Business Plan
& Valuation Presentation
CONVENE
ELEVATING THE WORKPLACE EXPERIENCE

Contents

OUR
VISION & MISSION

Our Mission

Convene enables organizations to convene, collaborate, and perform at the highest level by delivering purpose-built, hospitality-driven event venues and flexible workspaces. It exists to transform ordinary spaces into exceptional experiences through service-led partnerships with building owners, integrated food, technology, and design, so that clients can host productive gatherings without the friction of traditional real estate ownership. The company differentiates itself by orchestrating spaces as a hospitality service inside Class A buildings, ensuring reliability, consistency, and measurable impact for teams, events, and enterprises.

Our Vision

To be the world’s leading platform for organizational gathering, learning, and collaboration—scaling not by owning real estate, but by delivering consistently remarkable environments and experiences that empower people to connect, create, and perform at their best, everywhere Convene operates.

Summary Financials Dashboard

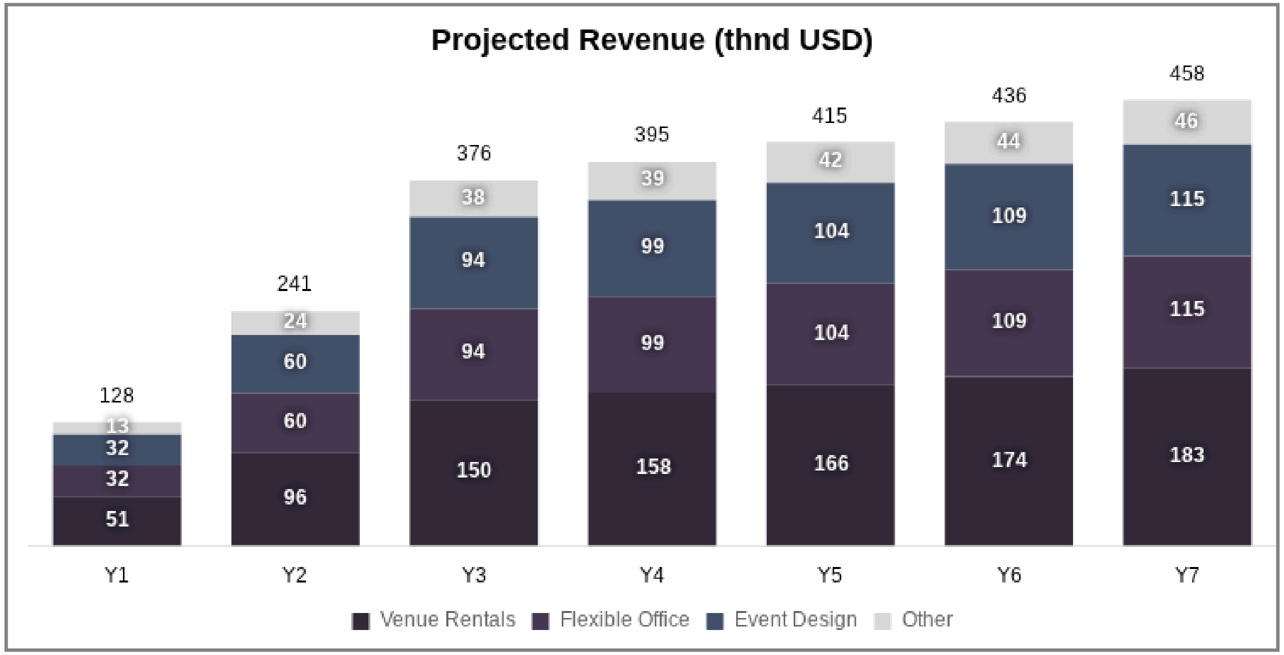
Key performance indicators
(Base Scenario Y3)

$ 376k
Revenue

$ 267k
Gross Profit

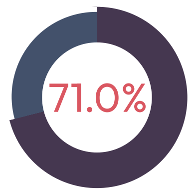
$ 203k
EBITDA

0.00%
Target Market Share

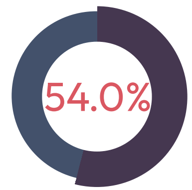


Margins
(Stabilized by Y3)

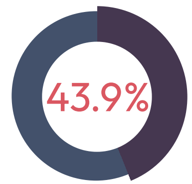
GP Margin



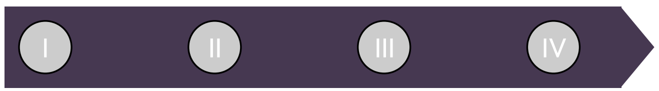
EBITDA Margin



PbT Margin



Project Phases



Phase 1: Foundational

Phase 2: Core Expansion and

Phase 3: Adjacent Revenue Streams

Phase 4: Strategic Long-Horizon

Funding round is aimed to accelerate the development of Phases and create core infrastructure for operations.

Investment will be used to finance CAPEX, WC buffers, etc.

Investment $ 227k	
Y1 CAPEX $ 237k	WC $ 26k

About the Company: General Overview

General Overview

Convene is a New York-based hospitality company that designs and operates premium meeting venues, conference centers, and flexible offices. Founded in October 2009 by Villanova fraternity brothers Ryan Simonetti and Christopher Kelly, the business originated as Sentry Centers and opened its first space at 730 Third Avenue in Manhattan. In the wake of the post-2008 dislocation, Convene identified a market opportunity: purpose-built, hospitality-driven event venues integrated as a service layer inside Class A office buildings, capturing corporate meeting demand that landlords and traditional hotels struggled to address. The company's model centers on delivering a complete, experience-forward platform for corporate gatherings, combining specialized venues with food, technology, and design services tailored for professional events rather than improvised from other asset classes. Over time, Convene expanded beyond its New York roots to grow into a global brand, delivering premium venues, training facilities, and member-style workspaces across the United States and the United Kingdom. Its growth strategy emphasizes operational scalability through partnerships with existing building owners, leveraging the real estate base without relying on extensive real estate ownership. This service-led approach positions Convene as a scalable player in the Real Estate and Rental and Leasing sector, under the Lessors of Real Estate industry, focused on elevating corporate experience at every touchpoint.

The Main Phases: Projects & Impacts

01 Phase 1: Foundational Venue as a Service

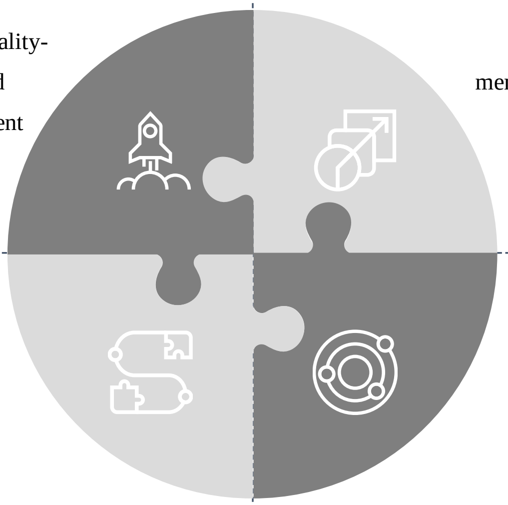
Phase I.

Convene establishes a foundational offering of purpose-built, hospitality-driven meeting spaces inside Class A offices, delivering a service-led venue solution that pairs with building owners to meet corporate event demand.

03 Phase 3: Adjacent Revenue Streams

Phase III

New profit streams emerge through multi-use spaces, flexible work memberships, and value-added offerings like training facilities and event tech, leveraging scale without heavy real estate ownership.



02 Phase 2: Core Expansion and Market Defense

Phase II

The core product expands with enhanced venues, integrated experiences, and expanded client base, defending market share while refining operations and proving scalable, service-led partnerships inside premium office environments.

04 Phase 4: Strategic Long-Horizon Ambitions

Phase IV.

Bold, long-horizon bets are pursued in adjacent ecosystems, such as strategic collaborations, experiential design innovations, and potential future ventures beyond meetings, embracing uncertainty for transformative growth.

Product Impact on Core Stakeholders

Main Stakeholder	Product Benefits
Building Owners / Real Estate Partners	Owners of Class A office properties that host Convene spaces, enabling occupancy revenue through service-led venues embedded in their assets.
Corporate Clients / Enterprise Users	Companies seeking flexible, premium meeting and event spaces with hospitality-driven service to support internal meetings, trainings, and off-site engagements.
Event Planning and Sponsorship Partners	Teams and vendors that provide culinary, audio-visual, tech, and design services for Convene-hosted events, widening the ecosystem and elevating experiences.
Investors / Capital Providers	Backers seeking scalable, asset-light growth in premium office environments with predictable partnerships and revenue streams.
Employees and Corporate Culture Advocates	Team members and brand ambassadors who drive service quality, hospitality standards, and consistent guest experiences across venues.
Local Communities / Regulators	Communities and authorities impacted by the development and operation of premium venues, with a focus on safety, accessibility, and economic contribution.
Technology and Experience Partners	Firms providing event tech, design, data analytics, and digital experiences that enhance Convene's service-led offerings and differentiate the client experience.

Key Performance Components

Competitive Advantage

Hospitality-Driven Venues

Convene delivers purpose-built event spaces within Class A offices, combining premium design, service excellence, and in-house food and tech experiences tailored for corporate gatherings, differentiating from generic meeting rooms.

