

Fourth Quarter 2024 Results

February 4, 2025

Forward Looking Statement and Explanatory Note

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2025 financial results, long-term objectives and all other statements in this presentation other than recitation of historical facts are forward looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward-looking statements involve known and unknown risks, estimates, uncertainties and other factors that may cause actual results to be materially different. Such factors include, but are not limited to, the following: the impact of general economic conditions, including inflation (and related monetary policy by governments in response to inflation), on economic activity and our operations; changes in macroeconomic and market conditions and market volatility, including interest rates and the effect on the credit markets and access to capital; the impact of global economic and geopolitical conditions, including inflation, and recession; our ability to carry out our strategic initiatives and manage associated costs; the timing of conferences and meetings, in particular our Gartner Symposium/Xpo series that normally occurs during the fourth quarter; our ability to achieve and effectively manage growth, including our ability to integrate our acquisitions and consummate and integrate future acquisitions; our ability to pay our debt obligations; our ability to maintain and expand our products and services; our ability to expand or retain our customer base; our ability to grow or sustain revenue from individual customers; our ability to attract and retain a professional staff of research analysts and consultants as well as experienced sales personnel upon whom we are dependent, especially in light of labor competition; our ability to achieve continued customer renewals and achieve new contract value, backlog and deferred revenue growth in light of competitive pressures; our ability to successfully compete with existing competitors and potential new competitors; our ability to enforce and protect our intellectual property rights; our ability to keep pace with technological developments in artificial intelligence ("AI") and comply with evolving AI regulations; additional risks associated with international operations, including foreign currency fluctuations; the impact on our business resulting from changes in international conditions, including those resulting from the conflict in the Middle East, the war in Ukraine and current and future sanctions imposed by governments or other authorities; the impact of restructuring and other charges on our businesses and operations; cybersecurity incidents or other disruptions to our information systems; risks associated with the creditworthiness, budget cuts, and shutdown of governments and agencies; our ability to meet sustainability commitments and comply with applicable regulatory requirements; the impact of changes in tax policy (including global minimum tax legislation) and heightened scrutiny from various taxing authorities globally; changes to laws and regulations; and other risks and uncertainties described under "Risk Factors" in our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Non-GAAP financial measures such as Adj. EBITDA, Adj. EBITDA Margin, Adj. Net Income, Adj. EPS and Free Cash Flow, as included in this presentation, are supplemental measures that are not calculated in accordance with U.S. GAAP. Definitions of these measures and reconciliations to the most-directly comparable GAAP measures are included in the appendix.

Unless otherwise indicated, or the content otherwise requires, all percentages indicated in this presentation are year-over-year growth rates.

The Company's SEC filings can be found on Gartner's website at investor.gartner.com and on the SEC's website at www.sec.gov. Forward looking statements included herein speak only as of February 4, 2025 and the Company disclaims any obligation to revise or update such statements to reflect events or circumstances after this date or to reflect the occurrence of unanticipated events or circumstances, except as required by applicable law or regulation.

Contents

Consolidated Financials and Guidance

4Q 2024 Financial Results [Page 4](#)

2025 Guidance [Page 5](#)

Segment Results

Research [Page 6 - 8](#)

Conferences [Page 9](#)

Consulting [Page 10](#)

Capital Allocation

Capital Structure and Allocation [Page 11](#)

Free Cash Flow [Page 12](#)

GAAP Financial Statements

4Q 2024 GAAP Financial Statements [Pages 13 - 16](#)

Appendix

[Pages 17 - 28](#)

Consolidated Financial Summary

Additional Charts

Contract Value at 2025 FX rates

Normalized P&L (Non-GAAP)

Definitions

Non-GAAP Reconciliations

4Q 2024 Growth and Financial Results

Global Contract Value (CV)

7.8% **\$5.3B**

Consolidated Revenues

8.1% **\$1,715M**

FX Neutral: 8.3%

66.5% Contribution Margin

Research Revenues

5.4% **\$1,311M**

FX Neutral: 5.7%

74.1% Contribution Margin

Free Cash Flow

\$311M

Global Technology Sales CV

6.6% **\$4.0B**

Adj. EBITDA

8.0% **\$417M**

FX Neutral: 8.9%

24.3% Adj. EBITDA Margin

Conference Revenues

17.2% **\$251M**

FX Neutral: 17.1%

47.6% Contribution Margin

Share Repurchases

\$102M

Global Business Sales CV

12.0% **\$1.2B**

Adj. EPS

\$5.45

Growth: 79.3%

Consulting Revenues

19.3% **\$153M**

FX Neutral: 19.2%

35.1% Contribution Margin

% increases above are FX Neutral at 2024 rates

New 2025 Guidance

\$ billions, except per share amounts

Consolidated Revenues

≥ \$6.555B

Adj. EBITDA

≥ \$1.510B

Adj. EPS

≥ \$11.45

Free Cash flow

≥ \$1.140B

Guidance

2025 Guidance

\$ millions, except per share amounts; shares in millions

\$ at reported rates	Guidance as of February 4, 2025 At Least:
Research Revenues	5,365
Conferences Revenues	625
Consulting Revenues	565
Total Revenues	6,555
Adj. EBITDA	1,510
Adj. EPS	11.45
Free Cash Flow	1,140
Shares	~78

	GAAP	Non-GAAP/Adj.
Depreciation	~ 124	na
Amortization	~ 81	na
Stock-Based Compensation	~ 176	na
Interest, net	~ 51	~ 47
Effective Tax Rate	~ 23%	~ 23%
Capital Expenditures	~ 130	na

- Research Revenues: CV continues to accelerate in 2025; FX neutral research subscription revenue growth near 8%; non-subscription revenues reflect continuation of Q4 trends.
- Conferences revenues reflect 53 in-person destination conferences.
- Consulting segment has similar visibility to prior years.
- Expenses reflect the run-rate from the second half 2024 hiring, growth hiring planned for 2025, and otherwise normal seasonality.
- Fully diluted, weighted-average shares outstanding based on repurchases through Q4'24 and offsetting dilution.
- At January rates, we expect FX neutral growth to be around two percentage points faster than reported growth.

