



# Fourth Quarter 2020 Results

February 9, 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 our Gartner Symposium/Xpo series that normally occurs during the fourth quarter (but was cancelled in 2020 as a result of the COVID-19 pandemic), as well as of our other conferences and meetings; 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.

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](http://investor.gartner.com) and on the SEC's website at [www.sec.gov](http://www.sec.gov). Forward looking statements included herein speak only as of February 9, 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.

Some totals may not add due to rounding.

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# 4Q 2020 Growth and Financial Results

## Contract Value

Global Technology Sales (GTS)

**3.9%** \$2.9B

Global Business Sales (GBS)\*

**7.2%** \$0.7B

Total

**4.5%** \$3.6B

% increases above are  
FX Neutral at 2020 rates

## Consolidated Results

Revenue

**-7.5%** \$1,113M

FX Neutral: -8.7%

68.4% Contribution margin

Adj. EBITDA

**12.5%** \$245M

FX Neutral: 10.2%

22.0% Adj. EBITDA margin

Adj. EPS

**\$1.59**

Free Cash Flow

**\$237M**

## Capital Allocation

**\$100M**

Repurchases: \$100M

## Research

Revenue

**4.9%** \$926M

FX Neutral: 3.8%

72.3% Contribution margin

## Conferences

Revenue

**-57.1%** \$93M

FX Neutral: -58.0%

77.9% Contribution margin

## Consulting

Revenue

**-9.5%** \$94M

FX Neutral: -11.7%

26.2% Contribution margin

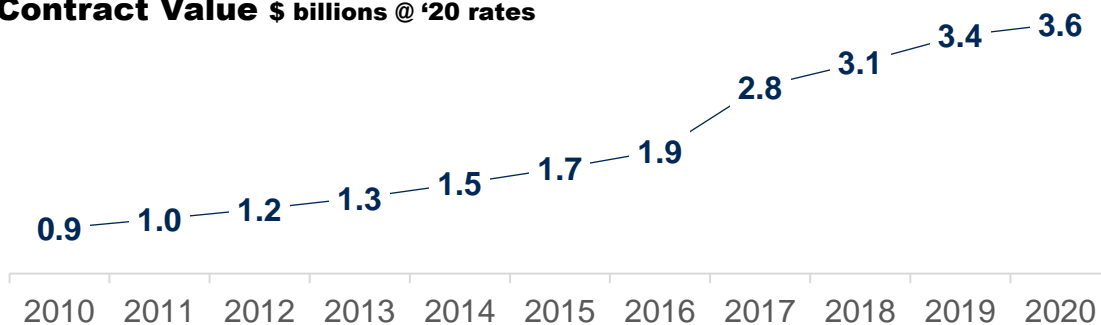
## Medium Term Guidance (unchanged)

GTS CV	GBS CV	Conferences	Consulting	Revenue	EBITDA	EPS	Free Cash Flow
12 - 16%	12 - 16%	5 - 10%	3 - 8%	≥ 10%	≥ Revenue Growth	≥ EBITDA Growth	≥ EBITDA Growth

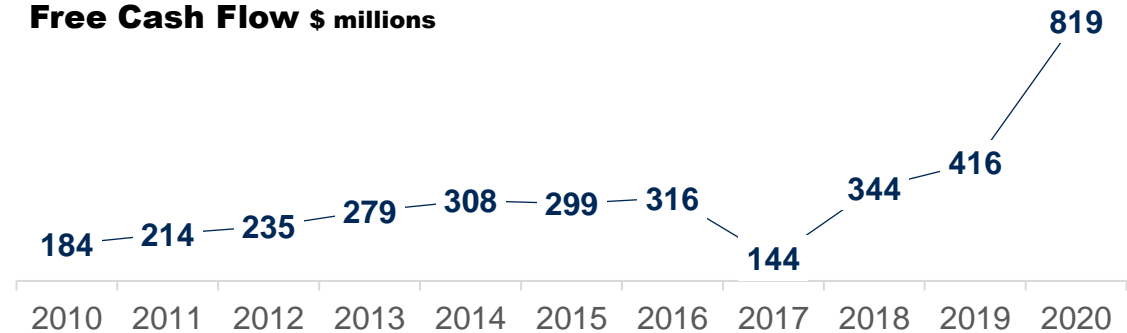
\*Increase in Organic Contract Value was 7.1%. Organic Contract Value eliminates the effects of the Company's 2019 acquisition of TOPO Research LLC.

# Consolidated Financial Summary

**Contract Value \$ billions @ '20 rates**



**Free Cash Flow \$ millions**

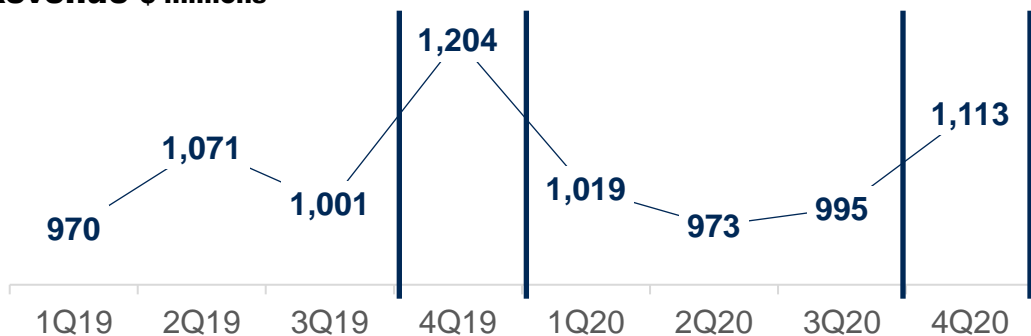


\$ in millions except										
shares and per share amounts										
	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	2019	2020
Revenue	970	1,071	1,001	<b>1,204</b>	1,019	973	995	<b>1,113</b>	4,246	4,099
Y/Y Growth	7.9%	9.3%	10.0%	<b>10.6%</b>	5.0%	-9.1%	-0.6%	<b>-7.5%</b>	9.5%	-3.4%
Contribution	624	683	635	<b>753</b>	678	651	665	<b>761</b>	2,695	2,754
Y/Y Growth	9.6%	10.0%	9.8%	<b>10.6%</b>	8.6%	-4.7%	4.6%	<b>1.2%</b>	10.0%	2.2%
Contribution Margin	64.3%	63.8%	63.5%	<b>62.5%</b>	66.5%	66.9%	66.8%	<b>68.4%</b>	63.5%	67.2%
Adj. EBITDA	142	185	140	<b>218</b>	214	192	168	<b>245</b>	684	818
Y/Y Growth	-1.9%	1.2%	-6.3%	<b>3.0%</b>	50.8%	4.0%	20.0%	<b>12.5%</b>	-0.5%	19.7%
Adj. EPS	0.58	1.45	0.70	<b>1.18</b>	1.20	1.20	0.91	<b>1.59</b>	3.90	4.89
Free Cash Flow	16	188	183	<b>30</b>	31	322	229	<b>237</b>	416	819
LTM Free Cash Flow	375	411	370	<b>416</b>	432	566	612	<b>819</b>	416	819
Y/Y Growth	121.6%	71.9%	6.1%	<b>21.0%</b>	15.3%	37.6%	65.3%	<b>96.8%</b>	21.0%	96.8%
Avg. Diluted Shares	91.0	91.2	90.9	<b>90.6</b>	90.1	89.8	90.0	<b>90.1</b>	91.0	90.0

