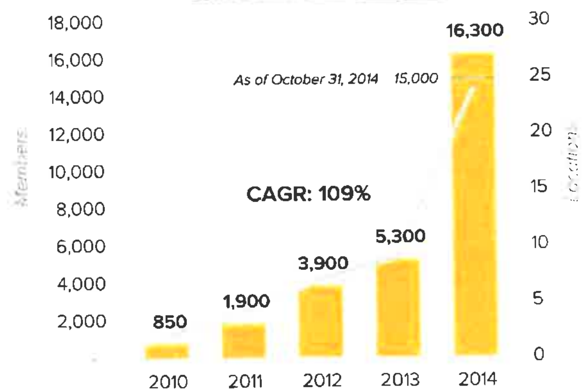
KEY FACTS

- 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

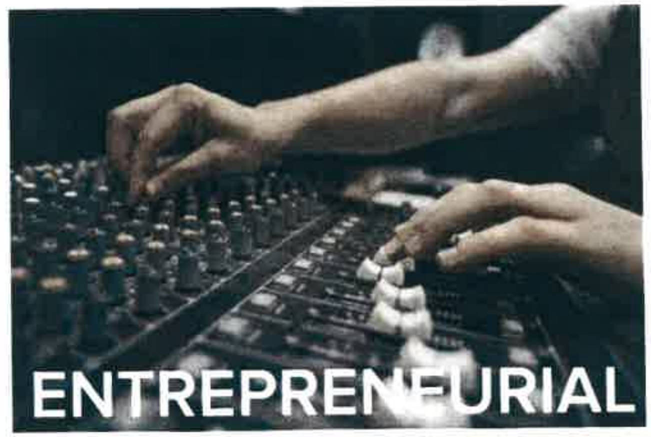
SPACE AS A SERVICE

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 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 ECOSYTEM	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.**

wework

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

SXSW

TED

Meetup

CLUSTERING

SUSTAINABILITY + TECHNOLOGY = DENSITY

2008	2014	WeWork
250 AVG SQ FT / WORKER	150 AVG SQ FT / WORKER	60 AVG SQ FT / WORKER

2008	2014	WeLive
670 AVG SQ FT / RESIDENT	560 AVG SQ FT / RESIDENT	214 AVG SQ FT / RESIDENT

SHARING

TRANSFORMING TRADITIONAL MODELS

UBER

airbnb

Spotify

YouTube

Elance

taskrabbit

wework

WORK IS CHANGING

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

INDEPENDENT WORKFORCE
AS % OF TOTAL U.S. WORKFORCE

2008	2014	2020
30%	33%	40%
40 MILLION PEOPLE	45 MILLION PEOPLE	60 MILLION PEOPLE

470,000
NEW BUSINESSES LAUNCHED PER MONTH

OLD WORK	NEW WORK	WEWORK
Risk Averse	Entrepreneurial	Affordability & simplicity
Loyal	Opportunistic	Freedom & Flexibility
Rely on your paycheck	Rely on your network	Community & connective technology
Grow with the company	Grow your own company	Services & tools to succeed
Division of labor	Together	Connections & collaboration
Indifferent	Inspired	Motivation & celebration

wework

CREATING A NEW ECOSYSTEM FOR WORK

wework

SPACE

BEAUTIFUL, FUNCTIONAL, COLLABORATIVE

High-amenity, 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 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

- Pipeline visualization
- Track and manage key milestones

ARCHITECTURAL DESIGN

- Optimized layouts
- Detailed cost measurement

SALES AND LEAD TRACKING

- Organize the sales-to-close process
- Detailed pipeline data and sales funnel analysis