Medium Term Guidance (unchanged)

Research	Conferences	Consulting	Revenues
12 - 16 %	5 - 10 %	3 - 8 %	≥ 10 %
EBITDA	EPS	Free Cash Flow	
≥ Revenue Growth	≥ EBITDA Growth	≥ EBITDA Growth	

Research Metrics

Global Technology Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Contract Value	3,563	3,578	3,643	3,779	3,757	3,797	3,865	4,029
Y/Y FX Neutral Growth	8.8 %	7.3 %	6.5 %	6.3 %	5.4 %	6.1 %	6.1 %	6.6 %
Quarterly NCVI	9	14	66	136	-22	40	68	165
Quota Bearing Head Count	3,666	3,664	3,630	3,641	3,602	3,575	3,666	3,804
Y/Y Growth	21.8 %	13.2 %	4.5 %	0.3 %	-1.7 %	-2.4 %	1.0 %	4.5 %
Quarterly Productivity (\$ thousands)	2	4	18	37	-6	11	19	45
Wallet Retention	103.8 %	102.4 %	101.6 %	101.4 %	100.5 %	101.4 %	101.4 %	102.1 %

Global Business Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Contract Value	991	1,018	1,055	1,101	1,113	1,140	1,177	1,233
Y/Y FX Neutral Growth	16.4 %	14.8 %	14.1 %	13.0 %	12.3 %	12.0 %	11.6 %	11.9 %
Quarterly NCVI	16	27	37	46	12	27	37	55
Quota Bearing Head Count	1,141	1,150	1,149	1,188	1,223	1,215	1,244	1,298
Y/Y Growth	18.5 %	15.1 %	10.4 %	7.7 %	7.2 %	5.7 %	8.3 %	9.3 %
Quarterly Productivity (\$ thousands)	15	24	32	40	10	22	30	44
Wallet Retention	110.1 %	108.6 %	108.1 %	107.4 %	106.7 %	106.1 %	105.9 %	106.2 %

Global Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Contract Value	4,555	4,596	4,698	4,880	4,870	4,937	5,042	5,262
Y/Y FX Neutral Growth	10.4 %	8.9 %	8.1 %	7.8 %	6.9 %	7.4 %	7.3 %	7.8 %
Quarterly NCVI	25	41	102	182	-10	67	104	220
Quota Bearing Head Count	4,807	4,814	4,779	4,829	4,825	4,790	4,910	5,102
Y/Y Growth	21.0 %	13.6 %	5.9 %	2.0 %	0.4 %	-0.5 %	2.7 %	5.7 %
Quarterly Productivity (\$ thousands)	5	9	21	38	-2	14	22	45
Wallet Retention	106.0 %	104.6 %	104.0 %	103.6 %	102.8 %	103.4 %	103.4 %	104.0 %

Note: All numbers are shown at 2024 FX rates where applicable.

Quarterly NCVI and Quarterly Productivity are on a sequential basis. Quarterly Productivity is Quarterly NCVI divided by prior quarter quota bearing head count.

Research: Additional Metrics

Global Technology Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
LTM Net Contract Value Increase (NCVI)	288	244	223	225	194	219	221	250
Productivity (\$ thousands)	96	75	64	62	53	60	61	69
Y/Y Growth	-31.6%	-44.8%	-51.6%	-43.4%	-44.9%	-20.6%	-5.2%	10.8%
Client Enterprises	13,357	13,247	13,124	13,122	12,815	12,617	12,461	12,432
Contract Value/ Enterprise (\$ thousands)	267	270	278	288	293	301	310	324
Client Retention	85.1%	84.3%	83.3%	82.9%	82.5%	82.5%	82.9%	83.8%

Global Business Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
LTM Net Contract Value Increase (NCVI)	140	131	130	126	122	122	123	132
Productivity (\$ thousands)	145	132	125	114	107	106	107	111
Y/Y Growth	-26.6%	-31.5%	-31.0%	-33.3%	-26.2%	-19.1%	-14.7%	-3.3%
Client Enterprises	4,749	4,729	4,740	4,767	4,720	4,724	4,762	4,726
Contract Value/ Enterprise (\$ thousands)	209	215	222	231	236	241	247	261
Client Retention	89.3%	88.2%	87.5%	87.3%	86.5%	86.6%	87.4%	87.1%

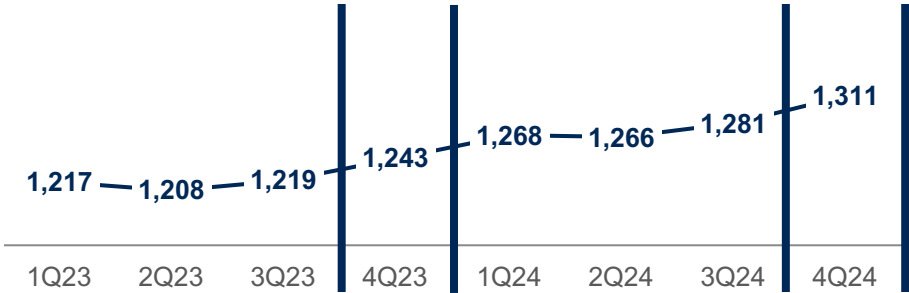
Global Sales

\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
LTM Net Contract Value Increase (NCVI)	428	375	354	351	316	342	344	381
Productivity (\$ thousands)	108	89	78	74	66	71	72	79
Y/Y Growth	-29.4%	-40.5%	-45.5%	-39.9%	-39.1%	-19.9%	-8.2%	6.4%
Client Enterprises	15,016	14,884	14,750	14,744	14,426	14,186	14,031	13,968
Contract Value/ Enterprise (\$ thousands)	303	309	319	331	338	348	359	377
Client Retention	85.7%	84.9%	83.8%	83.6%	83.1%	83.1%	83.6%	84.3%

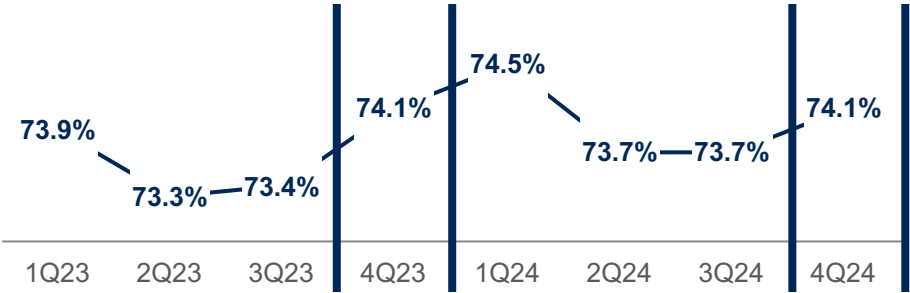
Note: All numbers are shown at 2024 FX rates where applicable. 2023 Client Enterprises and associated metrics are based on the structure as of 12/31/2023. Enterprises that are clients of both GTS and GBS appear in both counts. Productivity is on a rolling twelve month basis. Productivity is LTM NCVI divided by opening period quota bearing headcount.

