
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

Washington, DC 20549

FORM 8-K

**CURRENT REPORT
Pursuant to Section 13 or 15(d) of the
Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported)

February 16, 2012

GARTNER, INC.

(Exact name of registrant as specified in its charter)

DELAWARE

(State or Other Jurisdiction of Incorporation)

1-14443

(Commission File Number)

04-3099750

(IRS Employer
Identification No.)

P.O. Box 10212

56 Top Gallant Road

Stamford, CT 06902-7747

(Address of Principal Executive Offices, including Zip Code)

(203) 316-1111

(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
-
-
-

ITEM 7.01. REGULATION FD DISCLOSURE.

On February 16, 2012, Gartner, Inc. (the “Company”) will make investor presentations that will include the slides furnished as Exhibit 99.1 to this Current Report on Form 8-K. The slides contained in Exhibit 99.1 are also posted on the Company’s website at www.gartner.com.

In accordance with General Instruction B.2 of Form 8-K, the information in this Item 7.01 and in Exhibit 99.1 of this Current Report on Form 8-K shall not be deemed to be “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liability of that section, and shall not be incorporated by reference into any registration statement or other document filed under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

ITEM 9.01 FINANCIAL STATEMENTS AND EXHIBITS.

(d) Exhibits

<u>EXHIBIT NO.</u>	<u>DESCRIPTION</u>
99.1	Gartner, Inc. Investor Presentation dated February 16, 2012

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Gartner, Inc.

Date: February 16, 2012

By: /s/ Christopher J. Lafond
Christopher J. Lafond
Executive Vice President,
Chief Financial Officer

EXHIBIT INDEX

EXHIBIT NO.

DESCRIPTION

99.1	Gartner, Inc. Investor Presentation dated February 16, 2012.
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Gartner[®]



Brian Shipman

GVP Investor Relations
Gartner

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Gartner

Forward Looking Statements

Statements contained in this presentation regarding the growth and prospects of the business, the Company's projected 2011 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; 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, 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 upon whom Gartner is dependent; the ability to achieve and effectively manage growth, including the ability to integrate acquisitions and consummate acquisitions in the future; the ability to pay Gartner's debt obligations; 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 our intellectual property rights; additional risks associated with international operations including foreign currency fluctuations; the impact of restructuring and other charges on Gartner's businesses and operations; general economic conditions; risks associated with the credit worthiness and budget cuts of governments and agencies; 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 and Quarterly Reports on Form 10-Q.

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 16, 2011 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.

Gartner

The Gartner logo is centered on a blue background. The background features a subtle, abstract design of overlapping, curved lines that create a sense of depth and movement. The word "Gartner" is written in a clean, white, sans-serif font. A registered trademark symbol (®) is located at the end of the word.

Gartner®

Agenda

Business Overview	Gene Hall
Research	Peter Sondergaard
Events	Alwyn Dawkins
Consulting	Per Anders Waern
Break	
Sales	David Godfrey
Financial Overview	Chris Lafond
Summary / Q&A	Gene Hall and Chris Lafond

Gartner



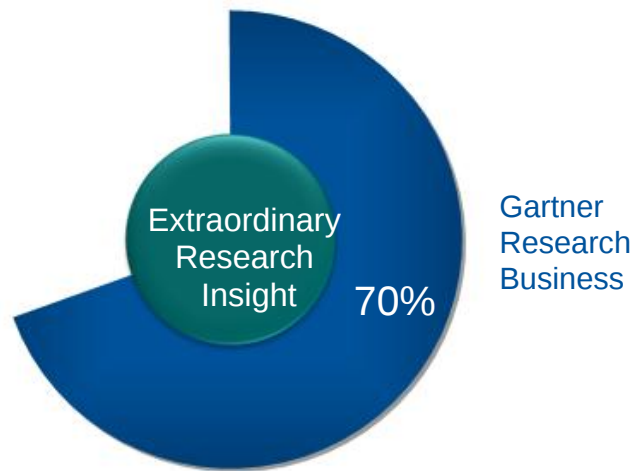
Gartner[®]

Extraordinary Research Insight Through Three Business Segments

**Extraordinary
Research
Insight**

Gartner

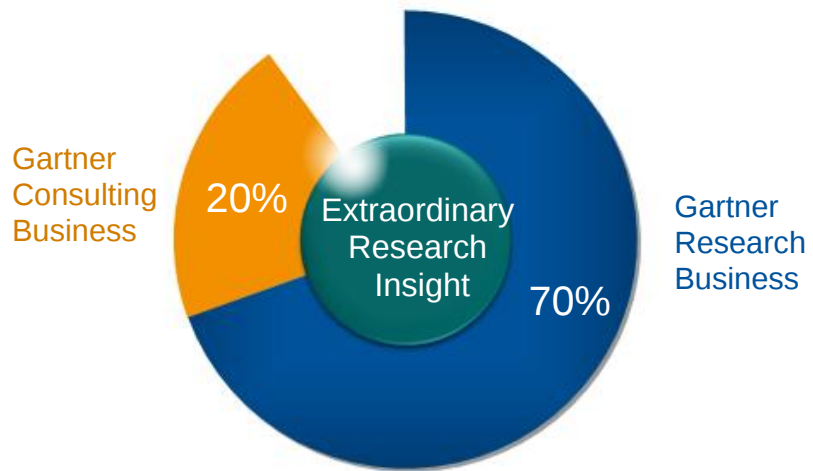
Extraordinary Research Insight Through Three Business Segments



Note: Percentages based on midpoint of 2012 revenue guidance.

Gartner.

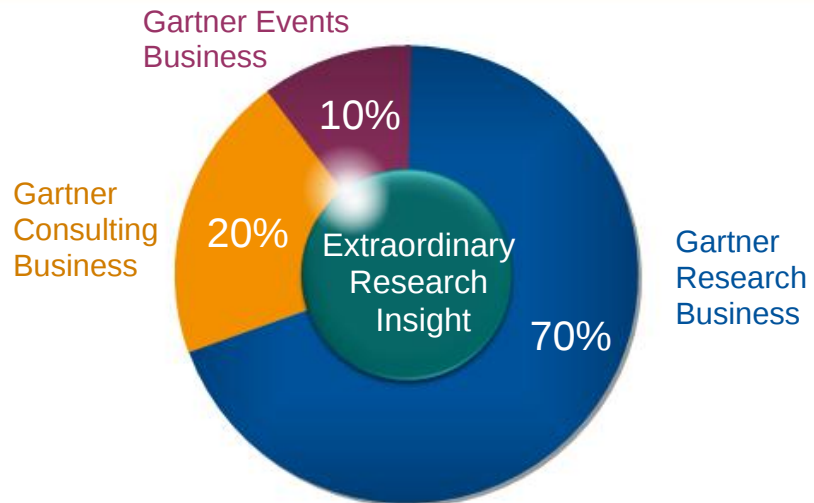
Extraordinary Research Insight Through Three Business Segments



Note: Percentages based on midpoint of 2012 revenue guidance.

Gartner

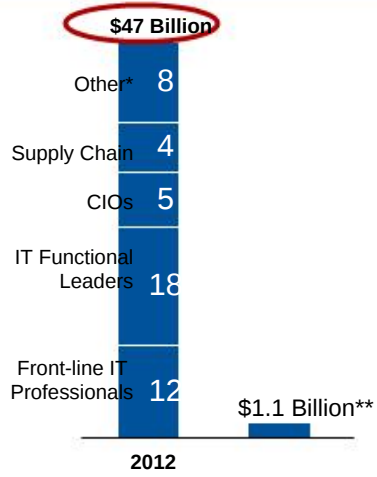
Extraordinary Research Insight Through Three Business Segments



Note: Percentages based on midpoint of 2012 revenue guidance.

Gartner

A Vast, Untapped Market Opportunity



* technology, professional services, telecommunications and investors

** 2011 ending contract value

Source: Gartner internal estimates.

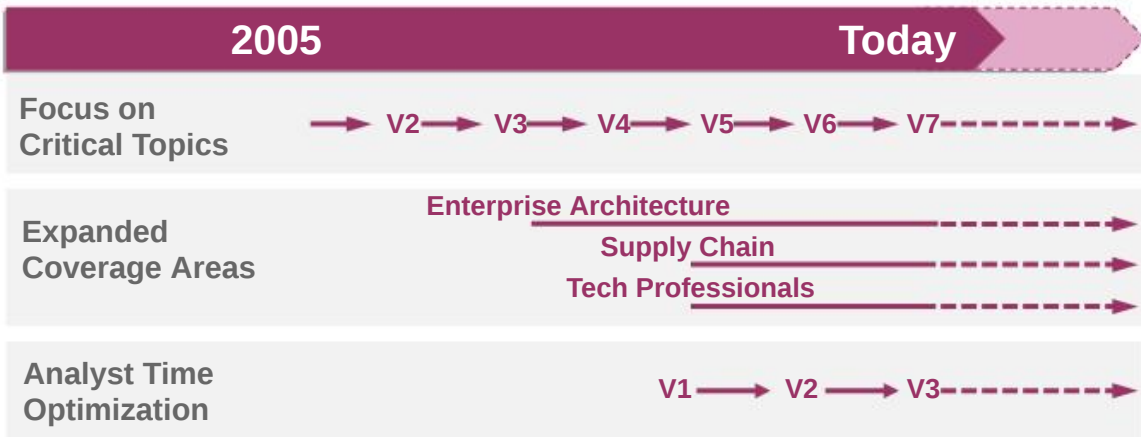
Gartner

Winning Growth Strategy



Gartner.

Extraordinary Research Insight



Gartner

2005 Today

Extraordinary
Research Insight



Strong Sales
Capability



High-Value,
Differentiated
Offerings



World Class
Service



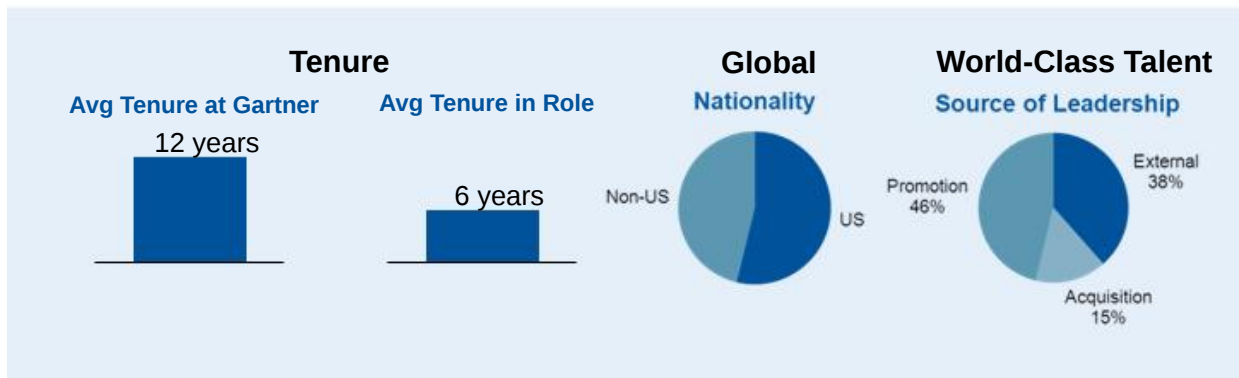
Gartner

Winning Growth Strategy



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Performance Driven Leadership Team



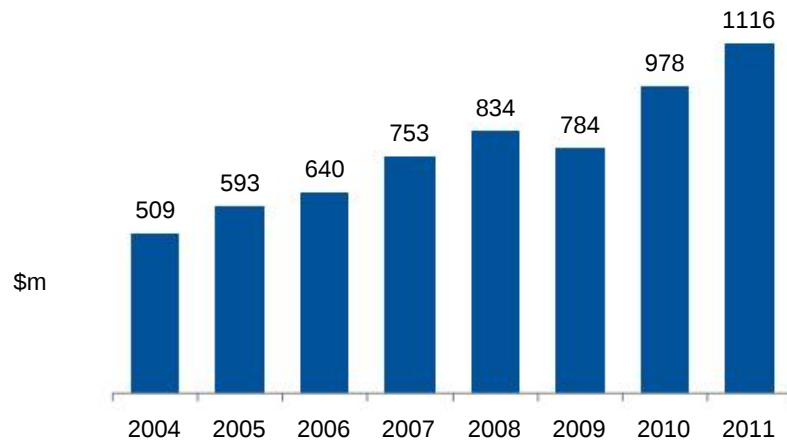
Gartner.