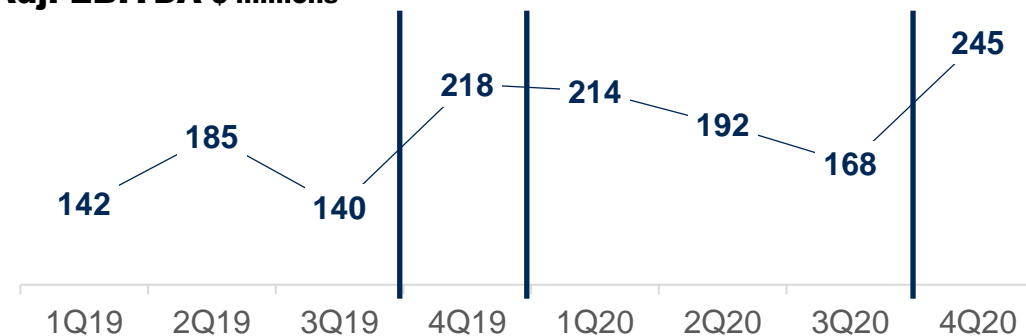
Note: Consolidated contribution includes segment contribution and \$5 million dollars of cost of services and product development – unallocated in 4Q20. The unallocated amounts consist of certain bonus and fringe costs recorded in consolidated Cost of services and product development that are not allocated to segment expense.

# Normalized P&L (Non-GAAP)

Revenue \$ millions



Adj. EBITDA \$ millions



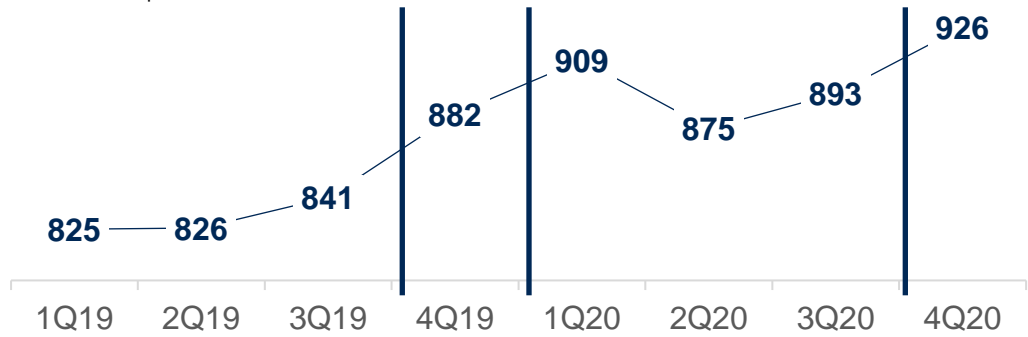
\$ millions except  
shares and per share data

	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	2019	2020
Revenue	970	1,071	1,001	<b>1,204</b>	1,019	973	995	<b>1,113</b>	4,246	4,099
Less Cost of Services	<u>347</u>	<u>388</u>	<u>365</u>	<u>451</u>	<u>341</u>	<u>323</u>	<u>330</u>	<u>351</u>	<u>1,551</u>	<u>1,345</u>
<b>Contribution</b>	<b>624</b>	<b>683</b>	<b>635</b>	<b>753</b>	<b>678</b>	<b>651</b>	<b>665</b>	<b>761</b>	<b>2,695</b>	<b>2,754</b>
Less SG&A	519	515	512	<b>558</b>	497	495	522	<b>526</b>	2,103	2,039
Plus Equity Comp	32	13	13	<b>11</b>	25	16	16	<b>6</b>	68	63
Plus Other Adjustments*	<u>5</u>	<u>4</u>	<u>4</u>	<u>11</u>	<u>7</u>	<u>21</u>	<u>8</u>	<u>3</u>	<u>24</u>	<u>39</u>
<b>Adj. EBITDA</b>	<b>142</b>	<b>185</b>	<b>140</b>	<b>218</b>	<b>214</b>	<b>192</b>	<b>168</b>	<b>245</b>	<b>684</b>	<b>818</b>
Less Equity Comp	32	13	13	<b>11</b>	25	16	16	<b>6</b>	68	63
Less Depreciation	20	20	21	<b>21</b>	23	23	23	<b>26</b>	82	94
Less Non-GAAP Interest, net	23	23	22	<b>25</b>	25	27	29	<b>25</b>	93	105
Less Other Expense (Income)	<u>0</u>	<u>0</u>	<u>1</u>	<u>-1</u>	<u>2</u>	<u>0</u>	<u>-2</u>	<u>-4</u>	<u>1</u>	<u>-6</u>
Adjusted Pre-tax Income	66	128	83	<b>161</b>	140	127	102	<b>191</b>	438	559
Less Adjusted Tax	<u>13</u>	<u>-4</u>	<u>19</u>	<u>55</u>	<u>31</u>	<u>19</u>	<u>20</u>	<u>48</u>	<u>83</u>	<u>120</u>
Adjusted Net Income	53	132	64	<b>106</b>	108	107	82	<b>143</b>	355	440
<b>Adj. EPS</b>	<b>0.58</b>	<b>1.45</b>	<b>0.70</b>	<b>1.18</b>	<b>1.20</b>	<b>1.20</b>	<b>0.91</b>	<b>1.59</b>	<b>3.90</b>	<b>4.89</b>

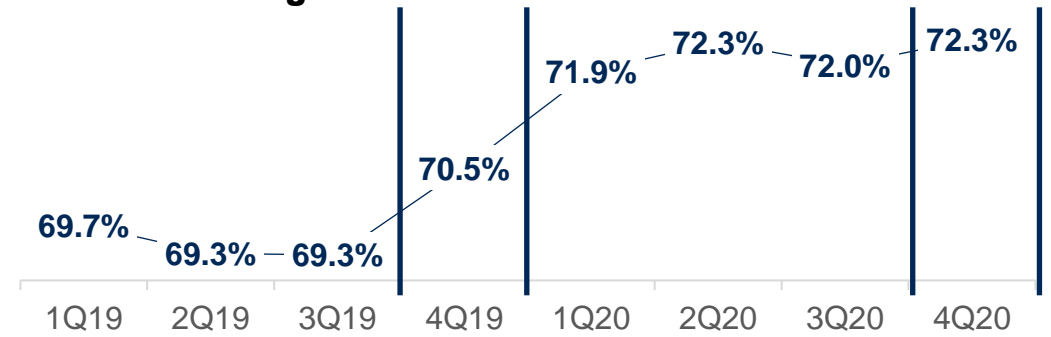
\* Consists of incremental and directly-related charges related to acquisitions, abandoned office space, workforce reductions and other non-recurring items.