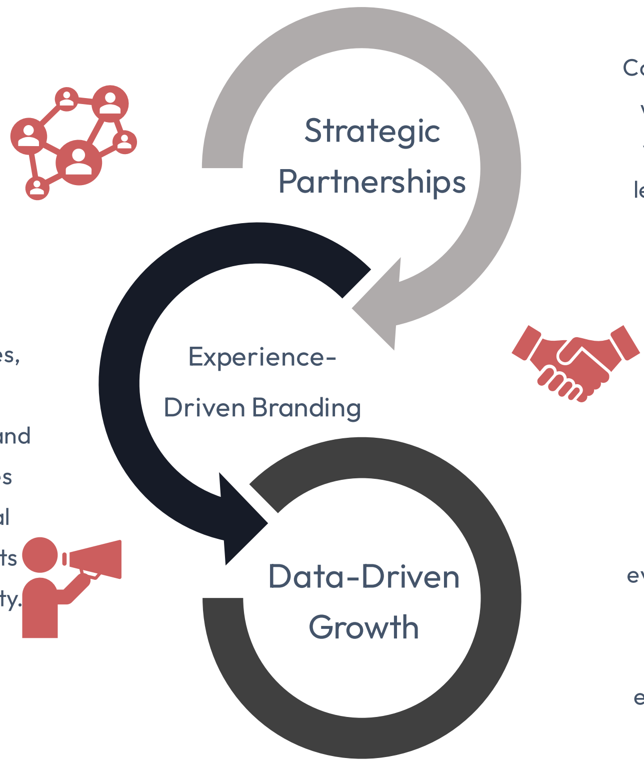
Asset-Light Model

The company scales through partnerships with building owners rather than owning real estate, enabling rapid expansion, flexibility, and risk management in a capital-efficient, scalable framework.

Operational Excellence

A service-led operating playbook aligns venues with enterprise needs—consistency, seamless logistics, and data-driven event experiences—driving repeat corporate demand and higher occupancy across markets.

Marketing and Growth Strategy



Convene exploits service-led partnerships with Class A building owners to expand venue footprints without heavy capex, leveraging landlord relationships, cross-merchant referrals, and co-branded events to drive occupancy and repeat business.

The brand emphasizes hospitality-led experiences, tailored tech-enabled events, and curated food and design. This differentiates Convene from traditional meeting spaces and boosts premium pricing and loyalty.

Leverage analytics from occupancies, event types, and member preferences to optimize space utilization, pricing, and marketing channels, fueling scalable expansion and higher conversion across markets.

Target **Groups**

	Industries	Description
I	Corporate Real Estate and Building Owners	Owners and managers of Class A office buildings seeking to monetize underutilized spaces through hospitality-driven meeting venues and service-led partnerships. They benefit from predictable revenue, enhanced building occupancy, and elevated tenant experience.
II	Corporate Event Planners and Communications Teams	Teams responsible for internal and external meetings, trainings, and offsites who value premium venues, integrated services, and seamless event execution within office environments.
III	Mid-to-Large Enterprises (HQs and Regional Offices)	Organizations needing scalable, high-quality meeting spaces for events, trainings, and client meetings, prioritizing consistency and hospitality standards across locations.
IV	FM, Hospitality, and Facilities Management Providers	Service-oriented partners overseeing venue operations, catering, A/V, and guest services who can leverage Convene's model to deliver superior experiences.
V	Event Technology and Experience Design Firms	Companies delivering event tech, immersive experiences, and design-backed environments that can integrate with Convene's venues to enhance engagements.
VI	Flexible Work and Membership Providers	Organizations offering hybrid work memberships and multi-use spaces seeking added value through premium venues and events as part of their ecosystem.
VII	Financial Services and Professional Services Firms	Firms seeking secure, upscale spaces for client meetings, training, and confidential sessions, benefiting from the hospitality-driven, service-led model Convene offers.

Sources: Company's Proprietary Assessment

Painpoints & Solutions

Solution from Phase I to Phase IV

	1	2	3	4	5	6	7
Painpoints	Dependency on Building Owner Partnerships	Inconsistent Event Demand Forecasting	Delivering Consistent Hospitality at Scale	Competition from Owner-Managed or Hotel-Backed Spaces	Operational Complexity Across Venues	Technology Integration and Data Security	Zoning, Compliance, and Health/Safety Standards
	Convene's growth hinges on securing and maintaining strong, long-term partnerships with Class A office owners, making the business vulnerable to owner risk, turnover, or shifts in leasing strategy.	Fluctuations in corporate event demand can lead to underutilized spaces or missed revenue opportunities, impacting real-time capacity planning and service quality.	Maintaining a premium, hospitality-driven guest experience across multiple venues and cities becomes complex as the network expands.	Other players—hotels, landlords, or alternative venue providers—could offer similar services within the same buildings, intensifying price and differentiation pressure.	Running multiple high-end venues requires complex operations, from scheduling and F&B to AV and sanitization, increasing the risk of errors and guest dissatisfaction.	A scalable, tech-enabled venue network raises concerns around data privacy, guest tech experience, and integration with corporate systems.	Regulatory, zoning, and health/safety requirements across different cities can constrain space usage and add compliance costs.
Solution	Develop standardized partnership playbooks, shared KPIs, and co-branded service SLAs to align incentives and reduce owner churn, while offering revenue-sharing models that make hosting Convene spaces attractive for landlords.	Implement data-driven demand forecasting, dynamic booking blocks, and flexible staffing models to optimize utilization and maintain high service levels even with variable demand.	Standardize brand-wide service protocols, invest in frontline staff training, and deploy scalable tech-enabled check-in, wayfinding, and concierge tools to ensure uniform guest experiences.	Differentiate through end-to-end service design, exclusive venue layouts, integrated corporate experiences, and data-driven client programs that deliver measurable event outcomes beyond a traditional space.	Invest in centralized operations platforms, cross-venue SOPs, and a shared services model (F&B, tech, security) to streamline workflows and reduce frictions.	Adopt enterprise-grade security, integrate with clients' calendar and AV ecosystems, and deploy a unified guest app with role-based access and robust data governance.	Establish a dedicated compliance playbook, regional risk assessment teams, and certified processes for safety, accessibility, and occupancy to ensure rapid, compliant operations.

Sources: Company's Proprietary Assessment

Strategic Analysis: SWOT

Strength

Established brand in premium meeting venues with hospitality-centric operations, differentiating from traditional conference spaces through service-led experiences and flexible spaces.

Weaknesses

Heavy reliance on partnerships with Class A buildings; delta risk from real estate market cycles and landlord cooperation fluctuations.

Opportunities

Expansion into new markets with high corporate travel demand; partnerships with tech and training providers to broaden event services; scalable venue-as-a-service model for other asset classes.

Threats

Market sensitivity to corporate travel and discretionary spending; competition from hotels, traditional conference centers, and coworking firms; economic downturns impacting event budgets; regulatory and zoning changes affecting venue use.

Sources: Company's Proprietary Assessment

Pestel: Analysis

P	E	S	T	E	L
Political 7 / 10	Economic 8 / 10	Social 7 / 10	Technological 8 / 10	Environmental 6 / 10	Legal 7 / 10
Regulatory Environment: Taxation, zoning, and permitting rules affect venue operations and expansions.	Macro Demand Cycles: Corporate travel and meetings depend on economic health and attendance budgets.	Workplace Trends: Shift to flexible, onsite collaboration and experiential events.	Event Tech Adoption: Advanced AV, hybrid platforms, and data analytics drive value.	Sustainability Initiatives: Green building practices influence design and operating costs.	Contract & Liability: Venue agreements, cancellation policies, and compliance.
Public Policy Support: Government incentives for flexible workspace and corporate events impact demand.	Real Estate Costs: Lease costs, occupancy rates, and building access influence margins.	Enterprise Culture: Preference for premium, hospitality-driven environments in corporate settings.	Cybersecurity & Privacy: Security of guest data and payment systems is critical.	Climate Resilience: Extreme weather and energy reliability affect venue uptime and costs.	Employment & Labor: Staffing, benefits, and labor regulations impact operations.

Convene faces strong opportunities from flexible workspace demand and premium event experiences, tempered by regulatory, economic, and real estate cost pressures; strategic tech and sustainability initiatives can differentiate its service-led model.

Scores reflect the relative importance and potential impact of each PESTEL factor on the business

VRIO Framework: Analysis

Value (V)

Does the resource or capability enable the firm to exploit an opportunity or neutralize a threat in the environment?

Yes, the service-led, hospitality-focused venue model captures corporate meeting demand and offers differentiated experience inside Class A buildings, aligning with client needs and reducing outsourcing risk.

Yes / No

Competitive Disa

Rarity (R)

Is the resource or capability controlled by only a few firms or no other firms?

No; while niche, several enterprise-focused venue operators exist, limiting rarity.

Yes / No

Competitive Parit

Imitability (I)

Is the resource or capability costly for other firms to imitate?

Moderate to high due to required capital, partnerships, and brand-building; however, replication is possible with strategic alliances and scale.

