

SUMMIT FORGE EVENTS

Conference P&L, Break-even and Cash Timing Model

B2B fintech conferences in Dubai, London and Singapore · USD · Actual editions 2024–2025, forecast 2026–2028

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PURPOSE

An event-by-event model for a conference organiser running three city events a year. Weekly ticket sales by tier, sponsorship packages and exhibitor booths drive income; venue, production and per-attendee costs drive spend. Ticket advances, sponsor billing and venue deposits set the cash timing of each event, and every edition consolidates into calendar-year statements with central overhead charged once. Break-even, price-and-attendance sensitivity and city comparisons show where the profit comes from.

QUESTIONS THIS MODEL ANSWERS

- How many paid tickets does each event need to break even once sponsorship and exhibitors are counted?
- Which city earns the most after its share of central overhead, and why?
- When does each event need cash, and what happens to profit if prices, ticket sales or sponsorship move?

HEADLINE RESULTS (SELECTED SCENARIO)

Case: Base · London 2026

FY2026 REVENUE	FY2026 PROFIT BEFORE TAX	FY2026 PROFIT MARGIN	FY2028 REVENUE
\$3.5m	\$0.6m	17.3%	\$3.7m
PAID TICKETS (SELECTED YEAR)	EVENT PROFIT AFTER CENTRAL (YR)	LONDON BREAK-EVEN	DEC-2028 CASH
5,950	\$0.6m	89 tickets	\$3.3m

HOW TO USE

Choose the city, edition year, case, period, pricing, ticket-sales and sponsorship options in the yellow cells at the top of the Dashboard. Every sheet and chart follows.

Event inputs sit on Event Setup, Ticket Plan, Sponsorship & Exhibitors and Cost Build; company inputs on Assumptions. 2024–2025 editions are recorded actuals.

Section divider tabs (>>) group the sheets: overview first, then statements, the event engine and review.

Checks confirms ticket, sponsor, booth and cost flows consolidate once and the balance sheet and cash reconcile. Results recalculate whenever an input changes.

SHEET MAP

Sheet	What it does
OVERVIEW	
Dashboard	Paid seats vs break-even, profit, sponsorship and peak cash need, with ticket, revenue-mix and cash charts
Event Comparison	Income, costs, profit, central allocation, break-even and peak cash by city
Break-even & Sensitivity	Break-even tickets and profit across price and paid attendance
Cash Timeline	Monthly cash in and out around each event
FINANCIAL STATEMENTS	
Statements	Calendar-year income statement, balance sheet and cash flow, FY2024–FY2028
Ratios	Profit margin, current ratio, sponsor receivable days and seat utilisation
EVENT ENGINE	
Event Setup	15 events: city, dates, venue capacity, ticket tiers and status
Assumptions	Opening position, central overhead and company-wide policies
Ticket Plan	Paid seats and prices by tier for each event
Ticket Sales Curve	Weekly ticket bookings and receipts before each event
Sponsorship & Exhibitors	Sponsor packages, billing, obligations and booth sales
Cost Build	Venue, production, catering, marketing and per-attendee costs
Event Ledger	Monthly revenue, cost and cash entries for every event
Consolidation	Calendar-year consolidation of all events with central overhead
Event Economics	Whole-event profit, break-even and cash peak for every edition
REVIEW	
Worked Examples	Ticket-only vs sponsor-supported break-even and revenue-recognition examples
Checks (hidden)	Ticket, sponsor, booth, cost, consolidation, balance sheet and cash tests
Guide (hidden)	Controls, historical boundary, revenue recognition and methodology notes

Tabs marked (hidden) hold checks, guidance or history. Right-click any sheet tab and choose Unhide to view it.

