
Don’t ask.

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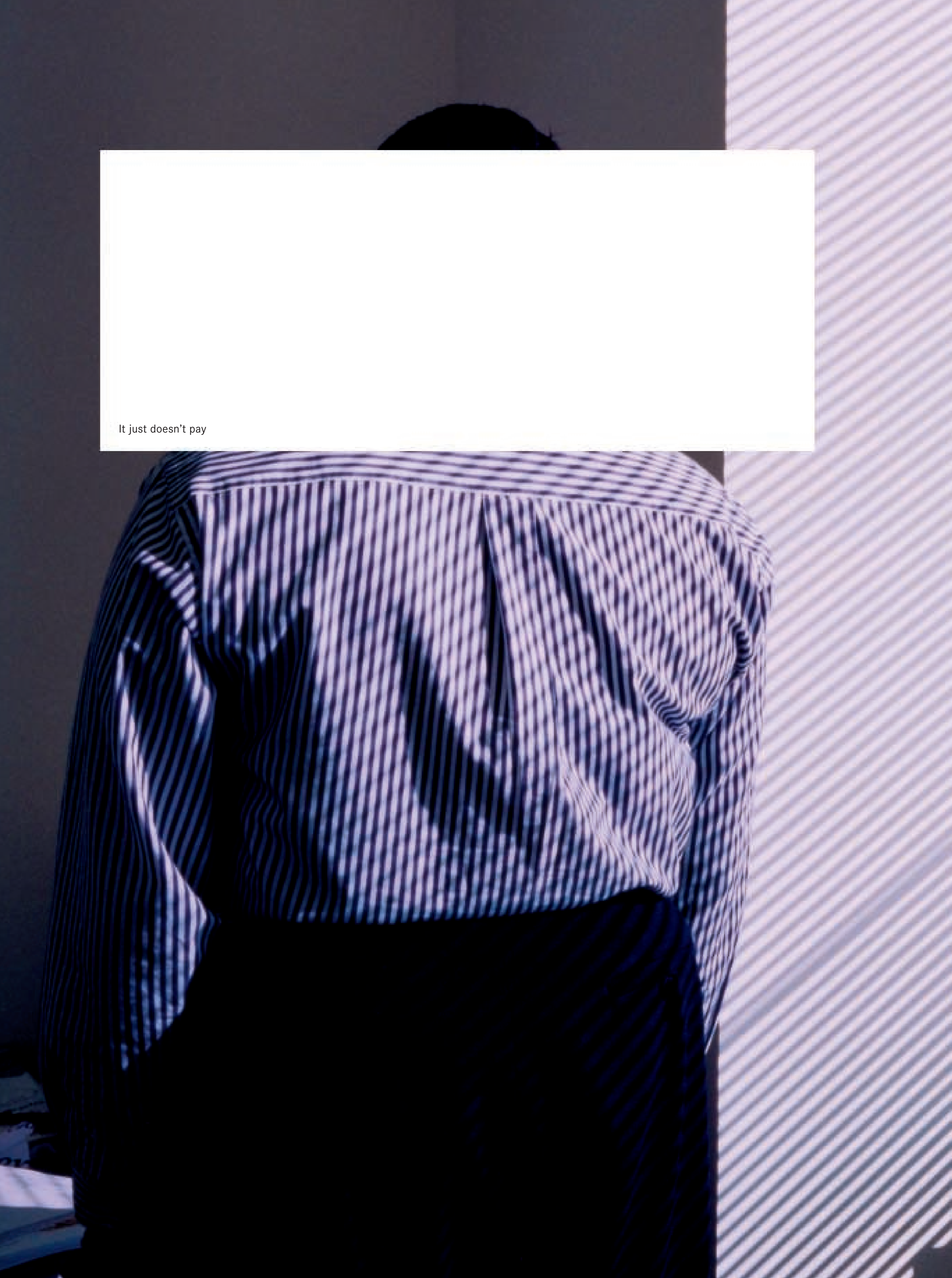
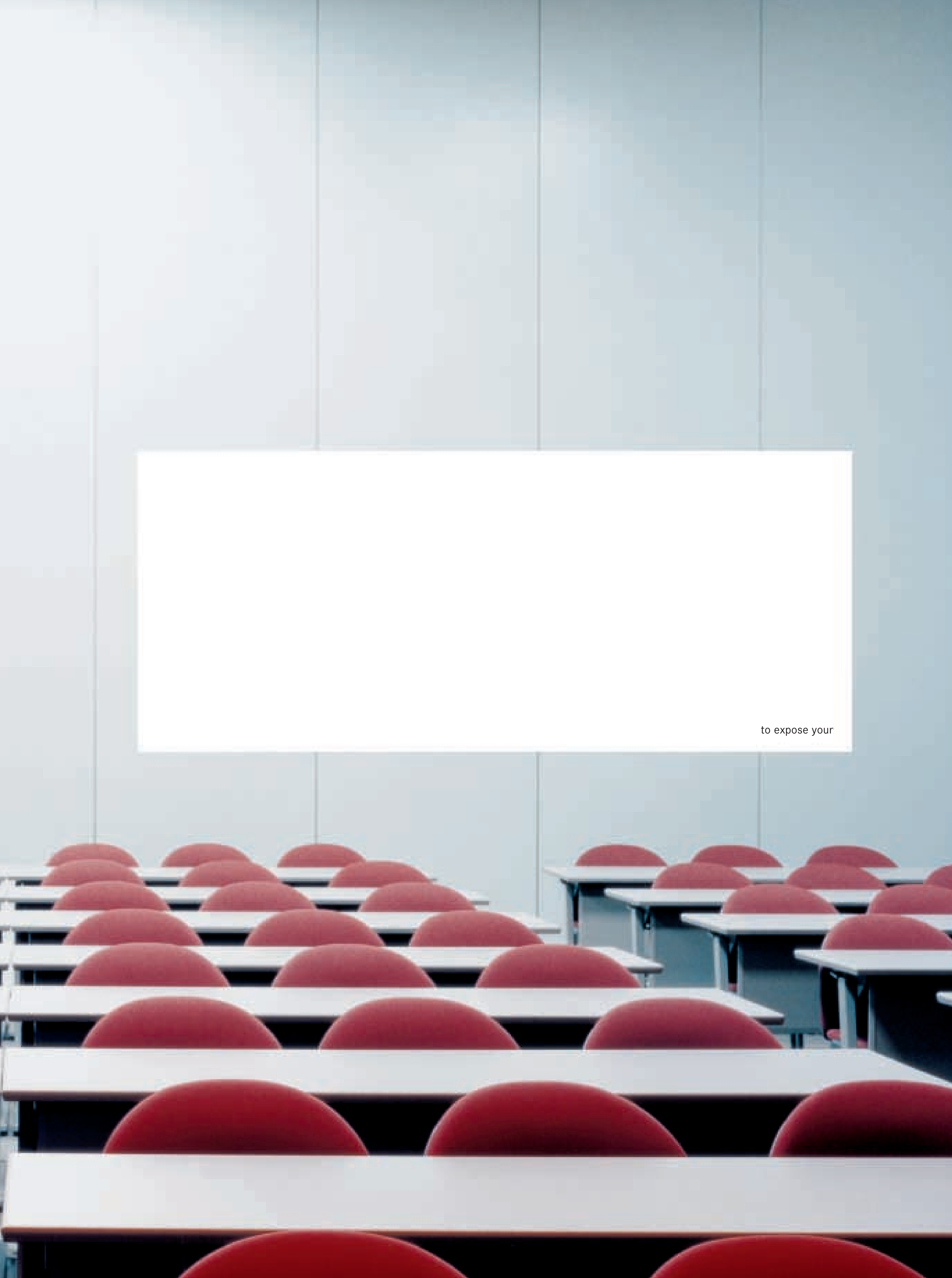
It won’t do you any good.


They don’t want to talk about it.



It just doesn’t pay



to expose your

It's true. The most successful companies have a secret weapon: Gartner

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There's only one source in the world where independent technology research and consulting live under one roof. A source that enables businesses to make major strategic decisions with complete confidence. That source is Gartner. The world's leading technology authority. That's why our competitors are also our clients. And why they don't want to talk about it. We do. Today, the most compelling companies being built or transformed understand the power and potential of technology. Wherever you're going — however your enterprise must re-shape itself to win in the Internet economy — technology is at the heart of your strategy. And Gartner is at the heart of technology. We are the world's leading authority. Bar none. There is no consulting firm on earth with our research depth, and no research company with our consulting capability. We employ over 4,300 people worldwide. We earn nearly a billion dollars in yearly revenue. We are, by far, the leaders in our market. Our clients are the world's most important corporations, the big-name technology vendors, governments everywhere, and virtually all the world's major consulting firms who, in turn, use our research to advise their clients.

GARTNER

We are their secret. This is ours: Research depth More than 1,400 Gartner analysts and consultants — a brain trust many times the size of our nearest peer — devoted to product knowledge, vendor evaluation, measurement, market intelligence, and anything else you want to know about technology. Anything. Accurate perspective Big-picture thinking solidly backed by the hard evidence of original research. No one else calls the future with such clarity. Global knowledge-sharing With more than 80 points of global operation, Gartner can rapidly focus the cumulative knowledge of our analyst community on any problem anywhere you work — and deliver it in one integrated solution. Legacy mastery While vaulting toward the future, the majority of clients are vested in the past. No one else has Gartner's deep understanding of how best to merge your legacy environments with new technology investments. Independence Objective counsel in a connected world. Our only agenda is yours. It comes down to this: for all participants in the global economy, up-to-the-moment, firsthand insight about technology, strategy, purchasing, and deployment is of overwhelming strategic importance.

Why ask anyone else?