Research Segment

Revenues \$ millions



Contribution Margin

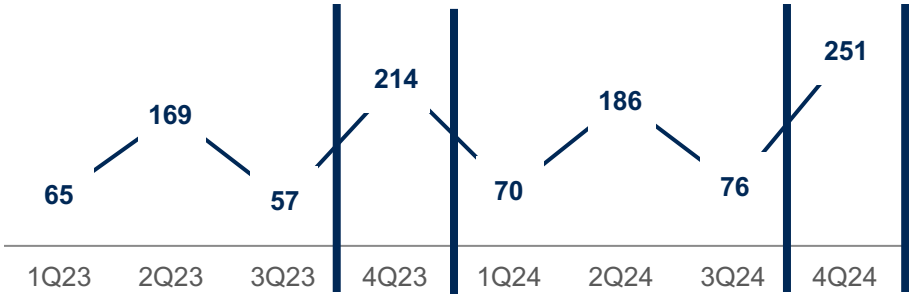


\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	2023	2024
Revenues	1,217	1,208	1,219	1,243	1,268	1,266	1,281	1,311	4,887	5,126
Y/Y Growth	7.1%	5.7%	6.2%	5.5%	4.2%	4.8%	5.1%	5.4%	6.1%	4.9%
Y/Y FX Neutral Growth	9.5%	6.5%	5.3%	4.6%	4.1%	5.5%	5.4%	5.7%	6.4%	5.2%
Contribution	900	885	894	921	945	933	943	972	3,600	3,793
Contribution Margin	73.9%	73.3%	73.4%	74.1%	74.5%	73.7%	73.7%	74.1%	73.7%	74.0%
Subscription Revenues	1,110	1,113	1,126	1,158	1,182	1,188	1,206	1,245	4,507	4,821
Y/Y Growth	8.2%	7.3%	7.7%	7.9%	6.5%	6.7%	7.2%	7.5%	7.8%	7.0%
Non-subscription Revenues	107	95	93	85	86	78	75	66	380	305
Y/Y Growth	-2.9%	-9.5%	-8.7%	-18.7%	-20.0%	-17.1%	-20.0%	-22.7%	-9.9%	-19.9%

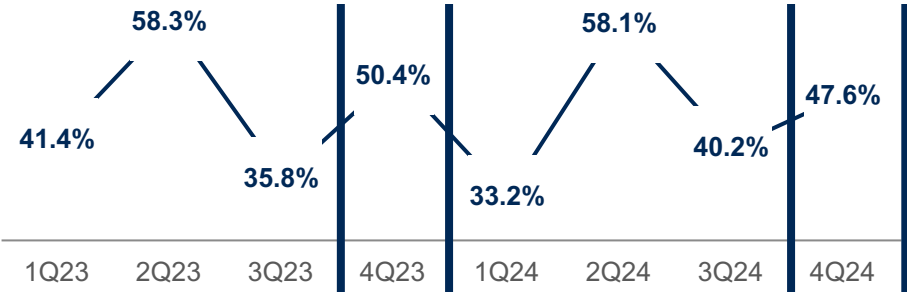
Note: FX neutral growth numbers are based on 2024 FX rates.

Conferences Segment

Revenues \$ millions



Contribution Margin

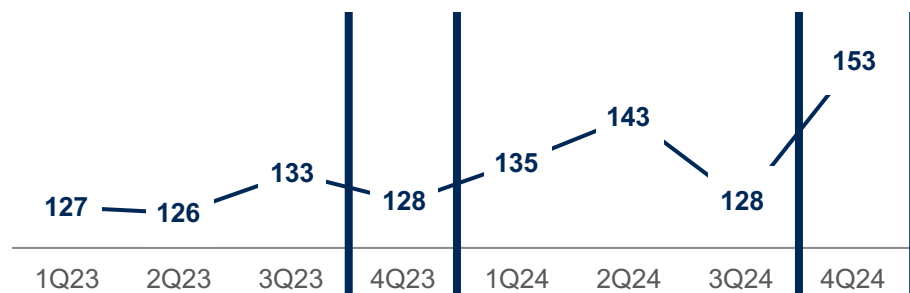


\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	2023	2024
Revenues	65	169	57	214	70	186	76	251	505	583
Y/Y Growth	524.3%	48.8%	-25.7%	13.8%	8.4%	10.2%	32.5%	17.2%	29.8%	15.5%
Y/Y FX Neutral Growth	544.3%	48.4%	-26.0%	12.3%	8.5%	10.8%	30.5%	17.1%	28.6%	15.5%
Contribution	27	98	20	108	23	108	30	120	254	281
Contribution Margin	41.4%	58.3%	35.8%	50.4%	33.2%	58.1%	40.2%	47.6%	50.2%	48.3%
Destination Conferences (#)	10	17	9	11	12	16	10	13	47	51
Destination Conference Attendees (#)	11,125	24,520	9,808	30,116	13,857	26,369	12,208	34,191	75,569	86,625

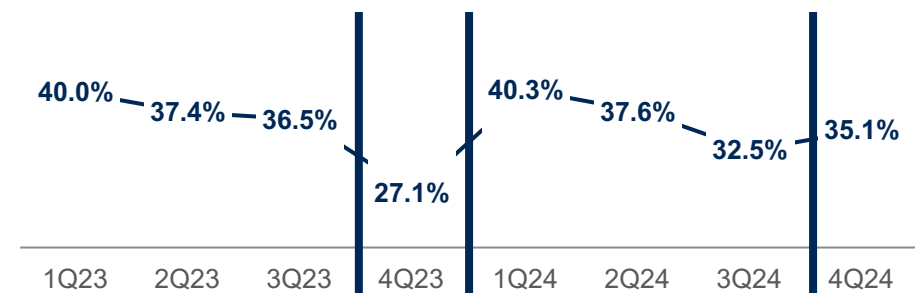
Note: FX neutral growth numbers are based on 2024 FX rates.

Consulting Segment

Revenues \$ millions



Contribution Margin



\$ millions	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	2023	2024
Revenues	127	126	133	128	135	143	128	153	515	559
Y/Y Growth	9.5%	4.8%	24.1%	-7.0%	6.0%	13.1%	-3.9%	19.3%	6.8%	8.5%
Y/Y FX Neutral Growth	14.1%	5.9%	23.2%	-7.3%	6.9%	14.9%	-3.7%	19.2%	7.9%	9.2%
Contribution	51	47	49	35	54	54	42	54	182	203
Contribution Margin	40.0%	37.4%	36.5%	27.1%	40.3%	37.6%	32.5%	35.1%	35.3%	36.4%
Labor Revenues	97	104	100	99	109	107	101	104	400	420
Y/Y Growth	0.6%	9.2%	10.4%	3.3%	11.9%	2.6%	1.5%	4.2%	5.8%	5.1%
Contract Optimization Revenues	30	22	33	29	26	36	26	50	115	138
Y/Y Growth	53.4%	-11.7%	98.4%	-31.1%	-13.1%	61.9%	-20.4%	71.1%	10.5%	20.8%
Backlog	161	172	181	163	188	199	218	192	163	192
Y/Y Growth	13.9%	16.9%	15.1%	20.6%	16.7%	15.7%	20.7%	17.5%	20.6%	17.5%
Billable Head Count	904	935	946	953	948	953	960	965	934	956
Y/Y Growth	15.9%	17.0%	11.0%	8.6%	4.8%	2.0%	1.5%	1.3%	13.0%	2.4%
Utilization Rate	66.6%	65.6%	63.9%	62.4%	66.3%	66.5%	64.7%	61.7%	64.6%	64.8%
Y/Y Change (bps)	-541	-539	-225	-763	-36	96	79	-70	-517	17

Note: FX neutral and Backlog growth are based on 2024 FX rates.