Winning Growth Strategy



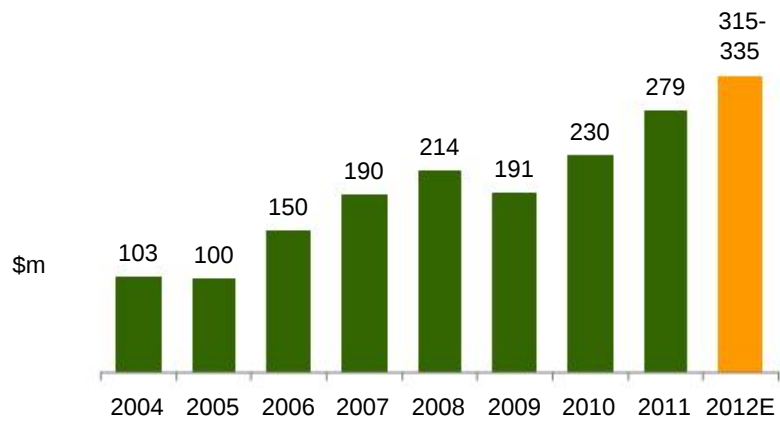
Gartner.

Contract Value



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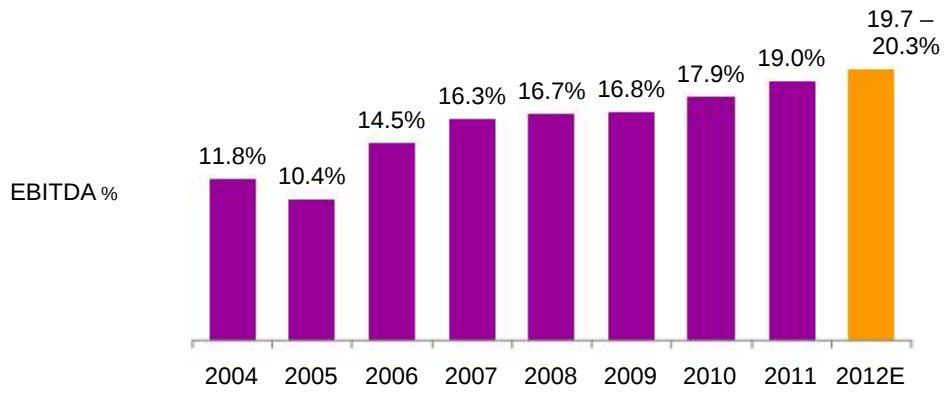
Normalized EBITDA



Restated to exclude results of Vision Events. See attached Glossary for a discussion of normalized EBITDA.



Normalized EBITDA Margin



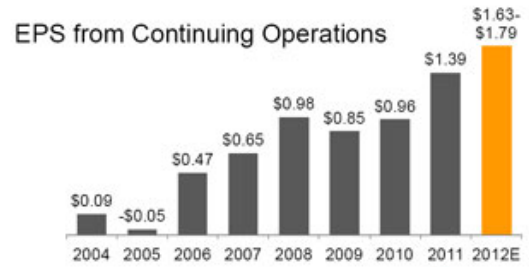
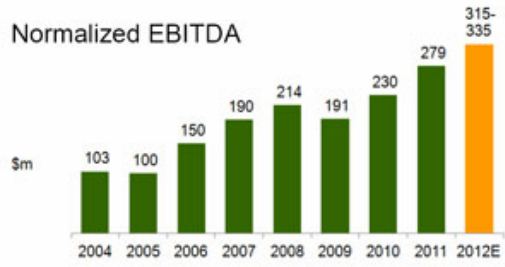
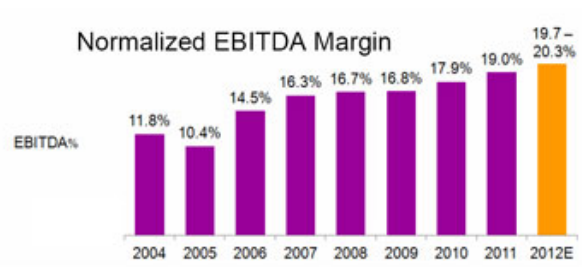
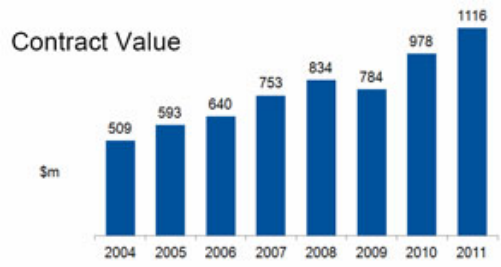
Restated to exclude results of Vision Events. See attached Glossary for a discussion of normalized EBITDA.



EPS from Continuing Operations



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The World's Most Important Gathering of CIOs and Senior IT Executive



5,100 CIOs

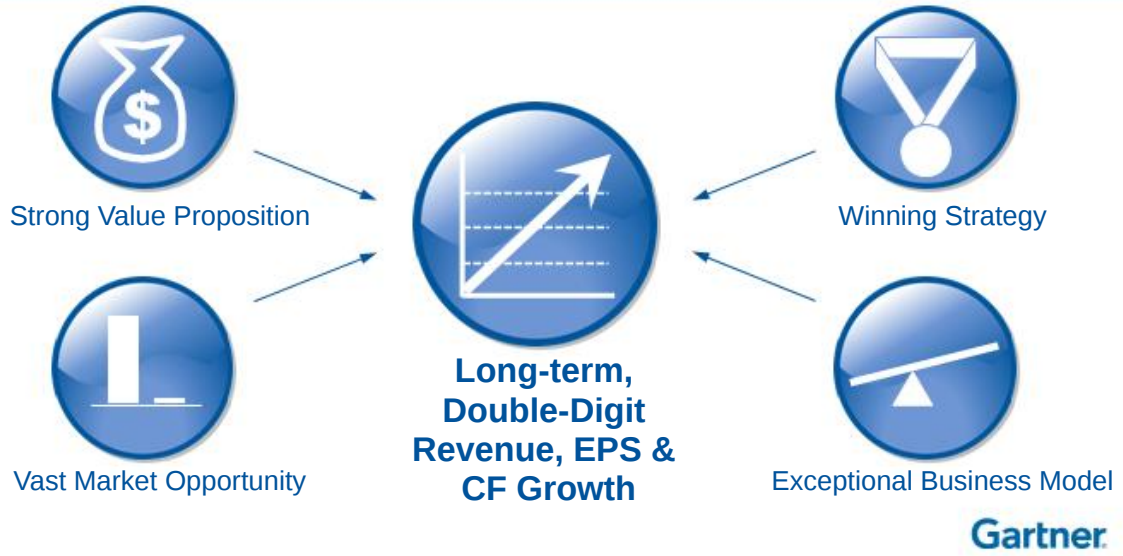
Gartner.

2012 Sales Kickoff



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Why Invest in Gartner?



The Gartner logo is centered on a dark blue horizontal band. The background of the entire image is a lighter blue with a subtle, abstract pattern of overlapping, curved lines that create a sense of depth and movement, resembling a stylized landscape or a digital environment. The logo itself is the word "Gartner" in a clean, white, sans-serif font, with a registered trademark symbol (®) to the right of the word.

Gartner®



Peter Sondergaard

Senior Vice President
Research

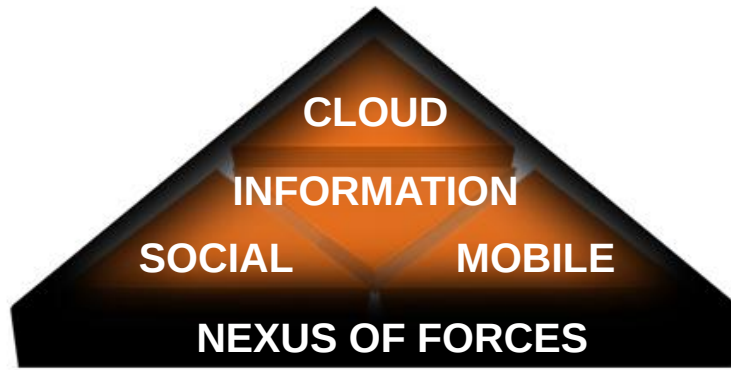
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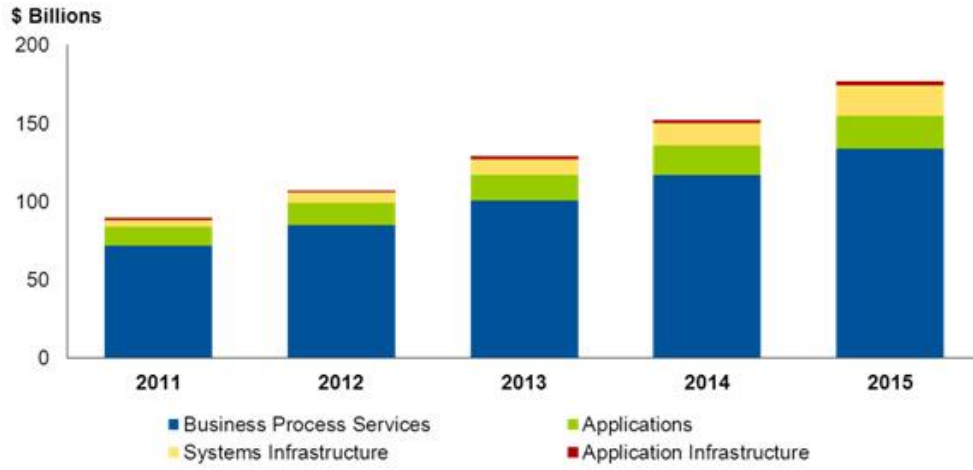


The Next Age of Computing



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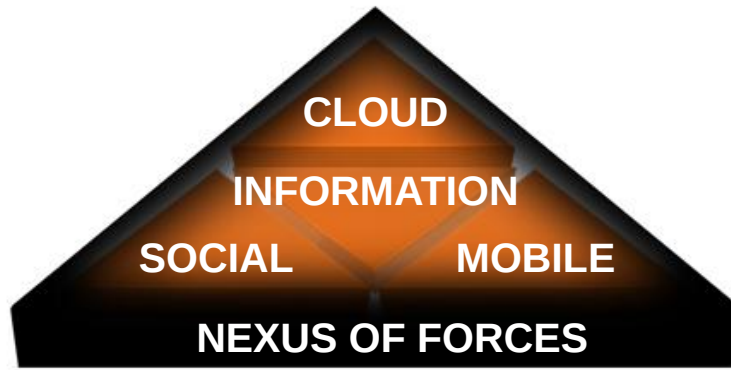
Public Cloud Growth



Source: Gartner Estimates (2Q11 Update)

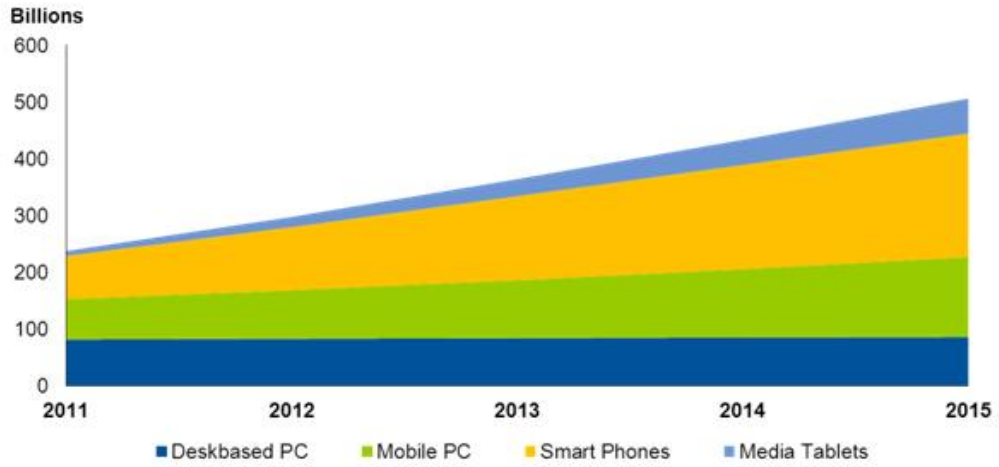
Gartner

The Next Age of Computing



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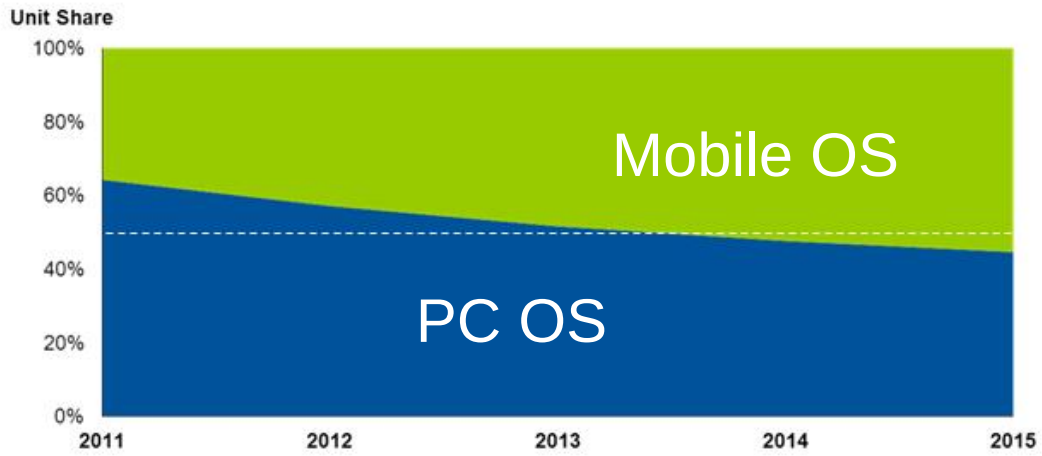
What's Installed