Case Study No. 1 (Build your business around your customers)

C.S 1

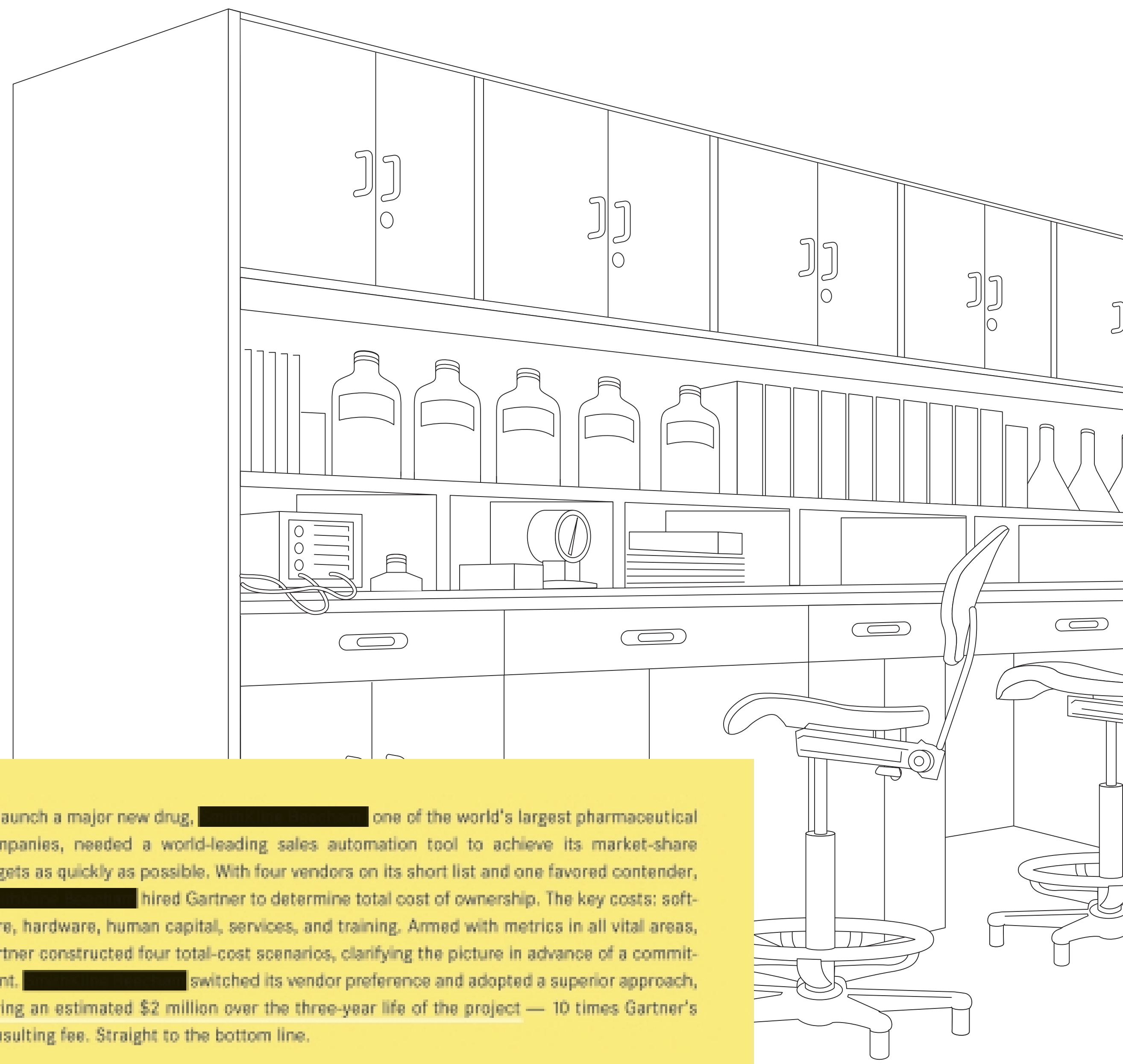
[redacted], one of the world's most successful enterprise software providers, was making the most critical product change in its history, moving from its traditional space in ERP and financial applications to a more comprehensive Internet-based supply chain model. Gartner was hired, first to do a comprehensive competitive and industry analysis for product positioning, then a series of educational seminars with [redacted]'s sales force of hundreds of representatives worldwide. The analysis showed [redacted] what its prospective customers need today and will need in the future. From that foundation evolved new thinking on product design, marketing, and customer relationship management through all channels — from field sales to Web sites. Gartner followed with training and live presentations in 25 cities, enabling [redacted]'s sales force to hit the ground running well in advance of the product's release date. First quarter sales outperformed expectations by more than 100%. Enlightenment pays.

Case Study No. 2 (Make friends with your enemies)

C.S2

Collaborative commerce is the next big wave. Traditional competitors are pooling resources to build immense B2B online exchanges — e-marketplaces — that will slash procurement costs, speed new products to market, and create an ever-expanding value chain of suppliers, partners, and third-party services. When [redacted], [redacted], and [redacted] contacted Gartner, they wanted to know the future of these "consortia" networks, and how to position themselves competitively to counter independent exchanges that might try to dominate their industry. With best-of-breed research, Gartner recommended the latest technology to enable Web-based networks, and how to monitor performance with e-metrics for extended enterprises. [redacted] and [redacted] joined the consortium. In its first year, group procurement costs were reduced dramatically. Projected for 2001: financial settlement, logistics management, vendor certification, and collaborative 3D design. The genie is out of the bottle.

Case Study No. 3 (Know your cost of ownership)



C.S3

To launch a major new drug, [redacted] one of the world's largest pharmaceutical companies, needed a world-leading sales automation tool to achieve its market-share targets as quickly as possible. With four vendors on its short list and one favored contender, [redacted] hired Gartner to determine total cost of ownership. The key costs: software, hardware, human capital, services, and training. Armed with metrics in all vital areas, Gartner constructed four total-cost scenarios, clarifying the picture in advance of a commitment, [redacted] switched its vendor preference and adopted a superior approach, saving an estimated $2 million over the three-year life of the project — 10 times Gartner's consulting fee. Straight to the bottom line.

Case Study No. 4 (Govern layerlessly)

C.S4

To launch a major new drug, [redacted] one of the world's largest pharmaceutical companies, needed a world-leading sales automation tool to achieve its market-share targets as quickly as possible. With four vendors on its short list and one favored contender, [redacted] hired Gartner to determine total cost of ownership. The key costs: software, hardware, human capital, services, and training. Armed with metrics in all vital areas, Gartner constructed four total-cost scenarios, clarifying the picture in advance of a commitment. [redacted] switched its vendor preference and adopted a superior approach, saving an estimated $2 million over the three-year life of the project — 10 times Gartner's consulting fee. Straight to the bottom line.

Our clients are the biggest and best organizations in the world.

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(Gartner Management Team)

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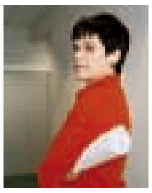

05.


01. Manny A. Fernandez / Chairman of the Board
02. Michael Fleisher / Chief Executive Officer
03. Bill McDermott / President
04. Regina Paolillo / Chief Financial Officer
05. Bob Knapp / Chief Marketing Officer

x_LTR

It's a great time to be Gartner. All enterprises increasingly must rely on technology to win in the connected world. Gartner is the premier source of strategic information technology advice. With more than 1,400 analysts and consultants devoted to every conceivable aspect of technology, no other consulting firm on earth has our knowledge base, and no other research company has our consulting capability. This is an unparalleled competitive advantage. / When I became CEO in October 1999, my mandate from the Board was to take full advantage of this unique position, while reinventing Gartner's business model for the Internet economy. I set out three primary initiatives: extend our world-leading research capability, dramatically grow our consulting business, and enhance our ability to deliver via the Internet. / On all three fronts, we have made tremendous progress. We are building an even higher quality research and consulting product and making it available to a larger audience in more accessible forms. What should not be underestimated is the complexity of the task and the time and investment it will take to truly transform Gartner. Our commitment is to resist the temptation to boost earnings in the short term by sacrificing the innovation and investment needed to deliver consistently higher earnings over the long term — the true measure of a company's worth and, ultimately, the wealth of its shareholders.

Excellent Financial Results In fiscal 2000, we did both — invested in Gartner's future and delivered excellent financial results. Revenues grew by 17% to $858.7 million from $734.2 million the year before. Net income totaled $25.5 million, or $0.29 per diluted share. Cash earnings, excluding other charges, were $50.8 million, or $0.57 per share. EBITDA totaled $121.9 million. Gartner served over 10,000 clients for the first time in our history and the average amount spent by each client rose 13% to $81,000. / All this was accomplished along with a significant investment in Gartner.com; in the acquisition and build-out of TechRepublic, the world's largest online community of IT professionals; and in aggressive recruitment and expansion in our fast-growing Gartner Consulting business.

Solving Real Problems In the wake of the dot-com downdraft — which, importantly, Gartner predicted in advance of our competitors — the technology world has come back to earth. Real people need real answers to real problems in real time. This is where Gartner excels. / Helping companies move decisively yet realistically into the Internet economy requires a deep understanding of legacy systems and new technologies, and how they best combine for success. We know both like nobody else.

Unrivaled Research Research remains at the core of what we do. In fiscal 2000, Gartner Research revenues grew 6% to $509.8 million, lifting us above the half-billion-dollar milestone. While we have reason to be proud, we will continue to make product improvements. / As we gain new clients, we also intend to earn more from our existing relationships. A significant step in 2000 was the introduction of seat-based pricing. This finally eliminates outdated price barriers, offering every client total access to the entire universe of Gartner Research. / An indicator of future growth in research is multi-year contracts, and we are clearly trending upward. On a year-over-year basis, the number of multi-year contracts grew 48% in 2000. Research contract value, another key measure of future revenue, was up 7% to $599.2 million. Both confirm that Gartner Research is on our clients' critical path when it comes to technology strategy and deployment. / The value of our research extends beyond its stand-alone value. It also powers growth in our other businesses. The immense opportunity we have is to leverage and repackage our content — as strategic consulting advice, as educational content at our events, as a clear competitive advantage for TechRepublic, and as the very fabric of Gartner.com.

Consulting: Soaring Demand Research-based consulting is a fundamental requirement of all enterprises driving their revenues with technology. Our remarkable growth in consulting over the past year shows that companies in today's more deliberate business environment want their technology strategies and predictions to be firmly grounded with evidence. Gartner Consulting grew by 39% with revenues of $208.8 million and a backlog increase of 32% or

$94.4 million — another important indicator of future growth. Consulting engagements were up 69%, and the average dollar value per engagement increased 28% to $100,000. / Trust in Gartner runs high. Last year, the percentage of Gartner Research clients who expanded their relationship with us by commissioning consulting engagements increased to 30%, up 6% from 1999. To meet present and future demand, we increased our consultant population by more than 250 to a total of 711 while concurrently reducing turnover to below 16%. Revenue per billable client grew 14%. Our goal is to increase our consulting organization to more than 1,000 professionals by the end of fiscal year 2001. / One of Gartner's great strengths is our ability to recruit talented people and retain them. Augmenting our excellent internal sourcing programs, we launched the Gartner Alumni Association this past year, a way for former employees to remain in touch with the company. We also find ourselves benefiting from changes in the dot-com environment as talented IT people look for career opportunities with more established employers.