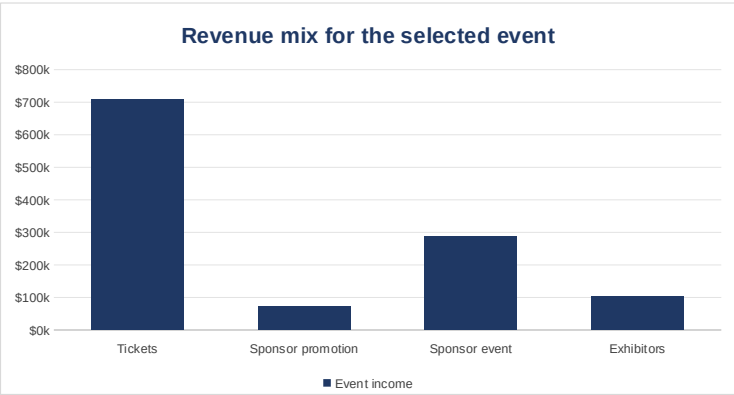
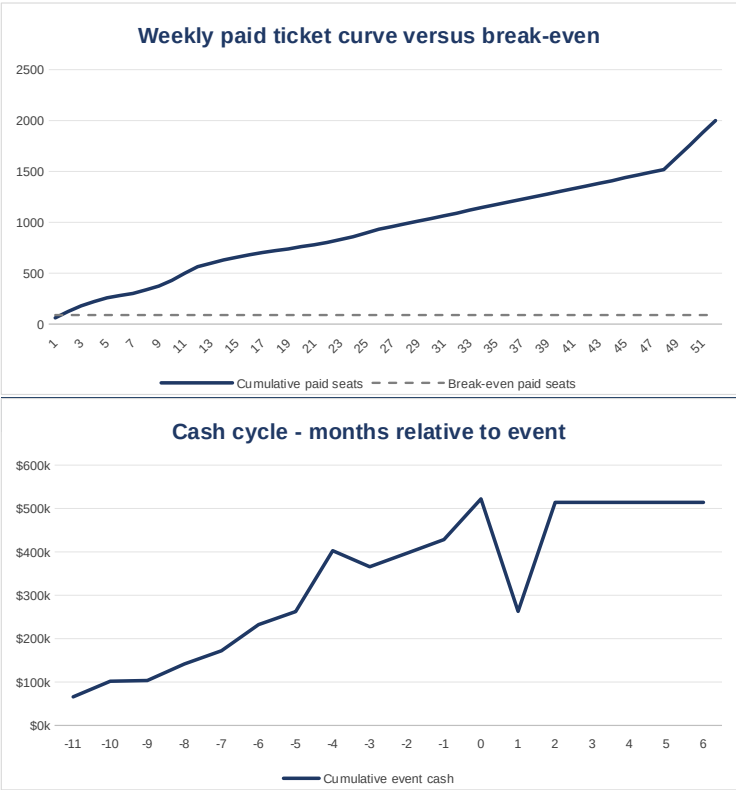
Dashboard

City London Edition 2026 Case Base

City, edition and case drive every KPI and chart for the whole selected event. Break-even, contracted sponsorship and peak cash need cover the full event. Case changes affect unbooked activity after December 2025.

SELECTED EVENT: SF-2026-LON Above break-even			
Paid seats / event break-even	Event profit before central	Contracted sponsorship	Peak event cash balance
2,000 / 89	\$514,150	\$359,000	\$522,130

Break-even uses net sponsorship and exhibitor contribution after fulfilment costs. Ticket advances and sponsor receipts arrive before supplier payments, so event cash stays positive; the peak balance shows the cash held before settlements. Central overhead is charged once in consolidated reporting.



PRICE × PAID ATTENDANCE						
BASE	Average ticket price (USD) →					
	Paid seats ↓	\$283.60	\$319.05	\$354.50	\$389.95	\$425.40
	1,600	\$293k	\$350k	\$407k	\$463k	\$520k
	1,800	\$333k	\$397k	\$460k	\$524k	\$588k
	2,000	\$372k	\$443k	\$514k	\$585k	\$656k
	2,200	\$412k	\$490k	\$568k	\$646k	\$724k
	2,400	n.a.	n.a.	n.a.	n.a.	n.a.