Source: Gartner Estimates (2Q11 Update)

Gartner

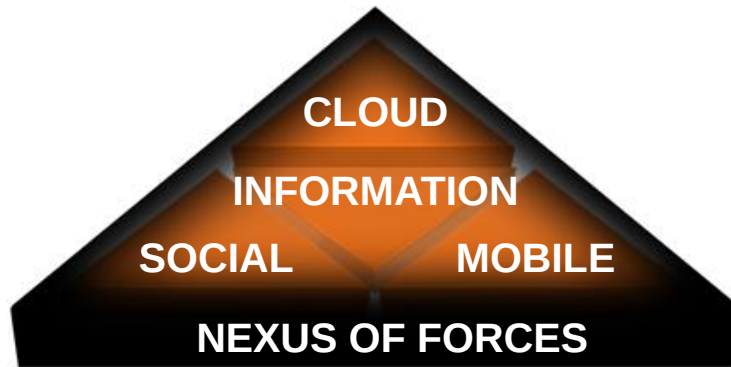
The Big Shift



Source: Gartner Estimates (2Q11 Update)

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The Next Age of Computing



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2012 Client Key Initiatives



Rank Key Initiative	Rank Key Initiative
1 Cloud Computing	6 ITIL and Process Improvement
2 Mobile Enterprise Strategy	7 Data Center Modernization
3 Enterprise Architecture	8 IT Cost Optimization
4 IT Strategic Planning	9 Business Intelligence
5 IT Governance	10 Application Development

Source: Gartner.com Data, January 2012

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2006 Client Key Initiatives

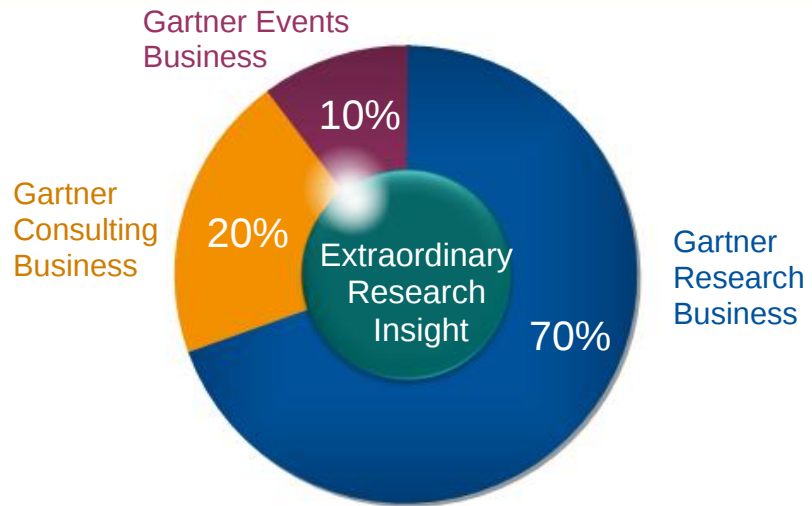


Rank Key Initiative	Rank Key Initiative
1 IT Strategic Planning	6 Mobile & Wireless
2 Security & Privacy	7 Customer Relationship Management
3 Business Intelligence	8 Application Integration and Middleware
4 Application Development	9 Outsourcing
5 ERP & Supply Chain Management	10 Emerging Technologies

Source: Gartner.com Data, January 2007

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Gartner Research



Note: Percentages based on midpoint of 2012 revenue guidance.

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Gartner Research Model

The Research Process

People



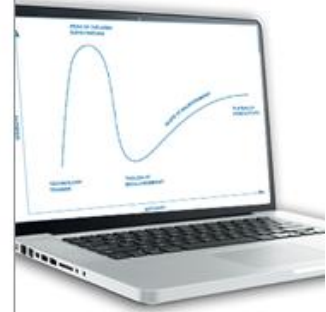
Process



Proprietary Data



Packaging



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Gartner Research Model

The People — Analysts

People

Process

Proprietary Data

Packaging

Subject Matter Experts

Over **810** analysts in **26** countries

Over **135** based in APAC, over **190** based in Europe

Minimum **12 years** of experience at time of hire

60% have 20+ years of industry experience



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Gartner Research Model

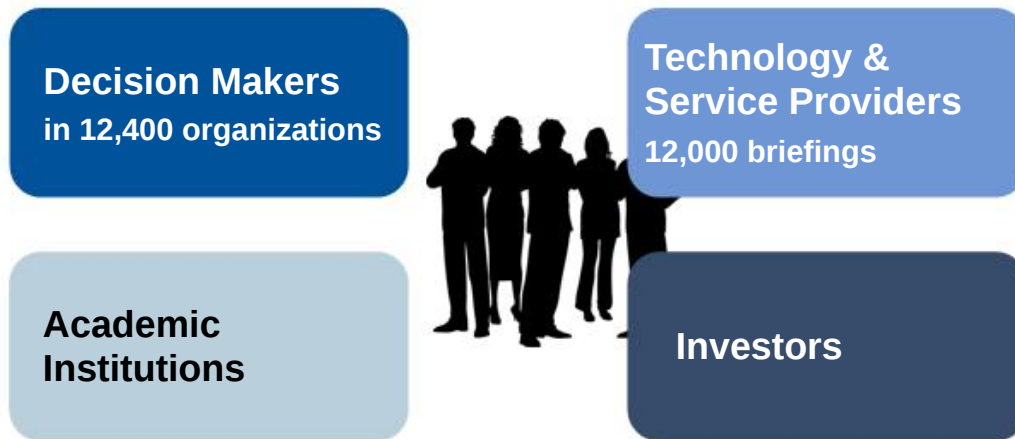
The Research Process

People

Process

Proprietary Data

Packaging



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Gartner Research Model

The Research Process

People

Process

Proprietary Data

Packaging



Transparency
Objectivity
Collaboration
Quality

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Gartner Research Model

The Research Process

People

Process

Proprietary Data

Packaging

Rank Key Initiative

1 Cloud Computing

2 Mobile Enterprise Strategy

3 Enterprise Architecture

4 IT Strategic Planning

5 IT Governance



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Gartner Research Model

Proprietary Data and Analytics

People

Process

Proprietary Data

Packaging

Proprietary Data and Analytics

4.5 million
end-user
searches per
year

290,000
recorded
interactions

Over **2,300**
contract reviews
and almost
8,500 strategy
reviews

5.5 million
document page
views

5,500 IT Cost
and Price
benchmarks

A terabyte of
continually
updated market
data



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Gartner Research Model

Packaging and Presentation

People

Process

Proprietary Data

Packaging



Written Actionable Advice

8,600 documents annually including:

Magic Quadrants

Hype Cycles

Vendor Ratings

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Gartner Research Model

Packaging and Presentation

People

Process

Proprietary Data

Packaging



Interactions

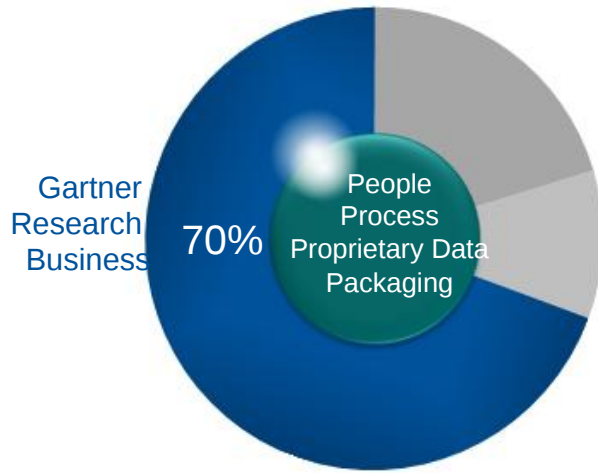
Scalable structure and process to handle 290,000 interactions

Phone access to analysts

Face-to-face interactions

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Gartner Research

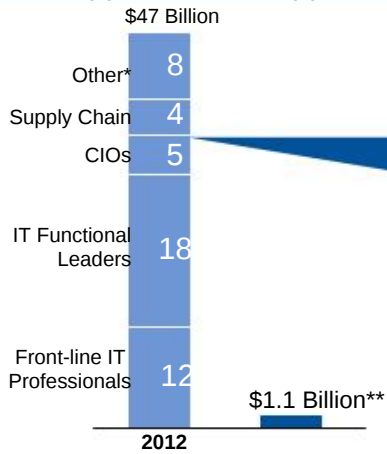


Note: Percentages based on midpoint of 2012 revenue guidance.



Gartner Research

Vast Untapped Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors
** 2011 ending contract value

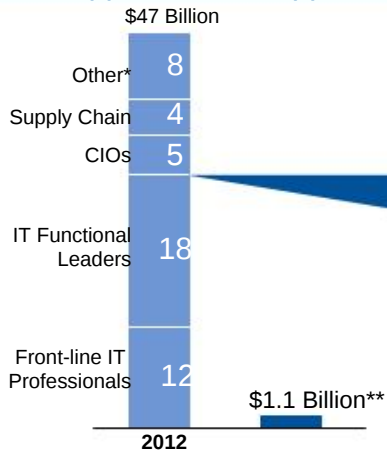
Gartner for IT Executives

Equips CIOs with the role-specific tools and knowledge they need to deliver exceptional business results for their organizations

Gartner.

Gartner Research

Vast Untapped Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors
** 2011 ending contract value

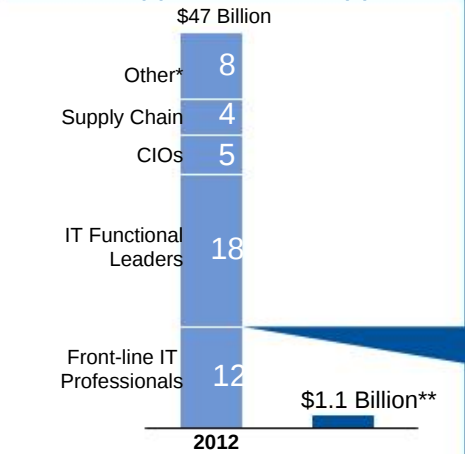
Gartner for IT Leaders

Provides IT leaders with just-in-time, role-specific insight and advice from Gartner analysts to drive success on critical initiatives and IT purchases

Gartner.

Gartner Research

Vast Untapped Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors
** 2011 ending contract value

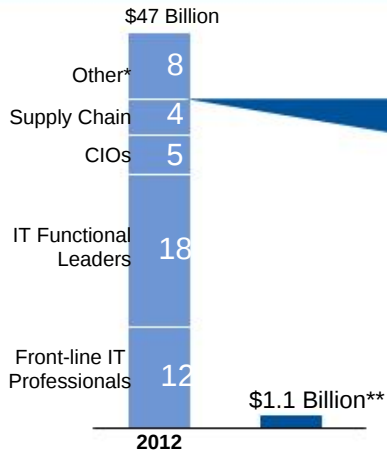
Gartner for Technical Professionals

Provides IT technical professionals with in-depth advice to drive technology architecture decisions and implementation strategy

Gartner.