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Capital Structure and Allocation

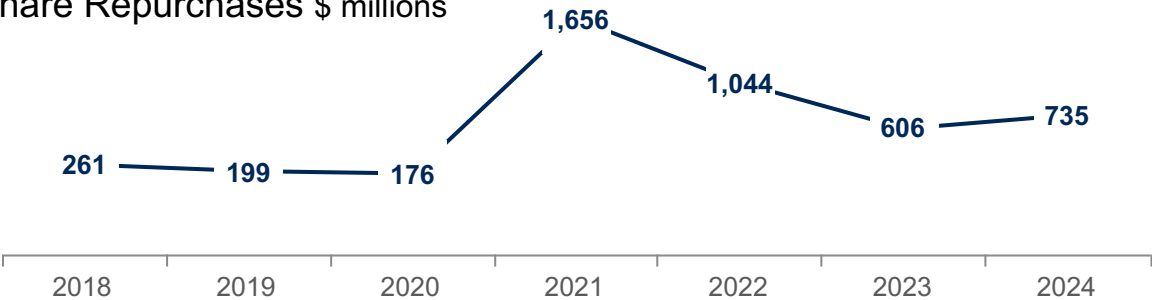
Capital Structure

- Optimizes financial leverage benefits and financial flexibility
- Target 2-2.5x leverage¹
- ~\$300-500M cash is needed to run the business

Free Cash Flow deployment

- Expect to offset equity dilution
- Price sensitive, opportunistic, disciplined stock repurchases
- Strategic value-enhancing tuck-in acquisitions
- No current plans for material debt repayments

Share Repurchases \$ millions



>1.0B repurchase authorization remaining as of December 31, 2024.

¹ Gross debt/Trailing twelve month Adjusted EBITDA.

² As defined in the Company's 2024 Credit Agreement.

\$ billions	12/31/2024	Rate	Maturity
Cash	1.9	nm	nm
Revolver	0.3	Term SOFR + 135	2029
2028 Bonds	0.8	4.50%	2028
2029 Bonds	0.6	3.63%	2029
2030 Bonds	0.8	3.75%	2030
Total Debt	2.5	4.74%	
Revolver Unused Capacity	0.7	15 bps	
Interest Rate Swaps	0.4	2.98%	
% Debt With Fixed Rates	100%		

Leverage Ratios	4Q 2024	Bank Covenant
Gross Debt/Adjusted EBITDA ¹	1.6x	na
Net Debt/Adjusted EBITDA	0.4x	na
Consolidated Leverage Ratio ²	1.1x	≤ 4.0x

Debt Ratings	Investment Grade Ratings
Fitch	BBB
S&P	BBB-
Moody's	Baa3

Free Cash Flow Conversion (LTM)

% of Revenue - LTM	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Adjusted EBITDA	27.1	26.4	26.0	25.1	24.9	25.0	24.8	24.8
Cash interest, net	(1.7)	(1.5)	(1.3)	(1.4)	(0.9)	(0.8)	(0.7)	(0.6)
Cash taxes	(3.0)	(4.8)	(4.8)	(5.2)	(5.4)	(4.9)	(5.3)	(5.0)
Insurance proceeds	0.1	0.1	0.1	0.1	—	—	4.9	4.8
Changes in assets/liabilities	(2.8)	(0.7)	(0.5)	1.0	1.1	(1.0)	(1.3)	(0.3)
Capex	(2.0)	(2.0)	(1.9)	(1.7)	(1.8)	(1.8)	(1.7)	(1.6)
Free Cash Flow	17.5	17.4	17.5	17.8	18.0	16.6	20.7	22.1

% of GAAP Net Income - LTM	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
GAAP Net Income	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Depreciation and amortization	20.4	20.5	20.5	21.7	24.3	23.8	18.8	16.1
Stock-based compensation expense	11.1	12.0	12.6	14.7	17.0	17.3	14.1	12.4
Gain from sale of divested operation	(15.0)	(14.7)	(14.6)	(15.3)	0.5	—	—	—
Changes in assets/liabilities	(5.2)	(1.7)	1.3	5.2	5.8	(10.0)	(9.1)	(3.3)
Other adjustments	6.6	4.9	2.1	4.7	0.4	3.1	5.3	(6.8)
Capex	(12.0)	(12.6)	(12.1)	(11.7)	(13.2)	(13.1)	(10.0)	(8.1)
Free Cash Flow	105.9	108.4	109.8	119.3	134.8	121.2	119.1	110.2

Our typical Adjusted EBITDA margin to Free Cash Flow margin conversion is about 4-6 percentage points.

Our typical Free Cash Flow conversion from GAAP Net Income is around 140-160%.


As contract value accelerates, the conversion will move toward the higher end of the range.

Note: 2023 Free Cash Flow conversion affected by gain from sale of divested operation in 1Q23. 2024 Free Cash Flow conversion affected by 3Q24 after-tax insurance proceeds, 4Q24 nonrecurring real estate payment, and 4Q24 tax planning benefits.

Note: Percentages are based on rolling 4 quarter numbers.



4Q 2024 GAAP Financial Statements



Condensed Consolidated Statements of Operations

Unaudited; in millions, except per share amounts

	Three Months Ended December 31,	
	2024	2023
Revenues:		
Research	\$ 1,310.6	\$ 1,243.2
Conferences	251.3	214.4
Consulting	153.2	128.5
Total revenues	1,715.1	1,586.1
Costs and expenses:		
Cost of services and product development	574.9	529.8
Selling, general and administrative	771.2	703.8
Depreciation	29.1	26.5
Amortization of intangibles	22.1	22.8
Acquisition and integration charges	—	1.8
Total costs and expenses	1,397.3	1,284.7
Operating income	317.8	301.4
Interest expense, net	(12.3)	(20.5)
Other expense, net	(3.8)	(3.7)
Income before income taxes	301.7	277.2
(Benefit) provision for income taxes	(96.9)	68.6
Net income	\$ 398.6	\$ 208.6
Net income per share:		
Basic	\$ 5.14	\$ 2.66
Diluted	\$ 5.11	\$ 2.64
Weighted average shares outstanding:		
Basic	77.5	78.4
Diluted	78.0	79.0