Yes / No

Temporary Comp

Organization (O)

Is the firm organized to exploit the resource or capability?

Structured to leverage partnerships with building owners and manage service layers, enabling execution of the model.

Yes / No

Unused Competit

Convene’s value proposition and organization support competitive potential, but limited rarity and moderate imitability suggest a sustainable advantage requires continued integration, scale, and differentiated experiences.

Sustainable Competitive Advantage

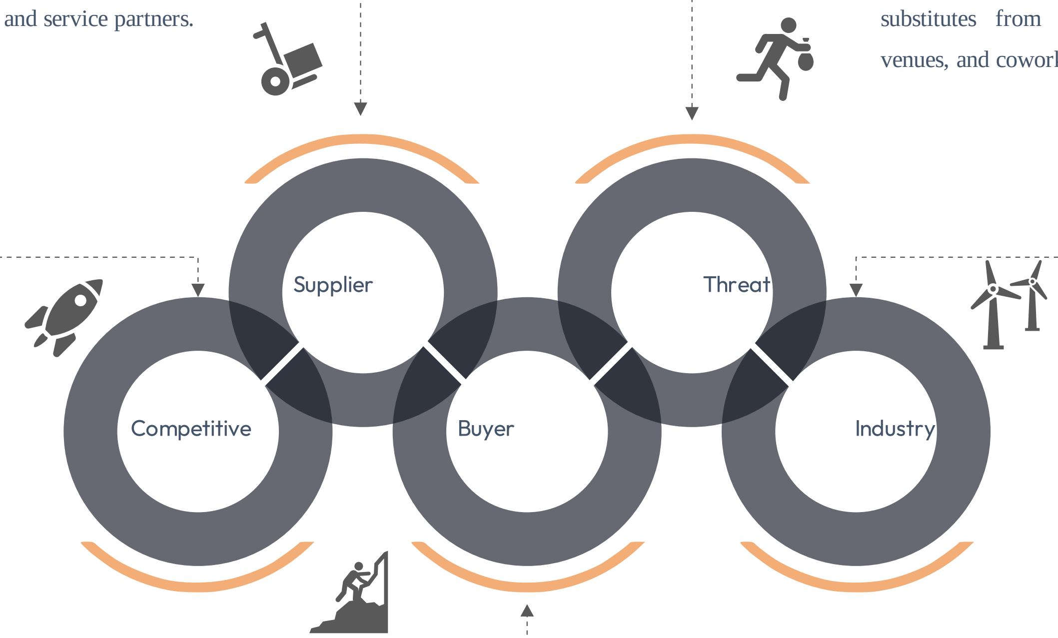
Porter’s Five Forces: Analysis

Moderate power of building owners/landlords and service partners.

Moderate threat of new entrants and substitutes from hotels, independent venues, and coworking firms.

High rivalry among many meeting-venue and flexible-office providers.

Moderate to high influence of macro real estate cycles and office demand fluctuations.



Moderate to high bargaining power of corporate clients seeking value and flexibility.

Convene faces strong competitive dynamics and landlord partnerships; success depends on scalable service delivery, strong brand, and building-owner collaborations.

High
Moderate
Low

Management Team

Overview

Overview

Overview

Overview

History & Roadmap

Stage 6: Drive profitability through asset-light growth

Jun 2028

Optimize capital structure; deepen partnerships, expand globally.

Stage 5: Diversify services and venues

Jan 2028

Introduce training facilities and premium meeting ecosystems.

Stage 4: Enhance tech-enabled experiences

Aug 2027

Roll out integrated event tech, hospitality analytics, and AI planning.

Stage 3: Scale flexible office footprint

Mar 2027

Grow managed flexible offices across select markets in US/UK.

Stage 2: Expand strategic partnerships

Nov 2026

Formalize multi-asset partnerships with landlords and developers.

Stage 1: Strengthen core venues and service model

Jul 2026

Solidify flagship venues; optimize hospitality service layer inside buildings.

Current Status .

Preparatory phase focused on refining service-led, asset-light model and partner network.

Organizational and Marketing Tasks

#	Check List Item	Status	Priority	Area	ETA
General Planning and Organization					
1	Define corporate vision and mission aligned with Phase 1 objectives	Not Started	High	CEO	1 month
2	Establish initial corporate governance and board structure	Not Started	High	CFO	1 month
3	Set up legal entities, licenses, and regulatory Compliance framework	Not Started	High	CLO	1 month
4	Define financial model, funding plan, and burn rate for Phase 1	Not Started	High	CFO	2 months
5	Create initial go-to-market (GTM) strategy and brand positioning	Not Started	Medium	CMO	1 month
6	Develop organizational structure and roles for Phase 1 launch	Not Started	Medium	COO	2 months
7	Identify key partnerships with Class A office owners and operators	Not Started	High	CSO	3 months
8	Define risk management and contingency planning	Not Started	Low	CIO	4 months
Marketing					
1	Define brand positioning and messaging framework for Convene as a service-led venue inside premium offices	Not Started	High	CMO	2 weeks
2	Develop go-to-market (GTM) plan targeting building owners, HR/Procurement leaders, and corporate event buyers	Not Started	High	CPO	3 weeks
3	Create a digital presence and content calendar (website updates, case studies, thought leadership)	Not Started	High	CIO	4 weeks
4	Launch targeted digital marketing campaigns (LinkedIn, industry publications)	Not Started	High	CRO	6 weeks
5	Develop sales enablement toolkit (one-pager, ROI calculator, venue specs)	Not Started	High	CRO	2 months
6	Establish KPI framework and dashboards for lead generation, pipeline, and event utilization	Not Started	High	CIO	1 month
7	Plan inaugural launch event for building owners and corporate clients in key markets	Not Started	Medium	CMO	2 months
8	Partnerships and co-branding strategy with Class A landlords and property management firms	Not Started	Medium	CSO	3 months

Overview of Phases

#	Check List Item	Status	Priority	Area	ETA
Phase 1 & Technical Set Up for next Phases					
1	Define Foundational Value Proposition and SKU	Not Started	High	CPO	M06 2026
2	Establish Partnership Model with Class A Owners	Not Started	High	CFO	M07 2026
3	Site Selection and Portfolio Targeting Criteria	Not Started	High	CFO	M07 2026
4	Service Design and Operating Playbooks	Not Started	High	COO	M08 2026
5	Pricing, Packaging, and Revenue Model for Foundational Venues	Not Started	High	CFO	M08 2026
6	Brand Positioning and Messaging for Corporate Events inside Class A Offices	Not Started	Medium	CMO	M09 2026
7	Compliance and Risk Framework for Partnerships with Building Owners	Not Started	Medium	CLO	M09 2026
8	Initial Go-To-Market Plan and Stakeholder Mapping (Landlords, Brokers, Corporates)	Not Started	Medium	CSO	M09 2026
Phase 2					
1	Define core Phase 2 product roadmap and feature set for enhanced venues	Not Started	High	CPO	Q3 2026
2	Develop integrated experiences playbook and partner ecosystem for premium office environments	Not Started	High	CSO	Q4 2026
3	Refine service-level agreements (SLAs) and operating playbooks for scalable partnerships	Not Started	High	CFO	Q2 2027
4	Upgrade venue operations tech stack (booking, CRM, analytics) for scale	Not Started	Medium	CIO	M08 2026
5	Pilot enhanced venues in 2–3 Class A buildings with targeted enterprise clients	Not Started	High	CEO	Q3 2026
6	Define pricing strategy and value-based packaging for core expansion	Not Started	Medium	CFO	Q4 2026
7	Develop go-to-market (GTM) plan for Phase 2 offerings and key markets	Not Started	High	CMO	Q4 2026
8	Establish governance and risk management framework for expanded partnerships	Not Started	Low	CLO	Q1 2027

Sources: Company's Proprietary Planning

Overview of Phases

#	Check List Item	Status	Priority	Area	ETA
Phase 3					
1	Develop multi-use space strategy and pricing model for flexible work memberships	Not Started	High	CPO	Q3 2026
2	Launch training facilities and event technology services as add-on offerings in Phase 3 venues	Not Started	High	CPO	Q4 2026
3	Create partnerships for scaled, service-led venues with enterprise clients and corporate training brands	Not Started	High	CSO	Q3 2026
4	Develop a member-style access program and flexible membership tiers	Not Started	Medium	CIO	Q4 2026
5	Pilot in select Class A office buildings to test multi-use spaces and event tech onboarding	Not Started	High	COO	M06 2026
6	Define capital and operating model for adjacent revenue streams (pricing, margins, utilization targets)	Not Started	High	CFO	Q3 2026
7	Develop go-to-market (GTM) plan for phase 3 offerings including marketing collateral	Not Started	Medium	CMO	Q4 2026
8	Establish governance for service-led partnerships and risk management across new revenue streams	Not Started	High	CLO	Q4 2026
Phase 4					
1	Phase 4 Task 1: Establish strategic ecosystem partnerships	Not Started	High	CEO	Q3 2026
2	Phase 4 Task 2: Develop experiential design lab and IP library	Not Started	High	CPO	Q4 2026
3	Phase 4 Task 3: Create long-horizon investment thesis and governance framework	Not Started	High	CFO	Q4 2026
4	Phase 4 Task 4: Launch adaptive collaboration model with key landlords and developers	Not Started	High	COO	Q1 2027
5	Phase 4 Task 5: Build scalable event technology platform roadmap	Not Started	Medium	CTO	M01 2027
6	Phase 4 Task 6: Initiate pilot programs in adjacent ecosystems (training facilities, hybrid events)	Not Started	Medium	CPO	M02 2027
7	Phase 4 Task 7: Corporate venture and strategic collaboration outreach	Not Started	Medium	CSO	M03 2027