Gartner Events: Expanding Rapidly Gartner Events is in similar good health. Revenues grew an impressive 44% to $108.6 million, while deferred revenue — a critical growth signal — increased by 40%. Gartner Events is also one of our best sources of new clients for research and consulting. Approximately 27% of the 36,000 professionals who attended Gartner events in 2000 were not currently Gartner clients. Growth in this business will be further stimulated in three ways: the natural expansion of our marquee events, new event launches, and the continued acquisition of events in promising markets that will grow readily under the Gartner brand.

TechRepublic: One Million Users TechRepublic, the world's leading online community of information technology professionals, is a critical component of our growth strategy. Acquired in March 2000, it gives Gartner an important Internet presence to further leverage our brand and content into new online revenue. / Our priorities are to build audience and revenues. In its first seven months as a Gartner company, registered users more than doubled from 450,000 to over one million. Revenues for the year from subscribers and advertising were $4.1 million with $2.3 million earned in the fourth quarter alone. This translates into a promising run rate of $10 million for 2001. / Our intention is to create the most important e-marketplace for technology professionals and vendors, with growing profits from both advertising and e-commerce. Part of that strategy was put in place in the fourth quarter with TechRepublic's acquisition of ITRadar. An existing e-marketplace with 4,400 members and 4,300 member providers, ITRadar is an excellent example of how TechRepublic will earn fees by facilitating the IT procurement process — Gartner's natural habitat.

Gartner.com: Online Growth Our online flagship — Gartner.com — was entirely revamped during fiscal 2000 for a re-launch in the first quarter of 2001. Powered by an advanced search engine and an intuitive "radar chart" interface, it will set a new high watermark for easy access to complicated information. Gartner.com now provides our clients with total access to the full breadth and depth of Gartner's research, and a brilliant new mechanism for quickly obtaining exactly what they need when they need it.

Building Our Brand One of our greatest opportunities is spreading the word about the strength of our intellectual capital, our most important research findings, and the progress we are making as a company. We gain nothing by being a well-kept secret. / Recognizing the value of skillful brand building, we created the new position of Chief Marketing Officer last summer and hired Bob Knapp, a highly experienced marketing executive. Bob's job is to increase Gartner's visibility. This coming year, he will oversee a high-profile marketing of our consulting capabilities and ensure our extraordinary wealth of research insights attain the exposure they deserve.

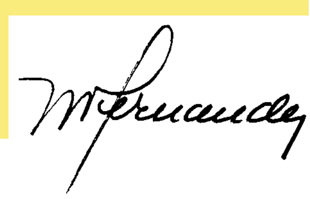
A Revitalized Management Team Bob Knapp is part of my revitalized top management team that includes Regina Paolillo, our CFO, and three new executives who will bring fresh vigor to Gartner. Bill McDermott, our president, will be making exciting strategic and operational changes in the months to come. We also have high expectations for John Jureller, head of business development, and Steve Tait, our new worldwide sales leader. / Employee satisfaction has never been higher at Gartner. Gartner is firing on all cylinders, and our people know it. The result has been a six-point decline in associate turnover during fiscal 2000 and a gratifying number of Gartner alumni who have rejoined us. There is a tangible sense throughout the organization that we are heading for a new plateau of success. / Our clients, stockholders, and associates deserve our gratitude for helping to make Gartner a world leader.

Uniquely Positioned Fiscal 2000 has been the most transformative year in Gartner's history. While delivering on our promise to improve financial results, we have strengthened our market and our financial position and enhanced our long-term prospects dramatically. As we look ahead, we have a strong strategy for growth and the cash flow to fund it. Driving that growth is an increasingly connected world, highly dependent on technology, careening across the Internet at light speed, with a pressing need for the kind of practical, insightful, forward-looking advice only we are equipped to provide.

It is a great time to be Gartner.

Michael D. Fleisher
Chief Executive Officer

Curiously, for a company whose business relies to a great extent on talking, Gartner has said too little about itself. **X** If we had built just another technology research company or consulting company, there wouldn't really be much to talk about. Most major consultants these days claim to be technology experts because information technology has become so fundamental to business. Across the world there are literally thousands of boutique tech consultancies that have sprung to life in the past few years, anxious to join the chorus. **X** What separates Gartner — indelibly — from all others is our research-centric business model. No other company in the world has afforded itself more than 1,400 analysts and consultants dedicated exclusively to information technology. One hundred research analysts and consultants would be impressive for any of our competitors. We have many times that number, an unrivaled intellectual resource. **X** Furthermore, our people are outstanding as individuals, recruited not only for their knowledge of switches and fiber-optic networks and legacy environments, but of the industries that depend on those technologies for growth. **X** The value of this hybrid — cutting-edge consulting backed by the world's largest information technology research group, the big picture and the thousands of up-close details that comprise the vast information technology landscape — is extremely high in our technology-intensive world. **X** To my great satisfaction and that of the Board, Michael Fleisher and his team have successfully spent the past fiscal year better aligning Gartner's natural assets with our clients' needs in the Internet economy. They have seen the opportunity and invested in the people and processes to capitalize fully on Gartner's great strengths. **X** So today, if you are a major corporation seeking the best advice on a collaborative commerce strategy, Gartner is the company to talk to. If you are a major technology vendor looking for a clear perspective on a competitive niche, Gartner is the company to talk to. If you are an Internet startup with a need to launch rapidly, yet prudently, talk to Gartner. **X** Our job is to tell the world that the most informed perspective on these challenges and any other information technology issue facing business today is readily available. From one trusted source.



Manny A. Fernandez
Chairman of the Board

(Financial Highlights)

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Revenue (in millions)				
394.7	511.2	642.0	734.2	858.7
96	97	98	99	00

Research Contract Value (in millions)				
344.1	450.3	511.4	560.8	599.2
96	97	98	99	00

Consulting Backlog (in millions)				
—	26.8	42.7	71.6	94.4
96	97	98	99	00

Events Deferred Revenue (in millions)				
12.8	21.2	31.0	51.4	72.2
96	97	98	99	00

Number of Multi-Year Contracts				
338	800	1,870	2,957	4,370
96	97	98	99	00

Average $ in Accounts (in millions)				
45.0	50.0	57.0	72.0	81.0
96	97	98	99	00

TechRepublic Registered Users (000's)				
—	—	—	137.0	942.0
96	97	98	99	00

Segment Gross Contribution (in millions)

	Research	Consulting	Events	TechRepublic	Other	Total
00	341.1	75.7	50.6	(20.3)	11.2	458.2
99	336.9	55.9	32.5	—	12.2	437.5
98	312.9	50.8	19.5	—	9.6[1]	392.8

[1] Represents the sum of Other and Learning gross contributions for the fiscal year ended September 30, 1998.

(Financial Highlights)

x_F.H+2

Fiscal Year Ended September 30, (in thousands, except per share, employee and client data)	2000	1999	1998	1997	1996
Total revenues	$ 858,671	$ 734,234	$ 641,957	$ 511,239	$ 394,672
Ongoing revenues[1]	$ 858,671	$ 734,234	$ 623,881	$ 489,925	$ 382,453
Net income	$ 25,546	$ 88,271	$ 88,347	$ 73,130	$ 16,438
EBITDA[2]	$ 121,867	$ 193,610	$ 178,628	$ 134,814	$ 97,217
Earnings per common share:					
Basic	$ 0.29	$ 0.86	$ 0.88	$ 0.77	$ 0.18
Diluted	$ 0.29	$ 0.84	$ 0.84	$ 0.71	$ 0.17
Cash[3]	$ 0.57	$ 0.92	$ 0.91	$ 0.76	$ 0.20
Weighted average shares outstanding (diluted)	89,529	104,948	105,699	102,751	98,854
Cash provided by operations[4]	$ 75,565	$ 143,915	$ 145,068	$ 123,990	$ 95,104

At September 30,	2000	1999	1998	1997	1996
Client organizations[5]	10,014	9,692	9,144	8,124	7,241
Research contract value	$ 599,169	$ 560,779	$ 511,422	$ 450,276	$ 344,106
Consulting backlog[6]	$ 94,441	$ 71,620	$ 42,687	$ 26,831	—
Events deferred revenue	$ 72,212	$ 51,442	$ 30,958	$ 21,212	$ 12,830
Employees	4,322	3,402	2,972	2,885	2,129

(1) Excludes GartnerLearning revenue, a unit sold in fiscal 1998.
(2) EBITDA is defined as earnings before interest, taxes, depreciation and amortization. The EBITDA calculation excludes other charges.
(3) Cash EPS excludes other charges and the amortization of intangibles (net of tax benefits).
(4) Restated for required reclassification of tax benefits.
(5) Excludes Datapro and GartnerLearning.
(6) Consulting backlog was not a calculated business measurement in 1996.

x_M.D+A

Overview

Total revenues for the Company for fiscal 2000 were $858.7 million, up 17% from $734.2 million for fiscal 1999. Current year revenue growth consisted of a 6% increase in research revenues, a 39% increase in consulting revenues, a 44% increase in events revenues and a 6% increase in other revenues. Research encompasses products which, on an ongoing basis, highlight industry developments, review new products and technologies, provide quantitative market research, and analyze industry trends within a particular technology or market sector. The Company typically enters into annually renewable subscription contracts for research products. Revenues from research products are recognized as products are delivered and as the Company's obligation to the client is completed over the contract period. Consulting revenues, primarily derived from consulting and measurement engagements, are recognized as work is performed on a contract by contract basis. Events revenues are deferred and recognized upon the completion of the related symposium, exposition or conference. Other revenues are derived primarily from software sales, which are recognized upon the shipment of products, and the Company's Internet segment, TechRepublic, whose revenues consist primarily of advertising sales which are recognized upon delivery of the advertisement to users of the TechRepublic Internet Web site.

The Company believes the following business measurements are important indicators of future revenues of its significant business segments.