Condensed Consolidated Balance Sheets

Unaudited; in millions

	December 31, 2024	December 31, 2023
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,933.1	\$ 1,319.0
Fees receivable	1,696.2	1,601.2
Deferred commissions	413.9	380.5
Prepaid expenses and other current assets	153.3	127.2
Total current assets	4,196.5	3,427.9
Property, equipment and leaseholds	243.0	262.7
Operating leases - right of use assets	257.4	366.8
Goodwill	2,930.2	2,937.3
Intangible assets, net	409.7	502.0
Other assets	497.9	339.3
Total Assets	\$ 8,534.7	\$ 7,836.0
Liabilities and Stockholders' Equity		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,206.1	\$ 1,127.6
Deferred revenues	2,762.9	2,640.5
Current portion of long-term debt	—	9.6
Total current liabilities	3,969.0	3,777.7
Long-term debt	2,459.9	2,448.7
Operating leases - liabilities	339.8	513.4
Other liabilities	406.8	415.6
Total Liabilities	7,175.5	7,155.4
Total Stockholders' Equity	1,359.2	680.6
Total Liabilities and Stockholders' Equity	\$ 8,534.7	\$ 7,836.0

Condensed Consolidated Statement of Cash Flows

Unaudited; in millions

	Three Months Ended December 31,	
	2024	2023
Operating activities:		
Net income	\$ 398.6	\$ 208.6
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	51.2	49.3
Stock-based compensation expense	30.2	25.5
Deferred taxes	(156.3)	(14.6)
Loss on impairment of lease related assets	8.0	1.3
Reduction in the carrying amount of operating lease right-of-use assets	17.3	17.5
Amortization and write-off of deferred financing fees	1.0	1.2
(Gain) loss on de-designated swaps	(1.7)	3.7
Changes in assets and liabilities, net of acquisitions and divestitures:		
Fees receivable, net	(424.4)	(442.7)
Deferred commissions	(117.3)	(91.2)
Prepaid expenses and other current assets	18.0	31.3
Other assets	(7.9)	(5.8)
Deferred revenues	265.1	221.3
Accounts payable and accrued and other liabilities	253.6	219.0
Cash provided by operating activities	335.4	224.4
Investing activities:		
Additions to property, equipment and leasehold improvements	(23.9)	(28.0)
Proceeds from sale of divested operation	—	5.0
Cash used in investing activities	(23.9)	(23.0)
Financing activities:		
Proceeds from employee stock purchase plan	7.4	6.0
Payments on borrowings	—	(2.4)
Purchases of treasury stock	(102.0)	(158.4)
Cash used in financing activities	(94.6)	(154.8)
Net increase in cash and cash equivalents and restricted cash	216.9	46.6
Effects of exchange rates on cash and cash equivalents	(52.0)	23.1
Cash and cash equivalents and restricted cash, beginning of period	1,768.3	1,250.0
Cash and cash equivalents and restricted cash, end of period	\$ 1,933.2	\$ 1,319.7

Appendix

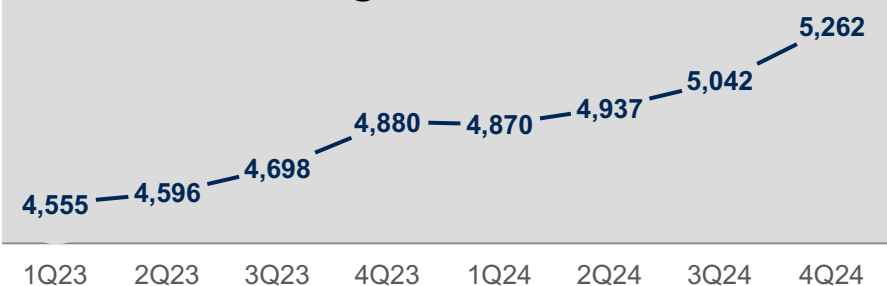
Consolidated Financial Summary

\$ and shares in millions except per share amounts	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	2023	2024
Revenues	1,409	1,503	1,409	1,586	1,473	1,595	1,484	1,715	5,907	6,267
Y/Y Growth	11.6%	9.2%	5.8%	5.4%	4.5%	6.1%	5.4%	8.1%	7.9%	6.1%
Y/Y FX Neutral Growth	14.3%	10.0%	4.9%	4.4%	4.6%	6.9%	5.6%	8.3%	8.2%	6.4%
Contribution	974	1,016	958	1,056	1,013	1,082	1,009	1,140	4,004	4,244
Contribution Margin	69.1%	67.6%	68.0%	66.6%	68.8%	67.8%	68.0%	66.5%	67.8%	67.7%
Adj. EBITDA	379	384	333	386	382	416	340	417	1,483	1,556
Y/Y Growth	15.3%	-1.2%	0.6%	-8.3%	0.8%	8.2%	2.1%	8.0%	0.8%	4.9%
Adj. EBITDA Margin	26.9%	25.6%	23.7%	24.4%	25.9%	26.1%	22.9%	24.3%	25.1%	24.8%
Adj. EPS	2.88	2.85	2.56	3.04	2.93	3.22	2.50	5.45	11.33	14.09
Y/Y Growth	23.6%	0.0%	6.2%	-17.8%	1.7%	13.0%	-2.3%	79.3%	0.5%	24.3%
Free Cash Flow	144	410	302	196	166	341	565	311	1,053	1,383
LTM Free Cash Flow	986	1,002	1,022	1,053	1,075	1,006	1,268	1,383	1,053	1,383
Y/Y Growth	-21.6%	-8.0%	-1.9%	6.0%	9.0%	0.4%	24.1%	31.4%	6.0%	31.4%
Avg. Diluted Shares	80.3	79.8	79.5	79.0	79.0	78.3	78.0	78.0	79.7	78.3

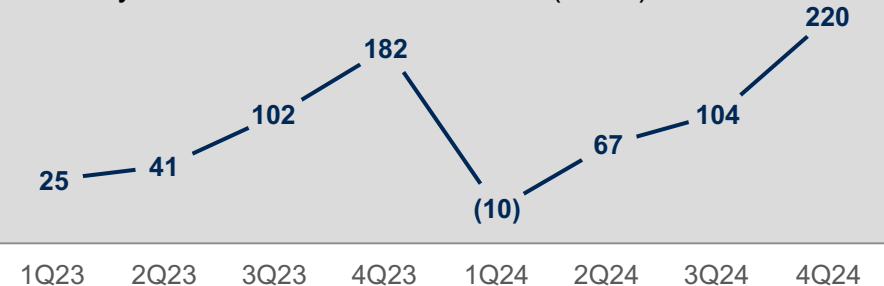
Note: FX Neutral growth numbers are at 2024 rates; Consolidated contribution includes segment contribution and \$5 million of cost of services and product development – unallocated in 4Q24. The unallocated amounts consist of certain bonus and fringe costs recorded in consolidated Cost of services and product development that are not allocated to segment expense; Q3 2024 Free Cash Flow includes \$300M of proceeds related to 2020 and 2021 event cancellation insurance claims.