Gartner Research

Vast Untapped Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors
** 2011 ending contract value

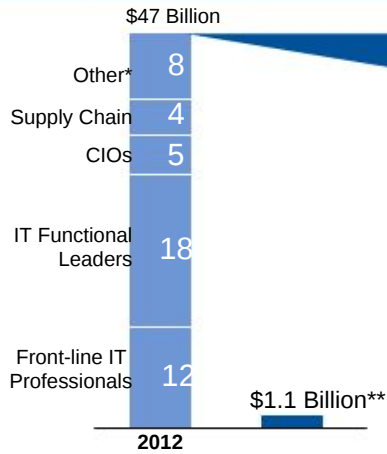
Gartner for Supply Leaders

Provides Supply Chain leaders within different industries advice and tools to optimize and drive success on critical initiatives around their specific value chain

Gartner.

Gartner Research

Vast Untapped Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors
** 2011 ending contract value

Gartner for Business Leaders

Provides business leaders in Technology and Service providers with the tools and insight to ensure they succeed in the marketplace

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Continuous Product Innovation

Content

Technology Platform

Usability/interface



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Strong Value Proposition



Gartner Research



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Alwyn Dawkins

Senior Vice President
Gartner Events

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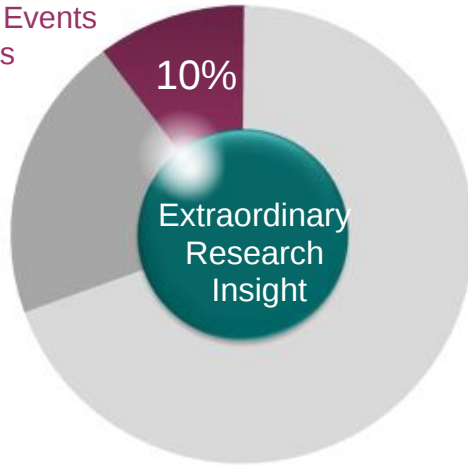
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Gartner Events
Business



Note: Percentages based on midpoint of 2012 revenue guidance.



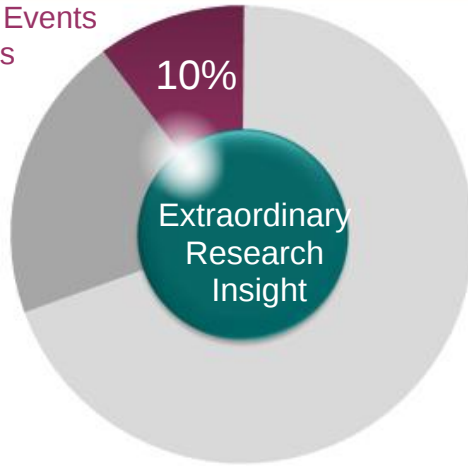
Our mission:

Make every conference we produce the *MUST ATTEND* event for the communities we serve

Gartner.

Gartner Events

Gartner Events
Business

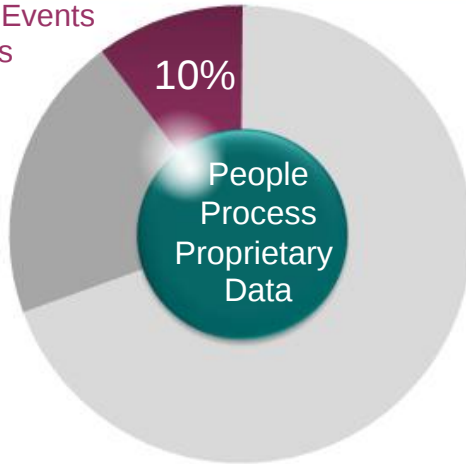


World's Leading IT Conference Producer

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Gartner Events

Gartner Events
Business



Note: Percentages based on midpoint of 2012 revenue guidance.



Attendee Value Proposition

Face-to-face Analyst interaction

Industry leaders

Unparalleled peer networking

Access to leading solution providers

Actionable advice



Exhibitor Value Proposition



Face to face interaction
with high level attendees

Cost effective means to
generate leads

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2011 Gartner Event Portfolio

60 strategic conferences
15% increase in global attendance

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SYMPOSIUM ITXPO® 2011



Gartner.
Summits



Gartner.
Supply Chain
Executive Conference



Gartner.
Catalyst Conference

Gartner.



The World's Most Important Gathering of CIOs and Senior IT Executives

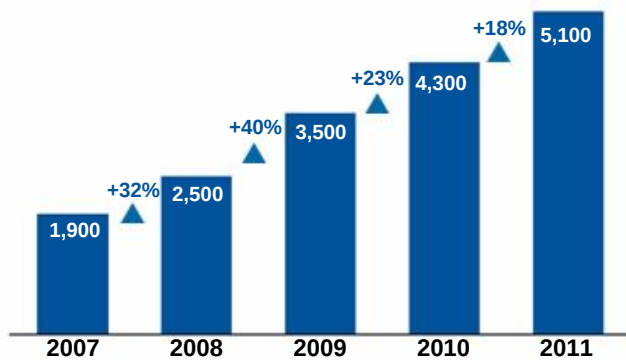


5,100 CIOs (up 18% YoY) and over 18,000 Attendees (up 16% YoY)

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Symposium strategy driving increased CIO attendance

Global Symposium CIO Attendance



5,100 plus CIOs
18% YOY increase

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2012 Gartner Event Portfolio

63 strategic conferences

Gartner.
SYMPOSIUM ITXPO® 2012



Gartner.
Summits



Gartner.
Supply Chain
Executive Conference



Gartner.
Catalyst Conference

Gartner.



Gartner Events



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Gartner[®]



Per Anders Waern

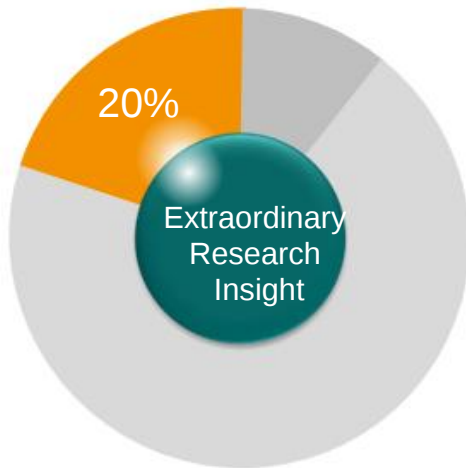
Senior Vice President
Gartner Consulting

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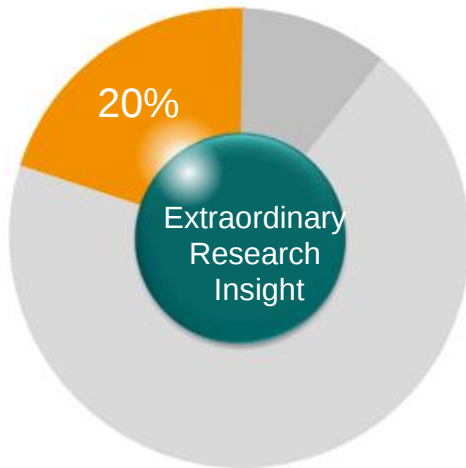


Note: Percentages based on midpoint of 2012 revenue guidance.





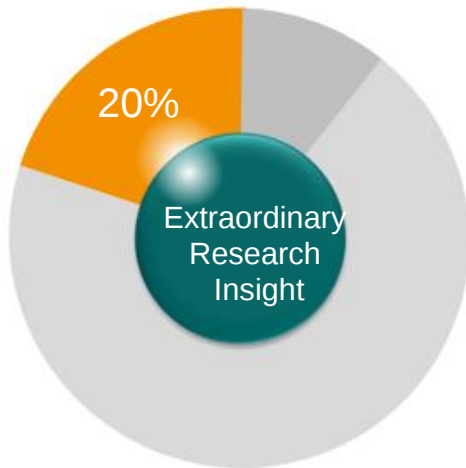
Gartner Consulting



Note: Percentages based on midpoint of 2012 revenue guidance.



Gartner Consulting



Note: Percentages based on midpoint of 2012 revenue guidance.



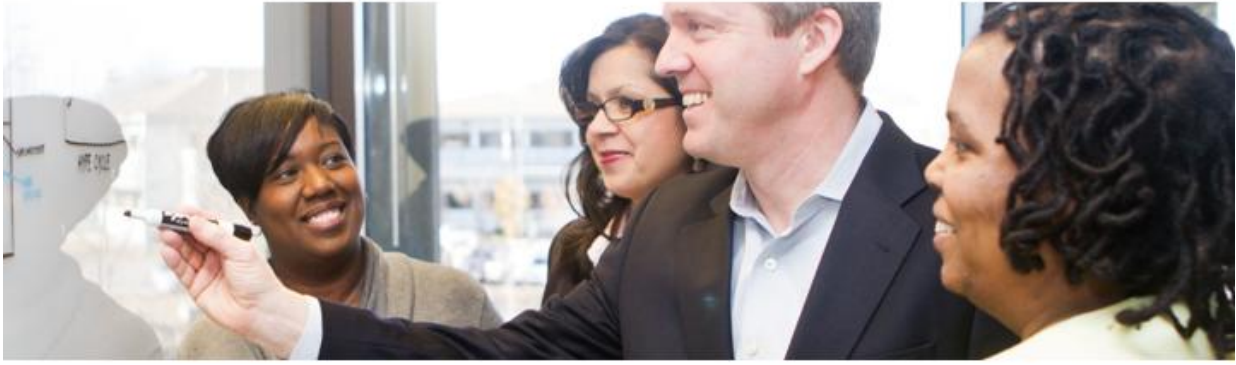
Experienced Senior Practitioners



- 481 billable Consultants
- \$424K average annual revenue per head
- Powerful value proposition for attracting top talent



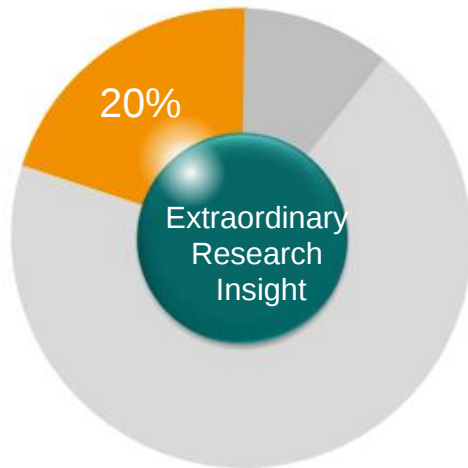
Managing Partner



- Trust-based relationships
- Repeatable services

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Gartner Consulting



Note: Percentages based on midpoint of 2012 revenue guidance.



Longer-term differentiated engagements leveraging Gartner research

- 50% cost savings
- Mobility roadmap
- Cloud strategy

Contract Optimization



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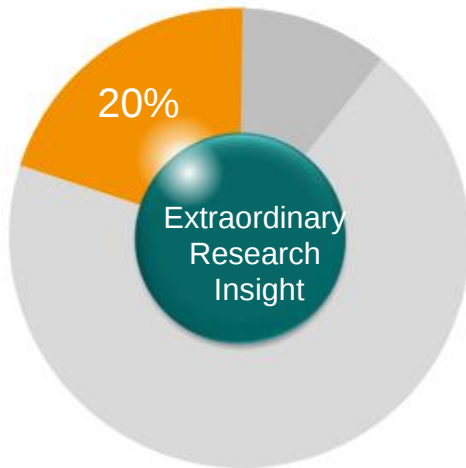
Gartner Consulting Contract Optimization

>\$1.4B

in documented client savings

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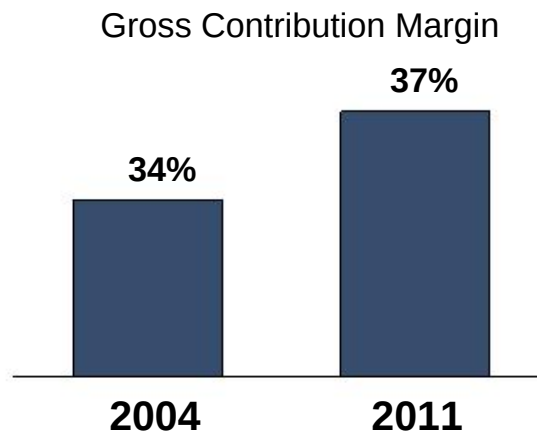
Gartner Consulting



Note: Percentages based on midpoint of 2012 revenue guidance.