Revenue Category	Business Measurements
Research	Contract value attributable to all subscription-based research products with ratable revenue recognition. Contract value is calculated as the annualized value of all subscription-based research contracts in effect at a given point in time, without regard to the duration of such contracts. Research contract value increased 7% to approximately $599.2 million at September 30, 2000 from $560.8 million at September 30, 1999.
Consulting	Consulting backlog represents future revenue to be derived from in-process consulting and measurement engagements. Backlog is not included in deferred revenue. Consulting backlog increased 32% to approximately $94.4 million at September 30, 2000 from $71.6 million at September 30, 1999.
Events	Deferred revenue directly related to symposia, expositions and conferences. Deferred revenue from events increased 40% to approximately $72.2 million at September 30, 2000 from $51.4 million at September 30, 1999 primarily due to upcoming symposia and ITxpo events to occur in the first quarter of fiscal 2001.

Contract value is a significant measure of the Company's volume of business. The Company's past experience has been that a substantial portion of client companies renew these subscription-based products for an equal or higher level of total payments each year. In addition, the Company has also been able to increase its multi-year contracts to 40% of total contract value at September 30, 2000 from 32% at September 30, 1999. Total research deferred revenues of $296.9 million and $291.1 million at September 30, 2000 and 1999, respectively, represent unamortized revenues from billed products and services. Deferred revenues do not directly correlate to contract value as of the same date since contract value represents an annualized value of all outstanding contracts without regard to the duration of such contracts, and deferred revenue represents unamortized revenue remaining on all outstanding and billed contracts.

The Company has generally realized significant renewals and growth in contract value at the end of each quarter. The fourth quarter of the fiscal year typically has been the fastest growth quarter for contract value and the first quarter has been the slowest growth quarter due to the largest amount of contract renewals. As a result of growth in contract value and overall business volume, fees receivable, deferred revenues, deferred commissions and commissions payable reflect this activity and typically show substantial increases at quarter end and at fiscal year end. All contracts are billable upon signing, absent special terms granted on a limited basis from time to time. All contracts are non-cancelable and non-refundable, except for government contracts which have a 30-day cancellation clause, but have not produced material cancellations to date. The Company's policy is to record at the time of signing of a contract the entire amount of the contract billable as deferred revenue and fees receivable. The Company also records the related commission obligation upon the signing of the contract and amortizes the corresponding deferred commission expense over the contract period in which the related revenues are earned and amortized to income.

Research revenues typically increase in the first quarter of the fiscal year over the immediately preceding quarter primarily due to the increase in contract value at the end of the prior fiscal year. Events revenues have increased similarly due to annual conferences and exhibition events held in the first quarter. Additionally, operating income margin (operating income as a percentage of total revenues) typically improves in the first quarter of the fiscal year versus the immediately preceding quarter. The operating income margin improvement in the first quarter of a fiscal year is generally due to the increase in research revenue upon which the Company is able to further leverage its selling, general and administrative expenses, plus operating income generated from the first quarter symposium and ITxpo exhibition events. Although historically, operating income margin has generally not been as high in the remaining quarters, especially the third and fourth quarters of the fiscal year compared to the first quarter of the fiscal year, the full year impact of TechRepublic and other acquisitions and strategic initiatives may result in operating margin trends in the future that are not comparable to historical trends.

During fiscal 2000, the Company made significant investments in the hiring of consultants to support the demand for consultative services. As a result of successful recruiting efforts, the Company increased its billable consultants to 711 at the end of fiscal 2000 and generated $208.8 million in consulting revenues, a 39% increase over the prior year. In addition, backlog increased 32% from the previous year, which provides future revenue to be delivered on in fiscal 2001.

In fiscal 2000, the Company's events business grew 44% to $108.6 million in revenues compared to fiscal 1999. This growth reflects continued strong attendance by clients and non-clients at symposia and conferences as well as demand by exhibitors to showcase their products at Company events.

In addition, the Company's Internet segment, TechRepublic, provided $4.1 million of revenue in fiscal 2000 that consisted primarily of revenue from the sale of advertisements. Expansion of TechRepublic's registered user population has contributed to its ability to sequentially grow advertising revenues in fiscal 2000. The ability of TechRepublic to maintain or increase advertising rates and volumes will depend, in part, on the level and quality of traffic on the TechRepublic site and the ability to develop content and services that attract, retain and expand a loyal user base that is attractive to advertisers and sellers.

Operating income in fiscal 2000 was $48.2 million, net of $17.5 million in other charges. Excluding the effect of other charges in fiscal 2000 and 1999, operating income decreased 59% to $65.7 million from $162.0 million. Operating income, excluding other charges, was impacted significantly by expenditures related to strategic investments in rearchitecting the research methodology and delivery processes, the hiring of analysts and consultants, higher revenue growth in lower margin consultative services and the Company's investment in TechRepublic.

Diluted net income per common share decreased 65% to $0.29 per share in fiscal 2000 compared to $0.84 per share in fiscal 1999. Excluding the effect of other charges, net gain (loss) on sale of investments and loss on extinguishment of debt in fiscal 2000 and other charges and a one-time tax benefit in fiscal 1999, diluted net income per common share for fiscal 2000 was $0.26 per share in fiscal 2000 and $1.02 per share in fiscal 1999. Basic earnings per common share was $0.29 per common share in fiscal 2000 compared to $0.86 per common share in fiscal 1999.

Results of Operations

The following table sets forth certain results of operations as a percentage of revenues:

Fiscal Year Ended September 30,	2000	1999	1998
Percent of revenues:			
Revenues:			
Research	59%	65%	68%
Consulting	24	21	17
Events	13	10	8
Other	4	4	5
Learning	—	—	2
Total revenues	100	100	100
Costs and expenses:			
Cost of services and product development	47	40	39
Selling, general and administrative	39	34	34
Depreciation	3	3	3
Amortization of intangibles	3	1	1
Other charges	2	4	0
Acquisition-related charge	—	—	1
Total costs and expenses	94	82	78
Operating income	6	18	22
Net gain (loss) on sale of investments	3	—	0
Interest income and other	0	1	2
Interest expense	(3)	0	0
Income before provision for income taxes and extraordinary loss	6	19	24
Provision for income taxes	3	7	10
Income before extraordinary loss	3	—	—
Loss on debt extinguishment, net of tax benefit	0	—	—
Net income	3%	12%	14%

Fiscal Year Ended September 30, 2000 Versus Fiscal Year Ended September 30, 1999

Total revenues increased 17% to $858.7 million in fiscal 2000 as compared to $734.2 million in fiscal 1999. Revenues from research products increased 6% in fiscal 2000 to $509.8 million compared to $479.0 million in fiscal 1999 and comprised approximately 59% and 65% of total revenues in fiscal 2000 and 1999, respectively. Consulting revenue, consisting primarily of consulting and measurement engagements, increased 39%, to $208.8 million in fiscal 2000 as compared to $149.8 million in fiscal 1999 and comprised approximately 24% of total revenue in fiscal 2000 versus 21% in fiscal 1999. Events revenue was $108.6 million in fiscal 2000, an increase of 44% over the $75.6 million in fiscal 1999. Other revenues, consisting principally of software licensing fees and TechRepublic, experienced a slight increase of $1.7 million to $31.5 million in fiscal 2000 from $29.8 million in fiscal 1999. Although the rate of growth in total Company revenues declined slightly in fiscal 2000, the increase in total revenues reflects the ability of the Company to gain client acceptance of new products and services, deliver high value consultative services, increase sales penetration into new and existing clients and develop incremental revenues from current and prior year acquisitions. Consulting backlog increased 32% to approximately $94.4 million at September 30, 2000 and represents future revenues that will be recognized on in-process consulting and measurement engagements.

Revenue has grown in the three defined geographic market areas of the Company: United States and Canada, Europe, and Other International. Revenues from sales to United States clients increased 20% to $567.6 million in fiscal 2000 from $471.8 million in fiscal 1999. Revenues from sales to European clients increased 9% to $230.3 million in fiscal 2000 from $212.1 million in fiscal 1999. Although European revenues increased in fiscal 2000, the rate of growth was less than in fiscal 1999. This decrease in growth rate was attributable, in part, to research revenues remaining relatively unchanged from fiscal 1999 as a result of foreign exchange rates. On a constant dollar basis, revenues from Europe would have increased 16% compared to fiscal 1999. Revenues from sales to Other International clients increased by 21% to $60.7 million in fiscal 2000 from $50.3 million in fiscal 1999. This increase reflects primarily the general recovery in the economic climate in the Asian markets from fiscal 1999.

The Company's sales strategy is to continue to extend the Company's sales channels to clients with revenues ranging from $150 million and up, to maintain its focus on large customers and to expand sales of product and service offerings to smaller companies and to different user bases within existing and potential larger company clients. The Company continues to invest in direct sales personnel and distributor relationships in Europe and Other International markets and intends to pursue continued expansion of operations outside of the United States in fiscal 2001.

Operating income decreased 63% to $48.2 million in fiscal 2000 compared to $131.8 million in fiscal 1999. In 2000, the United States and Canada, Europe, and Other International markets experienced declines in operating income of 63%, 63% and 71%, respectively. On a consolidated basis, operating income as a percentage of total revenues was 6% and 18%, respectively, for fiscal 2000 and 1999. Operating income was impacted, in part, by expenditures related to planned investments and rearchitecture of the Company's Web capabilities and the research methodology and delivery processes, the hiring of analysts and consultants, higher growth in lower margin consultative services and other investments to expand and augment TechRepublic's initiatives. Additionally, TechRepublic's operating loss of $34.2 million in fiscal 2000 impacted significantly the Company's operating income.

Costs and expenses, excluding other charges, increased to $793.0 million in 2000 from $572.3 million in 1999. The increase in costs and expenses reflects the additional support required for the growing client base, incremental costs associated with conferences, costs associated with acquired businesses and previously planned strategic investments which included the hiring of additional consultants, analysts, project executives and sales personnel, and spending on sales productivity tools and interactive initiatives. Cost of services and product development expenses were $398.8 million and $289.1 million for 2000 and 1999, respectively. The increase in costs of services and product development expenses, as a percentage of total revenues to 47% from 40%, is primarily attributable to continuing growth in personnel costs associated with the development and delivery of products and services and the hiring of personnel in association with the planned strategic investments. Costs and expenses in fiscal 2000 were also impacted by the amounts earned by employees under the retention bonus program as well as the performance-related variable compensation expense incurred in fiscal 2000. In contrast, costs and expenses in fiscal 1999 were favorably impacted through the elimination of variable compensation costs linked to financial performance.