SPACE MANAGEMENT

- Efficient booking
- Automated tracking of move-ins, transfers and move-outs

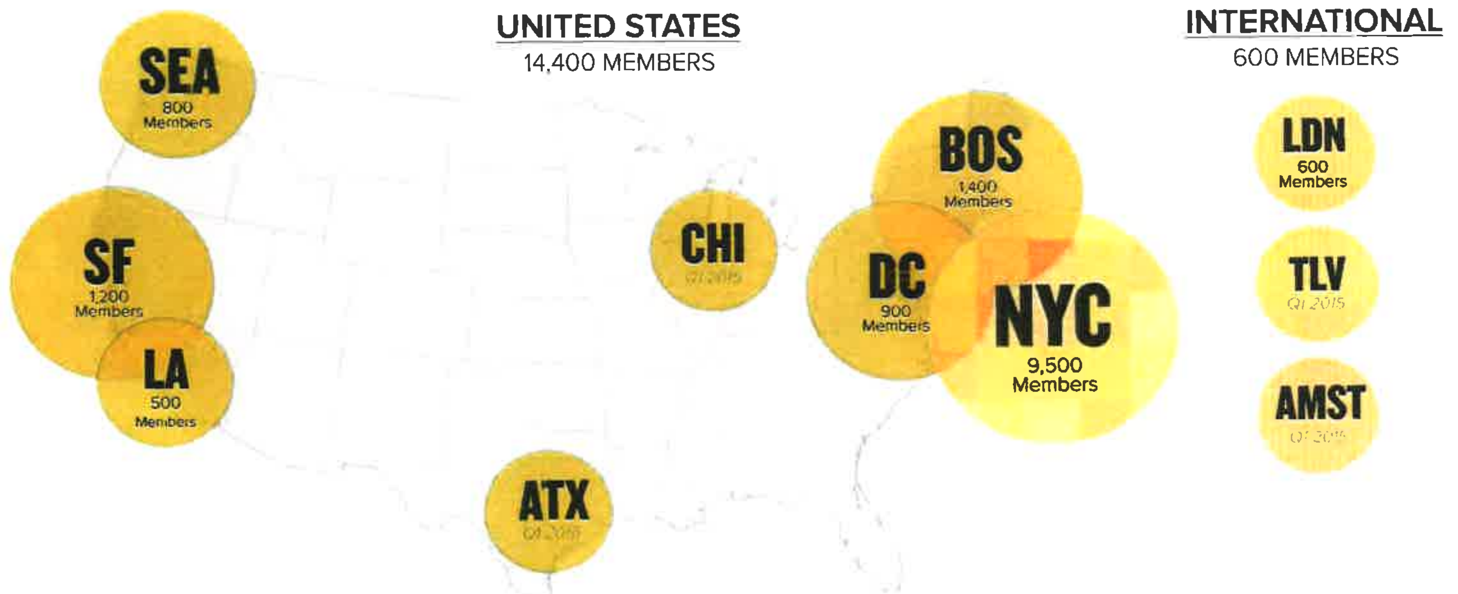
MEMBER SUPPORT

- Communicate with members
- Collect and analyze feedback

wework

FIRST MOVER WITH CRITICAL MASS

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



LOCATIONS OPEN OR UNDER DEVELOPMENT (34)

wework

PROVEN, PROFITABLE BUSINESS MODEL

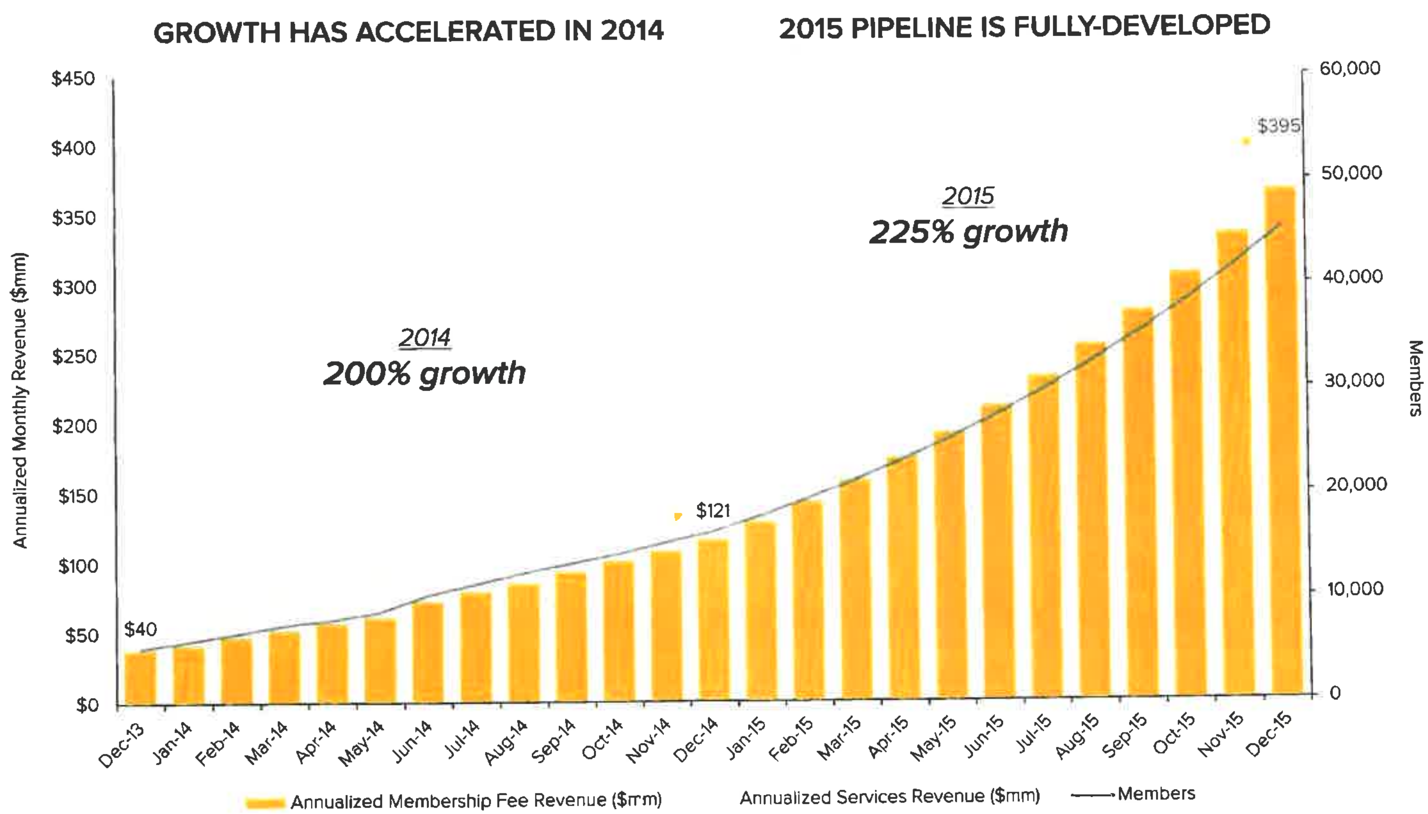
WeWork locations operate near 100% occupancy with average margins greater than 40%