Gartner Consulting – Continuous Productivity Improvements



Note: 2004 Gross Contribution Margin re-stated to reflect the impact of equity compensation expense – impact is 1 pt.

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Gartner Consulting



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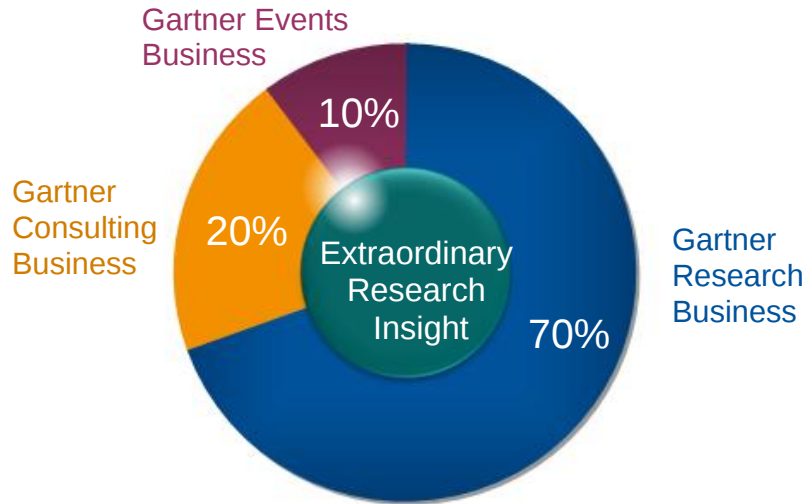


David Godfrey

Senior Vice President
Worldwide Sales

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Note: Percentages based on midpoint of 2012 revenue guidance.

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1,268 quota-bearing sales associates



Profile of a Gartner Account Executive

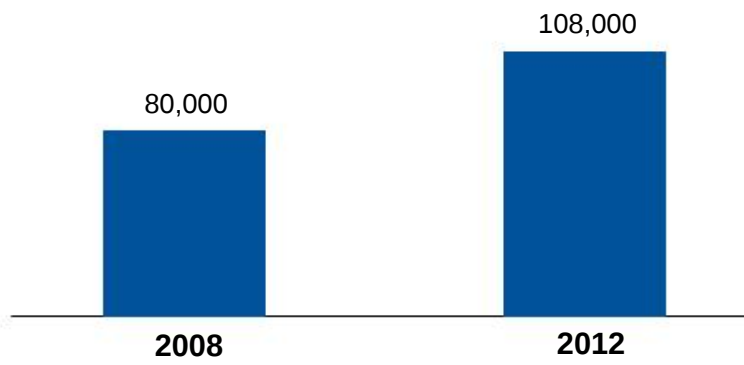


- 186% growth since 2004
- 48% outside of United States
- Highly motivated
- Great sales DNA
- Passionate
- Goal oriented

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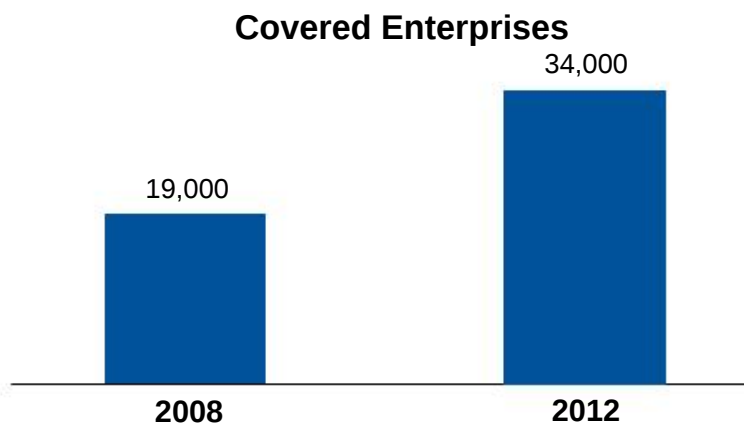
Market Opportunity

Enterprise Opportunity



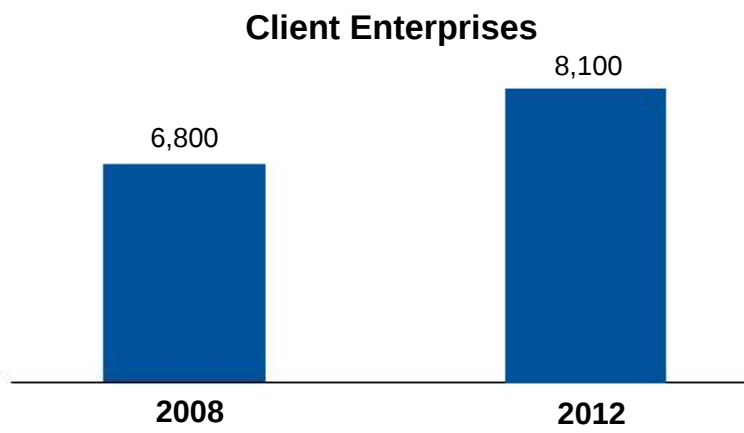
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Market Opportunity



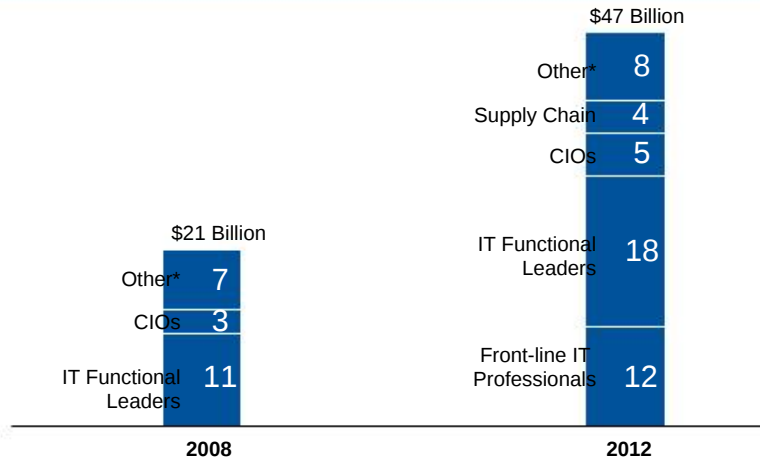
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Market Opportunity



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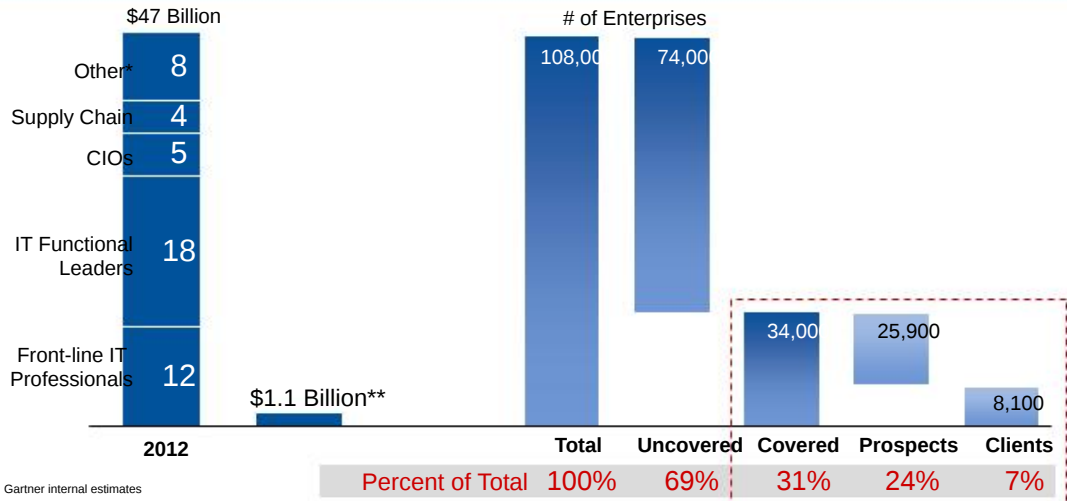
Total Market Opportunity



Source: Gartner internal estimates
* technology, professional services, telecommunications and investors



Vast Market Opportunity For Research

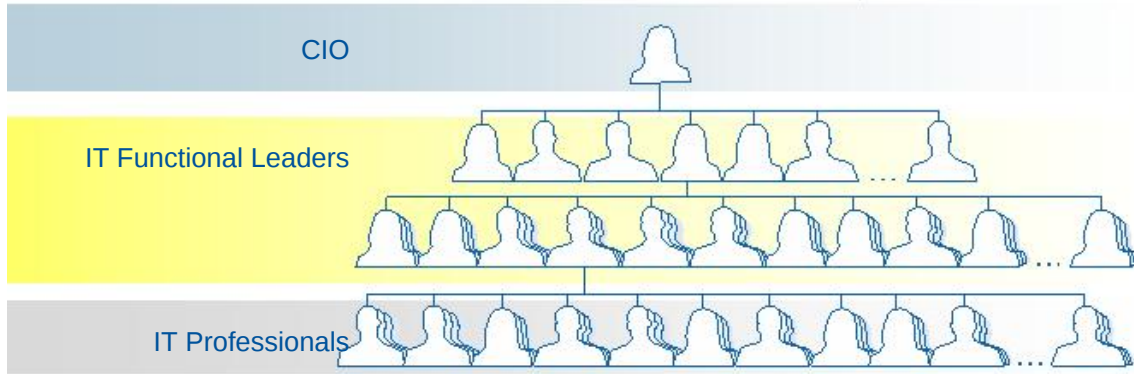


Source: Gartner internal estimates
 * technology, professional services, telecommunications and investors
 ** 2011 ending contract value



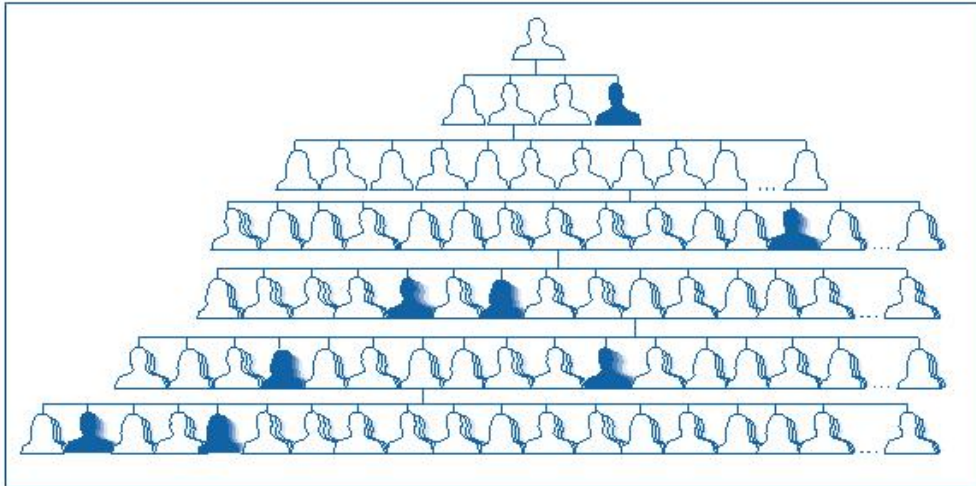
Research sold as subscriptions to individuals

- Role-based
- Recurring revenue



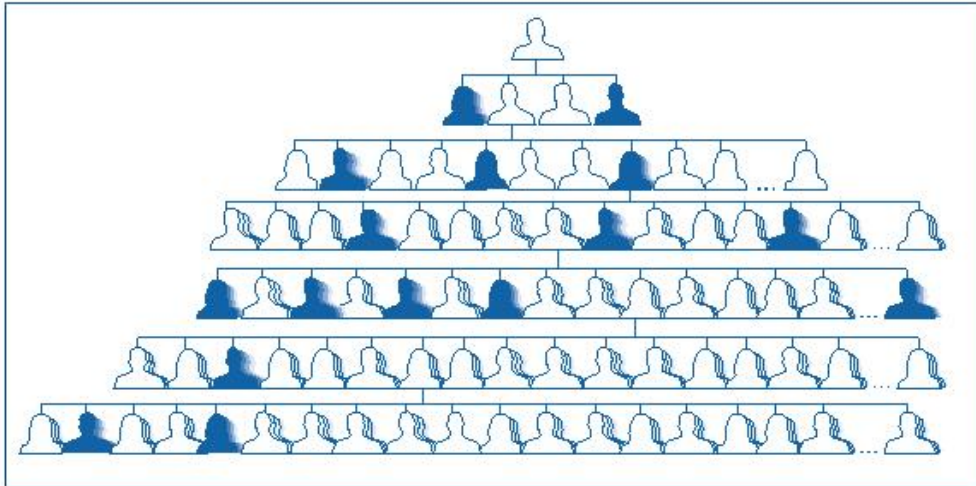
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Case Study: Growing the Account