Core Risks & Mitigation Strategies

1. Operation and maintenance risks

#	Risk Type	Area	Mitigation Strategy
1	Venue readiness and uptime risks	COO	Implement robust predictive maintenance and SLAs with building partners
2	Supply chain and vendor continuity risks	CPO	Establish multi-source vendors and strategic stock for critical items
3	Facilities safety and emergency preparedness risks	CLO	Regular safety drills, compliance audits, and emergency response plans
4	Operational scalability risks	CFO	Invest in centralized ops platform and regional ops leads
5	Service-level degradation due to high guest volumes	COO	Dynamic staffing models and surge planning with flexible contracts

2. Regulatory and legal risks

#	Risk Type	Area	Mitigation Strategy
1	Data privacy and protection compliance	CISO	Implement comprehensive data governance and DPIA processes; appoint CISO.
2	Employment and labor law compliance	CFO	Maintain compliant contractor/employee classifications; regular audits.
3	Food and beverage regulatory compliance	CPO	Establish F&B compliance program; vendor audits and certifications.
4	Licensing and permitting risks	CLO	Proactive permit tracking; engage local counsel for renewals.
5	Zoning and land-use restrictions	CCO	Coordinate with building owners; obtain variances where needed.

Core Risks & Mitigation Strategies

3. Strategic/Market Risk

#	Risk Type	Area	Mitigation Strategy
1	Competitive landscape shifts	CFO	Differentiate with exclusive partnerships and data-driven experiences
2	Macro-economic sensitivity	CFO	Diversify offerings; optimize pricing and utilization; preserve cash
3	Customer concentration	CSO	Expand SMB segment; broaden client base through partnerships
4	Brand and reputation risk	CMO	Robust quality control and transparent incident response
5	Strategic misalignment of partnerships	CPO	Rigorous due diligence and milestone-based partnerships

4. Finance risk

#	Risk Type	Area	Mitigation Strategy
1	Cash Flow Variability and Seasonality	CFO	Implement robust cash forecasting and reserve targets; secure lines of credit.
2	Debt Financing and Interest Rate Risk	CFO	Lock in fixed-rate facilities; diversify funding sources.
3	Liquidity Constraints for Expansion	CFO	Stagger CAPEX with milestones and maintain liquidity covenants.
4	FX and International Revenue Risk	CFO	Hedging framework and local currency revenue recognition.
5	Vendor and Contractually Contingent Liabilities	CFO	Rigorous contract reviews and insurance, with clear liability caps.

5. Other general risks

#	Risk Type	Area	Mitigation Strategy
1	Brand reputation volatility	CRO	Proactive brand monitoring and rapid response playbook
2	Key-person risk	CEO	Succession planning and robust knowledge transfer
3	Cybersecurity and data privacy	CIO	Establish enterprise security program with regular audits
4	Supply chain disruption	COO	Diversify vendor base and maintain contingency inventory
5	Environmental, social, governance (ESG) exposure	CFO	Integrate ESG metrics into governance and supplier screening

Sources: Company's Proprietary Assessment

Market Overview (TAM, SAM and SOM)

Target Available Market (TAM)	Commercial Leasin g Subindustry	$ 255,000,000k	Source: TAM is based on third party market estimation provided by IBIS World. CAGR is based on open source web research. Expected CAGR for industry is 5.10%
Service Available Market (SAM)	0.20%	Convene's SAM is constrained by its asset-light model, reliance on building-owner partnerships, and size of its sales and delivery capability. As a service-led operator in premium meeting and flexible-work spaces, a conservative share of the large corporate-meeting TAM is attainable—favoring markets where office buildings can host branded...	
Service Obtainable Market Y1-Y3 (SOM)	Year 1 0.02500% Year 2 0.04500% Year 3 0.06670%	Given Convene's small capital base relative to a 255,000,000k USD TAM and a SAM of 0.51B, first-year SOM will be micro-scale. Real estate concentration and few direct competitors limit rapid capture, while path-to-market via building partnerships supports gradual penetration. Year 2 and Year 3 show cautious growth with steady expansion...	

Funding Allocation

The funding will be used to finance the CAPEX and cash deficit from Year 1 operations, aiming to expedite the development process. In subsequent years the company plans to sustain operations without requiring major additional capital injection.
Table below presents the overview of expected inflows and outflows.

The total investment required is $ 227k

Y1 Cash Flow Stream (thnd USD)	Inflows	Outlows
Gross Profit	91	
Payroll Expenses		5
Rent & Utilities		4
Marketing and Branding		4
Legal and Professional Fees		3
CAPEX		237
Communication Expenses		2
Representation and Entert.		1
Training and Development		1
Other Miscellaneous		1
Office supplies		1
CAPEX & WC shortage Y1		168
Buffer		59
Total Required Investment (thnd USD)		227