Centre = active case. Costs and ancillary contribution held fixed. n.a. = above venue capacity.

EVENT DECISION

The selected event requires 89 paid tickets after ancillary contribution, versus 2,000 planned / recorded sales.

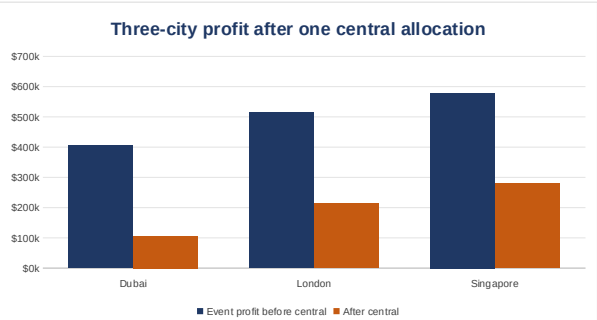
Weekly sales and cash charts show the whole event life. Historical results remain fixed; the price-attendance grid is an illustrative counterfactual for historical editions. No forecast case rewrites past transactions.

Event Comparison

SUMMIT FORGE EVENTS | USD | Fictional fintech conferences | Case: Base

City	Paid tickets	Capacity	Ticket income	Sponsor income	Booth income	Total income	Fixed cost	Attendee cost	Fulfilment costs	Event profit	Central allocation	After central	Break-even	Peak cash need
Dubai	1,700	1,800	\$602,650	\$265,000	\$96,000	\$963,650	\$360,000	\$145,350	\$51,750	\$406,550	\$300,000	\$106,550	189	-
London	2,000	2,200	\$709,000	\$359,000	\$104,000	\$1,172,000	\$420,000	\$171,000	\$66,850	\$514,150	\$300,000	\$214,150	89	-
Singapore	2,250	2,500	\$797,400	\$415,000	\$116,000	\$1,328,400	\$480,000	\$192,375	\$76,750	\$579,275	\$300,000	\$279,275	96	-
THREE-CITY TOTAL	5,950	6,500	\$2,109,050	\$1,039,000	\$316,000	\$3,464,050	\$1,260,000	\$508,725	\$195,350	\$1,499,975	\$900,000	\$599,975		

Whole event editions in the selected year. Profit includes all related promotion and marketing across their lives. Calendar-year Statements reconcile the timing difference. One-third of central overhead is allocated to each city once for management comparison.



Break-even & Sensitivity

SUMMIT FORGE EVENTS | USD | Fictional fintech conferences | Case: Base

Whole-event economics before central overhead. Fixed cost less net ancillary contribution is covered by paid-ticket contribution. Ticket cost per paid seat includes the physical-attendance rate.

Paid ticket sales	2,000
Capacity	2,200
Average realised / planned ticket price	\$355
Variable cost per paid seat	\$86
Contribution per paid ticket	\$269
Fixed event costs	\$420,000
Sponsorship and exhibitor net contribution	\$396,150
Ticket-only break-even	1,562
Break-even with net ancillary contribution	89
Margin of safety	95.6%
Capacity / contribution status	Above break-even
Event profit before central	\$514,150

Two-way event profit sensitivity

Rows: paid seats. Columns: average ticket price in USD. Centre uses the active event. n.a. marks seat counts above venue capacity; the model never assumes overbooking.

		Average ticket price (USD) –				
Paid seats ↓		\$283.60	\$319.05	\$354.50	\$389.95	\$425.40
Base / active case	1,600	\$293,110	\$349,830	\$406,550	\$463,270	\$519,990
	1,800	\$332,730	\$396,540	\$460,350	\$524,160	\$587,970
	2,000	\$372,350	\$443,250	\$514,150	\$585,050	\$655,950
	2,200	\$411,970	\$489,960	\$567,950	\$645,940	\$723,930
	2,400	n.a.	n.a.	n.a.	n.a.	n.a.

Base centre / active event profit difference -

The matrix varies full-event average price and paid attendance while preserving the active fixed costs and net sponsor / exhibitor contribution. It is a decision sensitivity, not a second forecast or a rewrite of signed historical ticket contracts.