Selling, general and administrative expenses, increased to $338.0 million in fiscal 2000 from $251.6 million in fiscal 1999 as a result of the Company's continued expansion of worldwide distribution channels and additional general and administrative resources needed to meet the expanding infrastructure requirements of the growing revenue base and fiscal 2000 and fiscal 1999 acquisitions. These infrastructure requirements involve information systems support, telecommunication, facilities and human capital costs.

Other charges of $17.5 million in fiscal 2000 were incurred in relation to a special one-time cash incentive plan designed to enhance retention of key personnel in response to the recapitalization and reorganization of the Company that was initiated in fiscal 1999. In fiscal 1999, the Company recorded pre-tax other charges totaling $9.2 million of legal and advisory fees related to the recapitalization (see Note 15—Recapitalization in the Notes to Consolidated Financial Statements), $14.2 million of costs, primarily severance related, incurred as part of strategic reduction in workforce initiatives and $6.7 million related to the special, retention incentive plan.

Depreciation expense increased to $28.3 million in fiscal 2000 from $21.6 million in fiscal 1999, primarily due to capital spending required to support business growth. Additionally, amortization of intangibles increased by $17.8 million ($14.8 million of which related to the TechRepublic acquisition) in fiscal 2000 as compared to fiscal 1999, reflecting primarily goodwill associated with fiscal 2000 and 1999 acquisitions and the shorter life of intangibles attributable to Internet related fiscal 2000 acquisitions.

Net gain on sale of investments in fiscal 2000 reflects the sale of 1,995,950 shares of Jupiter Communications, Inc. (now known as Jupiter Media Metrix) for net cash proceeds of $55.5 million for a pre-tax gain of $42.9 million. This gain was partially offset by the sale of the Company's 8% investment in NETg, Inc., a subsidiary of Harcourt, Inc., to an affiliate of Harcourt, Inc. for $36.0 million in cash that resulted in a pre-tax loss of approximately $6.6 million. The Company had acquired this investment as consideration for its sale of GartnerLearning in September 1998. In addition, the Company negotiated the settlement of a joint venture agreement associated with the sale of GartnerLearning that resulted in a pre-tax loss of approximately $6.7 million.

Interest expense increased to $24.9 million in fiscal 2000 from $1.3 million in fiscal 1999. This increase related primarily to debt facility borrowings, of which the proceeds were used primarily to fund the Company's recapitalization in the prior fiscal year. Interest income and other decreased in fiscal 2000 which was due primarily to a lower average balance of investable funds as compared to the prior fiscal year.

Provision for income taxes decreased by 43% or $22.2 million to $28.8 million in fiscal 2000 from $51.0 million in 1999. The effective tax rate was 52% and 37% for fiscal 2000 and 1999, respectively. The increase in the effective rate principally reflects the impact of non-deductible goodwill related to the TechRepublic acquisition. A more detailed analysis of the changes in the provision for income taxes is provided in Note 13 of the Notes to Consolidated Financial Statements.

In fiscal 2000, the Company entered into a second amendment to the Credit Agreement. Under this amendment, the Company agreed to refinance all existing indebtedness and to repay in full and terminate the term loans drawn under the existing Credit Agreement. In connection with the extinguishment of the term loan, the Company wrote-off $2.9 million of deferred debt issuance costs in the fourth quarter of fiscal 2000. The charge was recorded, net of tax benefit of $1.2 million, as an extraordinary loss.

Fiscal Year Ended September 30, 1999 Versus Fiscal Year Ended September 30, 1998

Total revenues increased 14% to $734.2 million in fiscal 1999 from $642.0 million in fiscal 1998. Revenues from research products increased 11% in fiscal 1999 to $479.0 million compared to $433.1 million in fiscal 1998 and comprised approximately 65% and 68% of total revenues in fiscal 1999 and 1998, respectively. Consulting revenue, consisting primarily of consulting and measurement engagements, increased 35%, to $149.8 million in fiscal 1999 as compared to $111.0 in fiscal 1998 and comprised approximately 21% of total revenue in fiscal 1999 versus 17% in fiscal 1998. Events revenue was $75.6 million in fiscal 1999, an increase of 54% over $49.1 million in fiscal 1998. Other revenues, consisting principally of software licensing fees, experienced a slight decrease to $29.8 million in fiscal 1999 from $30.7 million in fiscal 1998. Although the rate of growth in Company revenue slowed in fiscal 1999, the increase in total revenues reflected the ability of the Company to gain client acceptance of new products and services, increase sales penetration into new and existing clients, and develop incremental revenues from current and prior year acquisitions. Pricing pressures in the Company's traditional research products from smaller competitors with lower profit margins and less robust product suites contributed to the slowed revenue growth rate. Consulting backlog increased 68% to approximately $71.6 million at September 30, 1999 and represented future revenues that would be recognized from in-process consulting and measurement engagements.

Revenues from sales to United States and Canadian clients increased 14% to $471.8 million in fiscal 1999 from $415.6 million in fiscal 1998. Revenues from sales to European clients increased 22% to $212.1 million in fiscal 1999 from $173.8 million in fiscal 1998. Revenue in Europe, primarily in the Research area, increased as a result of continuing investments to expand penetration of this market, offset in part by lower than expected growth in measurement revenues. Revenues from sales to Other International clients decreased by 4% to $50.3 million in fiscal 1999 from $52.6 million in fiscal 1998. This decrease was caused primarily by the general unfavorable economic climate in the Asian markets.

Operating income decreased 8% to $131.8 million in fiscal 1999 from $144.0 million in fiscal 1998. Excluding acquisition-related and other charges, operating income in fiscal 1999 increased 7%. Excluding such charges in 1999 and 1998, the United States and Canada experienced an increase of 7% and Europe experienced a 19% growth rate. Other International markets experienced a decline of 24% primarily from a decrease in revenue. Operating income remained favorable as a result of continuing revenue growth that allowed the Company to develop new products and services and to gain economies of scale through the leveraging of its resources (additional revenues have been generated using essentially the same resources). However, operating contribution margin, excluding acquisition related and other charges, decreased in fiscal 1999 to 22% from 24% in fiscal 1998. This decrease was due in part to higher growth in lower margin consultative services. In addition, operating contribution margin from consulting in 1999 declined primarily from lower margin acquisitions.

Costs and expenses, excluding acquisition-related and other charges, increased to $572.3 million in 1999 from $490.6 million in 1998, and increased slightly as a percentage of total revenue to 78% in 1999 from 76% in 1998. Cost of services and product development expenses were $289.1 million and $247.9 million for 1999 and 1998, respectively. This increase over the prior fiscal year reflected the additional support required for the growing client base, costs associated with acquired businesses and continued product development costs. The increase in cost of services and product development expenses, as a percentage of total revenues, was primarily attributable to increasing pricing pressure in research products, continuing growth in personnel costs associated with the development of new products and services, and the delivery of products and services to broader markets.

Selling, general and administrative expenses increased to $251.6 million from $215.4 million for fiscal 1999 and 1998, respectively, due to the Company's continuing expansion of worldwide distribution channels and the resulting commissions earned on the revenue generated. Although the Company added general and administrative resources to support the growing revenue base, selling, general and administrative expenses remained consistent at 34% of total revenues for fiscal 1999 and 1998, respectively. Costs and expenses in fiscal 2000 were anticipated to be impacted both by the remaining amounts earned by employees under the Company's retention incentive program as well as the fiscal 2000 performance-related variable compensation expense expected to be incurred.

Other charges in fiscal 1999 consisted of $9.2 million in legal and advisory fees related to the recapitalization (see Note 15—Recapitalization in the Notes to Consolidated Financial Statements), $14.2 million of costs, primarily severance related, incurred as part of strategic reduction in workforce initiatives and $6.7 million of bonuses paid in relation to a retention incentive plan approved by the Board of Directors in response to the recapitalization and reorganization. Costs and expenses were favorably impacted in 1999 through the elimination of variable costs linked to financial performance.

Depreciation expense increased to $21.6 million in fiscal 1999 from $17.9 million in fiscal 1998, primarily due to capital spending required to support business growth. Additionally, amortization of intangibles increased by $0.7 million in fiscal 1999 as compared to fiscal 1998, reflecting primarily goodwill associated with fiscal 1999 and 1998 acquisitions.

Interest income and other decreased slightly to $8.7 million in fiscal 1999, versus $9.1 million for fiscal 1998, due principally to the sale of cash equivalents and marketable securities to fund the recapitalization and working capital requirements. Interest expense increased to $1.3 million due to debt facility borrowings of $250 million.

Provision for income taxes decreased by 19% or $11.8 million to $51.0 million in 1999 from $62.8 million in 1998. The effective tax rate was 37% and 42% for 1999 and 1998, respectively. In 1999, the Company incurred $8.6 million of non-deductible recapitalization costs during the year, the tax effect of which was partially offset by a one-time income tax benefit of $2.5 million related primarily to the settlement of certain tax examinations in the second quarter. Absent nondeductible costs, the one-time income tax benefit and additional taxes incurred in fiscal 1998 related to the sale of GartnerLearning, the effective rate was 37% for 1999 and 39% for 1998. The decrease of two percentage points was achieved primarily through the utilization of tax loss and credit carryforwards and ongoing tax planning initiatives. A more detailed analysis of the changes in the provision for income taxes is provided in Note 13 of the Notes to Consolidated Financial Statements.

Liquidity and Capital Resources

Cash provided by operating activities during fiscal 2000 was $75.6 million, compared to $143.9 million in the prior fiscal year, resulting primarily from the impact of the decrease in net income, the increase in depreciation and amortization, the net gain on sale of investments, the change in deferred tax benefit and the changes in balance sheet accounts, particularly fees receivable, deferred revenues, accounts payable and accrued liabilities. Cash provided by operating activities include a $4.2 million credit to additional paid-in capital for tax benefits received from stock transactions with employees. The tax benefit of stock transactions with employees is due to a reduction in the corporate income tax liability based on an imputed compensation deduction equal to employees' gain upon the exercise of stock options at an exercise price below fair market value.

Cash used for investing activities totaled $100.0 million for fiscal 2000, compared to $1.1 million provided by investing activities in fiscal 1999, due to the effect of cash used for property and equipment additions of $55.9 million and business acquisitions and investments of $135.6 million, partially offset by proceeds from the sale of marketable securities and investments of $55.5 million and $36.0 million, respectively. During fiscal 2000, the Company used $115.2 million in cash for acquisitions, primarily for the purchase of TechRepublic, Inc. for $78.5 million, Computer Financial Consultants Limited for $16.0 million and Rendall and Associates, Inc. for $12.0 million.