Payroll Expenses
1.97%

Rent & Utilities
1.48%

Marketing and Branding
1.48%

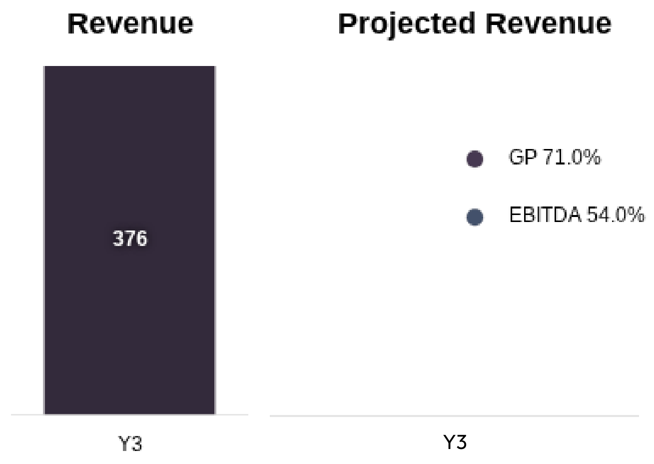
Legal and Professional Fees
0.99%

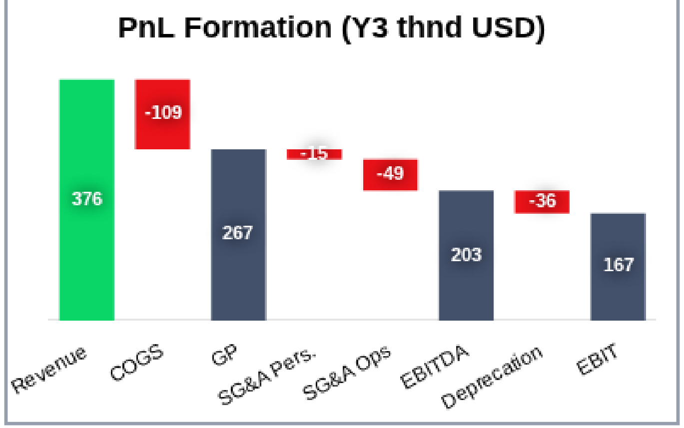
CAPEX
91.62%

Other
2.46%

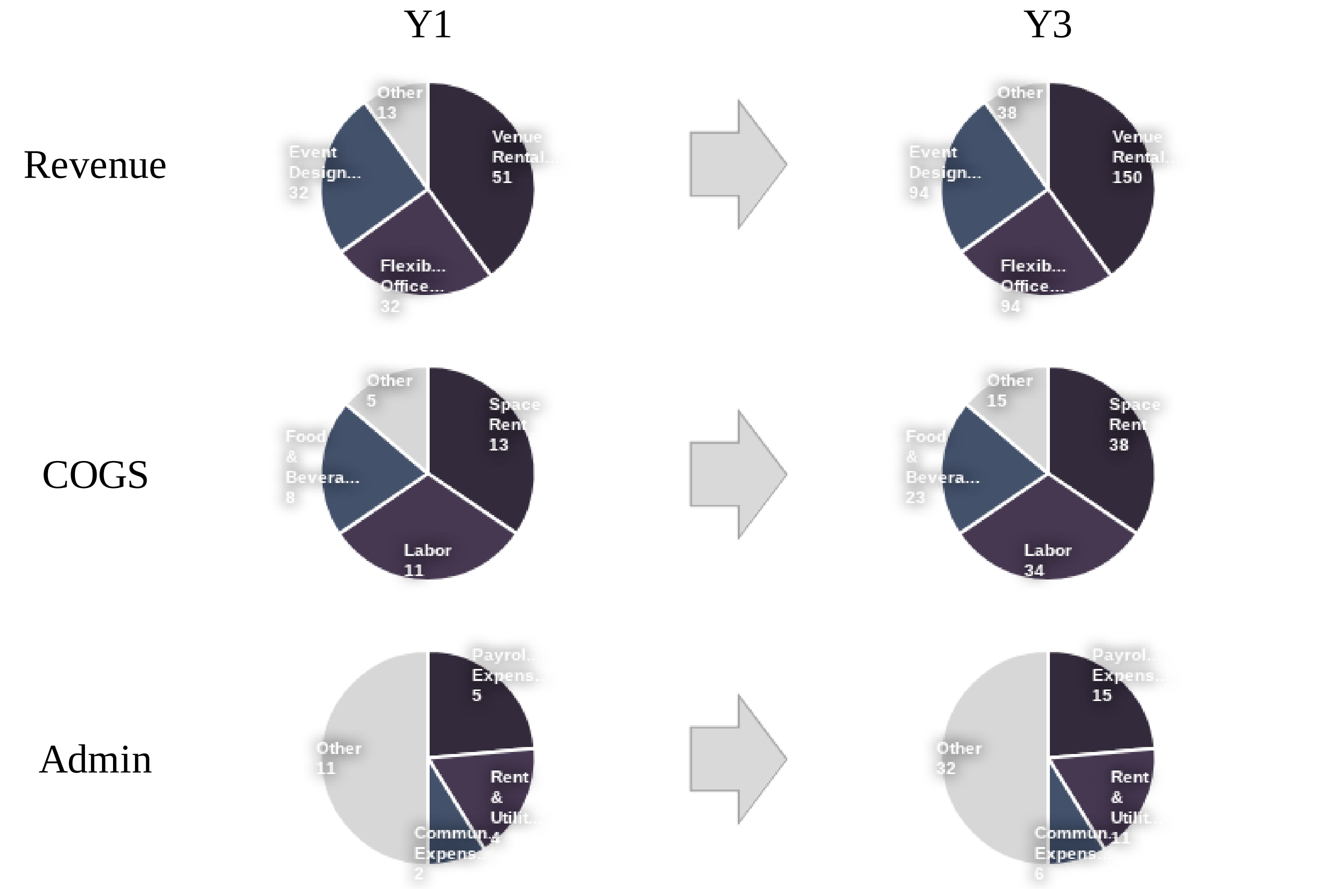
Financials Dashboard

Y3 PL formation and Margins





Business Line Breakdown (thnd USD)

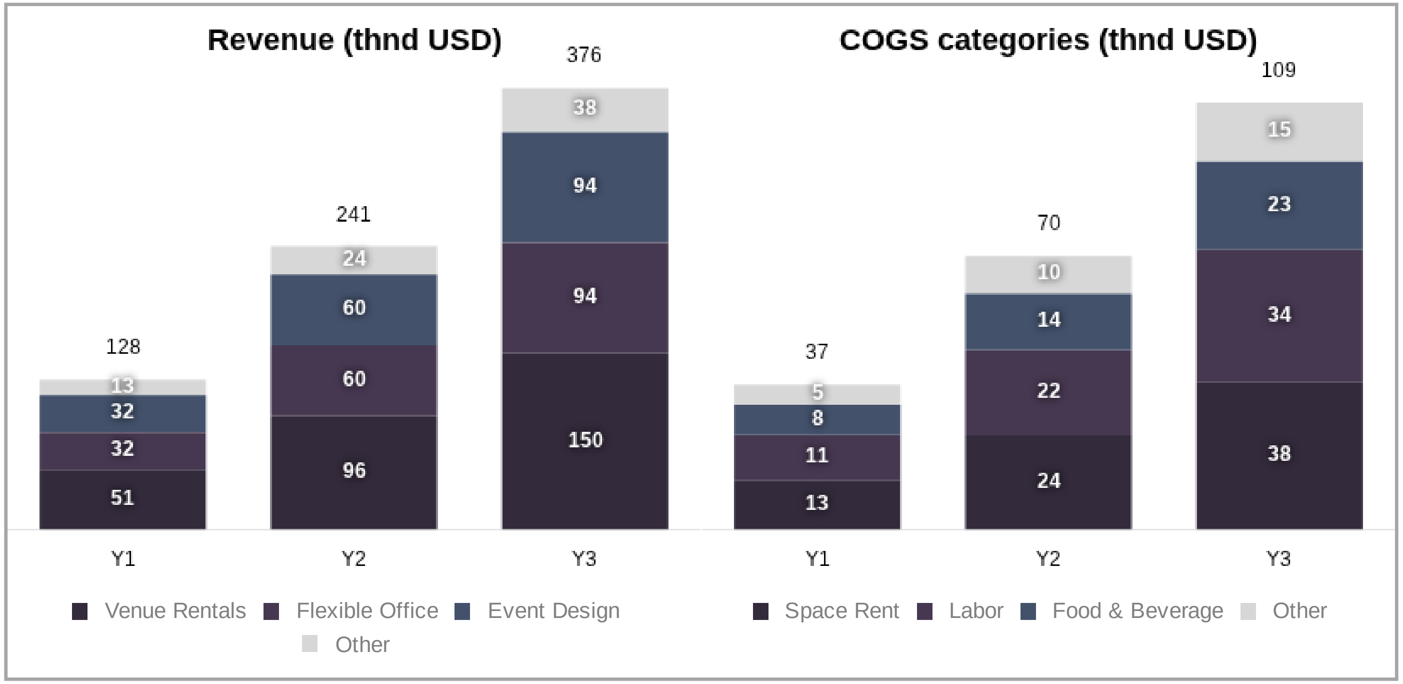


Revenue Formation Narrative

Convene operates in the Real Estate and Rental and Leasing space with an asset-light model that scales through building-owner partnerships, delivering premium meeting venues, conference centers, flexible offices, and associated design services. The total addressable market (TAM) is 255,000,000k USD, and the serviceable available market (SAM) represents 0 of TAM, reflecting the constraints of capital, partnerships, and sales execution. The initial serviceable obtainable market (SOM) is expressed as 0 in Year 1, expanding to 0 in Year 2 and 0 in Year 3, aligned with gradual regional deployment and collaboration with landlords. Revenue projections are grounded in four lines of business: Venue Rentals (approximately 40 of revenue), Flexible Office (approximately 25), Event Design (approximately 25), and Other (approximately 10). The Year 1, Year 2, and Year 3 total revenues are 127.5k USD, 241.204k USD, and 375.752k USD, respectively, reflecting steady portfolio diversification and stickier client relationships. The revenue mix is designed to leverage Venue Rentals, Flexible Office, Event Design, and Other services in roughly the stated proportions to maximize cross-sell and occupancy synergy across venues and markets. Capital enlistment stands at 227k USD, supporting targeted tranche expansion and partner-driven growth while maintaining financial discipline. In this profile, Convene targets a disciplined growth curve: a conservative Year 1 entry, followed by measured Year 2 and Year 3 expansion, anchored by asset-light partnerships, premium spaces, and a scalable service layer that unlocks deeper corporate-meeting penetration within the sub-industry's dynamics.

$ 376k Y3 Projected Revenue

0.00% Market Share



Revenue Calculation Details

Revenue Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Venue Rentals	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*
Flexible Office	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*
Event Design	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*	*25.00%*
Other	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*
Venue Rentals	3	3	3	4	4	4	5	5	5	5	5	5	51	96	150
Flexible Office	2	2	2	2	2	2	3	3	3	3	3	3	32	60	94
Event Design	2	2	2	2	2	2	3	3	3	3	3	3	32	60	94
Other	1	1	1	1	1	1	1	1	1	1	1	1	13	24	38
Total Revenue (thnd USD)	8	8	8	10	10	10	12	12	12	13	13	13	128	241	376

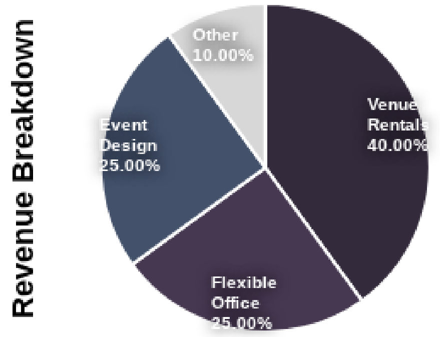
Total revenue is expected to reach $ 376k by year 3.

Main revenue driver are:

• Venue Rentals which generates $ 150k by Year 3

• Flexible Office which generates $ 94k by Year 3

Expected CAGR for total Revenue in Y1-Y3 is 71.67 %



COGS Calculation Details

COGS Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Space Rent	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*
Labor	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*
Food & Beverage	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*
Other	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*
Space Rent	1	1	1	1	1	1	1	1	1	1	1	1	13	24	38
Labor	1	1	1	1	1	1	1	1	1	1	1	1	11	22	34
Food & Beverage	0	0	0	1	1	1	1	1	1	1	1	1	8	14	23
Other	0	0	0	0	0	0	0	0	0	1	1	1	5	10	15
Total COGS (thnd USD)	2	2	2	3	3	3	3	3	3	4	4	4	37	70	109

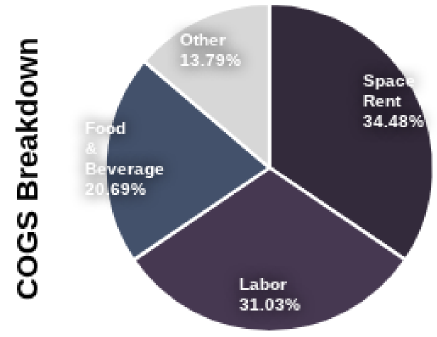
Total COGS is expected to reach '$ 109k by year 3.

