

Position and Candidate Specification



SCOPELY

Chief Financial Officer

PREPARED BY:

Matt McCloskey

Fran Helms

Jordan Newell

December 2017

Assignment: 52434-001

Scopely, the leading interactive entertainment network, creates top grossing genre-defining games for both casual and core gamers with world-class development partners. In just four years, Scopely has more than quadrupled in size and has launched an unprecedented 10 consecutive #1 games in the App Store, and has a network of more than 165M users. In 2015, Scopely was named the #2 fastest-growing company in America by Deloitte's Fast 500.

Scopely's explosive growth is fueled by expertise in game design, live services, marketing, analytics, business development, advertising and more. Scopely brings the leading technology platform and business operations to distribute and monetize free-to-play interactive entertainment, with over 650 people on four continents, Scopely has built the infrastructure to operate free-to-play games on a global scale. For more information, please visit: <http://scopely.com/about/>

MARKET OPPORTUNITY

The interactive entertainment industry is a multi-billion dollar industry that continues to grow exponentially. In 2016 alone, the mobile gaming industry reported \$40.6B in revenue to accompany ~\$20B in M&A activity. The mobile revolution has resulted in greater smartphone and tablet user levels than ever before, with no signs of stagnation.

The global games market will reach \$110 billion in 2017 with mobile accounting for 42% of the market, a metric that has grown annually by ~19%. Today there are 2.2 billion global gamers, and by 2020 mobile will account for over half of the market, by far the most lucrative of the gaming segments and one which is gaining momentum.

KEY SCOPELY FACTS

- Founded in 2011 and headquartered in Culver City, CA.
- 270 employees, and an additional 380+ across Scopely's partnerships and subsidiaries across four continents.
- #2 fastest-growing company in America by Deloitte's Fast 500.
- 10 consecutive #1 games and a network of more than 165M users.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- Scopely demonstrated a 302% Compound Annual Growth Rate from 2011 - 2016 with more than 8x growth in revenue run rate in the past ten quarters.
- Scopely has revenues of \$250 million today and is profitable. The company is growing at ~30% per year.
- Since the company's founding in 2011, Scopely has raised over \$185 million in funding from leading venture capitalists, tech luminaries, cultural icons, and media moguls including: Revolution Ventures, Highland Capital, Anthem Ventures, Greycroft Partners, Take-Two Interactive, Peter Chernin, Kobe Bryant, LeBron James, Arnold Schwarzenegger and more.

SCOPELY KEY LEADERSHIP



Walter Driver, Chief Executive Officer and Co-Founder

Walter Driver is the co-founder and CEO of Scopely. With an annualized revenue run rate north of \$250M, Scopely works at scale with world class IP holders to bring their brands to consumers on mobile devices. Since founding Scopely in 2011, Walter has built the company from the ground up, making it the #2 fastest growing company in America in 2015 according to Deloitte's Fast 500 List. With ten consecutive #1 games, a massive network of 165M+ users, and more than 250 employees, Walter continues to expand Scopely's reach, changing the way interactive entertainment developed, distributed, and monetized. In 2016, Walter was named the Ernst & Young Entrepreneur of the Year for the Los Angeles area. He holds a Bachelor of Arts in English literature from Brown University.



Javier Ferreira, President

Javier Ferreira is the President of Scopely and a longtime digital-media executive with more than 10 years of experience in mobile and gaming. Prior to Scopely, Javier was the SVP of Games Publishing at Disney Interactive Games, where he oversaw a wide portfolio of digital properties across mobile, console, and online, driving over \$1 billion in revenue. Javier helped turn Disney into a world-class mobile publisher by achieving 14 #1 hits on the U.S. App Store charts, driving over 500 million downloads, and delivering high double-digit year-over-year revenue growth. Prior to Disney Interactive, Javier was the CEO of TF, one of the leading Spanish printing and art publishing groups, where he helped drive over \$50 million in revenues and expanded the company's international distribution. Before that, he was the VP of Publishing at Electronic Arts, where he defined the company's worldwide strategy, worldwide P&L, and technology investments, and grew EA revenues exponentially over three years. Javier received his Bachelor of Science in economics from the University of Warwick and Master of Science in social anthropology from the University of Oxford.