# Research Segment

Revenue \$ millions



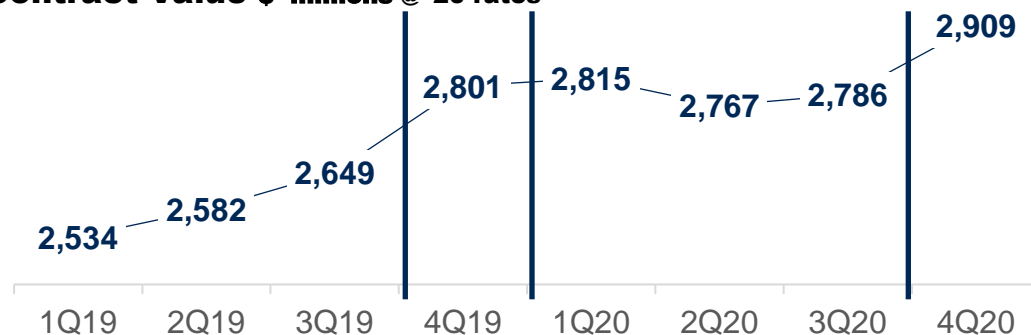
Contribution Margin



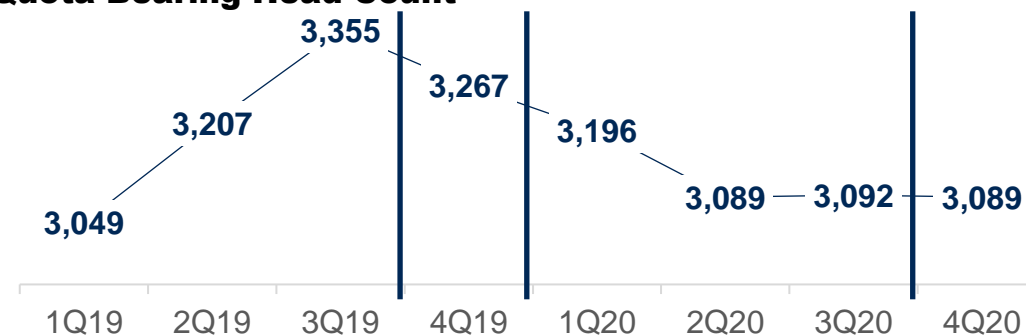
	1Q19	2Q19	3Q19	<b>4Q19</b>	1Q20	2Q20	3Q20	<b>4Q20</b>	2019	2020
Revenue (\$ millions)	825	826	841	<b>882</b>	909	875	893	<b>926</b>	3,375	3,603
YY Growth	7.7%	7.7%	9.1%	<b>10.8%</b>	10.2%	6.0%	6.2%	<b>4.9%</b>	8.8%	6.8%
Contribution (\$ millions)	575	572	583	<b>622</b>	653	633	642	<b>669</b>	2,352	2,598
YY Growth	7.5%	7.8%	9.3%	<b>14.3%</b>	13.6%	10.5%	10.3%	<b>7.6%</b>	9.7%	10.4%
Contribution Margin	69.7%	69.3%	69.3%	<b>70.5%</b>	71.9%	72.3%	72.0%	<b>72.3%</b>	69.7%	72.1%
Contract Value (\$ billions)	3.1	3.2	3.3	<b>3.4</b>	3.5	3.4	3.4	<b>3.6</b>	3.4	3.6
YY FX Neutral Growth	11.3%	11.0%	11.1%	<b>11.7%</b>	10.6%	7.0%	5.3%	<b>4.5%</b>	11.7%	4.5%

# Research: Global Technology Sales

**Contract Value \$ millions @ '20 rates**



**Quota-Bearing Head Count**



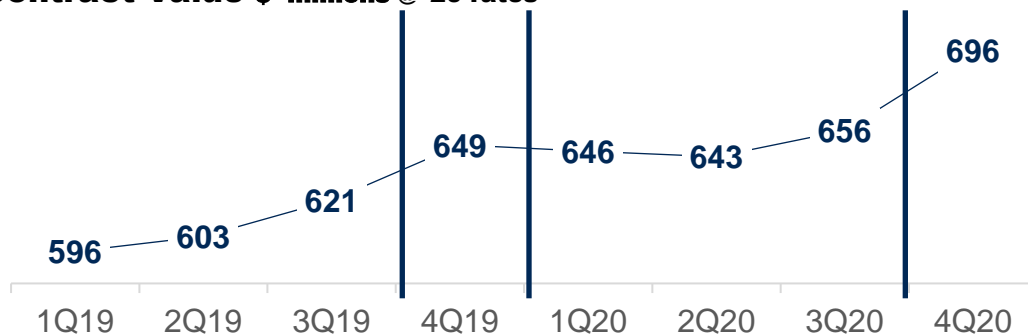
	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	2019	2020
Contract Value (\$ millions)	2,534	2,582	2,649	<b>2,801</b>	2,815	2,767	2,786	<b>2,909</b>	2,801	2,909
Contract Value FX Neutral Growth	14.3%	13.6%	13.2%	<b>12.3%</b>	11.1%	7.2%	5.2%	<b>3.9%</b>	12.3%	3.9%
Net Contract Value Increase (NCVI, \$ millions)	318	308	309	<b>307</b>	281	185	137	<b>108</b>	307	108
Quota Bearing Head Count	3,049	3,207	3,355	<b>3,267</b>	3,196	3,089	3,092	<b>3,089</b>	3,267	3,089
Y/Y Growth	11.0%	14.5%	13.5%	<b>5.3%</b>	4.8%	-3.7%	-7.8%	<b>-5.4%</b>	5.3%	-5.4%
Productivity (\$ thousands)	116	110	104	<b>99</b>	92	58	41	<b>33</b>	99	33
Y/Y Growth	9.2%	2.2%	-4.0%	<b>-13.3%</b>	-20.5%	-47.7%	-60.8%	<b>-66.6%</b>	-13.3%	-66.6%
Client Enterprises	12,821	12,739	12,728	<b>13,077</b>	12,826	12,381	12,296	<b>13,029</b>	13,077	13,029
Contract Value / Enterprise (\$ thousands)	198	203	208	<b>214</b>	219	223	227	<b>223</b>	214	223
Wallet Retention	105.5%	104.9%	104.7%	<b>104.2%</b>	103.5%	100.2%	98.7%	<b>98.0%</b>	104.2%	98.0%
Client Retention	82.2%	82.2%	81.7%	<b>81.9%</b>	81.7%	79.6%	80.1%	<b>82.7%</b>	81.9%	82.7%

Note: All numbers are shown at 2020 FX rates where applicable. Enterprises that are clients of both GTS and GBS appear in both counts. NCVI and Productivity are on a rolling twelve month basis. Productivity is NCVI divided by opening period quota-bearing headcount. Please see page 21 for appendix with updated numbers at 2021 FX rates.