Main revenue driver are:

• Space Rent which generates $ 38k by Year 3

• Labor which generates $ 34k by Year 3

Expected CAGR for total COGS in Y1-Y3 is 71.67 %



SG&A Calculation Details

OPEX Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Payroll Expenses	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Rent & Utilities	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Communication Expenses	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Office supplies	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Legal and Professional Fees	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Marketing and Branding	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Representation and Entertainment	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Training and Development	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Miscellaneous	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Payroll Expenses	0	0	0	0	0	0	0	0	0	1	1	1	5	10	15
Rent & Utilities	0	0	0	0	0	0	0	0	0	0	0	0	4	7	11
Communication Expenses	0	0	0	0	0	0	0	0	0	0	0	0	2	4	6
Office supplies	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
Legal and Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	3	5	8
Marketing and Branding	0	0	0	0	0	0	0	0	0	0	0	0	4	7	11
Representation and Entertainment	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Training and Development	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Other Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Total SG&A (thnd USD)	1	1	1	2	2	2	2	2	2	2	2	2	22	41	64

Sources: Company's Proprietary Planning

PaT Expectations

Income Statement (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Revenue	**8**	**8**	**8**	**10**	**10**	**10**	**12**	**12**	**12**	**13**	**13**	**13**	**128**	**241**	**376**
Venue Rentals	3	3	3	4	4	4	5	5	5	5	5	5	51	96	150
Flexible Office	2	2	2	2	2	2	3	3	3	3	3	3	32	60	94
Event Design	2	2	2	2	2	2	3	3	3	3	3	3	32	60	94
Other	1	1	1	1	1	1	1	1	1	1	1	1	13	24	38
COGS	**-2**	**-2**	**-2**	**-3**	**-3**	**-3**	**-3**	**-3**	**-3**	**-4**	**-4**	**-4**	**-37**	**-70**	**-109**
Space Rent	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-13	-24	-38
Labor	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-11	-22	-34
Food & Beverage	-0	-0	-0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-8	-14	-23
Other	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1	-5	-10	-15
Gross Profit	6	6	6	7	7	7	8	8	8	9	9	9	91	171	267
SG&A Personal Expenses	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1	-5	-10	-15
SG&A Operating Expenses	-1	-1	-1	-1	-1	-1	-2	-2	-2	-2	-2	-2	-17	-31	-49
EBITDA	4	4	4	5	5	5	6	6	6	7	7	7	69	130	203
Depreciation	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-36	-36	-36
EBIT	1	1	1	2	2	2	3	3	3	4	4	4	33	95	167
Interest Expense	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-3	-3	-3
Profit before Tax	1	1	1	2	2	2	3	3	3	4	4	4	31	92	165
Tax	-0	-0	-0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-8	-24	-43
Profit after Tax (thnd USD)	1	1	1	1	1	1	2	2	2	3	3	3	23	68	122

Balance Sheet Statement

Balance Sheet (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Cash & Cash Equivalents	20	24	28	31	36	40	45	51	56	62	69	75	75	181	338
Accounts Receivable	8	8	8	10	10	10	12	12	12	13	13	13	13	25	39
Inventory	2	2	3	3	3	3	3	3	4	4	4	4	4	7	11
Prepaid Expenses	1	1	1	1	1	1	1	1	1	1	1	1	1	2	3
Deferred Tax Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Assets	31	35	39	44	49	54	60	66	73	80	87	94	94	214	391
Leasehold improvements (spaces and interiors)	89	89	88	87	86	86	85	84	83	83	82	81	81	72	63
Technology and software infrastructure	64	63	62	61	60	59	57	56	55	54	53	52	52	39	26
Furniture, fixtures and equipment (FF&E)	49	49	48	48	47	46	46	45	45	44	43	43	43	36	29
Other capital expenditures (branding, security systems, initial working capital capex)	31	31	30	30	29	29	28	28	27	27	26	26	26	19	13
Non-Current Assets	234	231	228	225	222	219	216	213	210	207	204	201	201	166	130
Total Assets	265	266	267	269	271	273	277	280	283	287	291	295	295	380	522
Accounts Payable	1	1	1	1	1	1	1	1	1	1	1	1	1	2	3
Short-Term Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Tax Liabilities	0	1	1	1	2	2	3	4	5	6	7	8	8	24	43
Current Liabilities	1	1	2	2	3	3	4	5	6	7	8	9	9	26	46
Loans and Other Borrowings	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
Non-Current Liabilities	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
Total Liabilities	37	37	38	38	39	39	40	41	42	43	44	45	45	62	82
Paid-In Capital	227	227	227	227	227	227	227	227	227	227	227	227	227	227	227
Retained Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	23	91
Current Period Earnings	1	2	3	4	5	7	9	12	14	17	20	23	23	68	122
Total Equity	228	229	230	231	232	234	236	239	241	244	247	250	250	318	440

Cash Flow Statement - Direct

Cash Flow Statement - Direct (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Initial Balance	23	20	24	28	31	36	40	45	51	56	62	69	-	75	181
Cash from Sales of Goods / Services	-	8	8	8	10	10	10	12	12	12	13	13	114	229	362
Payments to Employees / Vendors	-3	-4	-4	-4	-4	-5	-5	-5	-6	-6	-6	-7	-62	-113	-176
Advances Paid / Received	-	-	-0	-	-	-0	-	-	-0	-	-	-0	-1	-1	-1
Taxes Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-8	-24
Interest Paid	-	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-2	-3	-3
CF from Operating Activities	-3	4	4	3	5	4	4	6	6	5	7	6	49	106	158
Acquisition of															
Leasehold improvements (spaces and interiors)	-	-	-	-	-	-	-	-	-	-	-	-	-90	-	-
Technology and software infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-65	-	-
Furniture, fixtures and equipment (FF&E)	-	-	-	-	-	-	-	-	-	-	-	-	-50	-	-
Other capital expenditures (branding, security systems, initial working capital capex)	-	-	-	-	-	-	-	-	-	-	-	-	-32	-	-
CF from Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-237	-	-
Loans Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	36	-	-
Investments Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	227	-	-
CF from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	263	-	-
Ending Balance	20	24	28	31	36	40	45	51	56	62	69	75	75	181	338

Assumptions:

- invoices are paid in 30 days;
- inventory is built for the next month;
- salaries are paid in the same month;
- half of admin expenses except salaries is prepaid;
- half of admin expenses except salaries is paid in 30 days;
- interest expenses are paid in the next month.

Cash Flow Statement - Indirect

Cash Flow Statement - Indirect (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Initial Balance	23	20	24	28	31	36	40	45	51	56	62	69	-	75	181
EBIT	1	1	1	2	2	2	3	3	3	4	4	4	33	95	167
Δ Receivables & Prepaids	-8	-	-0	-2	-	-0	-2	-	-0	-2	-	-0	-14	-12	-15
Δ Payables	1	-	-	0	-	-	0	-	-	0	-	-	1	1	1
Δ Inventory	-	-	-0	-	-	-1	-	-	-0	-	-	-1	-4	-2	-5
Δ Depreciation	3	3	3	3	3	3	3	3	3	3	3	3	36	36	36
Tax Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-8	-24
Interest Expenses	-	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-2	-3	-3
CF from Operating Activities	-3	4	4	3	5	4	4	6	6	5	7	6	49	106	158
Acquisition of															
Leasehold improvements (spaces and interiors)	-	-	-	-	-	-	-	-	-	-	-	-	-90	-	-
Technology and software infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-65	-	-
Furniture, fixtures and equipment (FF&E)	-	-	-	-	-	-	-	-	-	-	-	-	-50	-	-
Other capital expenditures (branding, security systems, initial working capital capex)	-	-	-	-	-	-	-	-	-	-	-	-	-32	-	-
CF from Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-237	-	-
Loans Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	36	-	-
Investments Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	227	-	-
CF from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	263	-	-
Ending Balance	20	24	28	31	36	40	45	51	56	62	69	75	75	181	338