Cash Timeline

SUMMIT FORGE EVENTS | USD | Fictional fintech conferences | Case: Base

	Month	Months to event	Paid tickets	Ticket receipts	Sponsor receipts	Booth receipts	Supplier payments	Net cash	Cumulative cash	Venue deposits	Other prepayments	Ticket advances	Sponsor AR	Contract asset	Contract liability	Accrued costs
	Jul-2025	(11)	221	\$65,900	-	-	-	\$65,900	\$65,900	-	-	\$65,900	-	-	-	-
	Aug-2025	(10)	115	\$36,050	-	-	-	\$36,050	\$101,950	-	-	\$101,950	-	-	-	-
	Sep-2025	(9)	261	\$73,650	-	-	\$72,000	\$1,650	\$103,600	\$72,000	-	\$175,600	-	-	-	-
	Oct-2025	(8)	106	\$38,100	-	-	-	\$38,100	\$141,700	\$72,000	-	\$213,700	-	-	-	-
	Nov-2025	(7)	76	\$30,450	-	-	-	\$30,450	\$172,150	\$72,000	-	\$244,150	-	-	-	-
	Dec-2025	(6)	153	\$60,200	-	-	-	\$60,200	\$232,350	\$72,000	-	\$304,350	-	-	-	-
	Jan-2026	(5)	104	\$40,200	-	-	\$10,128	\$30,072	\$262,422	\$72,000	-	\$344,550	\$107,700	-	\$95,733	-
	Feb-2026	(4)	111	\$42,700	\$107,700	-	\$10,128	\$140,272	\$402,693	\$72,000	-	\$387,250	-	-	\$83,767	-
	Mar-2026	(3)	130	\$50,150	-	\$52,000	\$139,128	(\$36,978)	\$365,715	\$144,000	\$57,000	\$437,400	-	-	\$71,800	-
	Apr-2026	(2)	106	\$41,300	-	-	\$10,128	\$31,172	\$396,887	\$144,000	\$57,000	\$478,700	-	-	\$59,833	-
	May-2026	(1)	109	\$41,600	-	-	\$10,128	\$31,472	\$428,358	\$144,000	\$57,000	\$520,300	-	-	\$47,867	-
	Jun-2026	-	508	\$188,700	-	\$52,000	\$146,928	\$93,772	\$522,130	-	-	-	-	\$251,300	-	\$259,280
	Jul-2026	1	-	-	-	-	\$259,280	(\$259,280)	\$262,850	-	-	-	\$251,300	-	-	-
	Aug-2026	2	-	-	\$251,300	-	-	\$251,300	\$514,150	-	-	-	-	-	-	-
	Sep-2026	3	-	-	-	-	-	-	\$514,150	-	-	-	-	-	-	-
	Oct-2026	4	-	-	-	-	-	-	\$514,150	-	-	-	-	-	-	-
	Nov-2026	5	-	-	-	-	-	-	\$514,150	-	-	-	-	-	-	-
	Dec-2026	6	-	-	-	-	-	-	\$514,150	-	-	-	-	-	-	-

Whole selected event. Ticket booking and receipt occur together; service revenue is recognised at the event. Supplier deposits become expense when services are consumed. Sponsor receivables arise only after billing, while unbilled earned consideration is shown as a contract asset.

Peak event cash need before funding -

Final event cash / lifetime profit gap -

The event cash cycle extends six months after service to include settlements. Peak cash need excludes corporate opening cash and central overhead. Central overhead is recorded once in Consolidation and is not deducted again here.