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Case Study: Growing the Account



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Sales Strategy to Capture Market Opportunity

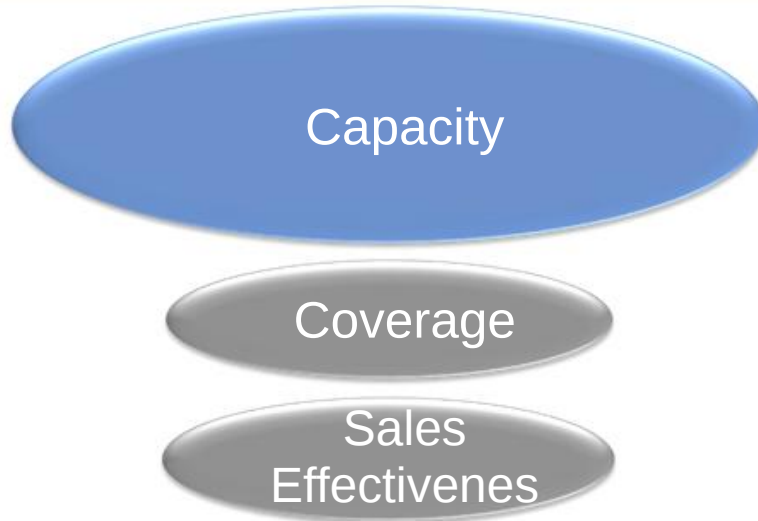
Capacity

Coverage

Sales
Effectiveness

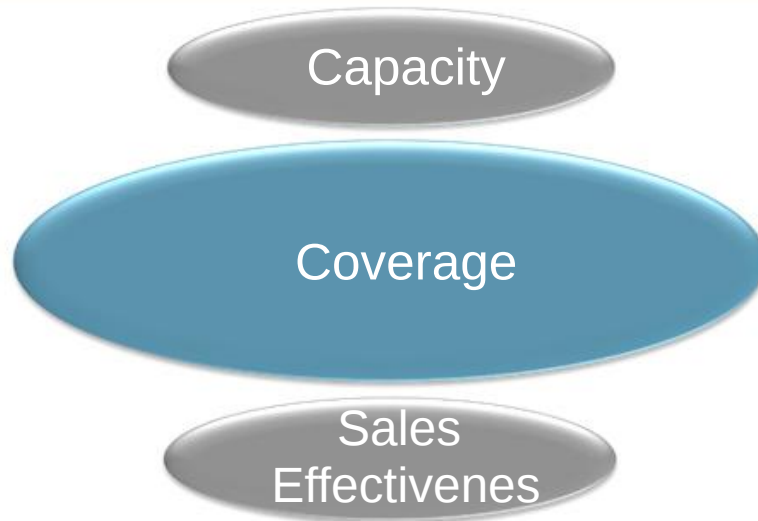
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Sales Strategy to Capture Market Opportunity



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Sales Strategy to Capture Market Opportunity



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Sales Strategy to Capture Market Opportunity



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Sales Strategy to Capture Market Opportunity

Capacity

- 15 - 20% increased annual sales headcount objective
- Architected recruitment and training plan

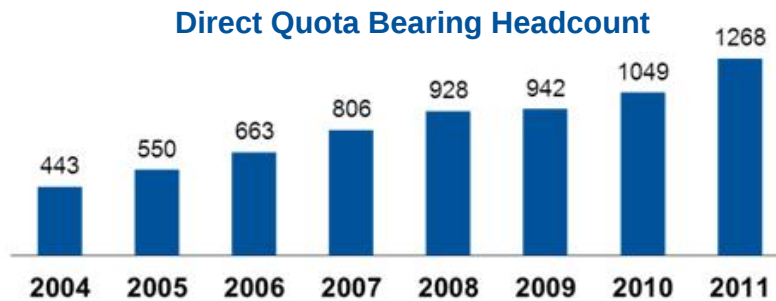


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Sales Strategy to Capture Market Opportunity

Capacity

- 15 - 20% increased annual sales headcount objective
- Architected recruitment and training plan



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Gartner Sales: A great place to work

Gartner culture

- Collaboration
- Leading tools and Best Practices
- Access to the C-Level
- Innovative products



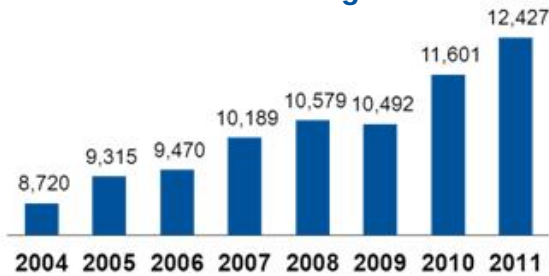
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Sales Strategy to Capture Market Opportunity

Coverage

- Focused channel approach
- Matched to global opportunity
- Emphasizing client intimacy

Research Client Organizations



Average Contract Value per Organization



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Sales Strategy to Capture Market Opportunity

Sales Effectiveness

- Great Talent
- World Class Training
- Proprietary Tools and Best Practices



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Chris Lafond

Gartner Chief Financial Officer

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Consistent, Winning Growth Strategy



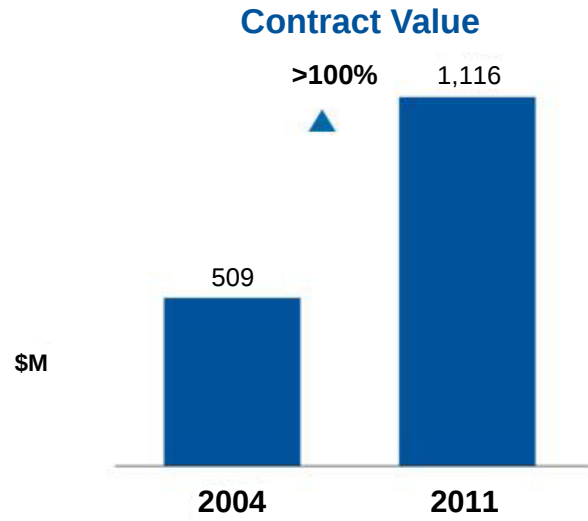
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Consistent, Winning Growth Strategy: The Financial Plan We Set in 2005

- Grow the Research business
- Optimize the Events portfolio
- Improve the profitability of the Consulting business
- Leverage our G&A infrastructure
- Drive shareholder value

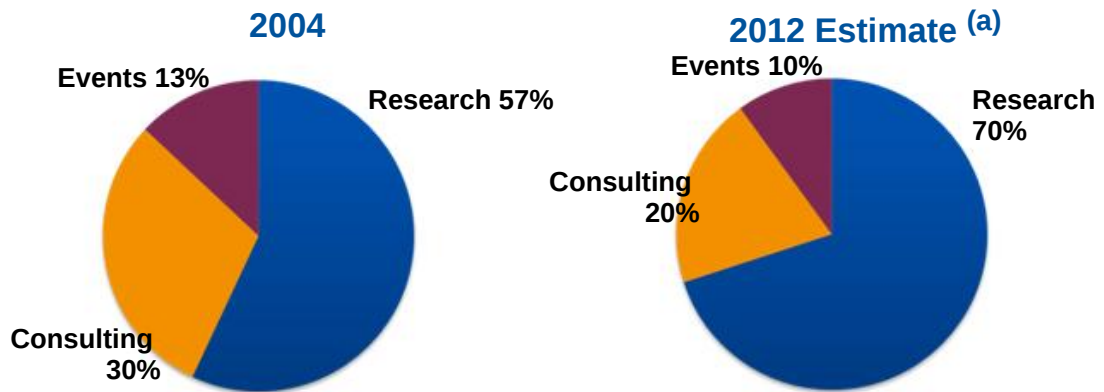
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Grow the Research Business



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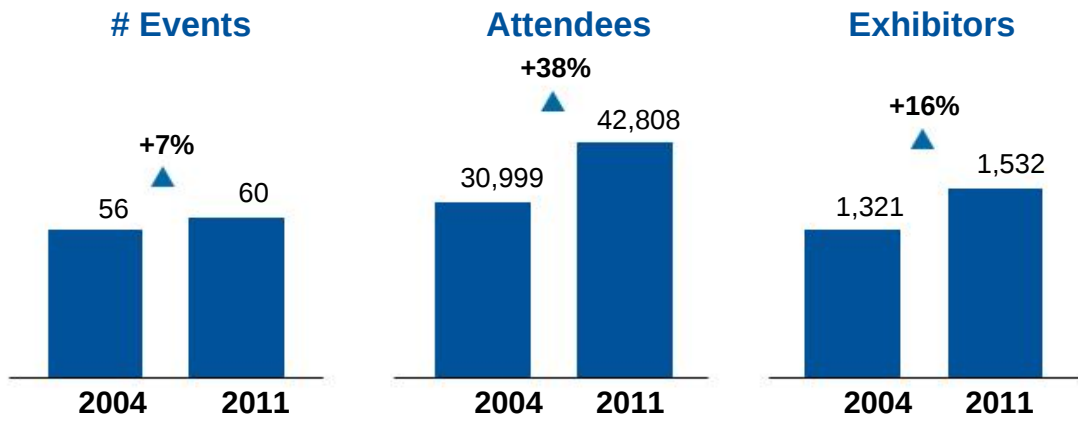
Consistent Growth Strategy: Grow the Research Business



(a) Based on midpoint of 2012 revenue guidance.

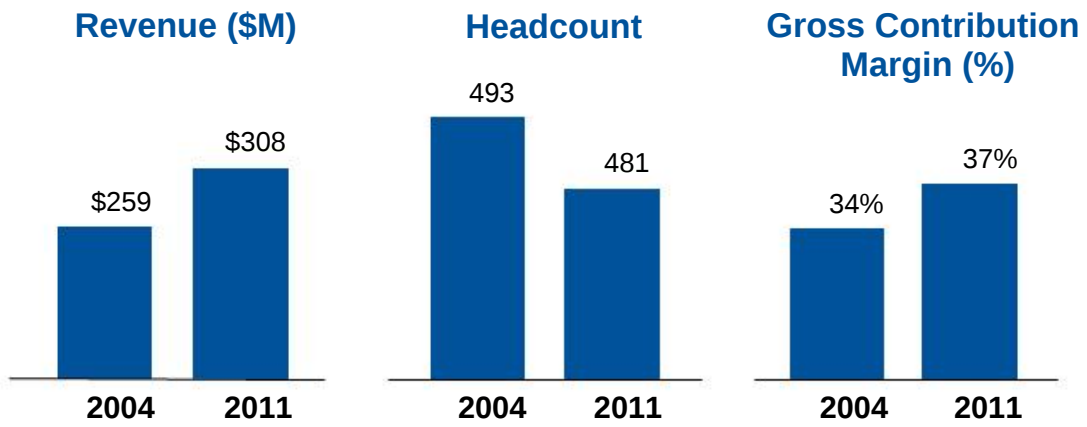
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Optimize the Events Portfolio



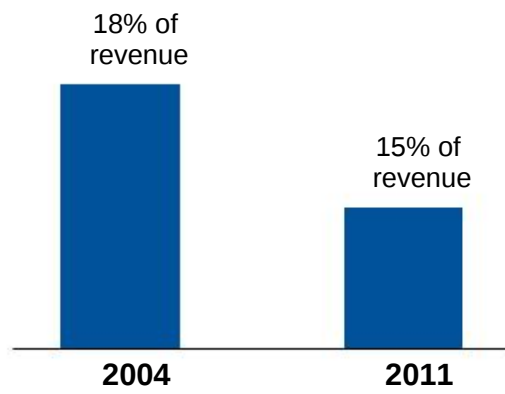
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Improve Consulting Profitability



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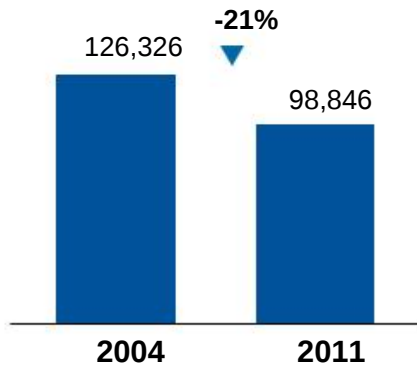
Leverage our G & A Infrastructure