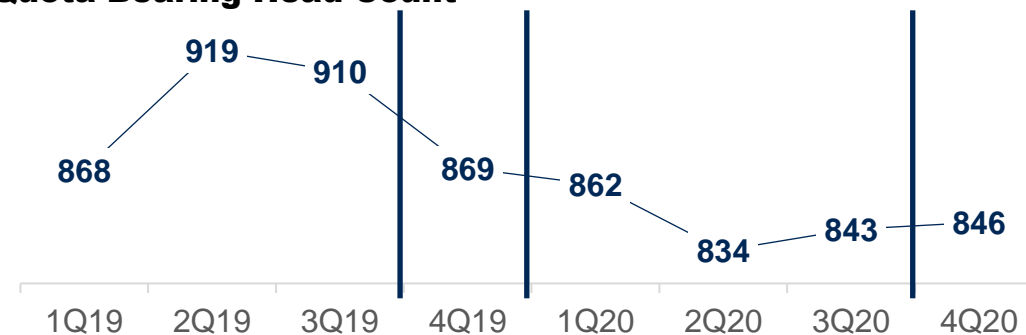


# Research: Global Business Sales

**Contract Value \$ millions @ '20 rates**



**Quota-Bearing Head Count**



	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	2019	2020
Contract Value (\$ millions)	596	603	621	<b>649</b>	646	643	656	<b>696</b>	649	696
Contract Value FX Neutral Growth	-0.2%	1.0%	3.1%	<b>9.0%</b>	8.3%	6.6%	5.6%	<b>7.2%</b>	9.0%	7.2%
Net Contract Value Increase (NCVI, \$ millions)	-1	6	19	<b>54</b>	50	40	35	<b>47</b>	54	47
Quota Bearing Head Count	868	919	910	<b>869</b>	862	834	843	<b>846</b>	869	846
Y/Y Growth	21.4%	23.5%	19.0%	<b>10.0%</b>	-0.7%	-9.2%	-7.4%	<b>-2.6%</b>	10.0%	-2.6%
Productivity (\$ thousands)	-2	8	24	<b>68</b>	57	43	38	<b>54</b>	68	54
Y/Y Growth	-102.4%	-79.7%	-37.3%	<b>366.6%</b>	nm	421.6%	55.5%	<b>-20.3%</b>	366.6%	-20.3%
Client Enterprises	5,254	5,173	5,143	<b>5,130</b>	5,025	4,789	4,669	<b>4,692</b>	5,130	4,692
Contract Value / Enterprise (\$ thousands)	113	117	121	<b>126</b>	128	134	140	<b>148</b>	126	148
Wallet Retention	94.1%	94.8%	96.7%	<b>101.3%</b>	101.1%	100.0%	98.9%	<b>100.9%</b>	101.3%	100.9%
Client Retention	81.3%	80.8%	81.1%	<b>82.4%</b>	83.0%	82.5%	82.3%	<b>82.9%</b>	82.4%	82.9%

Note: All numbers are shown, at 2020 FX rates where applicable. Enterprises that are clients of both GTS and GBS appear in both counts.

NCVI and Productivity are on a rolling twelve month basis. Productivity is NCVI divided by opening period quota-bearing headcount.

Contract value from the Company's 2019 acquisition of TOPO Research LLC is included in 4Q19 through 4Q20.

Please see page 21 for appendix with updated numbers at 2021 FX rates.

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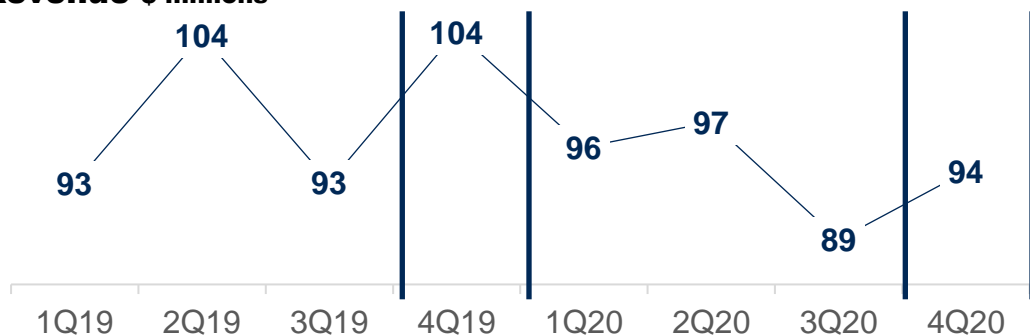
# Conferences Segment

- Fourth quarter included conferences that are normally held earlier in the calendar year.
- Operationally planning for virtual only conferences and virtual Evanta meetings in 1H21 and some in-person conferences in 2H21 if health and government regulations permit.
- Guidance assumes virtual only conferences for the full year.

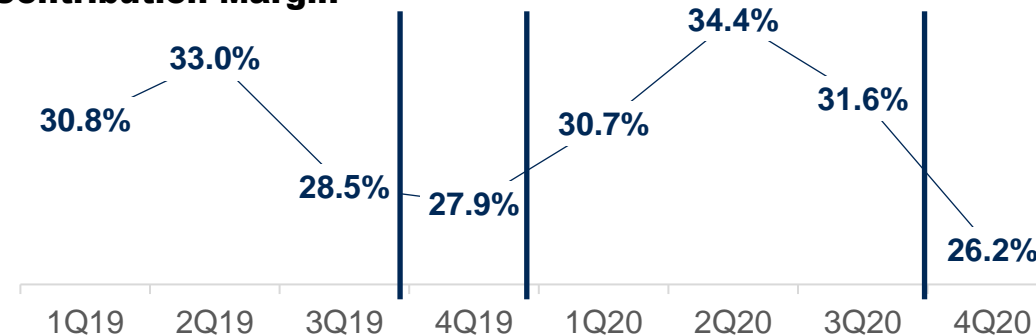
\$ millions	1Q19	2Q19	3Q19	<b>4Q19</b>	1Q20	2Q20	3Q20	<b>4Q20</b>	2019	2020
Revenue	52	141	66	<b>217</b>	14	0	13	<b>93</b>	477	120
Y/Y Growth	12.6%	26.9%	16.0%	<b>11.0%</b>	-73.3%	-99.8%	-80.8%	<b>-57.1%</b>	16.2%	-74.8%
Contribution	19	81	27	<b>115</b>	-6	-11	2	<b>73</b>	242	57
Y/Y Growth	16.5%	26.9%	9.7%	<b>12.0%</b>	-132.1%	-113.9%	-92.6%	<b>-36.8%</b>	16.6%	-76.3%
Contribution Margin	36.3%	57.1%	41.4%	<b>52.8%</b>	-43.7%	nm	16.0%	<b>77.9%</b>	50.7%	47.8%
Destination Conferences (#)	12	27	18	<b>15</b>	5	0	2	<b>13</b>	72	20
Destination Conference Attendees (#)	11,530	26,416	14,739	<b>33,065</b>	3,364	0	2,584	<b>36,325</b>	85,750	42,273

