



Agenda concept

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MONEY TALKS

THE DEN, MILLWALL FC
4TH FEBRUARY 2027

The Ownership Equation: What Makes a Club Investable?

An examination of what creates and destroys value in a football club. The panel will explore ownership models, governance, debt, profitability, sporting performance and the characteristics investors assess before committing capital.

The Next Growth Market: Investing in Women's Football

Women's football is attracting new investors, sponsors and audiences, but what will turn momentum into sustainable commercial growth? This panel would explore club valuations, ownership models, media rights, sponsorship, infrastructure and the investment required to develop the game. It will examine where the strongest opportunities lie and how investors and clubs can build long-term value without applying an unsuitable men's-football model.

The Talent Balance Sheet: Turning Player Trading into Sustainable Growth

Player recruitment, development and trading can determine both a club's sporting success and financial health. This panel will examine how clubs identify value, finance acquisitions, manage contracts, develop academy talent and build more sustainable player-trading models. It will also explore the growing role of data, analytics, legal expertise, insurance and specialist finance in protecting and increasing squad value.

Going Global: Financing Football's International Expansion

How can clubs convert international popularity into sustainable business growth? This panel explores the investment required to enter new markets, build overseas audiences, establish academies and partnerships, stage international events and grow global sponsorship, retail and media income. It also address payments, foreign exchange, tax, regulation and how clubs measure the return on international expansion.

Building the Future: Financing Football's Infrastructure

Examining how clubs finance new stadiums, redevelop existing grounds and invest in training facilities and surrounding real estate. The panel covers debt, equity, naming rights, public-private partnerships, insurance and the commercial case underpinning major projects.



Beyond Match-day: Football's New Revenue Playbook

How clubs can grow sponsorship, premium hospitality, ticketing, retail, licensing, media, digital products and international income. The panel will focus on turning audiences and data into recurring revenue rather than relying solely on broadcast distributions and match-day attendance.

The Billion-Pound Swing: Managing the Economics of Promotion and Relegation

Promotion and relegation can transform a club's financial position almost overnight. This panel examines how clubs budget for uncertainty, manage changing broadcast distributions, structure player contracts and protect cash flow. It also explore parachute payments, insurance, forecasting, contingency planning and the commercial decisions required to pursue promotion without creating an unsustainable cost base.