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%***

wework

GROWING RAPIDLY

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



wework

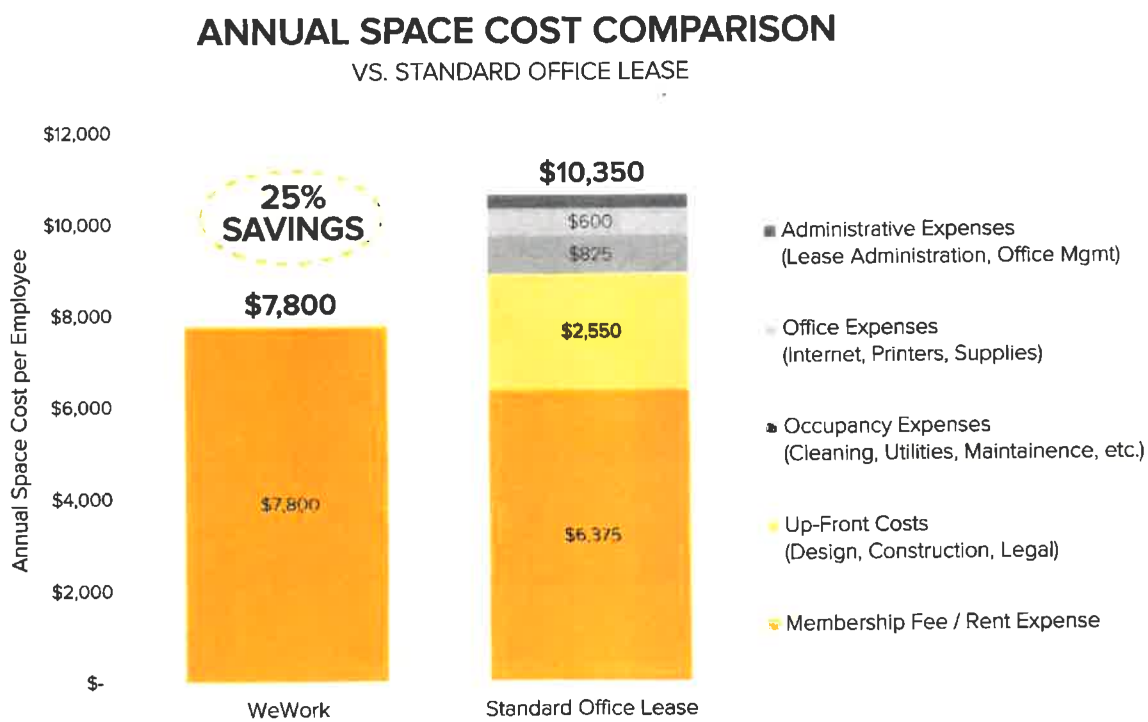
BROADENING MEMBER BASE

Company size:

1-49 employees	50-99 employees	100-499 employees	500-4,999 employees	5,000+ employees
FWD	ANDREESSEN HOROWITZ	GENERAL ASSEMBLY	UBER	Coca-Cola
Handybook	reddit		Mashable	J.CREW
PIVOTAL LABS	PRONTO!	WHISTLE SPORTS	EQUINOX	News Corp
BritWeek	SAILTHRU	svb	BuzzFeed	Red Bull
Time Out Los Angeles		Elance	McKinsey&Co	MERCK
HIRED		KAPLAN	Pinterest	Microsoft
DOM VETRO	Floors	Los Angeles Times	airbnb	rackspace
				wework