Tim O'Brien, Chief Revenue Officer

Tim has driven more than 25 #1 App Store hits and 8 Editor's Choice Features. Before joining Scopely, Tim was VP of Worldwide Business Development at Disney Interactive where he successfully negotiated the largest mobile distribution deal in division history. Prior to Disney, Tim was the VP of Business Development at Tapulous where he built the business from zero to its sale to Disney in 2010.



Eytan Elbaz, Chief Strategy Officer and Co-Founder

Eytan Elbaz is a Co-founder and the Chief Strategy Officer of Scopely. Previously, Eytan served as Google's Head of Domain Channel, where he grew the channel from \$13 million to \$600 million annually over four and a half years. Prior to working for Google, Eytan was Vice President and a founding member of Applied Semantics (formerly Oingo), which was later acquired by Google. Eytan is also the Chairman and Co-founder of Deep Dive Media, a network of healthcare information and community sites including SupportGroups.com. His award-winning public-service announcements on the subjects of tolerance and bullying have been aired around the globe and are currently on display at the Museum of Tolerance. Eytan lives in Los Angeles, and graduated from UCLA with a Bachelor of Science in computer science and engineering in 1995.

The Chief Financial Officer (CFO) will be a key member of the executive management team and will be counted on as a key strategic partner to Scopely's Chief Executive Officer (CEO), Walter Driver and President, Javier Ferreira. As the company continues its growth phase on a global scale, the CFO will have an exciting opportunity to lead and ramp the finance team to support a market changing company dedicated to disrupting the interactive media industry. The successful candidate will provide both strategic and tactical financial and managerial leadership to the executive team and Board, and will have overall responsibility for: accounting, finance, treasury, tax investor relations, budgeting, cash management, and reporting.

The CFO will be strategic, agile, and adept at operating in entrepreneurial environments with ever-changing business dynamics. S/he is expected to have a global perspective and serve as a strong business partner, delivering insights across the enterprise and leading a finance and accounting organization that leverages process automation, strong financial planning capabilities, and brings a strategic dimension to evaluating global growth initiatives. The role will be based in Culver City, CA.

KEY RELATIONSHIPS

Key Relationships	Walter Driver, Chief Executive Officer Javier Ferreira, President
Direct reports	VP Finance Controller Treasurer Tax FP&A <i>TBD</i>
Other key relationships	Tim O'Brien, Chief Revenue Officer Eytan Elbaz, Chief Strategy Officer Ankur Bulsara, Chief Technology Officer Roy Rosenthal, General Counsel and Head of Business Affairs Board of Directors and investors Business unit/gaming studio GMs <i>Others TBD</i>

KEY RESPONSIBILITIES

- Serve as a financial and strategic business advisor to the CEO, President, and broader leadership team.
- Provide overall responsibility for the financial records of the corporation, including accounting, finance, treasury, tax investor relations, budgeting, cash management, and reporting.
- Provide strong leadership to the finance team, ensuring the function is a high performance, hands-on business partner, proactively challenging and supporting the wider business.
- Oversee external banking and financial advisor relationships. Advise on optimal capital structure, liquidity management, financing and capital allocation.
- Monitor financial performance, metrics and targets and act as a thoughtful business partner with managers and business leaders in order to deliver sustainable and profitable growth for both existing products, and products in development.
- Work closely with business development team on structuring deals including M&A, joint ventures and strategic partnerships. Lead all execution and contribute to negotiation of deals.
- Advise the CEO, President, and broader leadership team on the financial implications and risks related to key issues and important strategic decisions including global tax considerations and investments.
- Take a leading role in communications with investors on all financial matters. Should the company pursue a public offering, develop and manage relationships with top tier investment funds, investment bankers, credit agencies, auditors, and other external stakeholders. Manage all external banking relationships.
- Develop and implement the financial, tax, capital and risk frameworks to deliver the company strategy.
- Ensure strong financial controls alongside accurate and insightful budgeting, forecasting, KPI & reporting processes to facilitate effective oversight and commercial decision-making.
- Manage and ensure a strong and professional working relationship with Scopely's external auditors.