Cash provided by financing activities totaled $1.0 million in fiscal 2000, compared to $213.8 million used for financing activities in fiscal 1999. The cash provided by financing activities resulted primarily from the $420.0 million in borrowings under the Credit Agreement and issuance of the convertible notes (see Note 9—Long-Term Debt in the Notes to the Consolidated Financial Statements) offset by repayments of $370.0 million of Credit Agreement borrowings. Additionally, the Company paid $49.9 million for the repurchase of 2,493,500 shares of Class A Common Stock and 2,006,700 shares of Class B Common Stock under the terms of the recapitalization, as well as $8.2 million for the settlement of a forward purchase agreement on the Company's common stock. Cash provided by financing activities also includes $8.1 million in proceeds from the issuance of common stock upon the exercise of employee stock options.

The effect of exchange rates reduced cash and cash equivalents by $3.8 million for the year ended September 30, 2000, and was due to the strengthening of the U.S. dollar versus certain foreign currencies. In fiscal 1999, the effect of exchange rates reduced cash and cash equivalents by $0.1 million. At September 30, 2000, cash and cash equivalents totaled $61.7 million. The Company issues letters of credit in the ordinary course of business. At September 30, 2000, the Company had outstanding letters of credit for $1.5 million with Chase Manhattan Bank and $2.0 million with The Bank of New York. The Company believes that its current cash balances, together with cash anticipated to be provided by operating activities, the sale of marketable equity securities, and borrowings available under the existing senior revolving credit facility, will be sufficient for the expected short-term and foreseeable long-term cash needs of the Company in the ordinary course of business, including capital commitments related to TechRepublic and the Company's remaining obligation to make open market purchases of its common stock required as part of the recapitalization. If the Company were to require substantial amounts of additional capital in the future to pursue business opportunities that may arise involving substantial investments of additional capital, there can be no assurances that such capital will be available to the Company or will be available on commercially reasonable terms. As of September 30, 2000, the Company has a remaining commitment to purchase an additional 662,363 shares of Class A

Common Stock and 4,128 shares of Class B Common Stock in the open market by July 2001. The Company intends to fund this remaining commitment through existing cash balances, cash proceeds anticipated from the sale of marketable equity securities, cash expected to be provided from operations or borrowings available under the senior revolving credit facility. The Company is subject to certain customary affirmative, negative and financial covenants under the senior revolving credit facility, and continued compliance with these covenants could preclude the Company from borrowing the maximum amount of the credit facility. As a result of these covenants, the Company's borrowing availability at September 30, 2000 is $121.9 million of the $200.0 million senior revolving credit facility. Additionally, there can be no assurance that the Company's debt service obligations will not have a material adverse effect on the Company's business, results of operations and financial condition. Although a default under the terms of the Company's credit facility could result in an acceleration of the Company's debt obligations, management believes that such an occurrence is not likely.

Factors That May Affect Future Results

The Company operates in a very competitive and rapidly changing environment that involves numerous risks and uncertainties, some of which are beyond the Company's control. The following section discusses many, but not all, of these risks and uncertainties.

Competitive Environment The Company faces competition from a significant number of independent providers of information products and services, as well as the internal marketing and planning organizations of the Company's clients. The Company also competes indirectly against consulting firms and other information providers, including electronic and print media companies. These indirect competitors could choose to compete directly with the Company in the future. In addition, limited barriers to entry exist in the Company's market. As a result, additional new competitors may emerge and existing competitors may start to provide additional or complementary services. Increased competition may result in loss of market share, diminished value in the Company's products and services, reduced pricing and increased marketing expenditures. The Company may not be successful if it cannot compete effectively on quality of research and analysis, timely delivery of information, customer service, the ability to offer products to meet changing market needs for information and analysis and price.

Hiring and Retention of Employees The Company's future success depends heavily upon the quality of its senior management, sales personnel, IT analysts, consultants and other key personnel. The Company faces intense competition for these qualified professionals from, among others, technology and Internet companies, market research firms, consulting firms and electronic and print media companies. Some of the personnel that the Company attempts to hire are subject to non-competition agreements that could impede the Company's short-term recruitment efforts. Any failure to retain key personnel or hire additional qualified personnel, as may be required to support the evolving needs of clients or growth in the Company's business, could adversely affect the quality of the Company's products and services, and, therefore, its future business and operating results.

Maintenance of Existing Products and Services The Company operates in a rapidly evolving market and the Company's success depends upon its ability to deliver high quality and timely research and analysis to its clients and to anticipate and understand the changing needs of its clients. Any failure to continue to provide credible and reliable information that is useful to its clients could have a material adverse effect on future business and operating results. Further, if the Company's predictions prove to be wrong or are not substantiated by appropriate research, the Company's reputation may suffer and demand for its products and services may decline.

Introduction of New Products and Services The market for the Company's products and services are characterized by rapidly changing needs for information and analysis. To maintain its competitive position, the Company must continue to successfully enhance and improve its products and services, develop or acquire new products and services in a timely manner, and appropriately position and price products and services. Any failure to successfully do so could have a material adverse effect on the Company's business, results of operations or financial position. In addition, the Company must continue to improve its methods for delivering its products and services. For example, the Company believes that it needs to continue to invest in and develop its ability to use the Web as a delivery channel for products and services. Failure to increase and improve the Company's Web capabilities could adversely affect the Company's future business and operating results.

Expanding Markets The Company has recently begun to expand its product and service offerings to smaller companies and to different user bases within existing and potential larger company clients. These target market segments are relatively new to the Company's sales and marketing personnel. As a result, the Company may not be able to compete effectively or generate significant revenues in these new market segments.

Internet Business Risks The Company, through TechRepublic, operates a Web site targeted to IT professionals that offers IT industry news, analysis, articles, forums, event listings and job, peer and vendor directories. The majority of revenues from this business are derived from advertising and subscriptions. The Company's ability to continue to achieve and grow significant advertising revenues depends upon growth of its user base, the user base being attractive to advertisers, the ability to derive demographic and other information from users, and acceptance by advertisers of the Web as an advertising medium. Similarly, the Company's ability to generate significant subscription revenues depends on its ability to continue to develop content and services that are attractive to its user base. If the Company was unable to successfully adapt to the needs of its users and advertisers, the Company's Internet business would be materially and adversely affected.

International Operations A substantial portion of the Company's revenues are derived from international sales. As a result, the Company's operating results are subject to the risks inherent in international business activities, including general political and economic conditions in each country, changes in market demand as a result of exchange rate fluctuations and tariffs, challenges in staffing and managing foreign operations, changes in regulatory requirements, compliance with numerous foreign laws and regulations, different or overlapping tax structures, higher levels of United States taxation on foreign income, and the difficulty of enforcing client agreements and protecting intellectual property rights in international jurisdictions. Additionally, the Company relies on local distributors or sales agents in some international locations. If any of these arrangements are terminated, the Company may not be able to replace the terminated arrangement on equally beneficial terms or on a timely basis or clients of the local distributor or sales agent may not want to continue to do business with the Company or its new agent.

Branding The Company believes that its Gartner brand is critical to the Company's efforts to attract and retain clients and that the importance of brand recognition will increase as competition increases. The Company expects to expand its marketing activities to promote and strengthen the Gartner brand and may need to increase its marketing budget, hire additional marketing and public relations personnel, expend additional sums to protect the brand and otherwise increase expenditures to create and maintain brand loyalty among clients. If the Company fails to effectively promote and maintain the Gartner brand, or incurs excessive expenses in attempting to do so, the Company's future business and operating results could be materially and adversely impacted.

Investment Activities The Company maintains investments in equity securities in private and publicly-traded companies through direct ownership and through wholly and partially owned venture capital funds. The companies invested in are primarily early to mid-stage IT-based and Internet-enabled businesses. It is the Company's objective to seek financial returns from these investments as an additional source of capital to fund strategic initiatives. The risks related to such investments, due to their nature and the volatile public markets, include the possibilities that anticipated returns may not materialize or could be significantly delayed. As a result, the Company's financial results could be materially impacted.

Significant Indebtedness In connection with its recapitalization transactions (see Note 15—Recapitalization in the Notes to Consolidated Financial Statements) and strategic repositioning, which include the purchase and continued investment in TechRepublic, the Company has incurred significant indebtedness. The associated debt service could impair future operating results. Further, the outstanding debt could limit the amount of cash or additional credit available to the Company, which in turn, could restrain the Company's ability to expand or enhance products and services, respond to competitive pressures or pursue business opportunities that may arise in the future and involve substantial investments of additional capital. In addition, the convertible notes issued by the Company (see Note 9—Long-Term Debt in the Notes to Consolidated Financial Statements) contain a reset provision allowing in fiscal 2001 for the possible reduction of the conversion price under certain conditions. If the Company did not elect to redeem the convertible notes in the event of a reset, the impact of a reduction in the conversion price would result in additional shares of common stock being issued (compared to the amount that would be issued based on the original conversion price) if the notes are ultimately converted into shares. Correspondingly, if the Company elected to redeem the convertible notes in the event of a reset, there can be no assurances that the capital required to be raised would be available on commercially reasonable or comparable terms which in turn could impact future business and operating results.

Organizational and Product Integration Related to Acquisitions The Company has made and expects to continue to make acquisitions of, or significant investments in, businesses that offer complementary products and services. The risks involved in each acquisition or investment include the possibility of paying more than the value the Company derives from the acquisition, the assumption of undisclosed liabilities and unknown and unforeseen risks, the difficulty of integrating the operations and personnel of the acquired business, the ability to retain key personnel of the acquired company, the time to train the sales force to market and sell the products of the acquired company, the potential disruption of the Company's ongoing business and the distraction of management from the Company's business. The Company may also incur additional debt or issue equity securities to pay for future acquisitions.

Enforcement of the Company's Intellectual Rights The Company relies on a combination of copyright, patent, trademark, trade secrets, confidentiality procedures and contractual procedures to protect its intellectual property rights. Despite the Company's efforts to protect its intellectual property rights, it may be possible for unauthorized third parties to obtain and use technology or other information that the Company regards as proprietary. In addition, the Company's intellectual property rights may not survive a legal challenge to their validity or provide significant protection for the Company. Furthermore, the laws of certain countries do not protect the Company's proprietary rights to the same extent as do the laws of the United States. Accordingly, the Company may not be able to protect its intellectual property against unauthorized third party copying or use, which could adversely affect the Company's competitive position.