AND A COMPELLING VALUE PROPOSITION

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



wework

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%**

wework

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

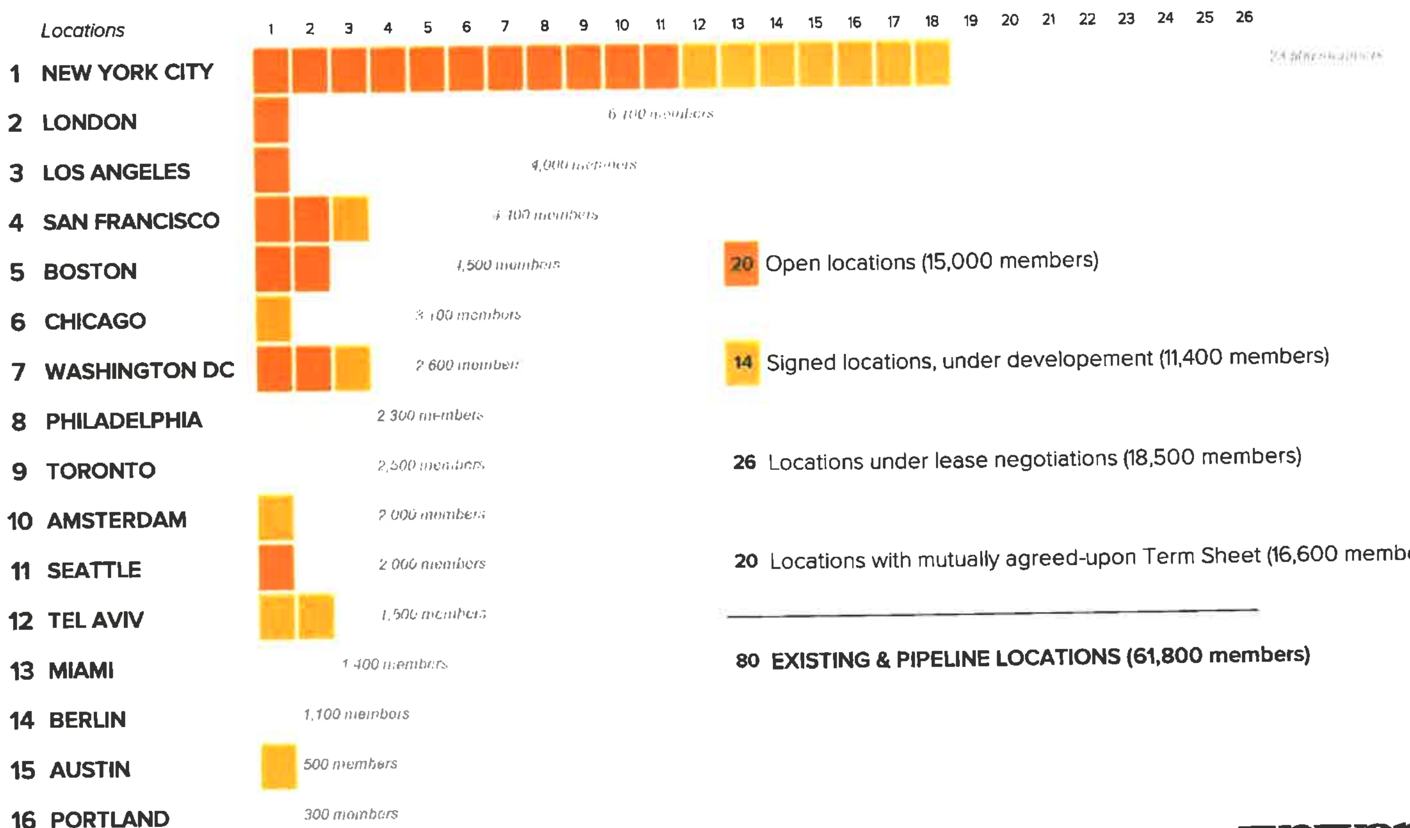
WEWORK PARTNERS

The Blackstone Group
TISHMAN SPEYER
British Land
Invesco
VORNADO
BEACON CAPITAL PARTNERS
LUBERT-ADLER
Boston Properties
HARVARD MANAGEMENT COMPANY, INC.
BREEVAST
AEW
Rudin
RFR
KUSHNER COMPANIES