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Drive Shareholder Value

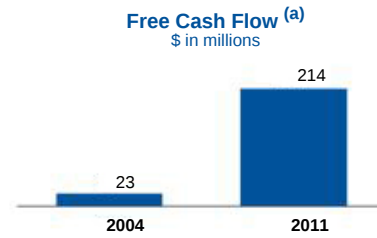
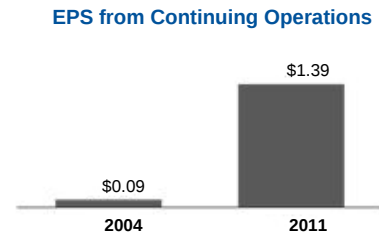
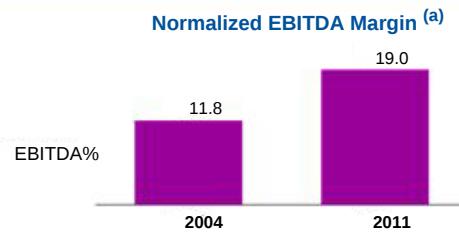
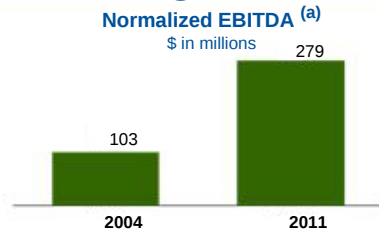
Shares Outstanding (\$000's)



- 44 Million shares repurchased
- \$963.5M returned to shareholders

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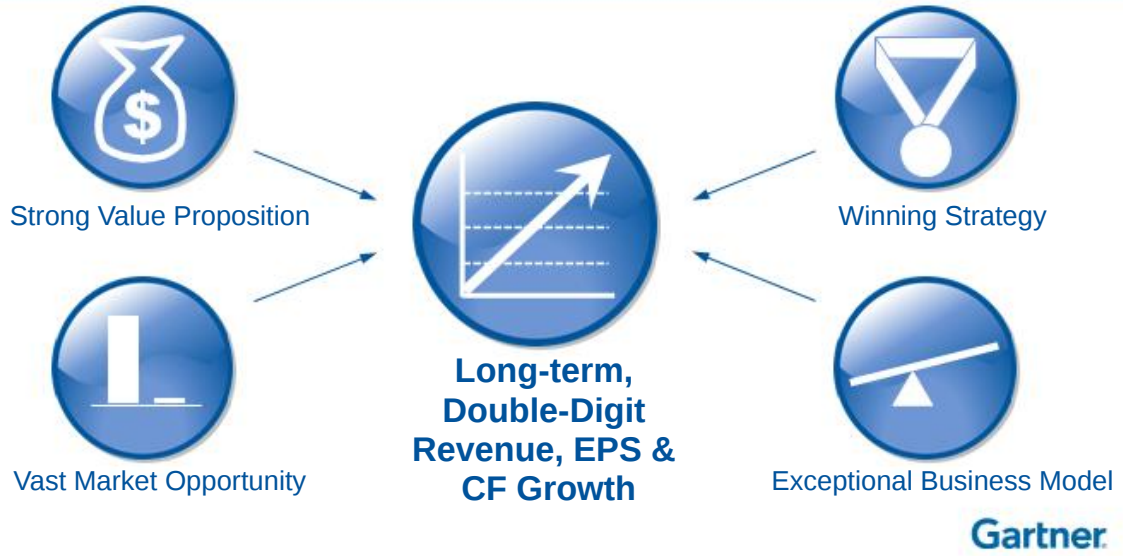
Consistent, Winning Growth Strategy: CF & Earnings Track Record



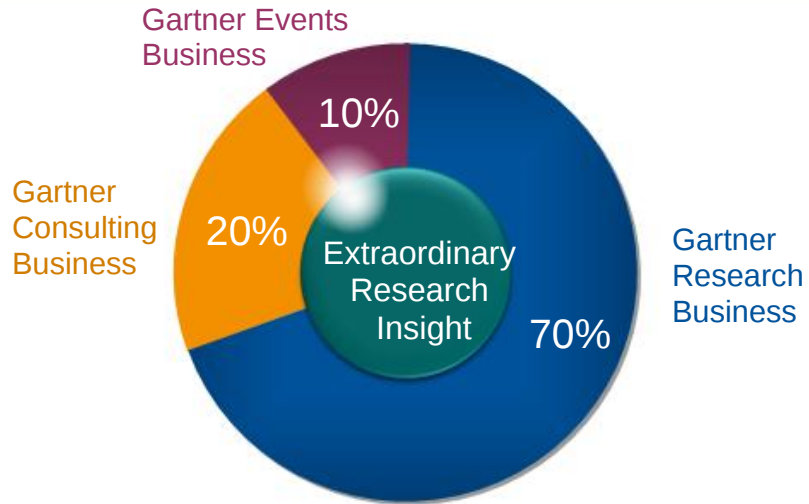
(a) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.



Why Invest in Gartner?



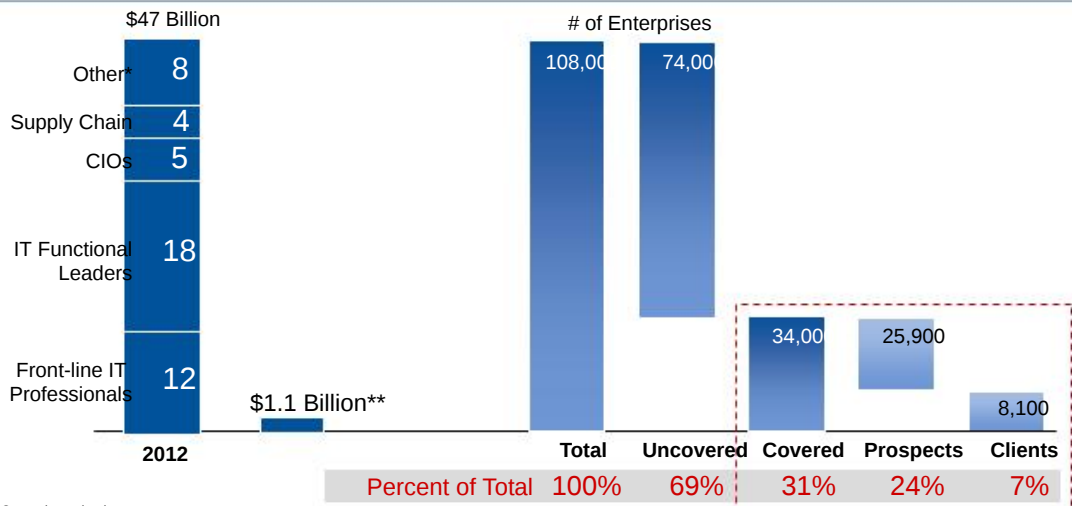
Value Proposition: We Deliver Our Extraordinary Research Insight Through Three Business Segments



Note: Percentages based on midpoint of 2012 revenue guidance.

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Vast Market Opportunity For Research



Source: Gartner internal estimates
 * technology, professional services, telecommunications and investors
 ** 2011 ending contract value



Attractive and Predictable Business Model

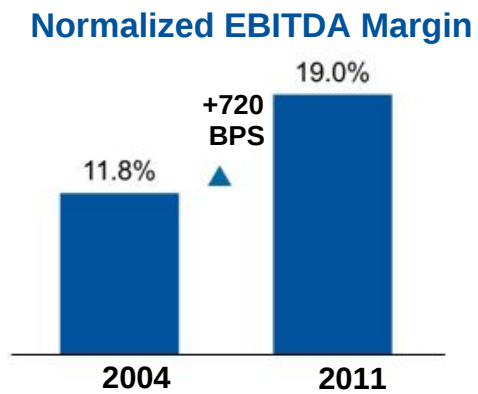
- Subscription-based business model
- High renewal/retention rates—80% plus—attractive level of recurring revenue
- Negative working capital
- High incremental margins
- Strong balance sheet
- High level of conversion from earnings into FCF

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Attractive Business Model: Margin Expansion

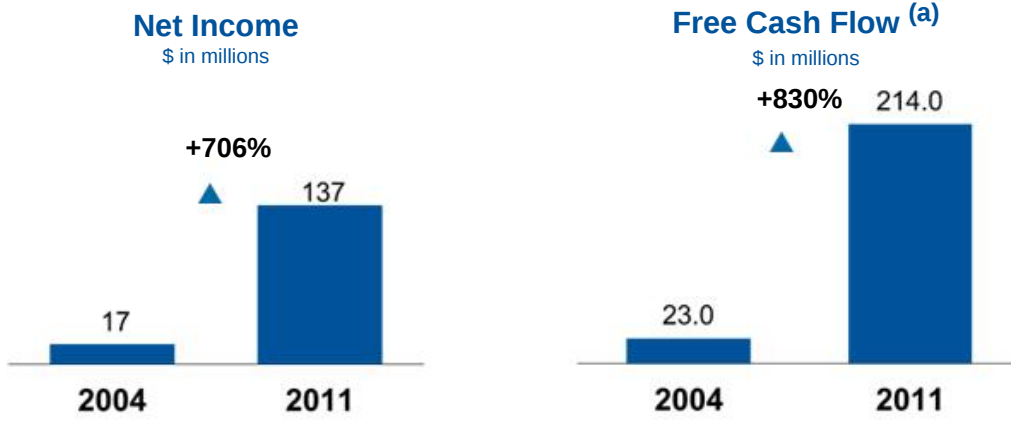
- High incremental gross contribution margin long-term targets

- Research—70%
- Events—50%
- Consulting—40%



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Attractive Business Model: Strong Cash Flow Leverage Conversion



(a) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure.

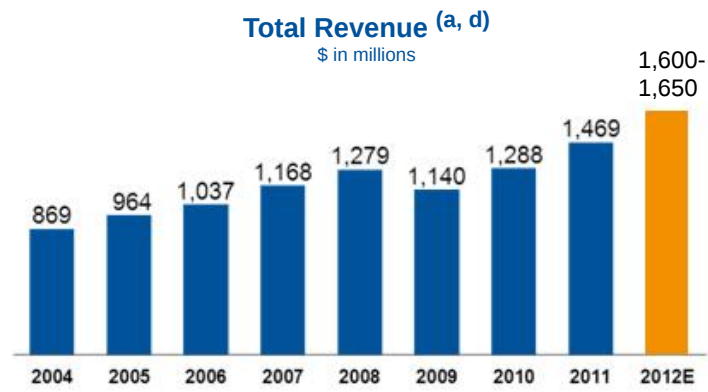
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Long-Term Financial Objectives

	<u>Annual</u>
Total Revenue Growth	11 – 16%
Research	15 – 20%
Consulting	3 – 8%
Events	5 – 10%
Normalized EBITDA margin improvement	50 – 150 bps per year

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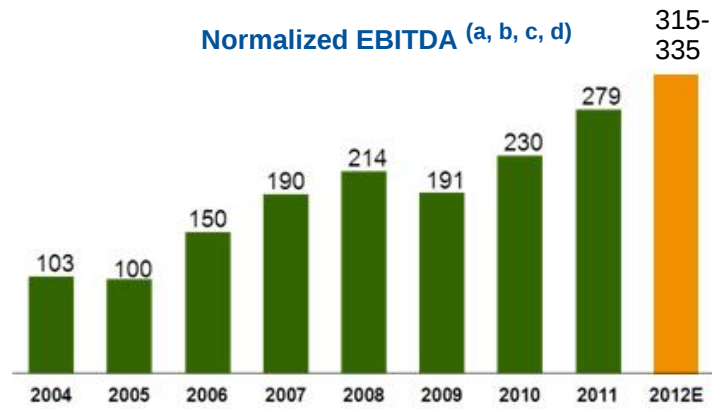
Consistent Growth Strategy



- (a) Restated to exclude results of Vision Events.
- (b) See the attached Glossary for the definition of Normalized EBITDA, and cautionary statement regarding this non-GAAP financial measure
- (c) 2012 Normalized EBITDA margin based upon mid-point of 2012 guidance
- (d) See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.
- (e) See the attached Glossary for the definition of Free Cash Flow, and cautionary statement regarding this non-GAAP financial measure



