KEYSTONE

ECONOMICS & DATA-SCIENCE CONSULTING

Board of Directors

Board Meeting · FY2026 Business Review

DEMONSTRATION MATERIAL

How This Sample Deck Was Built

1

Purpose

A sample board deck created for demonstration only. It is not an official document of Keystone, 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**

SECTION 01 · OPENING

Key Messages to the Board

Durable model

Keystone is an economics and data-science consultancy that applies rigorous quantitative methods to complex commercial, litigation, and policy questions, delivering analysis, modeling, and expert testimony.

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.

Keystone

Keystone is an economics and data-science consultancy that applies rigorous quantitative methods to complex commercial, litigation, and policy questions, delivering analysis, modeling, and expert testimony. Its work spans antitrust and competition, valuation and damages, and applied data science, staffed by PhD-level economists and data scientists.

PhD
Economists & data scientists

Expert
Testimony & analysis

Antitrust
Core practice

Retainer
Recurring mix goal

SECTION 02 · PORTFOLIO

What the Business Sells

Competition & Antitrust

Economic analysis and expert testimony — non-discretionary demand

Valuation & Damages

Quantitative modeling for disputes and transactions

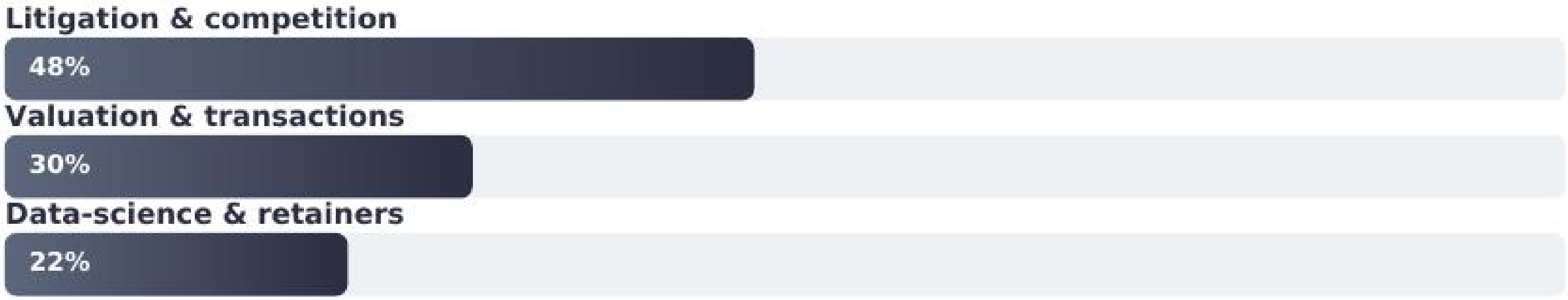
Applied Data Science

Productized analytics and accelerators

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 **Productize the analytical method into licensable tooling**

2 **Grow retainer/recurring engagement mix**

3 **Improve realization and reuse leverage**

4 **Expand into adjacent high-value data-science niches**

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
Services trap	High	Revenue and relationships concentrated in senior experts; key-person risk.
Utilization margin	Med	Realization/utilization-driven margins; limited leverage without IP.
Cyclicality	Med	Engagement lumpiness tied to litigation, deal, and regulatory cycles.
AI compression	Med	AI may compress routine analytical labor even as it offers a margin lever.

Board Scorecard — FY2026

Metric	Current	Status
Realization rate	~88%	● Green
Key-person concentration	Elevated	● Amber
Retainer/recurring mix	~22%	● Amber
Reuse/accelerator rate	Growing	● Green
Utilization	High	● Green
Engagement cyclicality	Sensitive	● Amber

Decisions Requested of the Board

✓ **Approve FY2026 operating plan**
Endorse realization, IP-accelerator and retainer targets.

✓ **Fund productized tooling**
Approve investment to convert reusable models into licensable IP.

✓ **Oversee succession plan**
Confirm named successors for key-person relationships.

✓ **Endorse practice expansion**
Approve extension into adjacent data-science niches.

APPENDIX

Sources & Methodology

Company facts drawn from public sources on Keystone (economics and data-science consulting, expert testimony, antitrust/valuation practices). Financial figures are illustrative estimates.

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- 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.

KEYSTONE

Thank you · Questions & Discussion