wework

AND A FULLY PREDICTABLE PIPELINE

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



20 Open locations (15,000 members)

14 Signed locations, under developement (11,400 members)

26 Locations under lease negotiations (18,500 members)

20 Locations with mutually agreed-upon Term Sheet (16,600 members)

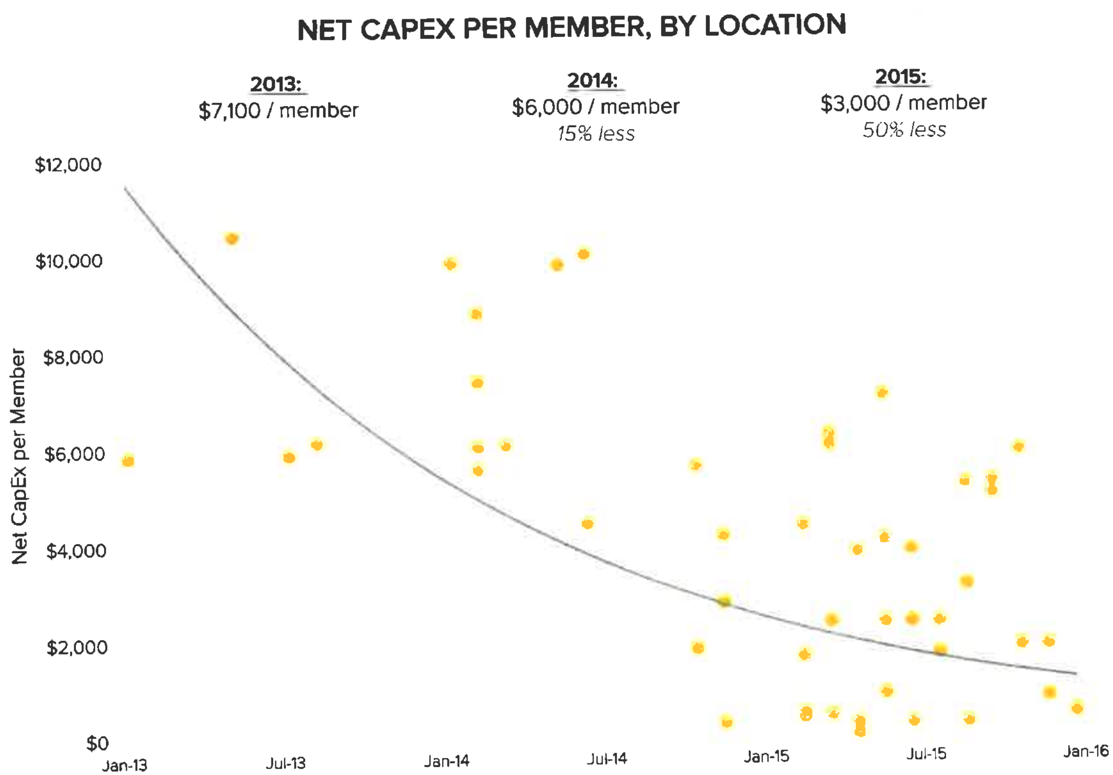
---

80 EXISTING & PIPELINE LOCATIONS (61,800 members)

wework

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

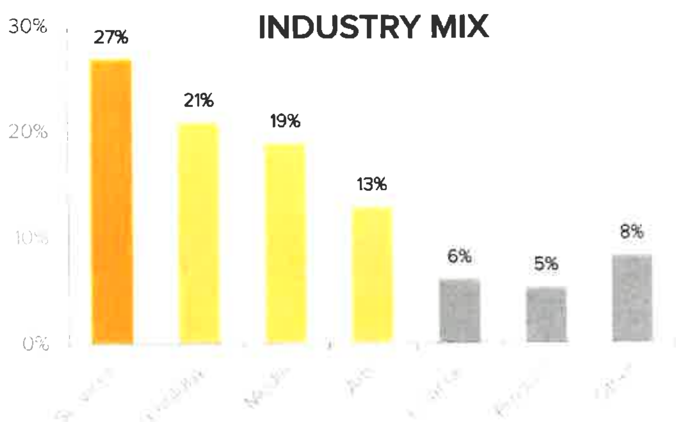
wework

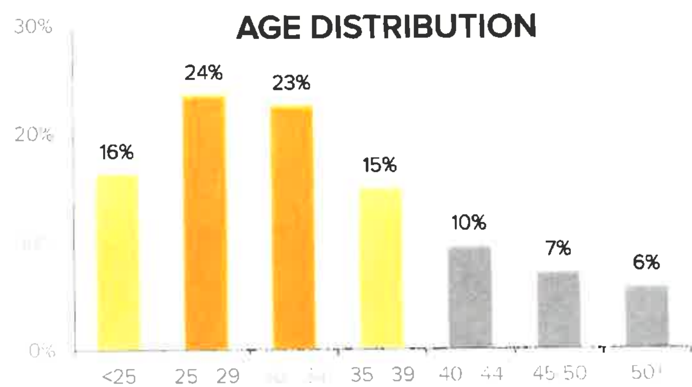
THE WEWORK OPPORTUNITY / U.S. ONLY

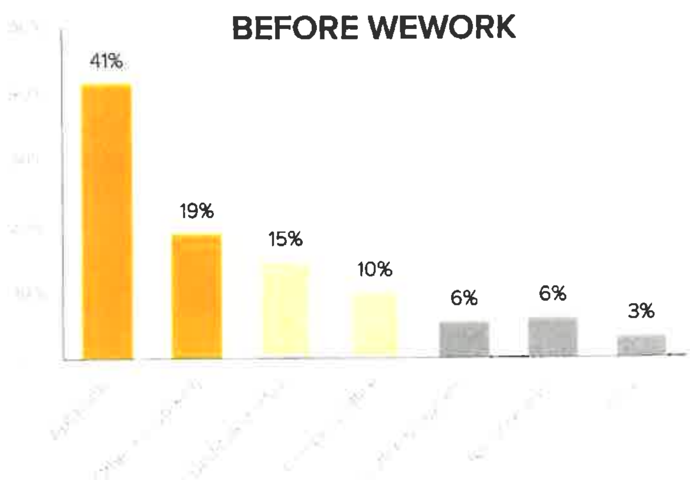
	Employee Headcount by Company Size							Members at X% penetration		
Company Size	**1-4**	**5-9**	**10-19**	**20-99**	**100-4,999 (20%)**	**TOTAL**	**Current**	**1%**	**3%**	**5%**
							As of 10/31/14	*Members*	*Members*	*Members*
1 New York NY	400,460	185,173	188,230	369,036	647,773	**1,790,672**	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	**1,017,538**	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	6,065	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	**481,576**		4,816	14,447	24,079
11 Houston TX	112,292	50,714	43,140	78,407	301,926	**586,479**		5,865	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	**355,811**	800	3,558	10,674	17,791
14 Minneapolis-St. Paul MN	71,501	35,996	33,863	69,705	40,291	**251,356**		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	38,767	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	19,060	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	5,265	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**	**2,254,581**	**4,475,298**	**11,899,895**	**14,400**	**118,999**	**356,997**	**594,995**
Annual Revenue / Member ($650 Monthly Membership Fee)						x $7,800	x $7,800	x $7,800	x $7,800	x $7,800
Annual Revenue						**$92,820,000,000**	**$109,200,000**	**$928,200,000**	**$2,784,600,000**	**$4,641,000,000**
Annual EBITDA (40% margin)							$43,680,000	$371,280,000	$1,113,840,000	$1,856,400,000