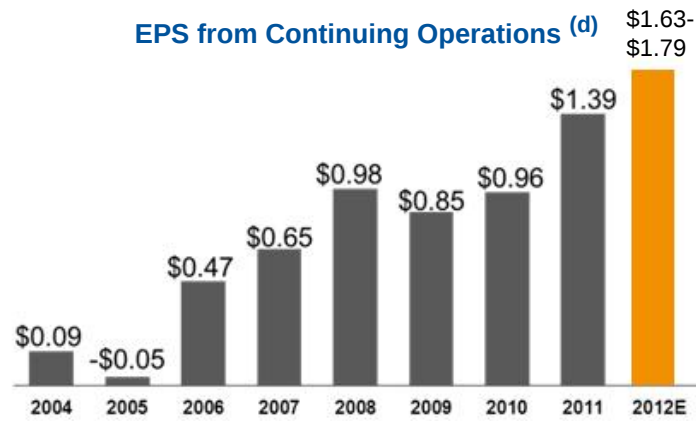
Consistent Growth Strategy



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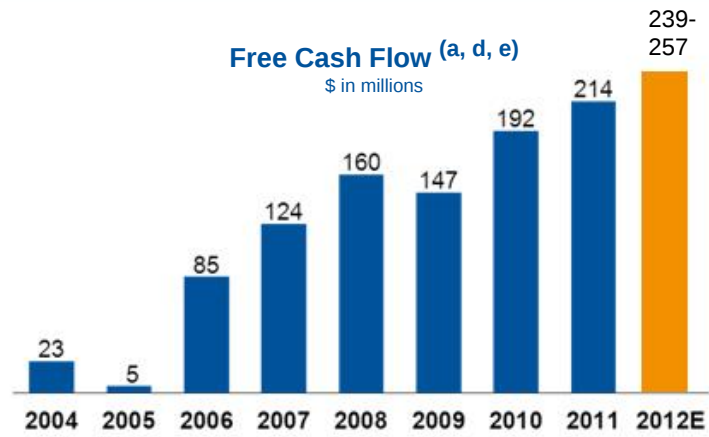
Consistent Growth Strategy



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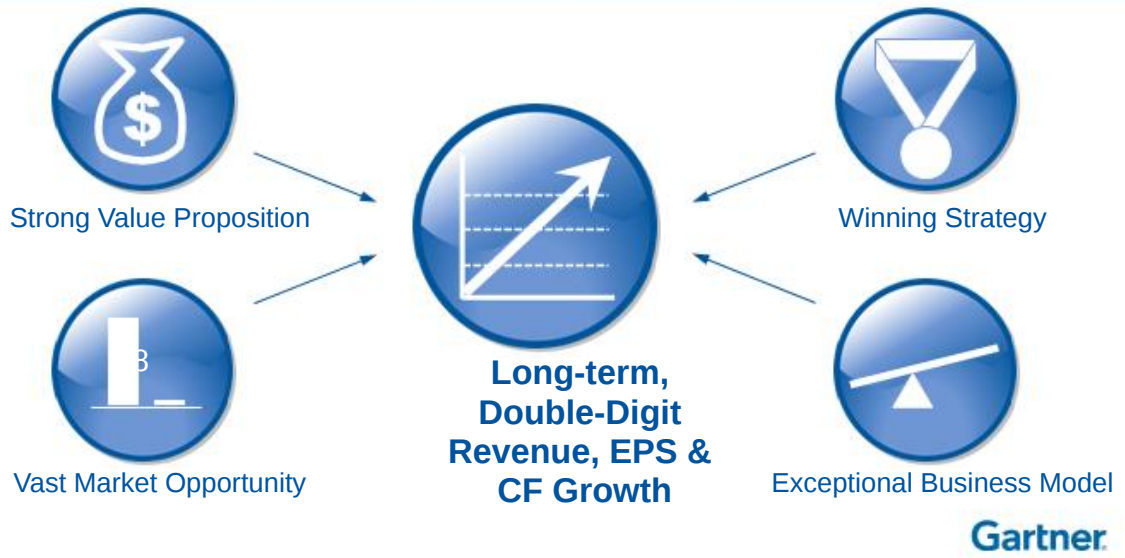
Consistent Growth Strategy



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The image features a solid blue background with a subtle, light blue landscape of rolling hills or dunes. A horizontal white band is centered across the image, containing the word "Appendix" in a bold, white, sans-serif font.

Appendix

Projected 2012 Full Year Revenue and EBITDA Outlook

(\$ in millions except per share data)	2012 Projection ⁽¹⁾	Reported % change ⁽¹⁾
Research	\$ 1,130 - 1,150	12% - 14%
Consulting	310 - 330	1% - 7%
Events	160 - 170	8% - 14%
Total Revenue	\$1,600 - 1,650	9% - 12%
Normalized EBITDA ⁽²⁾	\$315 - 335	13% - 20%

⁽¹⁾ See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

⁽²⁾ See the attached Glossary for a discussion of Normalized EBITDA

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Projected 2012 Earnings and Cash Flow Outlook

(\$ in millions except per share data)	2012 Projection ⁽³⁾	Reported % change ⁽¹⁾
Diluted Income per share	\$1.63 - 1.79	17% - 29%
Operating Cash Flow ⁽¹⁾	\$285 - 305	12% - 19%
Capital Expenditures ⁽¹⁾	—(46) - —(48)	
Free Cash Flow ⁽²⁾	239 - 257	12% - 20%

- ⁽¹⁾ Capital expenditures includes \$16.0 million of estimated payments we will make for the renovation of our Stamford headquarters facility, which are contractually reimbursable from the landlord. The accounting impact of these renovation payments increases both cash flow from operations and capital expenditures (investing activities) by the same amount and as a result has no net impact on Free Cash Flow.
- ⁽²⁾ See the attached Glossary for a discussion of Free Cash Flow.
- ⁽³⁾ See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.



Projected 2012 Quarterly Phasing – Revenue

- Research revenue driven by retention rates and timing of new business
 - Balanced renewals with 26% expected in Q1
 - Fourth quarter historically the largest for new business
- Events revenue recognized when conferences delivered
 - Symposium Series in Q4 drives phasing
 - 12 events in Q1, 23 events in Q2, 13 events in Q3, and 15 events in Q4
- Consulting revenue is seasonal
 - Q2 and Q4 slightly higher volume quarters
 - Q1 expected to be 23% of full year revenue

Note: See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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Projected 2012 Quarterly Phasing – Revenue

- Approximate estimated revenue phasing in 2012:

	Q1	Q2	Q3	Q4
Research	24%	25%	25%	26%
Consulting	22%	26%	24%	28%
Events	11%	25%	11%	53%

- Above based on midpoint of revenue guidance

Note: See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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Projected 2012 Quarterly Phasing – Expense

- Quarterly fluctuations in cost of services driven primarily by the conference schedule in our Events business
- Higher Research and Sales expenses in Q4 related to Symposia and year-end sales support activities
- G&A is less seasonal

Note: See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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Projected 2012 Sales, G&A and Other Expenses

- Depreciation and amortization of \$29 - 30 million
- Interest expense of \$10 – 11 million
- Other income/expense of \$2 – 3 million (primarily transaction FX gains/losses)
- Tax rate projected to be between 32 and 33%

Note: See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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Projected 2012 Quarterly Phasing – Earnings

- Approximate income per share:

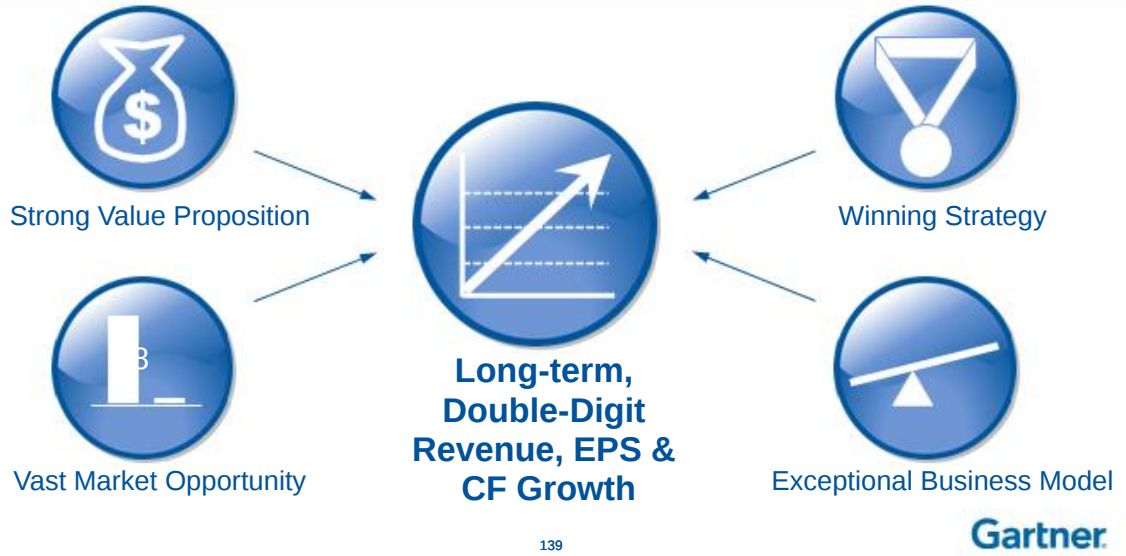
Q1	Q2	Q3	Q4
19%	25%	20%	36%

- Above based on the midpoint of guidance
- Based upon business conditions the Company may accelerate or postpone expenses throughout the year which could shift earnings between quarters

Note: See Forward Looking Statement disclaimer on page 1 for factors that may affect our ability to achieve these results.

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Why Invest in Gartner?



Glossary

Non-GAAP Financial Measures

Investors are cautioned that Normalized EBITDA and Free Cash Flow are not financial measures under generally accepted accounting principles. In addition, they should not be construed as alternatives to any other measures of performance determined in accordance with generally accepted accounting principles. These non-GAAP financial measures are provided to enhance the user's overall understanding of the Company's current financial performance and the Company's prospects for the future.

Normalized EBITDA

Represents operating income excluding depreciation, accretion on obligations related to excess facilities, amortization, stock-based compensation expense, Acquisition Adjustments and Other charges. We believe Normalized EBITDA is an important measure of our recurring operations as it excludes items that may not be indicative of our core operating results.

Reconciliation of Normalized EBITDA to GAAP

(\$ in millions)

	2004	2005	2006	2007	2008	2009	2010	2011
Net income (loss)	\$17	(\$2)	\$58	\$74	\$104	\$83	\$96	\$137
Interest expense, net	1	11	17	22	19	16	16	10
Other (income) expense, net	7	9	1	(3)	1	3	—	2
Discontinued operations ⁽¹⁾	(5)	(4)	(4)	(3)	(7)	—	—	—
Tax provision	16	7	26	40	48	33	38	65
Operating income ⁽¹⁾	\$36	\$20	\$98	\$129	\$164	\$134	\$149	214
Normalizing adjustments:								
Depreciation, accretion and amortization	31	36	34	28	28	28	36	32
META integration charges	—	15	1	—	—	—	—	—
Other charges	36	29	—	9	—	—	—	—
SFAS No. 123(R) stock compensation expense	—	—	17	24	21	26	33	33
Pre-acquisition deferred revenue fair value adjustments	—	—	—	—	—	—	4	—
Acquisition and Integration Charges ⁽²⁾	—	—	—	—	—	3	8	—
Normalized EBITDA ⁽¹⁾	\$103	\$100	\$150	\$190	\$213	\$191	\$230	\$279

Glossary

Non-GAAP Financial Measures

Free Cash Flow: Represents cash provided by operating activities excluding cash charges related to the acquisitions of AMR Research and Burton Group, which primarily consist of certain nonrecurring costs such as severance and other exit costs ("Cash Acquisition and Integration Charges"), less additions to property, equipment and leasehold improvements ("Capital Expenditures"). We believe that Free Cash Flow is an important measure of the recurring cash generated by the Company's core operations that is available to be used to repurchase stock, repay debt obligations and invest in future growth through new business development activities or acquisitions.

Reconciliation of Free Cash Flow to GAAP

(\$ in millions)

	2004	2005	2006	2007	2008	2009	2010	2011
Cash provided by operating activities	\$48	\$27	\$106	\$148	\$184	\$162	\$205	\$256
Cash Acquisition and Integration Charges	—	—	—	—	—	—	8	—
Capital Expenditures	(25)	(22)	(21)	(24)	(24)	(15)	(21)	(42)
Free Cash Flow	\$23	\$5	\$85	124	\$160	\$147	\$192	\$214