# Consulting Segment

Revenue \$ millions



Contribution Margin



\$millions	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	2019	2020
Revenue	93	104	93	<b>104</b>	96	97	89	<b>94</b>	394	376
Y/Y Growth	12.4%	7.5%	18.4%	<b>8.7%</b>	2.8%	-5.9%	-4.4%	<b>-9.5%</b>	11.4%	-4.5%
Contribution	29	34	27	<b>29</b>	29	34	28	<b>25</b>	118	116
Y/Y Growth	19.0%	1.6%	44.1%	<b>10.1%</b>	2.3%	-2.0%	6.1%	<b>-14.8%</b>	15.5%	-2.3%
Contribution Margin	30.8%	33.0%	28.5%	<b>27.9%</b>	30.7%	34.4%	31.6%	<b>26.2%</b>	30.1%	30.8%
Labor Revenue	79	79	78	<b>80</b>	81	69	74	<b>73</b>	316	297
Y/Y Growth	6.7%	2.5%	11.2%	<b>9.0%</b>	3.2%	-13.2%	-4.6%	<b>-9.7%</b>	7.3%	-6.1%
Contract Optimization Revenue	14	25	16	<b>23</b>	14	29	15	<b>21</b>	78	80
Y/Y Growth	59.6%	26.6%	73.9%	<b>6.8%</b>	1.0%	17.6%	-3.0%	<b>-8.6%</b>	31.9%	2.5%
Backlog	108	111	109	<b>116</b>	110	99	96	<b>100</b>	116	100
Y/Y Growth	6.7%	6.5%	3.0%	<b>6.7%</b>	1.3%	-10.5%	-12.0%	<b>-13.5%</b>	6.7%	-13.5%
Billable Head Count	739	773	809	<b>815</b>	808	796	737	<b>730</b>	784	768
Y/Y Growth	6.5%	8.8%	11.2%	<b>10.4%</b>	9.3%	3.0%	-9.0%	<b>-10.4%</b>	9.2%	-2.1%
Utilization Rate	69.1%	63.3%	57.0%	<b>60.3%</b>	62.2%	59.3%	60.5%	<b>63.3%</b>	62.3%	61.3%
Y/Y Change (bps)	366	-352	-231	<b>-104</b>	-687	-399	343	<b>301</b>	-84	-96

Note: Backlog is at 2020 FX rates where applicable.

# Capital Structure and Allocation

## Overview

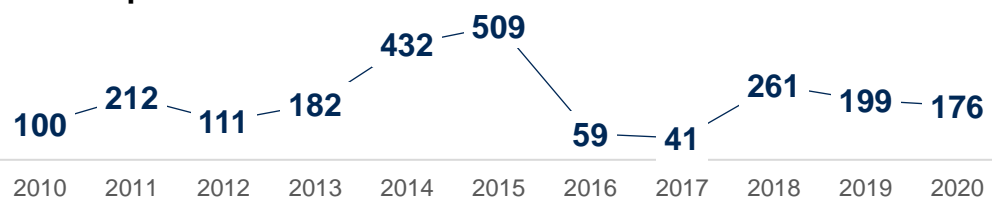
### Capital Structure

- Optimizes financial leverage benefits and financial flexibility
- Target 2.5-3x leverage<sup>1</sup>
- ~\$150M cash is needed to run the business

### Free Cash Flow deployment

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

### Share Repurchases \$ millions



**\$860M+ repurchase authorization remaining as of February 2021**

<sup>1</sup> Gross debt/Adjusted trailing twelve month EBITDA.

<sup>2</sup> Floating and total rates reflect LIBOR and spread as of date shown.

<sup>3</sup> As defined in the Company's 2020 Credit Agreement.

## Quarterly Profile

\$ billions	12/31/2020	Rate <sup>(2)</sup>	Maturity
Cash	0.7	nm	nm
Revolver	0.0	L + 137.5	2025
TLA	0.4	L + 137.5	2025
2028 Bonds	0.8	4.50%	2028
2030 Bonds	0.8	3.75%	2030
<b>Total Debt</b>	<b>2.0</b>	<b>5.00%</b>	
Revolver Unused Capacity	1.0	23 bps	
Interest Rate Swaps	1.4	2.59%	
% Debt With Fixed Rates	100%		

Note: Interest Rate Swaps are dependent on LIBOR rates.

Leverage Ratios	4Q 2020	Bank Covenant
Gross Debt/Adjusted EBITDA	2.5x	na
Net Debt/Adjusted EBITDA	1.6x	na
Consolidated Leverage Ratio <sup>3</sup>	2.2x	≤ 5.0x
Debt Ratings	Corporate Rating	Unsecured Notes
Moody's	Ba2	Ba3
S&P	BB	BB

# 2021 Guidance

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

## Guidance

\$ at Reported Rates	At Least:	Growth Rate:
<b>Research Revenue</b>	<b>3,815</b>	<b>6%</b>
<b>Conferences Revenue</b>	<b>160</b>	<b>33%</b>
<b>Consulting Revenue</b>	<b>390</b>	<b>4%</b>
<b>Total Revenue</b>	<b>4,365</b>	<b>6%</b>
<b>Adj. EBITDA</b>	<b>760</b>	<b>-7%</b>
<b>Adj. EPS</b>	<b>\$4.10</b>	<b>-16%</b>
<b>Free Cash Flow</b>	<b>630</b>	<b>-23%</b>

### Guidance Inputs:

- 2020 ending Contract Value and the corresponding growth rates are a key driver of 2021 Research revenues.
- Operationally planning a return to in-person destination conferences in the second half of 2021 but guidance assumes virtual only for Conferences revenue.
- Growth rates include about 200 bps of FX benefit (early Feb rates).

## Additional Guidance

<b>Depreciation &amp; Amortization</b>	<b>Interest Expense, net</b>	<b>Stock-based Compensation</b>	<b>Effective Tax Rate</b>	<b>Shares</b>	<b>Capital Expenditures</b>
~ 101	~ 105 GAAP &	~ 86	~ 21% GAAP	~ 90	~ 85
~ 106	~ 102 Adj.		~ 22% Adj.		