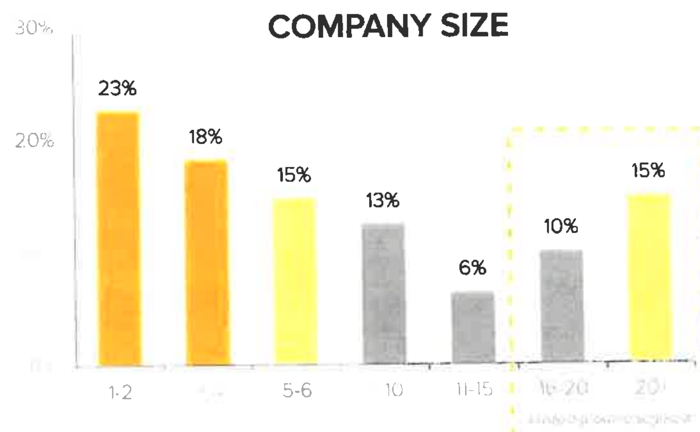
wework

A CREATIVE MEMBERSHIP







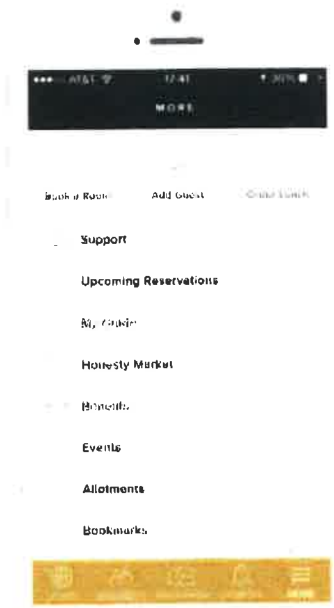


wework

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

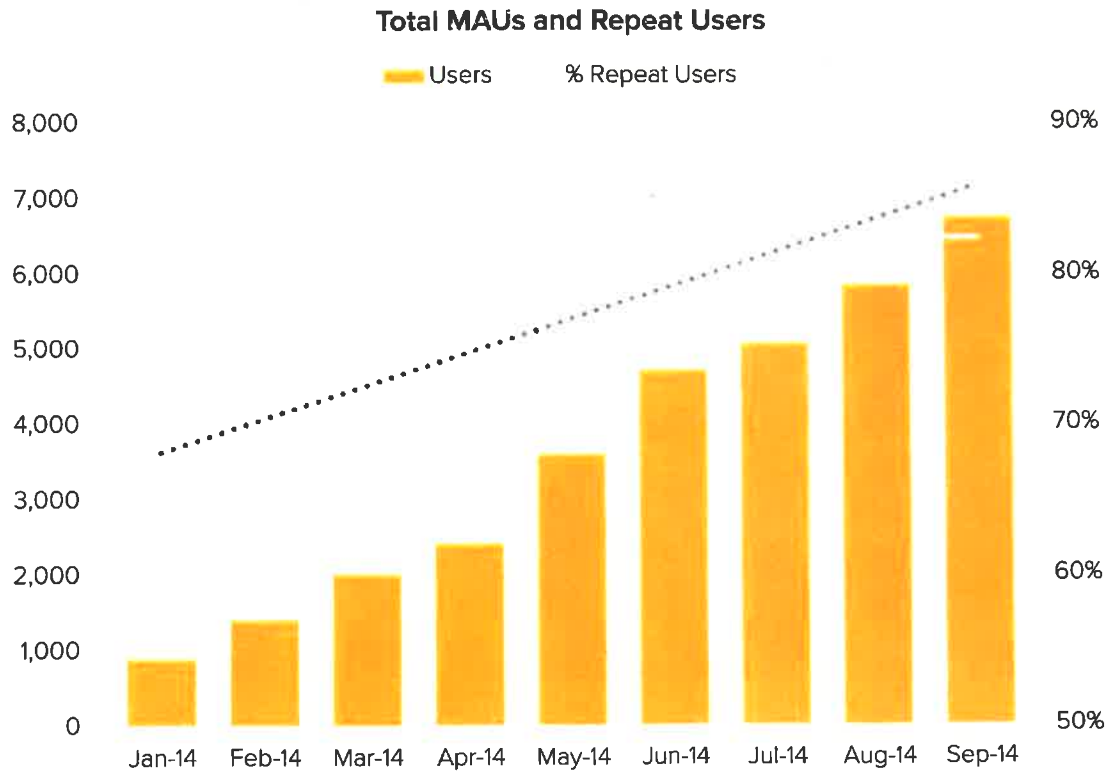
MESSAGE FELLOW MEMBERS

SIGN-UP FOR SERVICES

wework

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



YTD September

+122%
WeWork Members

+650%
MAUs

+850%
repeat MAUs

wework

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

wework

LEVERAGING SCALE TO PROVIDE VALUABLE SERVICES

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

PRODUCTIVITY	WELLNESS	EFFICIENCY	GROWTH
CONFERENCE	HEALTHCARE TriNet Ambitions realized	EDUCATION GA GENERAL ASSEMBLY	FINANCIAL SERVICES ink from CHASE
TELEPHONE SERVICES	FOOD & BEVERAGE momofuku	PAYMENTS myCheck	E-COMMERCE shopify
PRINTING / COPYING	FITNESS FITiST COLLECTIVE	LEGAL / ACCOUNTING axiom	CLOUD SERVICES amazon webservices

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

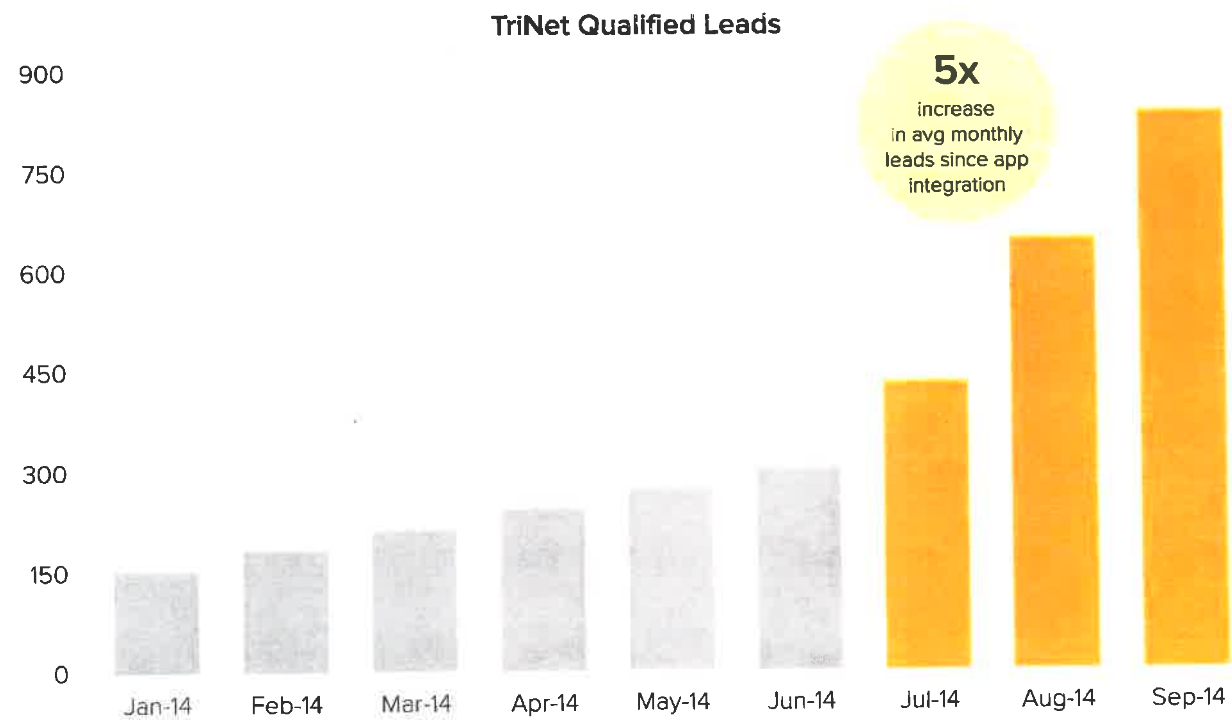
New services / Phase I: Partnership agreements in place