DESIRED OUTCOMES

- Quickly grasp Scopely's market dynamics, key partners and competitors to serve as strategic advisor to CEO, President, and executive leadership team.
- Work closely with each business unit to ensure continued growth and profitability for existing products/games, and manage the successful launch of those in development.
- Evaluate potential M&A targets and strategic partnerships; lead negotiation and execution of deals with complex ownership and pricing models.
- Play a leading role in driving the business to \$500 million in revenue / 20%+ operating margins in the next 24-36 months.
- Build, develop, and mentor a best-in-class finance and accounting organization that enables continued growth and value creation for the enterprise.

CANDIDATE PROFILE

In addition to bringing superior technical qualifications and technology domain experience, the ideal CFO candidate will be highly analytical, naturally collaborative, and inherently flexible to recognize the challenges and opportunities that hyper growth poses to an organization. The candidate must be self-confident and resilient. S/he must be dynamic, forward thinking, and well organized. This executive must have the presence, visibility and record of accomplishment which will enable her/him to immediately establish credibility with internal and external stakeholders.

Previous successful experience working as a strategic partner to the CEO and the Board of Directors in a fast paced entrepreneurial environment is required. In addition, the ideal candidate will have the flexibility and adaptability to be able to change direction instantly to meet the dynamic needs of the company.

IDEAL EXPERIENCE

Senior Finance and Business Leadership

Ideally as the CFO of a publicly-traded or top-performing private company with a track record of driving value and operational excellence for the business.

Relevant industry experience

Experience in and operationally complex, technology enabled business.

Organizational lifecycle

Experience leading the financial organization of companies growing at 20%+ a year strongly desired. IPO experience preferred but not required.

International experience

Experience working in global organizations and managing and building geographically dispersed teams preferred.

Strong Professional and Educational Pedigree

Bachelor's degree in business, accounting or quantitative field required. Master's degree, CFA, and/or CPA preferred. Exposure to investment banking, private equity and/or venture capital a plus.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Explains specifically how changes in global competitors, gaming and entertainment partners, and market segments affect Scopely's market position and growth strategy.
- Translates broad corporate growth strategies into clear, specific objectives and plans for Scopely.

- Creates plans that address specific segments or contrasts local market with other locations or segments.
- Thinks 2-3 years ahead in charting the growth strategy and market positioning.
- Critically assess strategic growth opportunities and partnerships through a financial lens.

Driving Results

- Acts to surpass goals, seizing opportunities to push the envelope as Scopely continues on aggressive expansion trajectory.
- Sets continually higher goals that are ambitious but realistic for self and team, geared to Scopely's objectives.
- Focuses on new business opportunities and partnerships across the gaming and entertainment ecosystem that enable business development targets to be exceeded.

Collaborating and Influencing

- Negotiates with a genuine give-and-take approach, where both act as true peers and decisions are shared.
- Spends time identifying all stakeholders necessary and meets or connects with all of them to shape a collective consensus.
- Identifies opportunities to build relationships internally across Scopely's and externally with partners that will help others achieve their objectives and reaches out to those people or new people.

OTHER PERSONAL CHARACTERISTICS

- An excellent leader known for his/her ability to develop, motivate and build strong functional teams, who achieves superior levels of performance.
- Positive, self-motivated strategic thinker with the ability to work well and thrive in a fast-paced culture and have experience building teams and establishing systems and processes in a high-growth company.
- An outstanding communicator, both in writing and verbally. Someone who can deliver concise, incisive, logical written documents and who also has the presence to deliver recommendations effectively to demanding audiences.
- A resourceful, action-oriented individual who possesses a strong sense of urgency and who knows how to overcome obstacles to get things done in a timely fashion.
- Create a "can-do" environment, is proactive and is able to function as a trusted advisor to the rest of the senior management team.
- Possess the ability to interact effectively in a broad range of situations and deal with pressures of time and changing conditions.
- The ability to quickly grasp the business and economic issues of a situation and develop the best solution; find creative ways to solve complex issues among demanding parties and achieve "win-win" resolutions.
- Data driven and analytical, with experience synthesizing data to be quickly understood and to inform decision making and drive ROI.