Agreements with IMS Health Incorporated In connection with its recapitalization, the Company agreed to certain restrictions on business activity to reduce the risk to IMS Health and its stockholders of substantial tax liabilities associated with the spinoff by IMS Health of its equity interest in the Company. The Company also agreed to assume the risk of such tax liabilities if the Company were to undertake certain business activities that give rise to the liabilities. As a result, the Company may be limited in its ability to undertake acquisitions involving the issuance of a significant amount of stock unless the Company were to seek and obtain a ruling from the IRS that the transaction will not give rise to such tax liabilities. In addition, the Company has certain limits in purchasing its common stock under the terms of the recapitalization.

Possibility of Infringement Claims Third parties may assert infringement claims against the Company in the future. Regardless of the merits, responding to any such claim could be time consuming, result in costly litigation and require the Company to enter into royalty and licensing agreements which may not be offered or available on terms acceptable to the Company. If a successful claim is made against the Company and the Company fails to develop or license a substitute technology, the Company's business, results of operations or financial position could be materially adversely affected.

Potential Fluctuations in Operating Results The Company's quarterly operating income may fluctuate in the future as a result of a number of factors, including the timing of the execution of research contracts, the performance of consulting engagements, the timing of symposia and other events, the amount of new business generated by the Company, the restructuring of the Company's sales force and the change in territories of sales personnel at the end of each fiscal year, the mix of domestic and international business, changes in market demand for the Company's products and services, the timing of the development, introductions and marketing of new products and services, the results of operations of TechRepublic and competition in the industry. As a result, the Company's operating results in any quarter are not necessarily a good predictor of its operating results for any future period.

Forward-Looking Statements

In addition to historical information, this report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities and Exchange Act of 1934, as amended. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those discussed in, or implied by, the forward-looking statements. Factors that might cause such a difference include, but are not limited to, those discussed in "Factors That May Affect Future Results" above. Readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management's opinion only as of the date hereof. The Company undertakes no obligation to revise or update these forward-looking statements. Readers should also carefully review the risk factors described in other documents the Company files from time to time with the Commission.

Euro Conversion

On January 1, 1999, eleven of the fifteen member countries of the European Union established fixed conversion rates between their sovereign currencies and a new currency called the "euro" and adopted the euro as their common legal currency. In 2002, participating countries will adopt the euro as their single currency. Beginning that date, the participating countries will issue new euro-denominated bills and coins for use in cash transactions. Legacy currency will no longer be legal tender for any transactions beginning July 1, 2002, making conversion to the euro complete.

As of September 30, 2000, the Company has not found the impact of the adoption of the euro to have an impact on the competitive conditions in European markets and does not believe that the translation of financial transactions into euros has had or will have a significant effect on the Company's results of operations, liquidity, or financial condition. Additionally, the Company does not anticipate any material impact from the euro conversion on the Company's financial information systems which currently accommodate multiple currencies. Costs associated with the adoption of the euro have not been and are not expected to be significant and are being expensed as incurred.

Recently Issued Accounting Standards

In June 1998, Statement of Financial Accounting Standards No. 133, "Accounting for Derivative Instruments and Hedging Activities" ("FAS 133") was issued. FAS 133, as amended by FAS 138, "Accounting for Certain Derivative Instruments and Certain Hedging Activities" establishes a new model for accounting for derivatives and hedging activities. The Statement requires all derivatives be recognized in the statement of financial position as either assets or liabilities and measured at fair value. Derivatives that are not hedges must be adjusted to fair value through income. If the derivative is a hedge, depending on the nature of the hedge, changes in fair value will either be offset against the change in fair value of the hedged assets, liabilities, or firm commitments through earnings, or recognized in other comprehensive income until the hedged item is recognized in earnings. In June 1999, Statement of Financial Accounting Standards No. 137, "Accounting for Derivative Instruments and Hedging Activities—Deferral of the Effective Date of FASB Statement No. 133," was issued. Citing concerns about the ability of companies to modify their information systems in time to apply the new model for accounting for derivatives and hedging activities, FAS 137 was issued to delay the effective date for one year to fiscal years beginning after June 15, 2000, or October 1, 2000 for the Company. The Company does not currently have any derivative instruments or engage in any hedging activities. The adoption of this statement will not have a material impact on the Company's financial position or results of operations.

In December 1999, the Securities and Exchange Commission (the "Commission") issued Staff Accounting Bulletin No. 101, "Revenue Recognition in Financial Statements" ("SAB 101"), which summarized certain views of the Commission in applying generally accepted accounting principles to revenue recognition in financial statements. The Company believes that its current revenue recognition policies are consistent with the guidance of SAB 101.

In March 2000, the Financial Accounting Standards Board issued FASB Interpretation No. 44, "Accounting for Certain Transactions Involving Stock Compensation—An Interpretation of Accounting Principles Board ("APB") Opinion No. 25" ("FIN 44"). FIN 44 clarifies the application of APB Opinion No. 25 regarding the definition of an employee for purposes of applying Opinion No. 25, the criteria for determining whether a plan qualifies as a noncompensatory plan, the accounting consequence of various modifications to the terms of a previously fixed stock option or award, and the accounting for an exchange of stock compensation awards in a business combination. In general, this interpretation is effective July 1, 2000. The adoption of FIN 44 in fiscal 2000 did not have a material impact on the Company's consolidated results of operations or financial position.

In March 2000, the Emerging Issues Task Force reached a consensus on Issue No. 00-2 "Accounting for Web Site Development Costs" ("EITF Issue No. 00-2"), which applies to all Web site development costs incurred for quarters beginning after June 30, 2000. The consensus states that the accounting for specific Web site development costs should be based on a model consistent with AICPA Statement of Position 98-1, "Accounting for the Costs of Computer Software Developed or Obtained for Internal Use." The Company believes that its current Web site development costs accounting policies are consistent with the guidance of EITF Issue No. 00-2.

Quantitative and Qualitative Disclosures about Market Risk

The Company's exposure to market risk for changes in interest rates relates primarily to borrowings under the Company's unsecured senior revolving credit facility with The Chase Manhattan Bank. These borrowings bear interest at variable rates and the fair value of this indebtedness is not significantly affected by changes in market interest rates. An increase or decrease of 10% in the current effective interest rates under the Credit Agreement would not have a material effect on the Company's results of operations.

In addition, the Company is exposed to market risk from a series of forward purchase agreements on its Class A Common Stock. As of September 30, 2000, a forward purchase agreement in place covered approximately $9.3 million or 672,365 shares of Class A Common Stock having a forward purchase price established at $13.81 per share. If the market priced portion of this agreement was settled based on the September 30, 2000 market price of Class A Common Stock ($11.63 per share), the Company would settle under the terms of the forward purchase agreement with a payment of either $1.5 million in cash or 126,316 shares of Class A Common Stock.

Amounts invested in the Company's foreign operations are translated into U.S. dollars at the exchange rates in effect at September 30, 2000. The resulting translation adjustments are recorded as a component of Accumulated other comprehensive income (loss) in the Stockholders' equity section of the Consolidated Balance Sheets.

(Consolidated Balance Sheets)

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September 30, (in thousands, except share data)	2000	1999
Assets:		
Current assets:		
Cash and cash equivalents	$ 61,698	$ 88,894
Marketable equity securities	35,404	—
Fees receivable, net of allowances of $5,004 in 2000 and $4,938 in 1999	326,359	282,047
Deferred commissions	46,756	31,332
Prepaid expenses and other current assets	42,651	29,911
Total current assets	512,868	432,184
Property, equipment and leasehold improvements, net	91,259	63,592
Intangible assets, net	315,197	223,100
Other assets	83,641	84,568
Total assets	$ 1,002,965	$ 803,444
Liabilities and Stockholders' Equity:		
Current liabilities:		
Accounts payable and accrued liabilities	$ 201,407	$ 117,363
Deferred revenues	385,932	354,517
Total current liabilities	587,339	471,880
Long-term debt	307,254	250,000
Other liabilities	33,552	7,078
Commitments and contingencies		
Stockholders' equity:		
Preferred stock:		
$.01 par value, authorized 5,000,000 shares; none issued or outstanding	—	—
Common stock:		
$.0005 par value, authorized 166,000,000 shares of Class A Common Stock and 84,000,000 shares of Class B Common Stock; issued 77,483,438 shares of Class A Common Stock (76,129,558 in 1999) and 40,689,648 shares of Class B Common Stock in 2000 and in 1999	59	58
Additional paid-in capital	333,828	314,829
Unearned compensation	(6,451)	(8,280)
Accumulated other comprehensive income (loss)	(1)	(3,830)
Accumulated earnings	182,286	156,740
Treasury stock, at cost, 23,740,562 shares of Class A Common Stock (21,448,536 in 1999) and 8,129,732 shares of Class B Common Stock (6,123,032 in 1999)	(434,901)	(385,031)
Total stockholders' equity	74,820	74,486
Total liabilities and stockholders' equity	$ 1,002,965	$ 803,444

See Notes to Consolidated Financial Statements

(Consolidated Statements of Operations)

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Year Ended September 30, (in thousands, except per share data)	2000	1999	1998
Revenues:			
Research	$ 509,781	$ 479,045	$ 433,141
Consulting	208,810	149,840	110,955
Events	108,589	75,581	49,121
Other	31,491	29,768	30,664
Learning	—	—	18,076
Total revenues	858,671	734,234	641,957
Costs and expenses:			
Cost of services and product development	398,773	289,053	247,913
Selling, general and administrative	338,031	251,571	215,416
Depreciation	28,332	21,592	17,909
Amortization of intangibles	27,824	10,041	9,357
Other charges	17,501	30,130	2,819
Acquisition-related charge	—	—	4,494
Total costs and expenses	810,461	602,387	497,908
Operating income	48,210	131,847	144,049
Net gain (loss) on sale of investments	29,630	—	(1,973)
Interest income and other	3,161	8,672	9,139
Interest expense	(24,900)	(1,272)	(94)
Income before provision for income taxes and extraordinary loss	56,101	139,247	151,121
Provision for income taxes	28,826	50,976	62,774
Income before extraordinary loss	27,275	88,271	88,347
Loss on debt extinguishment, net of tax benefit of $1,152	1,729	—	—
Net income	$ 25,546	$ 88,271	$ 88,347
Net income per common share:			
Basic:			
Income before extraordinary loss	$ .31	$ .86	$ .88
Extraordinary loss	$ (.02)	—	—
Net income	$ .29	$ .86	$ .88
Diluted:			
Income before extraordinary loss	$ .30	$ .84	$ .84
Extraordinary loss	$ (.02)	—	—
Net income	$ .29	$ .84	$ .84
Weighted average shares outstanding:			
Basic	86,985	102,226	100,194
Diluted	89,529	104,948	105,699