Adj. Interest Expense, net excludes certain deferred financing fees.

**4Q 2020  
GAAP  
Financial  
Statements**

# Condensed Consolidated Balance Sheets

	December 31, 2020	December 31, 2019
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 712.6	\$ 280.8
Fees receivable, net	1,241.5	1,326.0
Deferred commissions	259.8	265.9
Prepaid expenses and other current assets	109.2	146.0
Total current assets	2,323.1	2,018.7
Property, equipment and leasehold improvements, net	336.8	344.7
Operating lease right-of-use assets	647.3	702.9
Goodwill	2,945.5	2,937.7
Intangible assets, net	807.0	925.1
Other assets	256.3	222.2
<b>Total Assets</b>	<b>\$ 7,316.0</b>	<b>\$ 7,151.3</b>
<b>Liabilities and Stockholders' Equity</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 952.4	\$ 788.8
Deferred revenues	1,974.5	1,928.0
Current portion of long-term debt	20.5	139.7
Total current liabilities	2,947.4	2,856.5
Long-term debt, net of deferred financing fees	1,958.3	2,043.9
Operating lease liabilities	780.2	832.6
Other liabilities	539.6	479.7
<b>Total Liabilities</b>	<b>6,225.5</b>	<b>6,212.7</b>
<b>Total Stockholders' Equity</b>	<b>1,090.4</b>	<b>938.6</b>
<b>Total Liabilities and Stockholders' Equity</b>	<b>\$ 7,316.0</b>	<b>\$ 7,151.3</b>

(Unaudited; in millions)

# Condensed Consolidated Statements of Operations

	Three Months Ended December 31,	
	2020	2019
Revenues:		
Research	\$ 925.6	\$ 882.1
Conferences	93.2	217.4
Consulting	94.0	103.9
Total revenues	1,112.8	1,203.4
Costs and expenses:		
Cost of services and product development	351.5	450.9
Selling, general and administrative	526.1	557.5
Depreciation	25.9	21.4
Amortization of intangibles	30.4	32.2
Acquisition and integration charges	0.8	5.3
Total costs and expenses	934.7	1,067.3
Operating income	178.1	136.1
Interest expense, net	(26.4)	(26.1)
Other income, net	4.4	0.6
Income before income taxes	156.1	110.6
Provision for income taxes	36.5	42.9
Net income	\$ 119.6	\$ 67.7
Net income per share:		
Basic	\$ 1.34	\$ 0.76
Diluted	\$ 1.33	\$ 0.75
Weighted average shares outstanding:		
Basic	89.3	89.4
Diluted	90.1	90.6

(Unaudited; in millions, except per share amounts)



# Condensed Consolidated Statements of Cash Flows

	Three Months Ended	
	2020	2019
<b>Operating activities:</b>		
Net income	\$ 119.6	\$ 67.7
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	56.4	53.7
Stock-based compensation expense	6.2	11.1
Deferred taxes	(46.6)	(5.0)
Reduction in the carrying amount of operating lease right-of-use assets	19.0	22.8
Amortization and write-off of deferred financing fees	0.9	1.6
Gain on de-designated swaps	(2.6)	-
Changes in assets and liabilities, net of acquisitions:		
Fees receivable, net	(269.7)	(281.9)
Deferred commissions	(47.4)	(65.6)
Prepaid expenses and other current assets	47.0	19.9
Other assets	(5.4)	19.7
Deferred revenues	226.2	111.2
Accounts payable and accrued and other liabilities	157.0	127.7
<b>Cash provided by operating activities</b>	<b>260.4</b>	<b>82.8</b>
<b>Investing activities:</b>		
Additions to property, equipment and leasehold improvements	(23.0)	(53.3)
Acquisitions - cash paid (net of cash acquired)	-	(23.7)
Proceeds from the sale of an equity security	-	14.1
<b>Cash used in investing activities</b>	<b>(23.0)</b>	<b>(62.9)</b>
<b>Financing activities:</b>		
Proceeds from employee stock purchase plan	4.3	4.4
Payments for deferred financing fees	(2.2)	-
Proceeds from revolving credit facility	5.0	28.0
Payments on borrowings, net	(5.1)	(28.0)
Purchases of treasury stock	(100.2)	(57.6)
<b>Cash used in financing activities</b>	<b>(98.2)</b>	<b>(53.2)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>139.2</b>	<b>(33.2)</b>
<b>Effects of exchange rates on cash and cash equivalents</b>	<b>19.7</b>	<b>7.3</b>
<b>Cash and cash equivalents and restricted cash, beginning of period</b>	<b>553.7</b>	<b>306.7</b>
<b>Cash and cash equivalents, end of period</b>	<b>\$ 712.6</b>	<b>\$ 280.8</b>

(Unaudited; in millions)

# Definitions

**Adjusted EBITDA and Adjusted EBITDA Margin:** Represents GAAP net income (loss) adjusted for: (i) interest expense, net; (ii) tax provision (benefit); (iii) loss on extinguishment of debt, as applicable; (iv) other expense/income, net; (v) stock-based compensation expense; (vi) depreciation, amortization, and accretion; (vii) the amortization of non-cash fair value adjustments on pre-acquisition deferred revenues, as applicable; (viii) acquisition and integration charges and certain other non-recurring items; and (ix) gain/loss on divestitures and other similar items, as applicable. 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) loss on extinguishment of debt, as applicable; (iv) the amortization of non-cash fair value adjustments on pre-acquisition deferred revenues, as applicable; (v) gain/loss on divestitures and other similar items, as applicable; (vi) the non-cash gain/loss on de-designated interest rate swaps and other similar items, 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) loss on extinguishment of debt, as applicable; (iv) the amortization of non-cash fair value adjustments on pre-acquisition deferred revenues, as applicable; (v) the gain/loss on divestitures and other similar items, as applicable; (vi) the non-cash gain/loss on de-designated interest rate swaps and other similar items, as applicable; and (vii) the related tax effect, as applicable. 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

**Total contract value** represents the 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. Total 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 total 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 total 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.

**Attrition** represents the dollar amount of contract value lost on renewal transactions during the measurement period.

**New business growth** represents the dollar amount of incremental contract value signed with both existing and new clients during the measurement period.

# Definitions of Key Metrics/Calculations

## Segment

## Business Measurements

### Conferences

**Number of destination conferences** represents the total number of hosted conferences completed during the period. Single day, local meetings are excluded.

**Number of destination attendees** represents the total number of people who attend conferences. Single day, local meetings are excluded.

### Consulting

**Consulting backlog** represents future revenue to be derived from in-process consulting and measurement 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.