New services / Phase II: Exploration phase

wework

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

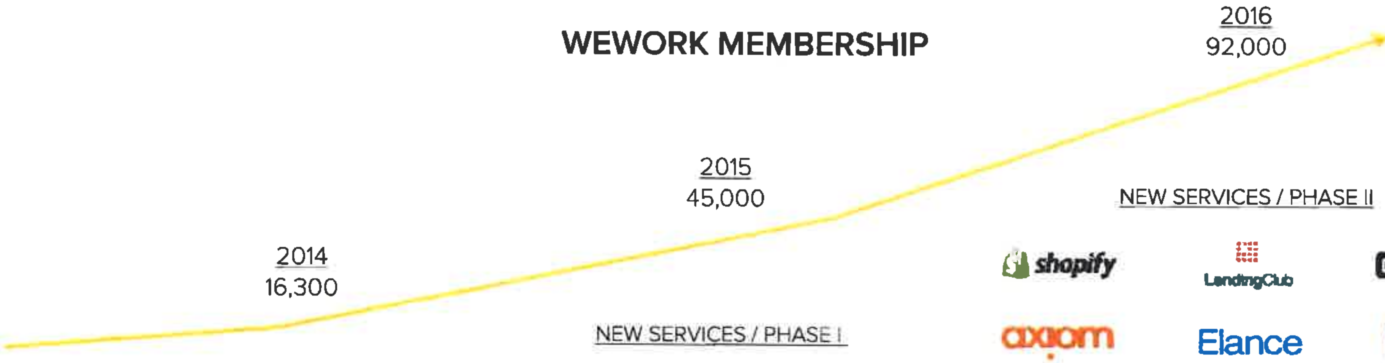


wework

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

WEWORK MEMBERSHIP



TODAY'S OFFERING

CONFERENCE

TELEPHONE SERVICES

PRINTING / COPYING

$28
PER MEMBER

$5m
REVENUE

NEW SERVICES / PHASE I

TriNet
GENERAL ASSEMBLY
momofuku
ink CHASE
MyCheck
FITiST COLLECTIVE

$50
PER MEMBER

$27m
REVENUE

NEW SERVICES / PHASE II

shopify
LendingClub
Square
axiom
Elance
CRUNCH
amazon webservices
WIX

$75
PER MEMBER

$82m
REVENUE

wework

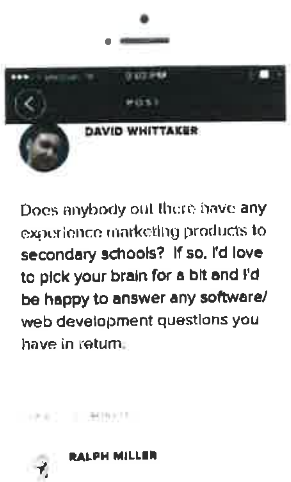
EXTENDING THE OFFERING BEYOND PHYSICAL MEMBERS