Quarterly Financial Summary Charts

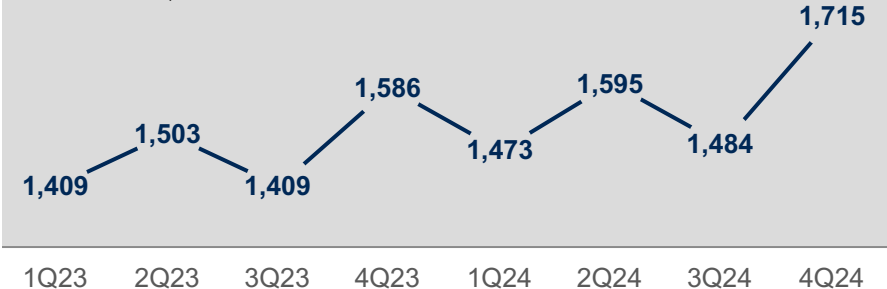
Contract Value \$ millions @ '24 rates



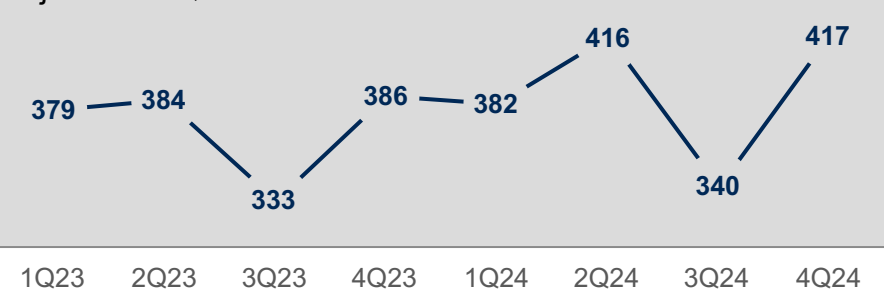
Quarterly Net Contract Value Increase (NCVI) \$ millions



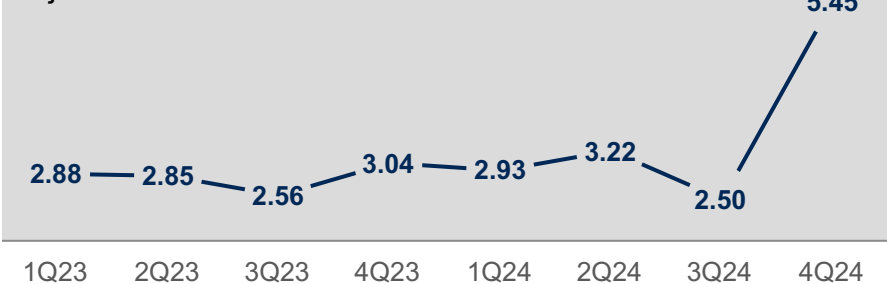
Revenues \$ millions



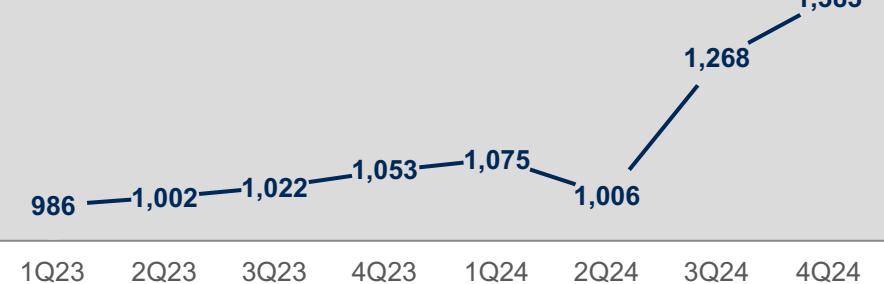
Adj. EBITDA \$ millions



Adj. EPS dollars



LTM Free Cash Flow \$ millions



Contract Value at 2025 FX Rates

<i>\$million</i>	1Q24	2Q24	3Q24	4Q24
GTS	3,650	3,689	3,754	3,911
GBS	1,082	1,110	1,147	1,203
Global	4,732	4,799	4,901	5,114

Numbers are updated to reflect 2025 FX rates and product retirements.

Non-GAAP P&L

\$ millions except per share amounts	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	2023	2024
Revenues	1,409	1,503	1,409	1,586	1,473	1,595	1,484	1,715	5,907	6,267
Less Cost of Services	<u>435</u>	<u>487</u>	<u>451</u>	<u>530</u>	<u>459</u>	<u>513</u>	<u>475</u>	<u>575</u>	<u>1,903</u>	<u>2,023</u>
Contribution	974	1,016	958	1,056	1,013	1,082	1,009	1,140	4,004	4,244
Less SG&A	657	680	661	704	690	712	712	771	2,702	2,885
Plus Equity Comp	45	32	27	26	51	40	34	30	130	155
Plus Other Adjustments *	<u>17</u>	<u>17</u>	<u>9</u>	<u>8</u>	<u>8</u>	<u>6</u>	<u>9</u>	<u>18</u>	<u>51</u>	<u>41</u>
Adj. EBITDA	379	384	333	386	382	416	340	417	1,483	1,556
Less Equity Comp	45	32	27	26	51	40	34	30	130	155
Less Depreciation	24	24	25	26	26	28	29	29	99	112
Less Non-GAAP Interest, net	26	23	21	19	18	19	17	11	90	65
Less Other Expense (Income)	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>6</u>	<u>3</u>	<u>3</u>
Adjusted Pre-tax Income	283	304	260	315	288	330	262	341	1,162	1,221
Less Adjusted Tax	<u>51</u>	<u>77</u>	<u>57</u>	<u>74</u>	<u>56</u>	<u>77</u>	<u>67</u>	<u>-84</u>	<u>259</u>	<u>116</u>
Adjusted Net Income	231	227	203	241	232	252	195	425	903	1,103
Adj. EPS	2.88	2.85	2.56	3.04	2.93	3.22	2.50	5.45	11.33	14.09

* Consists of direct and incremental expenses related to acquisitions and divestitures, impairment loss for lease related assets, facility-related exit costs and other non-recurring items.

Definitions

Adjusted EBITDA and Adjusted EBITDA Margin: Represents GAAP net income (loss) adjusted for: (i) interest expense, net; (ii) tax provision (benefit); (iii) gain on event cancellation insurance claims, as applicable; (iv) gain/loss on divestitures, as applicable; (v) other (income) expense, net; (vi) stock-based compensation expense; (vii) depreciation, amortization, and accretion; (viii) loss on impairment of lease related assets, net as applicable; and (ix) acquisition and integration charges and certain other non-recurring items. Adjusted EBITDA Margin represents Adjusted EBITDA divided by GAAP Revenue. We believe Adjusted EBITDA and Adjusted EBITDA Margin are important measures of our recurring operations as they exclude items not representative of our core operating results.