**Billing rate** represents earned billable revenue divided by total billable hours.

# Contract Value at 2021 FX Rates

## Contract Value at 2021 FX Rates

\$ millions

	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
GTS Contract Value	2,580	2,628	2,695	2,849	2,862	2,814	2,833	2,957
Contract Value FX Neutral Growth	14.3%	13.6%	13.2%	12.2%	10.9%	7.1%	5.1%	3.8%
Net Contract Value Increase (NCVI)	324	314	313	310	282	185	138	108
Productivity (\$ thousands)	118	112	106	100	93	58	41	33
Y/Y Growth	na	na	na	na	-21.5%	-48.4%	-61.3%	-66.9%
Contract Value / Enterprise (\$ thousands)	201	206	212	218	223	227	230	227
GBS Contract Value	604	612	630	658	655	652	665	706
Contract Value FX Neutral Growth	0.0%	1.3%	3.3%	9.2%	8.5%	6.6%	5.6%	7.2%
Net Contract Value Increase (NCVI)	0	8	20	55	51	41	35	48
Productivity (\$ thousands)	0	10	27	70	59	44	39	55
Y/Y Growth	na	na	na	na	na	334.5%	44.5%	-21.9%
Contract Value / Enterprise (\$ thousands)	115	118	123	128	130	136	142	150

# **Non-GAAP Reconciliations**

# Non-GAAP Reconciliations

\$ millions

Reconciliation - Net Income to Adjusted EBITDA:	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
<b>Net income</b>	20.8	103.4	41.4	67.7	75.1	55.1	17.0	119.6
Interest expense, net	24.8	24.7	24.1	26.1	26.3	30.3	30.6	26.4
Loss on divested operations <sup>(a)</sup>	2.1	-	-	-	-	-	-	-
Loss on extinguishment of debt <sup>(b)</sup>	-	-	-	-	-	-	44.8	-
Other (income) expense, net <sup>(c)</sup>	0.8	0.2	(8.0)	(0.6)	1.5	10.4	(1.9)	(4.4)
Tax provision (benefit)	0.3	(12.4)	11.7	42.9	21.8	3.9	(2.8)	36.5
Operating income	48.8	116.0	69.1	136.1	124.7	99.7	87.7	178.1
<b>Adjustments:</b>								
Stock-based compensation expense <sup>(d)</sup>	31.7	13.0	13.0	11.1	25.1	15.7	15.5	6.2
Depreciation, accretion, and amortization <sup>(e)</sup>	53.6	52.4	52.5	53.8	54.9	54.1	54.3	56.6
Amortization of pre-acquisition deferred revenues <sup>(f)</sup>	-	-	-	0.3	-	-	-	-
Acquisition and integration charges and other nonrecurring items <sup>(g)</sup>	7.6	3.3	5.0	16.6	8.9	22.6	10.1	3.8
<b>Adjusted EBITDA</b>	141.6	184.6	139.6	217.9	213.6	192.1	167.6	244.7

Reconciliation - Cash Provided by Operating Activities to Free Cash Flow (h):	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Cash provided by operating activities</b>	205.5	255.6	279.8	315.7	346.8	345.6	365.6	254.5	471.2
Less: cash paid for capital expenditures	(21.7)	(42.0)	(44.3)	(36.5)	(38.5)	(46.1)	(49.9)	(110.8)	(126.9)
Free Cash Flow	183.8	213.6	235.5	279.2	308.3	299.4	315.8	143.8	344.3
<i>Cash paid for acquisition, integration, and other non-recurring items (previously added back to the reported Free Cash Flow)</i>	8.0	-	1.4	1.1	3.7	17.0	31.4	120.9	123.7
	<b>1Q19</b>	<b>2Q19</b>	<b>3Q19</b>	<b>4Q19</b>	<b>1Q20</b>	<b>2Q20</b>	<b>3Q20</b>	<b>4Q20</b>	
<b>Cash provided by operating activities</b>	35.6	227.5	219.5	82.8	55.7	343.2	243.9	260.4	
Less: cash paid for capital expenditures	(20.1)	(39.4)	(36.2)	(53.3)	(24.5)	(21.3)	(15.0)	(23.0)	
Free Cash Flow	15.5	188.1	183.3	29.5	31.2	321.9	228.9	237.3	
<i>Cash paid for acquisition, integration, and other non-recurring items (previously added back to the reported Free Cash Flow)</i>	19.6	8.5	6.9	10.5	9.6	10.6	10.4	16.0	

- (a) Consists of net gain or loss from divestitures of non-core businesses.
- (b) Includes \$30.8 million early redemption premium payment and \$14.0 million write-off of unamortized deferred financing fees related to the early repayment of the 2025 senior notes and the 2016 Credit Agreement.
- (c) Consists of the non-cash loss on de-designated interest rate swaps as a result of the prepayment of \$787.9 million under the 2016 Credit Agreement Term Loan A facility and the repayment of all amounts outstanding under the 2016 Credit Agreement revolving credit facility in June 2020.
- (d) Consists of charges for stock-based compensation awards.
- (e) Includes depreciation expense, amortization of intangibles, and accretion on asset retirement obligations.
- (f) Consists of the amortization of non-cash fair value adjustments on pre-acquisition deferred revenues. The majority of the pre-acquisition deferred revenue is recognized ratably over the remaining period of the underlying revenue contract.
- (g) Consists of incremental and directly-related charges related to acquisitions, abandoned office space, workforce reductions and other non-recurring items.
- (h) Free Cash Flow is based on cash provided by operating activities determined in accordance with GAAP less payments for capital expenditures.

# Non-GAAP Reconciliations

\$ millions

Reconciliation - GAAP Net Income to Adjusted Net Income <sup>(a)</sup> :	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
<b>GAAP net income</b>	20.8	103.4	41.4	67.7	75.1	55.1	17.0	119.6
Acquisition and other adjustments:								
Amortization of acquired intangibles <sup>(b)</sup>	33.7	32.2	31.7	32.2	32.2	31.2	31.2	30.4
Amortization of pre-acquisition deferred revenues <sup>(c)</sup>	-	-	-	0.3	-	-	-	-
Acquisition and integration charges and other nonrecurring items <sup>(d)</sup>	9.2	4.9	6.8	18.2	10.5	26.4	11.9	4.7
Loss on extinguishment of debt <sup>(e)</sup>	-	-	-	-	-	-	44.8	-
Fair value adjustment - equity security <sup>(f)</sup>	-	-	(9.1)	-	-	-	-	-
Loss on divested operations <sup>(g)</sup>	2.1	-	-	-	-	-	-	-
Amortization of deferred swap losses from de-designation <sup>(h)</sup>	-	-	-	-	-	10.3	-	-
Loss (gain) on de-designated interest rate swaps <sup>(i)</sup>	-	-	-	-	-	-	0.5	(2.6)
Tax impact of adjustments	(12.8)	(8.6)	(7.1)	(11.9)	(9.6)	(15.5)	(23.3)	(9.2)
<b>Adjusted net income</b>	<b>52.9</b>	<b>131.9</b>	<b>63.7</b>	<b>106.5</b>	<b>108.2</b>	<b>107.5</b>	<b>82.0</b>	<b>142.9</b>
Diluted shares	91.0	91.2	90.9	90.6	90.1	89.8	90.0	90.1
<b>Adjusted EPS</b>	<b>0.58</b>	<b>1.45</b>	<b>0.70</b>	<b>1.18</b>	<b>1.20</b>	<b>1.20</b>	<b>0.91</b>	<b>1.59</b>