Statements

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USD - calendar years	FY2024 actual	FY2025 actual	FY2026 forecast	FY2027 forecast	FY2028 forecast
Ticket revenue	\$1,860,900	\$1,967,250	\$2,109,050	\$2,193,950	\$2,265,100
Sponsor promotion revenue	\$164,600	\$201,867	\$208,067	\$210,333	\$185,467
Sponsor event revenue	\$636,000	\$806,400	\$831,200	\$836,000	\$889,600
Exhibitor revenue	\$324,000	\$324,000	\$316,000	\$328,000	\$332,000
TOTAL REVENUE	\$2,985,500	\$3,299,517	\$3,464,317	\$3,568,283	\$3,672,167
Fixed event costs	\$1,135,500	\$1,198,500	\$1,260,900	\$1,298,700	\$1,303,800
Per-attendee costs	\$448,875	\$474,525	\$508,725	\$529,074	\$546,345
Sponsor fulfillment	\$120,090	\$151,240	\$155,890	\$156,950	\$161,260
Exhibitor fulfillment	\$40,500	\$40,500	\$39,500	\$41,000	\$41,500
Central overhead - once	\$700,000	\$760,000	\$900,000	\$980,000	\$1,060,000
TOTAL EXPENDITURE	\$2,444,965	\$2,624,765	\$2,865,015	\$3,005,724	\$3,112,905
PROFIT BEFORE TAX	\$540,535	\$674,752	\$599,302	\$562,559	\$559,262
Cash	\$1,741,290	\$2,266,800	\$2,881,390	\$3,461,571	\$3,323,156
Venue deposits	\$182,400	\$192,000	\$197,760	\$203,520	-
Other supplier prepayments	\$47,025	\$49,500	\$50,985	\$52,470	-
Sponsorship contract assets	-	-	-	-	-
Sponsor receivables	\$216,300	\$278,600	\$290,500	\$291,900	\$321,300
TOTAL ASSETS	\$2,187,015	\$2,786,900	\$3,420,635	\$4,009,461	\$3,644,456
Ticket advances	\$846,600	\$771,400	\$803,500	\$826,100	-
Sponsorship contract liabilities	\$43,833	\$44,167	\$44,500	\$46,167	-
Exhibitor advances	\$48,000	\$48,000	\$50,000	\$52,000	-
Accrued event costs	-	-	-	-	-
TOTAL LIABILITIES	\$938,433	\$863,567	\$898,000	\$924,267	-
Contributed equity	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Accumulated pre-tax earnings	\$448,582	\$1,123,333	\$1,722,635	\$2,285,194	\$2,844,456
TOTAL EQUITY	\$1,248,582	\$1,923,333	\$2,522,635	\$3,085,194	\$3,644,456
BALANCE SHEET GAP	0.00	0.00	0.00	0.00	0.00
Profit before tax	\$540,535	\$674,752	\$599,302	\$562,559	\$559,262
Working-capital adjustment	(\$169,125)	(\$149,242)	\$15,288	\$17,622	(\$697,677)
OPERATING CASH FLOW	\$371,410	\$525,510	\$614,590	\$580,181	(\$138,415)
Investing / financing cash flow	-	-	-	-	-
NET CASH CHANGE	\$371,410	\$525,510	\$614,590	\$580,181	(\$138,415)
Opening cash	\$1,369,880	\$1,741,290	\$2,266,800	\$2,881,390	\$3,461,571
Closing cash	\$1,741,290	\$2,266,800	\$2,881,390	\$3,461,571	\$3,323,156
CASH FLOW GAP	0.00	0.00	0.00	0.00	0.00
Calendar / edition timing bridge	FY2024	FY2025	FY2026	FY2027	FY2028
Event-edition profit before central	\$1,237,275	\$1,436,025	\$1,499,975	\$1,542,326	\$1,618,855
Promotion / marketing calendar timing	\$3,260	(\$1,273)	(\$673)	\$233	\$407
Central overhead	(\$700,000)	(\$760,000)	(\$900,000)	(\$980,000)	(\$1,060,000)
Calendar-year profit before tax	\$540,535	\$674,752	\$599,302	\$562,559	\$559,262
Bridge gap	-	-	-	-	-

Calendar results differ from whole-edition profit because promotion and marketing occur before the event, including across year-end. Customer cash never becomes revenue merely because it was received. These are pre-tax management statements.