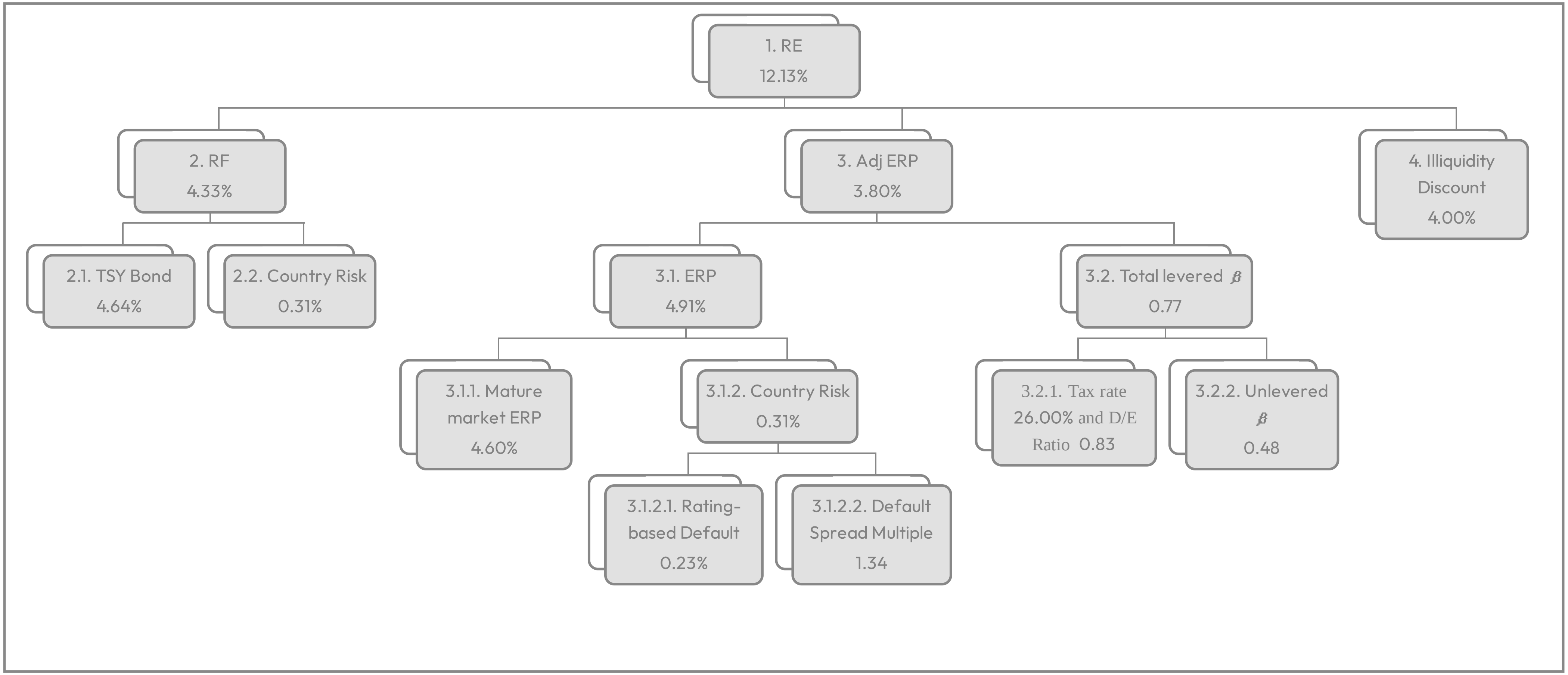
Assumptions:

- invoices are paid in 30 days;
- inventory is built for the next month;
- salaries are paid in the same month;
- half of admin expenses except salaries is prepaid;
- half of admin expenses except salaries is paid in 30 days;
- interest expenses are paid in the next month.

Sources: Company's Proprietary Planning

Cost of Capital Estimation

Required Return on Equity Derivation



Cost of Capital: CAPM Inputs

Methodology

Weighted Average Cost of Capital is calculated using Capital Asset Pricing Model (CAPM). Since the company is purely equity funded the WACC is equal to its Required Return on Equity R(E). The main research inputs used in calculations are based on studies published by professor at Stern School of Business Aswath Damodaran. Return on Equity R(E) is R(E)=R(F)+β ⁎ (ERP), where: R(F) is Risk Free Rate. The basis for calculation of R(F) is the average of the yield of USD 30 Year TSY Bond. The horizon. ERP is Mature Market Equity Risk Premium. It incorporates market estimates for Rating-Based Default Spread and Default Spread Multiple (β) is average equity betas of correspondingindustries. Despite the company has no debt, the unlevered beta was levered with industry average figures to reflect the long-term D/E ration in the capital structure. Additionally, Illiquidity Risk Premiumof 4% is added to the estimated Return on Equity to reflect risk associated with firm being Privately Held vs Publicly Traded Companies.

Additional Assumptions

To calculate the companies Firm Value, its future Free Cash Flow to Equity (FCFE) is discounted using estimated Required Return on Equity.

The 3rd-year projected cash flow is used as a representation of the long-term Free Cash Flow to the Equity (FCFE). This approach may understate the valuation because cash flows are expected to grow more aggressively in the first 10 years, and the growth from years 4 to 10 is not reflected in this calculation. Long-term growth rate of 5% is applied.

After discounting the cashflows and measuring the Firm Value it is adjusted to historical estimate of Start-up firm's survival rate. The allows to incorporate risk of start-ups fails.

Survival of new establishments

	Proportion of firms that were started in 1998 that survived through						
	Year 1	*Year 2*	*Year 3*	*Year 4*	*Year 5*	*Year 6*	*Year 7*
Natural resources	82.33%	69.54%	59.41%	49.56%	43.43%	39.96%	36.68%
Construction	80.69%	65.73%	53.56%	42.59%	36.96%	33.36%	29.96%
Manufacturing	84.19%	68.67%	56.98%	47.41%	40.88%	37.03%	33.91%
Transportation	82.58%	66.82%	54.70%	46.68%	38.21%	34.12%	31.02%
Information	80.75%	62.85%	49.49%	37.70%	31.24%	28.29%	24.78%
Financial activities	84.09%	69.57%	58.56%	49.24%	43.93%	40.34%	36.90%
Business services	82.32%	66.82%	55.13%	44.28%	38.11%	34.46%	31.08%
Health services	85.59%	72.83%	63.73%	55.37%	50.09%	46.47%	43.71%
Leisure	81.15%	64.99%	53.61%	43.76%	38.11%	34.54%	31.40%
Other services	80.72%	64.81%	53.32%	43.88%	37.05%	32.33%	28.77%
All firms	81.24%	65.77%	54.29%	44.36%	38.29%	34.44%	31.18%

http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ctryprem.html https://pages.stern.nyu.edu/~adamodar/pdfiles/papers/younggrowth.pdf http://pages.stern.nyu.edu/~adamodar/

Sources: Aswath Damodaran, Investing.com

Business Valuation

DCF	(thnd USD)	Y1	Y2	Y3	Y4	Y5	Y6	Y7
	Profit after Tax	**23**	**68**	**122**	**128**	**135**	**142**	**149**
	Growth% Y4-Y7				5.10%	5.10%	5.10%	5.10%
	Growth% Y7	3.50%						
	WACC'	**12.13%**						
	PV Y1-Y7 at Y0	20	54	87	81	76	71	67
	PV Y7 --> Y0	800						
	NPV (thnd USD)	1,256						

Assumed 3Y Survival Rate 50%

Final Valuation	$ 628k

The valuation is conducted using the Discounted Cash Flow (DCF) method. In this method, the projected cash flows for a period of 7 years, along with a terminal value, are discounted at a rate of 12.13 % to determine the Firm Value.

Starting from year 3 onwards, the cash flows are estimated to grow at a rate of 5.10 %, which is consistent with the market Compound Annual Growth Rate (CAGR) trend. Beyond year 7, the cash flows are assumed to grow at a long-term growth rate of 3.50 %.

To account for the inherent risks associated with a start-up venture, the Firm Value is adjusted using the historical survival rate of newly established firms. As indicated by the study conducted by Aswath Damodaran, there was approximately 50% probability of survival for Information sector companies. Taking into account the project's current stage of development and risk profile, the final survival rate has been assumed at 50%. This adjustment allows to incorporate the risk profile of the business and provide a more comprehensive assessment of its value.

It is important to note that if the company can successfully navigate through its initial three years of operation, it is expected to have a significantly higher likelihood of becoming a going concern. This underscores the importance of demonstrating resilience and establishing a solid foundation during the critical early stages of the business.

Sources: Company's Proprietary Planning

Scenario Analysis: Narrative

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

KPI	Scenario	Narrative	KPI affected by
Revenue	Positive	This scenario reflects a favorable market environment or a strategic breakthrough, leading to higher projected revenue. It showcases the potential rewards of scaling and innovative approaches.	higher by 15%
	Negative	This scenario accounts for challenging conditions such as economic downturns or market disruptions, forecasting a potential revenue decrease. It emphasizes the importance of adaptability and risk management.	lower by 15%
COGS	Positive	This scenario demonstrates the benefits of operational efficiency or cost-saving strategies, resulting in reduced COGS. It highlights the value of innovation in supply chain and operations.	lower by 20%
	Negative	This scenario addresses rising costs due to external pressures, resulting in an increase in COGS. It underlines the need for proactive cost-control measures.	higher by 20%
Discount Ra te (RoE)	Positive	This scenario assumes a decrease in the discount rate (RoE) due to improved market conditions, lower perceived risk, or favorable macroeconomic factors. A lower discount rate increases the present value of future cash flows, enhancing the...	lower by 10%
		This scenario models an increase in the discount rate (RoE) driven by higher market risk, macroeconomic instability, or industry-	

