

IAN'S RESEARCH

DECISION-SUPPORT ADVISORY FOR ENTERPRISE SECURITY LEADERS

Board of Directors

Board Meeting · FY2026 Business Review

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How This Sample Deck Was Built

1

Purpose

A sample board deck created for demonstration only. It is not an official document of IANS Research, was not produced, reviewed, or endorsed by the company, and must not be relied upon for any decision.

2

How it was built

Generated by an AI assistant (Claude) from publicly available information. Structure follows common board-review best practice; layout and charts were produced programmatically.

3

Data & figures

Company facts are from public sources; all financial figures are illustrative planning estimates and are not audited.

4

No warranty

Provided as-is with no representation as to accuracy or completeness. Any resemblance to actual internal reporting is coincidental.

AGENDA

FY2026 Business Review • Board Meeting

01 CEO Opening & Key Messages

02 Company Overview

03 Financial Performance

04 Revenue Mix & Drivers

05 Strategic Priorities

06 Illustrative Scenarios

07 Risk & Competition

08 Governance & Scorecard

09 Path to Value Creation

Key Messages to the Board

Durable model

IANIS Research provides subscription-based decision-support advisory to enterprise information-security leaders, pairing an in-house research team with a network of practicing security practitioners (“Faculty”) who deliver one-on-one guidance, ask-an-expert calls, and custom engagements.

Recurring core

Recurring subscription/advisory anchors the revenue base, with expansion and data upside layered on top.

Instrumented business

Performance is tracked against a defined set of metrics and deliverables spanning multiple functions and altitudes — provided as separate companion files.

Clear priorities

Strategic priorities are set to compound the recurring core and de-risk the model.

IANIS Research

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CISO

Primary buyer

Faculty

Practitioner network

Sub

Decision Support

Benchmark

CISO comp & budget

What the Business Sells

Decision Support

Always-on subscription advisory for security teams — the recurring core

Faculty Network

Practicing CISOs/practitioners delivering 1:1 guidance

Benchmarks

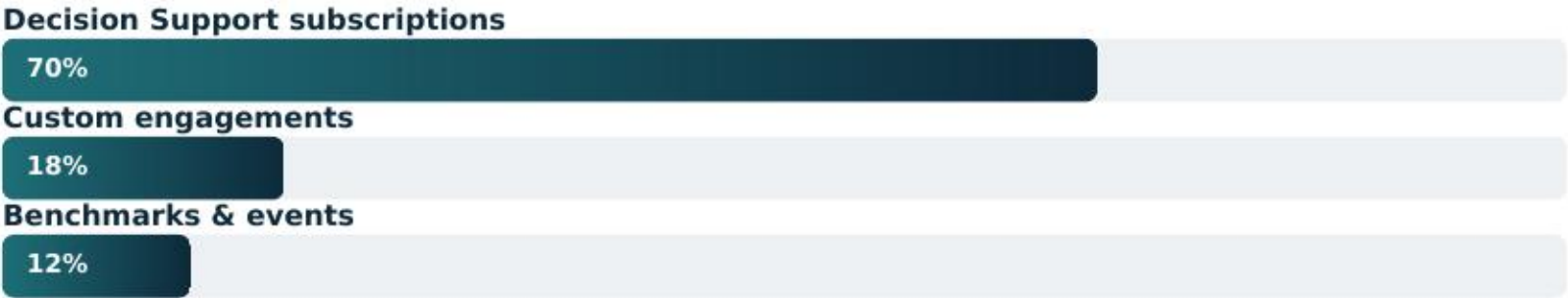
CISO compensation & security-budget benchmark research

Illustrative Revenue Trajectory (\$M)



Illustrative estimates — a recurring core plus expansion and data/products drives the trajectory.

Illustrative Revenue Mix



Illustrative estimates. Mix shift toward recurring and data/products is the value-creation direction.

Strategic Priorities — FY2026

- 1 Deepen Decision Support seat expansion**
- 2 Productize the CISO benchmarks into a data subscription**
- 3 Scale and codify the Faculty network**
- 4 Expand into adjacent security roles (GRC, cloud, identity)**

Illustrative Scenarios

BEAR

Flat

Cyclical or category pressure slows growth; retreat to the recurring core.

BASE

Steady growth

Recurring core compounds with modest expansion and mix shift.

Illustrative only — not guidance.

BULL

Accelerating

Enterprise Risk Register

Risk	Rating	Description / mitigation
Faculty dependence	High	Advisory quality and key-person concentration ride on a distributed practitioner roster.
Vertical concentration	Med	Tied to enterprise security-tooling and headcount budgets.
Labor-based margin	Med	Advisory margin is labor-dependent absent benchmark/data productization.
Competition	Med	Peer networks and free CISO communities contest the same buyers.

Board Scorecard — FY2026

Metric	Current	Status
Net revenue retention	~110%	● Green
Recurring-revenue mix	~70%	● Green
Faculty utilization	Healthy	● Amber
Key-person concentration	Watch	● Amber
Benchmark data revenue	Early	● Amber
Security-budget cycle	Resilient	● Green

Decisions Requested of the Board

✓ **Approve FY2026 operating plan**

Endorse subscription, Faculty-scaling and benchmark targets.

✓ **Fund benchmark productization**

Approve investment to turn CISO benchmarks into a data subscription.

✓ **Oversee Faculty scaling**

Confirm governance protecting one-to-one trust as Faculty grows.

✓ **Endorse adjacency expansion**

Approve extension into GRC, cloud and identity roles.

Sources & Methodology

Company facts drawn from public sources on IANS Research (CISO decision-support advisory, Faculty model, CISO compensation/budget benchmarks). Financial figures are illustrative estimates.

- Company facts are drawn from publicly available sources; structure follows common board-review best practice.
- Metrics, deliverables and OKRs for this company are provided as separate companion files.
- All financial figures are illustrative planning estimates. This company does not necessarily disclose audited financials.

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Thank you · Questions & Discussion

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