



Gartner at Baird

June 10, 2021

Forward Looking Statement and Explanatory Note

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2021 financial results, long-term objectives and all other statements in this presentation other than recitation of historical facts are forward looking statements (as defined in the Private Securities Litigation Reform Act of 1995). Such forward looking statements involve known and unknown risks, uncertainties and other factors, which are currently, or in the future could be, amplified by the COVID-19 pandemic. Consequently, actual results may differ materially from those expressed or implied thereby.

Factors that could cause actual results to differ materially include, but are not limited to, uncertainty of the magnitude, duration, geographic reach and impact on the global economy of the COVID-19 pandemic; the current, and uncertain future, impact of the COVID-19 crisis and governments' responses to it on our business, growth, reputation, projections, prospects, financial condition, operations, cash flows, and liquidity; the adequacy or effectiveness of steps we take to respond to the crisis, including cost reduction or other mitigation programs; our ability to recover potential claims under our event cancellation insurance; the timing of conferences and meetings, in particular our Gartner Symposium/Xpo series that normally occurs during the fourth quarter, as well as the timing of our return to in-person conferences and meetings and willingness of participants to attend; the ability to achieve and effectively manage growth, including the ability to integrate our acquisitions, and consummate and integrate future acquisitions; the ability to pay Gartner's debt obligations, the ability to maintain and expand Gartner's products and services; the ability to expand or retain Gartner's customer base; the ability to grow or sustain revenue from individual customers; the ability to attract and retain a professional staff of research analysts and consultants as well as experienced sales personnel upon whom Gartner is dependent; the ability to achieve continued customer renewals and achieve new contract value, backlog and deferred revenue growth in light of competitive pressures; the ability to carry out Gartner's strategic initiatives and manage associated costs; the ability to successfully compete with existing competitors and potential new competitors; the ability to enforce and protect our intellectual property rights; additional risks associated with international operations including foreign currency fluctuations; the U.K.'s exit from the European Union and its impact on Gartner's results; the impact of restructuring and other charges on Gartner's businesses and operations; cybersecurity incidents; general economic conditions; changes in macroeconomic and market conditions and market volatility (including developments and volatility arising from the COVID-19 pandemic), including interest rates and the effect on the credit markets and access to capital; risks associated with the creditworthiness, budget cuts and shutdown of governments and agencies; the impact of changes in tax policy and heightened scrutiny from various taxing authorities globally; uncertainty from the expected discontinuance of LIBOR and transition to any other interest rate benchmark; changes to laws and regulations; and other risks listed from time to time in Gartner's reports filed with the Securities and Exchange Commission, including Gartner's most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

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 May 4, 2021 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.

Gartner: a free cash flow growth compounder with a long runway

Gartner delivers actionable, objective insight to executives and their teams.

Looking out over the medium term:

- **Double-digit revenue growth**
- **Modest margin expansion** from a normalized 2021 level of 18% to 19%
- **Free cash flow growth** at least as fast as EBITDA

Gartner at a glance

Insight, expert guidance and tools

for leaders and their teams in every major function including

[Finance](#) | [Human Resources](#) | [Information Technology](#) | [Legal & Compliance](#) | [Marketing & Communications](#) | [Sales](#) | [Supply Chain](#)



**~ \$4B
Revenues**



**14,000 Client
Enterprises**



**100
Countries**



**~ 16,000
Associates**



Fortune

World's Most Admired Companies 2016, 2017, 2018, 2019 & 2020

Forbes

America's Best Employers For Diversity 2020
America's Best Employers 2018, 2019
Best Management Consulting Firms 2017, 2018 & 2019
America's Best Midsize Employers 2016, 2017

Human Rights Campaign Corporate Equality Index

Best Places to Work for LGBTQ Equality 2018, 2019, 2020

WayUp

Top 100 Internship Programs 2019 in USA

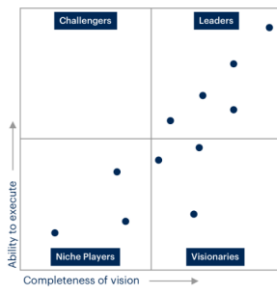
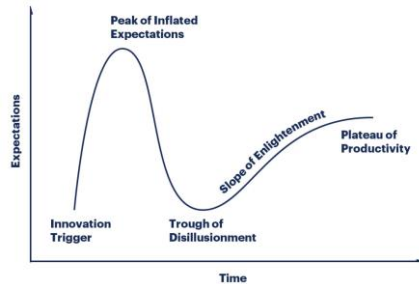
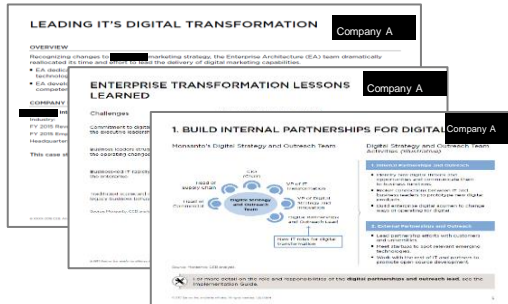
Vast market opportunity

If you take our current total CV of \$3.7 billion and grow it at a 15% compound annual rate for 20 years, we'd have only captured 30% of today's \$200 billion addressable market

Gartner client value proposition

Enabling faster, smarter decisions and stronger performance for an organization's most critical priorities.

Insight



Expert Guidance



Talk With a Gartner Expert

Schedule a Vendor Briefing

Reality Test With Peers

Peer Connect Community

Peer Insights Reviews

Tools

Narrative Creation Guidelines

Consider these questions as you create a comprehensive narrative for the leadership team that explains the rationale behind the chosen business strategy and the urgency to act on it.

- **What** is the change in strategy? What does this mean for our team? What would the cost of inaction be?
- **Why** has XXX strategy been chosen over YYY?
- **How** will the changes and new strategy be implemented?
- **When** will the initiatives be implemented? Will there be any near-term changes, or will they take place over a long period of time?
- **What are the obvious next steps?** What should the goal or outcome of our discussion be?
- **What impact** will the new strategy have on logistics performance? What will the new KPIs be and how will the new strategy impact customers?

Ignition Guides

Assessments & Diagnostics

Using the Guidebook

This guide will help you enable managers in your organization to conduct effective conversations.

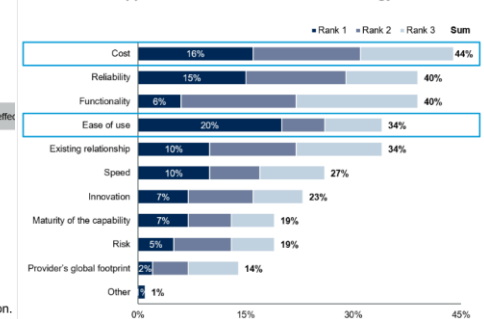
Contents

- Guidance on Creating Effective Career Partnerships
- Conversation Timing Considerations
- Conversation Preparation Checklist
- Manager Talking Points

How to use this tool:

- Familiarize yourself with the content in this presentation.
- Customize the slides based on your organization's requirements.
- Share this guide with managers so they can have effective career conversations.

Procurement Approval Factors in a Mode 1 Technology Purchase



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