Scenario Analysis: Results

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

Scenario Analysis			Revenue		COGS		Discount Rate	
	KPIs	Base	Positive	Negative	Positive	Negative	Positive	Negative
Input	Revenue	no impact	15%	-15%	no impact	no impact	no impact	no impact
	COGS	no impact	no impact	no impact	-20%	20%	no impact	no impact
	RoE	no impact	no impact	no impact	no impact	no impact	-10%	10%
Output	Revenue Y3	$ 376k	$ 432k	$ 319k	$ 376k	$ 376k	$ 376k	$ 376k
	Gross Profit Y3	$ 267k	$ 307k	$ 227k	$ 289k	$ 245k	$ 267k	$ 267k
	GP Margin	71%	71%	71%	77%	65%	71%	71%
	EBITDA Y3	$ 203k	$ 233k	$ 172k	$ 225k	$ 181k	$ 203k	$ 203k
	EBITDA Margin	54%	54%	54%	60%	48%	54%	54%
	Net Profit Y3	$ 122k	$ 145k	$ 99k	$ 138k	$ 106k	$ 122k	$ 122k
	Profit Margin	32%	33%	31%	37%	28%	32%	32%
	Final Valuation	$ 628k	$ 746k	$ 510k	$ 713k	$ 544k	$ 742k	$ 543k

Stress Test: Growth Under Pressure

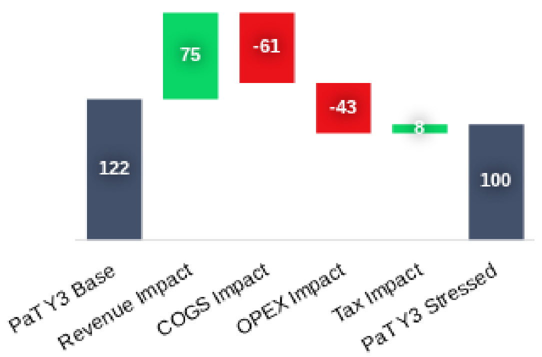
Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of challenges.

Scenario Name	Story
Growth Under Pressure	This scenario explores the challenges of managing rapid growth while dealing with operational bottlenecks. A surge in demand and revenue places significant strain on supply chains and internal processes. Despite achieving higher sales volumes, inefficiencies in scaling lead to increased costs and a heightened risk perception, keeping the discount rate elevated. 'Growth Under Pressure' examines how businesses can balance seizing growth opportunities while investing in infrastructure, talent, and systems to support scalability.

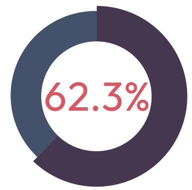
KPIs impact

Revenue Higher by 20%	**COGS** Higher by 30%
OPEX Higher by 40%	**Discount Rate** unaffected

Results

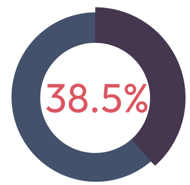


$ 514k Valuation	$ 451k Revenue Y3
$ 174k EBITDA	$ 100k Profit After Tax



Gross Profit Margin Y3

EBITDA Margin Y3



Stress Test: The Perfect Storm

Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of challenges.

Scenario Name

The Perfect Storm

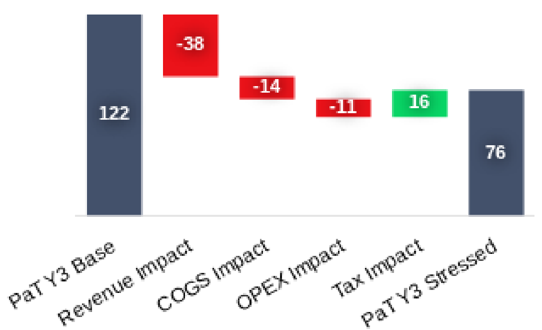
Story

This scenario simulates the convergence of adverse market conditions and rising operational challenges. A sharp downturn in market demand coincides with increased costs due to inflation and supply chain disruptions. The combination results in a dual hit to both top-line revenue and operational margins. Additionally, external factors such as economic instability elevate the discount rate, amplifying the pressure on future cash flows. Businesses facing 'The Perfect Storm' must focus on resilience through diversified revenue streams, cost-control measures, and contingency planning.

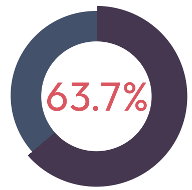
KPIs impact

Revenue Lower by 10%	**COGS** Higher by 25%
OPEX Higher by 30%	**Discount Rate** Higher by 10%

Results

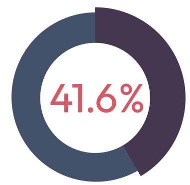


$ 334k Valuation	$ 338k Revenue Y3
$ 141k EBITDA	$ 76k Profit After Tax



Gross Profit Margin Y3

EBITDA Margin Y3



Sensitivity Analysis: SAM & SOM

This sensitivity analysis evaluates the potential impact of changes in Serviceable Addressable Market (SAM) and Serviceable Obtainable Market (SOM) on key financial metrics. By simulating percentage variations in SAM and SOM, this analysis helps identify how shifts in market assumptions affect revenue, profitability, and overall valuation.

		SAM						SOM					
		-20%	-10%	-5%	5%	10%	20%	-9%	-6%	-3%	3%	6%	9%
Revenue	Y1	$ 102k	$ 115k	$ 121k	$ 134k	$ 140k	$ 153k	$ 116k	$ 120k	$ 124k	$ 131k	$ 135k	$ 139k
	Y2	$ 193k	$ 217k	$ 229k	$ 253k	$ 265k	$ 289k	$ 219k	$ 227k	$ 234k	$ 248k	$ 256k	$ 263k
	Y3	$ 301k	$ 338k	$ 357k	$ 395k	$ 413k	$ 451k	$ 342k	$ 353k	$ 364k	$ 387k	$ 398k	$ 410k
Gross Profit	Y1	$ 72k	$ 81k	$ 86k	$ 95k	$ 100k	$ 109k	$ 82k	$ 85k	$ 88k	$ 93k	$ 96k	$ 99k
	Y2	$ 137k	$ 154k	$ 163k	$ 180k	$ 188k	$ 206k	$ 156k	$ 161k	$ 166k	$ 176k	$ 182k	$ 187k
	Y3	$ 213k	$ 240k	$ 253k	$ 280k	$ 293k	$ 320k	$ 243k	$ 251k	$ 259k	$ 275k	$ 283k	$ 291k
GP Margin	Y1	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
	Y2	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
	Y3	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
EBITDA	Y1	$ 55k	$ 62k	$ 65k	$ 72k	$ 76k	$ 83k	$ 63k	$ 65k	$ 67k	$ 71k	$ 73k	$ 75k
	Y2	$ 104k	$ 117k	$ 124k	$ 137k	$ 143k	$ 156k	$ 119k	$ 122k	$ 126k	$ 134k	$ 138k	$ 142k
	Y3	$ 162k	$ 183k	$ 193k	$ 213k	$ 223k	$ 243k	$ 185k	$ 191k	$ 197k	$ 209k	$ 215k	$ 221k
EBITDA Margin	Y1	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
	Y2	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
	Y3	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
Net Profit	Y1	$ 13k	$ 18k	$ 20k	$ 25k	$ 28k	$ 33k	$ 18k	$ 20k	$ 21k	$ 24k	$ 26k	$ 27k
	Y2	$ 49k	$ 59k	$ 63k	$ 73k	$ 78k	$ 87k	$ 60k	$ 62k	$ 65k	$ 71k	$ 74k	$ 77k
	Y3	$ 92k	$ 107k	$ 114k	$ 129k	$ 137k	$ 152k	$ 108k	$ 113k	$ 117k	$ 126k	$ 131k	$ 136k
Profit Margin	Y1	12%	15%	17%	19%	20%	22%	16%	16%	17%	19%	19%	20%
	Y2	25%	27%	28%	29%	29%	30%	27%	28%	28%	29%	29%	29%
	Y3	31%	32%	32%	33%	33%	34%	32%	32%	32%	33%	33%	33%
Final Valuation		$ 471k	$ 549k	$ 589k	$ 668k	$ 707k	$ 786k	$ 557k	$ 581k	$ 605k	$ 652k	$ 676k	$ 699k

Glossary

Abbreviations

Adj – Adjusted
Admin – Administrative Expense
Av – Average
b – Billions of
B2B – Business to Business
B2C – Business to Customer
C-level – Chief level
CAGR – Compounded Annual Growth Rate
CAPEX – Capital Expenditure
CAPM – Capital Asset Pricing Model
CBDO – Chief Business Development Officer
CEO – Chief Executive Officer
CF – Cash FLow
CFO – Chief Financial Officer
COGS – Cost of OODS Sold
CPO – Chief Product Officer
CTO – Chief Technology Officer
D/E – Debt to Equity
DCF – Discounted Cash Flow
Depr. – Depreciation
Dev – Developer
EBIT – Earnings Before Interest and Taxes
EBITDA – Earnings Before Interest, Axes, Depreciation, and Amortization

HR – Human Resources
Inv. – Inventory
k – Thousands of
KPI – Key Performance Indicators
LE – Legal Entity
LFY – Last Fiscal Year
LLM – Large Language Model
m – Millions of
MTD – Month-To-Date
MVP – Minimum Viable Product
NDA – Non-Disclosure Agreement
NFT – Non-Fungible Token
NPV – Net Present Value
OPEX – Operating Expense
P&L – A Profit and Loss (P&L) Statement
PaT – Profit after Tax
PbT – Profit before Tax
PE – Private Equity
PL – Profit and Loss
POC – Proof of Concept
PPE – Property, Plant, and equipment
PV – Present Value
RE – Return on Equity

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