## Reconciliation - GAAP Net Income to Adjusted Net Income <sup>(a)</sup>

per share:	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20
<b>GAAP net income</b>	0.23	1.13	0.46	0.75	0.83	0.61	0.19	1.33
Acquisition and other adjustments:								
Amortization of acquired intangibles <sup>(b)</sup>	0.37	0.35	0.35	0.36	0.36	0.35	0.35	0.34
Amortization of pre-acquisition deferred revenues <sup>(c)</sup>	-	-	-	-	-	-	-	-
Acquisition and integration charges and other nonrecurring items <sup>(d)</sup>	0.10	0.05	0.08	0.20	0.12	0.29	0.13	0.05
Loss on extinguishment of debt <sup>(e)</sup>	-	-	-	-	-	-	0.50	-
Fair value adjustment - equity security <sup>(f)</sup>	-	-	(0.10)	-	-	-	-	-
Loss on divested operations <sup>(g)</sup>	0.02	-	-	-	-	-	-	-
Amortization of deferred swap losses from de-designation <sup>(h)</sup>	-	-	-	-	-	0.11	-	-
Loss (gain) on de-designated interest rate swaps <sup>(i)</sup>	-	-	-	-	-	-	0.01	(0.03)
Tax impact of adjustments	(0.14)	(0.09)	(0.08)	(0.13)	(0.11)	(0.17)	(0.26)	(0.10)
Rounding	-	0.01	(0.01)	-	-	-	(0.01)	-
<b>Adjusted net income</b>	<b>0.58</b>	<b>1.45</b>	<b>0.70</b>	<b>1.18</b>	<b>1.20</b>	<b>1.20</b>	<b>0.91</b>	<b>1.59</b>

Numbers may differ from other presentations due to rounding.

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- (a) Adj. net income represents GAAP net income adjusted for the impact of certain items directly related to acquisitions and other non-recurring items.
- (b) Consists of non-cash amortization charges from acquired intangibles.
- (c) Consists of the amortization of non-cash fair value adjustments on pre-acquisition deferred revenues. The majority of the pre-acquisition deferred revenue is recognized ratably over the remaining period of the underlying revenue contract.
- (d) Consists of incremental and directly-related charges related to acquisitions, abandoned office space, workforce reductions and other nonrecurring items. Includes the amortization and write-off of deferred financing fees, which are recorded in Interest expense, net in the Consolidated Statements of Operations and in the Adj. EBITDA on the prior page.
- (e) Includes \$30.8 million early redemption premium payment and \$14.0 million write-off of unamortized deferred financing fees related to the early repayment of the 2025 senior notes and the 2016 Credit Agreement.
- (f) Represents unrealized appreciation related to a minority equity investment that the Company sold in October 2019. Such benefit was recorded in Other income/expense, net in the Company's Condensed Consolidated Statements of Operations and in the Adjusted EBITDA on the prior page.
- (g) Consists of net gain or loss from divestitures of non-core businesses.
- (h) Consists of the non-cash loss on de-designated interest rate swaps as a result of the prepayment of \$787.9 million under the 2016 Credit Agreement Term Loan A facility and the repayment of all amounts outstanding under the 2016 Credit Agreement revolving credit facility in June 2020.
- (i) Represents the fair value adjustment for interest rate swaps after de-designation.





# Non-GAAP Reconciliations

\$ millions

## Reconciliation - Interest, net to Non-GAAP

<b>Interest, net:</b>	<b>1Q19</b>	<b>2Q19</b>	<b>3Q19</b>	<b>4Q19</b>	<b>1Q20</b>	<b>2Q20</b>	<b>3Q20</b>	<b>4Q20</b>
Interest, net	24.8	24.7	24.1	26.1	26.3	30.3	30.6	26.4
Less amortization of deferred financing fees	(1.6)	(1.5)	(1.6)	(1.6)	(1.6)	(3.8)	(1.8)	(0.9)
Non-GAAP Interest, net	23.2	23.2	22.4	24.5	24.7	26.5	28.8	25.4

## Effective GAAP Tax Rate to Non-GAAP Tax

<b>Rate:</b>	<b>1Q19</b>	<b>2Q19</b>	<b>3Q19</b>	<b>4Q19</b>	<b>1Q20</b>	<b>2Q20</b>	<b>3Q20</b>	<b>4Q20</b>
GAAP Rate	1.2%	-13.6%	22.1%	38.8%	22.5%	6.6%	-19.7%	23.4%
Acquisition and Other Adjustments	28.5%	23.1%	24.2%	23.5%	22.5%	22.8%	26.4%	28.4%
Non-GAAP Tax Rate	19.8%	-3.0%	22.8%	34.0%	22.5%	15.3%	20.0%	25.3%

# Non-GAAP Reconciliations – 2021 Guidance

## Financial Outlook Reconciliation: GAAP Net Income to Adjusted EBITDA

(Unaudited; \$ in millions)	2021 Guidance
GAAP net income	≥ \$278
Interest expense, net <sup>(a)</sup>	~ 105
Other expense, net	~ 2
Tax provision	~ 76
Operating income	~ 461
<i>Adjustments</i>	
Stock-based compensation expense	~ 86
Depreciation, accretion, and amortization	~ 207
Acquisition and integration changes and other non-recurring items <sup>(b)</sup>	~ 6
Adjusted EBITDA	≥ \$760

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

<sup>(b)</sup> Consists of incremental and directly-related charges related to acquisitions, abandoned office space, workforce reductions and other non-recurring items.

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

(Unaudited; \$ in millions)	2021 Guidance
GAAP cash provided by operating activities	≥ \$715
Capital expenditures	~ (85)
Free Cash Flow	≥ \$630

## Financial Outlook Reconciliation: GAAP Diluted EPS to Adjusted EPS

(Unaudited)	2021 Guidance
GAAP Diluted EPS <sup>(a)</sup>	≥ \$3.10
<i>Adjustments (after-tax):</i>	
Amortization of acquired intangibles	~ 0.92
Acquisition and integration charges and other non-recurring items <sup>(b)</sup>	~ 0.08
Adjusted EPS <sup>(a)</sup>	≥ \$4.10

<sup>(a)</sup> GAAP Diluted EPS and Adjusted EPS are calculated based on approximately 90M of diluted shares for 2021.

<sup>(b)</sup> Consists of incremental and directly-related charges related to acquisitions, abandoned office space, workforce reductions and other non-recurring items.