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

wework
EVERYWHERE

SUPPORTIVE COMMUNITY

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



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

wework

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

REQUIRED INCOME:	**$56,000**	**$76,000**

wework

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

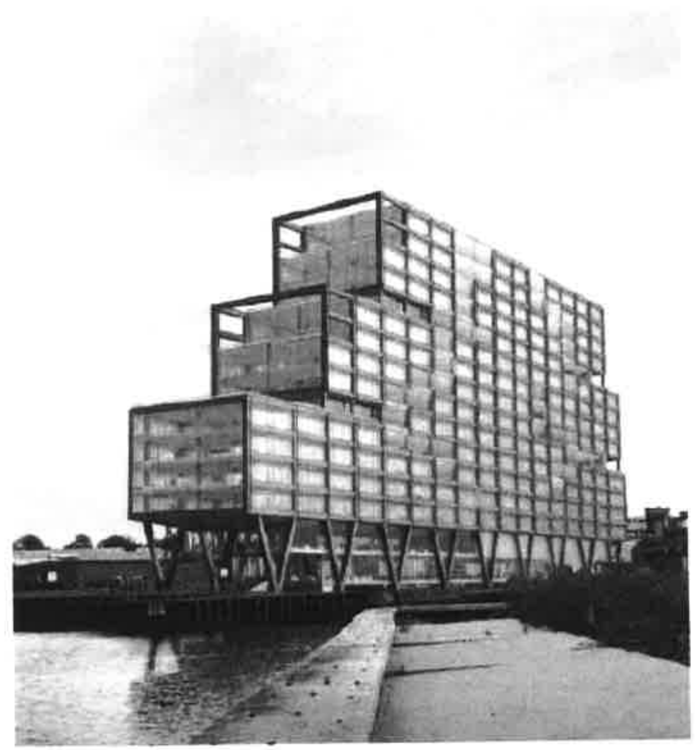
- Boston Properties / Rudin Managements

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



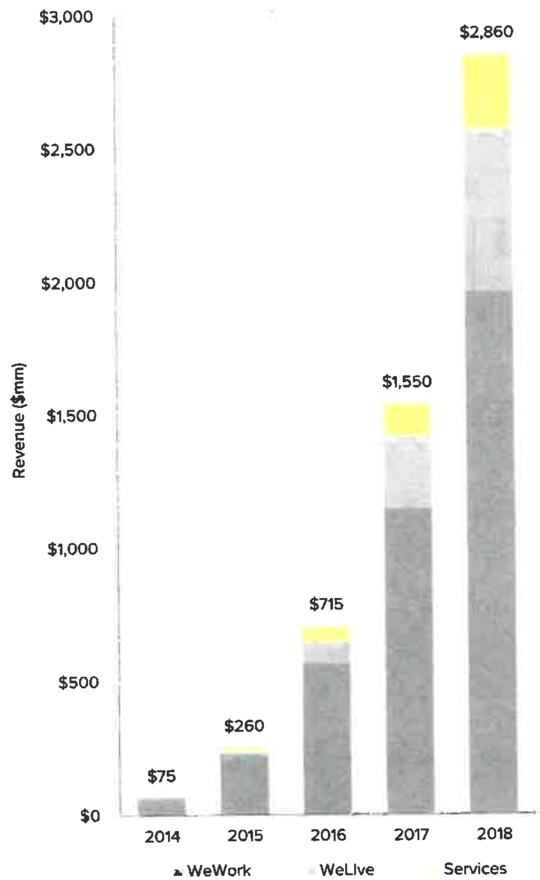
wework

THE WELIVE OPPORTUNITY / U.S.

	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	Members at X% penetration: 1%	3%	5%
1 New York, NY	6,377,797		29.2%		1,860,988		68.1%		1,266,943		58.4%		**740,276**	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%		**583,266**	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		66.2%		482,079		69.1%		**332,876**	3,329	9,986	16,644
5 Dallas, TX	2,307,299		28.2%		649,697		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%		566,658		60.7%		343,942		56.3%		**193,674**	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%		302,749		68.6%		**207,564**	2,076	6,227	10,378
12 Phoenix, AZ	1,550,408		31.3%		485,822		52.9%		257,241		61.0%		**156,917**	1,569	4,708	7,846
13 Denver, CO	1,334,697		34.4%		459,690		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%		**134,464**	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%		169,188		53.7%		**90,864**	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		66.9%		**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**	**51,127**	**153,381**	**255,635**
Annual Revenue / Member ($1,800 Monthly Membership Fee)													x $21,600	x $21,600	x $21,600	x $21,600
Annual Revenue													**$110,160,000,000**	**$2,160,000,000**	**$4,320,000,000**	**$6,480,000,000**
Annual EBITDA (40% margin)														$864,000,000	$1,728,000,000	$2,592,000,000

wework

FIVE-YEAR FORECAST



KEY ASSUMPTIONS	2014	2015	2016	2017	2018
Members					
WeWork	16,279	45,352	91,795	167,500	260,000
WeLive	–	962	6,500	16,800	34,000
WeWork Everywhere	–	–	–	–	–
Membership Fee / Member / Month					
WeWork	$578	$625	$688	$739	$767
WeLive	–	1,786	1,856	1,930	1,988
WeWork Everywhere	–	–	–	–	–
Services Revenue / Member / Month					
WeWork	$28	$50	$75	$75	$100
WeLive	–	50	75	100	100
WeWork Everywhere	–	–	–	–	–

INCOME STATEMENT ($MM)	2014	2015	2016	2017	2018
WeWork Membership Fees	$70	$231	$567	$1,149	$1,967
WeLive Membership Fees	–	10	83	270	606
WeWork Everywhere Membership Fees	–	–	–	–	–
Services	5	19	65	131	287
Total Revenue	**$75**	**$260**	**$715**	**$1,550**	**$2,860**
% growth		*249%*	*175%*	*117%*	*85%*
Run-Rate Revenue (December)	**$121**	**$417**	**$1,039**	**$2,132**	**$3,685**
Rent Expense	19	94	252	569	1,064
Unit OpEx & Payroll	16	51	129	279	508
Occupancy & Infrastructure	$35	$145	$381	$848	$1,572
Corporate Payroll	13	21	33	48	66
Marketing	3	6	7	16	30
Other General & Administrative	9	24	56	95	159
Total General & Administrative	$25	$51	$97	$159	$255
EBITDA	**$14**	**$64**	**$237**	**$542**	**$1,034**
% margin	*19%*	*25%*	*33%*	*35%*	*36%*
Run-Rate EBITDA (December)	**$38**	**$121**	**$354**	**$758**	**$1,314**
% Run-Rate margin	*31%*	*29%*	*34%*	*36%*	*36%*
Ending Cash	$50	$45	$55	$108	$286

wework

LEADERSHIP & VISION

ADAM NEUMANN

Co-Founder & Chief Executive Officer

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

MICHAEL GROSS

Chief Financial Officer

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

KAKUL SRIVASTAVA

Chief Product Officer

Past experience:
- GM (Flickr) and VP Comms, Yahoo!
- Founder and CEO, Tomfoolery

MIGUEL MCKELVEY

Co-Founder & Chief Creative Officer

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

KIRSTEN NEVILL-MANNING

Chief People Officer

Past experience:
- Director, People Operations, Google
- Manager, People Operations, Facebook

LEW FRANKFORT

Advisor

Past experience:
- Executive Chairman & CEO, Coach, Inc.

BOARD OF DIRECTORS

ADAM NEUMANN
WeWork

BRUCE DUNLEVIE
Benchmark Capital

STEVEN LANGMAN
The Rhone Group

LEW FRANKFORT
Coach, Inc

wework

PHILANTHROPY
PIONEER
SWA-
GGER
GRIT
Hustle
BOLD
DRIVEN
Totally AWESOME
CANT Believe
This IS my JOB
PANDAS
CREATIVE
SCRAPPY
Community
wework