

NATIONAL JOURNAL

WASHINGTON POLICY INTELLIGENCE & GOVERNMENT-AFFAIRS RESEARCH

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 National Journal, 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

National Journal provides policy intelligence, research, and advisory to government-affairs and public-affairs professionals, helping corporate and association GR teams navigate the Washington landscape.

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.

National Journal

National Journal provides policy intelligence, research, and advisory to government-affairs and public-affairs professionals, helping corporate and association GR teams navigate the Washington landscape. Its offering spans research, network/relationship tools, and membership advisory serving a structurally sticky niche of policy-exposed organizations.

D.C.

Headquarters

Sub

Membership research

GR/PA

Buyer base

Atlantic

Media heritage

What the Business Sells

Research & Advisory

Policy intelligence and analyst guidance — the recurring core

Network Tools

Relationship and stakeholder-mapping software

Events & Membership

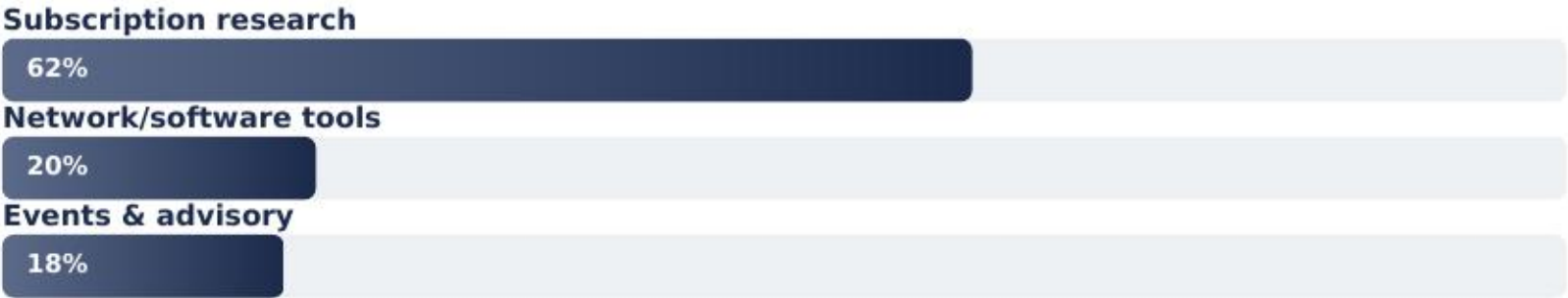
Convenings and membership advisory for GR/PA teams

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 analyst labor into a data/software platform
- 2** Add AI-driven policy monitoring
- 3** Expand from federal into state/regulatory coverage
- 4** Rationalize low-growth legacy segments

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
Secular media pressure	High	Media-adjacent legacy revenue lines face structural decline.
Buyer concentration	Med	Base tied to lobbying / government-affairs budget cycles.
Platform modernization	Med	Modernizing a legacy stack may be costly and slow.
Analyst dependence	Med	Advisory quality tied to key analysts.

Board Scorecard — FY2026

Metric	Current	Status
Recurring-revenue mix	~68%	● Amber
Gross revenue retention	~92%	● Green
Platform modernization	Underway	● Amber
Legacy media exposure	Declining	● Red
Coverage expansion	Early	● Amber
Analyst utilization	Stable	● Green

Decisions Requested of the Board

✓ **Approve FY2026 operating plan**

Endorse subscription, platform and coverage-expansion targets.

✓ **Fund platform modernization**

Approve investment in the data/software and AI-monitoring build.

✓ **Endorse coverage expansion**

Approve state-level and adjacent regulatory intelligence.

✓ **Confirm legacy rationalization**

Oversee repositioning of low-growth legacy lines.

Sources & Methodology

Company facts drawn from public sources on National Journal (Washington policy intelligence, GR/PA membership research, Atlantic Media heritage). 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.

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Thank you · Questions & Discussion

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