Adjusted Net Income: Represents GAAP net income (loss) adjusted for the impact of certain items directly related to acquisitions and other non-recurring items. These adjustments include: (i) the amortization of acquired intangibles; (ii) acquisition and integration charges and other non-recurring items; (iii) gain on event cancellation insurance claims, as applicable; (iv) gain/loss on divestitures, as applicable; (v) loss on impairment of lease related assets, net as applicable; (vi) the non-cash (gain) loss on de-designated interest rate swaps, as applicable; and (vii) the related tax effect. We believe Adjusted Net Income is an important measure of our recurring operations as it excludes items that may not be indicative of our core operating results.

Adjusted EPS: Represents GAAP diluted EPS adjusted for the impact of certain items directly related to acquisitions and other non-recurring items. These adjustments include on a per share basis: (i) the amortization of acquired intangibles; (ii) acquisition and integration charges and other non-recurring items; (iii) gain on event cancellation insurance claims, as applicable; (iv) gain/loss on divestitures, as applicable; (v) loss on impairment of lease related assets, net as applicable; (vi) the non-cash (gain) loss on de-designated interest rate swaps, as applicable; and (vii) the related tax effect. We believe Adjusted EPS is an important measure of our recurring operations as it excludes items that may not be indicative of our core operating results.

Free Cash Flow: Represents cash provided by operating activities determined in accordance with GAAP less payments for capital expenditures. We believe Free Cash Flow is an important measure of the recurring cash generated by the Company's core operations that may be available to be used to repay debt obligations, repurchase our stock, invest in future growth through new business development activities, or make acquisitions.

Foreign Currency Neutral (FX Neutral): We provide foreign currency neutral dollar amounts and percentages for our contract values, revenues, certain expenses, and other metrics. These foreign currency neutral dollar amounts and percentages eliminate the effects of exchange rate fluctuations and thus provide a more accurate and meaningful trend in the underlying data being measured. We calculate foreign currency neutral dollar amounts by converting the underlying amounts in local currency for different periods into U.S. dollars by applying the same foreign exchange rates to all periods presented.

Non-GAAP Interest: Interest expense, net excluding amortization of certain deferred financing fees.

Definitions of Key Metrics/Calculations

Segment

Business Measurements

Research

Contract value represents the dollar value attributable to all of our subscription-related contracts. It is calculated as the annualized value of all contracts in effect at a specific point in time, without regard to the duration of the contract. Contract value primarily includes Research deliverables for which revenue is recognized on a ratable basis, as well as other deliverables (primarily Conferences tickets) for which revenue is recognized when the deliverable is utilized. Comparing contract value year-over-year not only measures the short-term growth of our business, but also signals the long-term health of our Research subscription business since it measures revenue that is highly likely to recur over a multi-year period. Our contract value consists of Global Technology Sales contract value, which includes sales to users and providers of technology, and Global Business Sales contract value, which includes sales to all other functional leaders.

Client retention rate represents a measure of client satisfaction and renewed business relationships at a specific point in time. Client retention is calculated on a percentage basis by dividing our current clients, who were also clients a year ago, by all clients from a year ago. Client retention is calculated at an enterprise level, which represents a single company or customer.

Wallet retention rate represents a measure of the amount of contract value we have retained with clients over a twelve-month period. Wallet retention is calculated on a percentage basis by dividing the contract value of our current clients, who were also clients a year ago, by the contract value from a year ago, excluding the impact of foreign currency exchange. When wallet retention exceeds client retention, it is an indication of retention of higher-spending clients, or increased spending by retained clients, or both. Wallet retention is calculated at an enterprise level, which represents a single company or customer.

Conference

Number of destination conferences represents the total number of hosted virtual or in-person conferences completed during the period. Single day, local meetings are excluded.

Number of destination attendees represents the total number of people who attend virtual or in-person conferences. Single day, local meetings are excluded.

Consulting

Consulting backlog represents future revenue to be derived from in-process consulting and benchmark analytics engagements.

Utilization rate represents a measure of productivity of our consultants. Utilization rates are calculated for billable headcount on a percentage basis by dividing total hours billed by total hours available to bill.

Non-GAAP Reconciliations

Non-GAAP Reconciliations

\$ millions

Reconciliation- Net Income to Adjusted EBITDA:	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Net Income	295.8	198.0	180.0	208.6	210.5	229.5	415.0	398.6
Interest expense, net	27.4	24.6	21.8	20.5	19.2	20.0	18.0	12.3
Gain on event cancellation insurance claims ^(a)	(3.1)	—	—	—	—	—	(300.0)	—
Other (income) expense, net	2.4	(5.6)	(1.9)	3.7	(4.9)	(0.5)	1.0	3.8
Tax provision	85.5	66.1	44.5	68.6	49.0	69.7	111.8	(96.9)
Operating income	408.0	283.1	244.4	301.4	273.9	318.8	245.8	317.8
Adjustments:								
Stock-based compensation expense ^(b)	45.0	32.2	27.0	25.5	50.5	39.7	34.3	30.2
Depreciation, accretion, and amortization ^(c)	46.9	46.8	48.8	49.6	49.6	50.8	51.5	51.5
Loss on impairment of lease related assets ^(d)	8.7	10.0	0.3	1.3	0.5	—	2.4	8.0
Acquisition and integration charges and other nonrecurring items ^(e)	9.7	8.3	12.8	8.6	7.6	6.6	6.3	9.9
Gain from sale of divested operation ^(f)	(139.3)	3.9	—	—	—	—	—	—
Adjusted EBITDA	379.0	384.4	333.4	386.4	382.1	415.9	340.4	417.3

\$ millions

Reconciliation - Cash Provided by Operating Activities to Free Cash Flow:	2018	2019	2020	2021	2022
Cash provided by operating activities ^(g)	471.2	565.4	903.2	1,312.5	1,101.4
Less: cash paid for capital expenditures	(126.9)	(149.0)	(83.8)	(59.8)	(108.1)
Free Cash Flow ^(g)	344.3	416.4	819.3	1,252.7	993.2

\$ millions

Reconciliation - Cash Provided by Operating Activities to Free Cash Flow:	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Cash provided by operating activities ^(g)	164.7	435.8	330.9	224.3	188.8	370.0	590.8	335.4
Less: cash paid for capital expenditures	(21.1)	(25.6)	(28.5)	(28.0)	(22.7)	(29.4)	(25.8)	(23.9)
Free Cash Flow ^(g)	143.6	410.2	302.5	196.4	166.2	340.6	565.0	311.4

- (a) Consists of the gain on event cancellation insurance claims for events cancelled in 2020 and 2021.
- (b) Consists of charges for stock-based compensation.
- (c) Includes depreciation expense, amortization of intangibles, and accretion on asset retirement obligations.
- (d) Includes impairment loss for lease related assets, net of a reduction in lease liabilities, as applicable.
- (e) Consists of incremental and directly-related charges related to acquisitions and divestitures, facility-related exit costs, and other non-recurring items, if applicable.
- (f) Consists of the gain on our February 2023 divestiture, as finalized in 2Q23
- (g) Cash provided by operating activities and Free Cash Flow in 2021 and Q3 2024 included ~\$167 million and \$300 million, respectively, of proceeds related to 2020 and 2021 event cancellation insurance claims.

Non-GAAP Reconciliations

In millions except per share amounts

Reconciliations - GAAP Net Income to Adjusted Net Income:	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
GAAP net income	295.8	198.0	180.0	208.6	210.5	229.5	415.0	398.6
Acquisition and other adjustments:						—	—	—
Amortization of acquired intangibles ^(a)	22.7	22.9	24.0	22.8	23.0	22.9	22.2	22.1
Acquisition and integration charges and other nonrecurring items ^(b)	10.9	9.5	14.0	9.8	9.1	7.6	7.3	10.9
Gain on event cancellation insurance claims ^(c)	(3.1)	—	—	—	—	—	(300.0)	—
Gain from sale of divested operation ^(d)	(139.3)	3.9	—	—	—	—	—	—
Loss on impairment of lease related assets ^(e)	8.7	10.0	0.3	1.3	0.5	—	2.4	8.0
(Gain) loss on de-designated interest rate swaps ^(f)	1.4	(6.5)	(2.5)	3.7	(4.5)	(0.6)	2.9	(1.7)
Tax impact of adjustments	34.3	(10.6)	(12.5)	(5.6)	(7.1)	(7.5)	44.9	(12.7)
Adjusted net income	231.5	227.3	203.3	240.7	231.6	252.0	194.7	425.2
Diluted shares	80.3	79.8	79.5	79.0	79.0	78.3	78.0	78.0
Adjusted EPS	2.88	2.85	2.56	3.04	2.93	3.22	2.50	5.45

Reconciliations - GAAP Net Income per diluted share to Adjusted EPS:	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
GAAP net income per diluted share	3.68	2.48	2.26	2.64	2.67	2.93	5.32	5.11
Acquisition and other adjustments:								
Amortization of acquired intangibles ^(a)	0.28	0.29	0.30	0.29	0.29	0.29	0.28	0.28
Acquisition and integration charges and other nonrecurring items ^(b)	0.14	0.12	0.18	0.12	0.12	0.10	0.09	0.14
Gain on event cancellation insurance claims ^(c)	(0.04)	—	—	—	—	—	(3.85)	—
Gain from sale of divested operation ^(d)	(1.74)	0.05	—	—	—	—	—	—
Loss on impairment of lease related assets ^(e)	0.11	0.13	—	0.02	0.01	—	0.03	0.10
(Gain) loss on de-designated interest rate swaps ^(f)	0.02	(0.08)	(0.03)	0.05	(0.06)	(0.01)	0.04	(0.02)
Tax impact of adjustments	0.43	(0.13)	(0.16)	(0.07)	(0.09)	(0.10)	0.58	(0.16)
Adjusted EPS	2.88	2.85	2.56	3.04	2.93	3.22	2.50	5.45

- (a) Consists of non-cash amortization charges from acquired intangibles.
- (b) Consists of incremental and directly-related charges related to acquisitions and divestitures, facility-related exit costs, and other nonrecurring items, if applicable. Includes the amortization and write-off of deferred financing fees, which are recorded in Interest expense, net in the (Condensed) Consolidated Statements of Operations.
- (c) Consists of the gain on event cancellation insurance claims for events cancelled in 2020 and 2021.
- (d) Consists of the gain on our February 2023 divestiture, as finalized in 2Q23
- (e) Includes impairment loss for lease related assets, net of a reduction in lease liabilities, as applicable.
- (f) Represents the fair value adjustment for interest rate swaps after de-designation.

Non-GAAP Reconciliations

\$ millions

Reconciliation - Interest, net to Non-GAAP Interest, net	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Interest, net	27.4	24.6	21.8	20.5	19.2	20.0	18.0	12.3
Less amortization of deferred financing fees	(1.2)	(1.2)	(1.2)	(1.2)	(1.5)	(1.0)	(1.0)	(1.0)
Non-GAAP Interest, net	26.2	23.4	20.6	19.3	17.7	19.0	16.9	11.3

Effective GAAP Tax Rate to Adjusted Tax Rate:	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
GAAP Rate	22.4 %	25.0 %	19.8 %	24.8 %	18.9 %	23.3 %	21.2 %	(32.1)%
Acquisition and Other Adjustments	34.8 %	26.6 %	34.9 %	14.9 %	25.3 %	25.1 %	16.9 %	32.2 %
Adjusted Tax Rate	18.1 %	25.2 %	21.9 %	23.6 %	19.5 %	23.5 %	25.6 %	(24.7)%

Non-GAAP Reconciliations - 2025 Guidance

Financial Outlook Reconciliation: GAAP Net Income to Adjusted EBITDA

(unaudited; \$ in millions)	2025 Guidance
GAAP net income	≥\$ 816
Interest expense, net ^(a)	~ 51
Other (income) expense, net	~ 6
Tax provision	~ 242
Operating Income	≥ 1,115
Adjustments	
Stock-based compensation expense	~ 176
Depreciation, accretion, and amortization	~ 205
Acquisition and integration charges and other non-recurring items ^(b)	~ 14
Adjusted EBITDA	≥\$ 1,510

^(a) Assumes approximately \$4M of amortization of deferred financing fees, which is reported in interest expense, net in the Company's Consolidated Statement of Operations.

^(b) Consists of incremental and directly-related charges related to acquisitions and divestitures, facility-related exit costs and other non-recurring items.

Financial Outlook Reconciliation: GAAP Cash Provided by Operating Activities to Free Cash Flow:

	2025 Guidance
GAAP cash provided by operating activities	≥\$ 1,270
Capital expenditures	~ (130)
Free Cash Flow	≥\$ 1,140

Financial Outlook Reconciliation: GAAP Diluted EPS to Adjusted EPS

(unaudited; \$ in millions)	2025 Guidance
GAAP Diluted EPS ^(a)	≥\$ 10.49
Adjustments (after-tax):	
Amortization of acquired intangibles	~ 0.78
Acquisition and integration charges and other non-recurring items ^(b)	~ 0.18
Adjusted EPS ^(a)	≥\$ 11.45

^(a) GAAP Diluted EPS and Adjusted EPS are calculated based on approximately 78M of diluted shares for 2025.

^(b) Consists of incremental and directly-related charges related to acquisitions and divestitures, facility-related exit costs and other non-recurring items.