See Notes to Consolidated Financial Statements

(Consolidated Statements of Changes in Stockholders' Equity)

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(in thousands, except share data)	Preferred Stock	Common Stock	Additional Paid-in Capital	Unearned Compensation	Accumulated Other Comprehensive Income (Loss)	Accumulated Earnings	Treasury Stock	Total Stockholders' Equity
Balance September 30, 1997	$ 0	$ 54	$ 179,017	$ 0	$ (1,098)	$ 105,138	$ (13,241)	$ 269,870
Net income	—	—	—	—	—	88,347	—	88,347
Foreign currency translation adjustments	—	—	—	—	(1,057)	—	—	(1,057)
Comprehensive income	—	—	—	—	—	—	—	87,290
Issuance of 5,370,690 shares of Class A Common Stock upon exercise of stock options	—	3	35,727	—	—	—	—	35,730
Issuance from treasury stock of 195,904 shares of Class A Common Stock for purchases by employees	—	—	5,885	—	—	—	184	6,069
Tax benefits of stock transactions with employees	—	—	47,273	—	—	—	—	47,273
Net share settlement of 365,949 shares of Class A Common Stock on forward purchase agreement	—	—	—	—	—	—	—	—
Net cash settlement paid on forward purchase agreement	—	—	(12,045)	—	—	—	—	(12,045)
Acquisition of 655,800 shares of Class A Common Stock	—	—	—	—	—	—	(16,187)	(16,187)
302,003 shares of Class A Common Stock received in settlement of officer loans	—	—	—	—	—	—	(9,985)	(9,985)
Issuance from treasury stock of 225,927 shares of Class A Common Stock related to acquisitions	—	—	6,919	—	—	—	4	6,923
Balance September 30, 1998	0	57	262,776	0	(2,155)	193,485	(39,225)	414,938
Net income	—	—	—	—	—	88,271	—	88,271
Foreign currency translation adjustments	—	—	—	—	(1,675)	—	—	(1,675)
Comprehensive income	—	—	—	—	—	—	—	86,596
Issuance of 2,648,169 shares of Class A Common Stock upon exercise of stock options	—	1	18,032	—	—	—	—	18,033
Issuance from treasury stock of 286,033 shares of Class A Common Stock for purchases by employees	—	—	4,842	—	—	—	6	4,848
Tax benefits of stock transactions with employees	—	—	15,096	—	—	—	—	15,096
Net share settlement of 155,962 shares of Class A Common Stock on forward purchase agreement	—	—	—	—	—	—	—	—
Net cash settlement paid on forward purchase agreement	—	—	(10,900)	—	—	—	—	(10,900)
Special cash dividend paid	—	—	—	—	—	(125,016)	—	(125,016)
Restricted stock award of 452,000 shares of Class A Common Stock, net of forfeitures	—	—	9,940	(9,940)	—	—	—	—
Dutch auction repurchase of 9,636,247 shares of Class A Common Stock and 6,123,032 shares of Class B Common Stock	—	—	—	—	—	—	(344,633)	(344,633)
Acquisition of 65,500 shares of Class A Common Stock	—	—	—	—	—	—	(1,192)	(1,192)
Issuance of 663,716 shares of Class A Common Stock related to acquisitions	—	—	15,043	—	—	—	13	15,056
Amortization of unearned compensation	—	—	—	1,660	—	—	—	1,660
Balance September 30, 1999	$ 0	$ 58	$ 314,829	$ (8,280)	$ (3,830)	$ 156,740	$ (385,031)	$ 74,486

(continued)

(Consolidated Statements of Changes in Stockholders' Equity, continued)

(in thousands, except share data)	Preferred Stock	Common Stock	Additional Paid-in Capital	Unearned Compensation	Accumulated Other Comprehensive Income (Loss)	Accumulated Earnings	Treasury Stock	Total Stockholders' Equity
Balance September 30, 1999	$ 0	$ 58	$ 314,829	$ (8,280)	$ (3,830)	$ 156,740	$ (385,031)	$ 74,486
Net income	—	—	—	—	—	25,546	—	25,546
Foreign currency translation adjustments	—	—	—	—	(11,667)	—	—	(11,667)
Net unrealized gain on marketable investments, net of tax effect of $12,084	—	—	—	—	15,496	—	—	15,496
Comprehensive income	—	—	—	—	—	—	—	29,375
Issuance of 1,379,306 shares of Class A Common Stock upon exercise of stock options	—	1	8,091	—	—	—	—	8,092
Issuance from treasury stock of 394,279 shares of Class A Common Stock for purchases by employees	—	—	5,008	—	—	—	8	5,016
Tax benefits of stock transactions with employees	—	—	4,179	—	—	—	—	4,179
Net share settlement of 155,792 shares of Class A Common Stock on forward purchase agreement	—	—	—	—	—	—	—	—
Net cash settlement paid on forward purchase agreement	—	—	(8,200)	—	—	—	—	(8,200)
Restricted stock net forfeitures of 27,500 shares of Class A Common Stock	—	—	(719)	719	—	—	—	—
Acquisition of 2,493,500 shares of Class A and 2,006,700 shares of Class B Common Stock	—	—	—	—	—	—	(49,877)	(49,877)
Increase in carrying value of Jupiter Media Metrix	—	—	8,321	—	—	—	—	8,321
Issuance of 2,074 shares of Class A Common Stock issued for services rendered	—	—	42	—	—	—	—	42
Option to purchase subsidiary shares	—	—	1,000	—	—	—	—	1,000
Return of 37,013 shares of Class A Common Stock related to acquisitions	—	—	(723)	—	—	—	(1)	(724)
Issuance of subsidiary stock related to an acquisition	—	—	2,000	—	—	—	—	2,000
Amortization of unearned compensation	—	—	—	1,110	—	—	—	1,110
Balance September 30, 2000	$ 0	$ 59	$ 333,828	$ (6,451)	$ (1)	$ 182,286	$ (434,901)	$ 74,820

See Notes to Consolidated Financial Statements

(Consolidated Statements of Cash Flows)

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Year Ended September 30, (in thousands)	2000	1999	1998
Operating activities:			
Net income	$ 25,546	$ 88,271	$ 88,347
Adjustments to reconcile net income to cash provided by operating activities:			
Depreciation and amortization of intangibles	56,156	31,633	27,266
Deferred compensation	2,151	1,660	—
Tax benefit associated with employee exercise of stock options	4,179	15,096	47,273
Acquisition-related charge	—	—	4,494
Provision for doubtful accounts	4,256	5,128	4,051
Equity in loss of minority owned companies	776	846	512
Deferred revenues	36,993	57,270	30,292
Deferred tax (benefit) expense	(10,474)	6,648	906
Net (gain) loss on sale of investments	(29,630)	—	1,973
Accretion of interest and amortization of debt issue costs	9,520	—	—
Loss on debt extinguishment, net of tax benefit	1,729	—	—
Acquisition-related tax benefit applied to reduce goodwill	966	327	—
Changes in assets and liabilities, net of effects of acquisitions:			
Increase in fees receivable	(53,414)	(40,628)	(39,737)
Increase in deferred commissions	(16,552)	(3,186)	(5,132)
(Increase) decrease in prepaid expenses and other current assets	(12,074)	381	(10,645)
Increase in other assets	(11,190)	(4,880)	(5,100)
Increase (decrease) in accounts payable and accrued liabilities	66,627	(14,651)	568
Cash provided by operating activities	75,565	143,915	145,068
Investing activities:			
Payments for businesses acquired (excluding cash acquired)	(115,162)	(57,769)	(45,418)
Proceeds from sale of marketable securities	55,516	—	—
Proceeds from sale of investments	36,000	—	5,000
Payments for investments	(20,427)	(13,960)	(19,814)
Addition of property, equipment and leasehold improvements	(55,895)	(31,747)	(24,269)
Marketable debt securities sold (purchased), net	—	104,550	(58,220)
Loans to officers	—	—	(2,475)
Cash (used for) provided by investing activities	(99,968)	1,074	(145,196)

(continued)

(Consolidated Statements of Cash Flows, continued)

Year Ended September 30, (in thousands)	2000	1999	1998
Financing activities:			
Proceeds from the exercise of stock options	8,092	18,033	35,730
Proceeds from Employee Stock Purchase Plan offering	5,016	4,842	5,885
Net cash settlement on forward purchase agreement	(8,200)	(10,900)	(12,045)
Purchase of treasury stock	(49,877)	(345,819)	(13,931)
Proceeds from issuance of debt and related option	420,000	250,000	—
Payments on debt	(370,000)	—	—
Payments for debt issuance costs	(3,993)	(4,925)	—
Dividends paid	—	(125,016)	—
Cash provided by (used for) financing activities	1,038	(213,785)	15,639
Net (decrease) increase in cash and cash equivalents	(23,365)	(68,796)	15,511
Effect of exchange rates on cash and cash equivalents	(3,831)	(54)	(182)
Cash and cash equivalents, beginning of period	88,894	157,744	142,415
Cash and cash equivalents, end of period	$ 61,698	$ 88,894	$ 157,744
Supplemental disclosures of cash flow information:			
Cash paid during the period for:			
Interest	$ 14,964	$ 976	—
Income taxes	$ 13,685	$ 47,045	$ 7,721
Supplemental schedule of non-cash investing and financing activities:			
Change in net unrealized gain on marketable securities	$ 16,548	—	—
Change in carrying value of Jupiter Media Metrix due to the public offering of unissued shares	$ 7,269	—	—
Common stock received in settlement of officer loans and related interest	—	—	$ 9,985
Equity interest received in connection with sale of GartnerLearning	—	—	$ 42,500
Stock issued by Company and subsidiary in connection with acquisitions	$ 2,000	$ 15,056	$ 6,923
Option to purchase subsidiary shares issued by Company	$ 1,000	—	—
Treasury stock transactions settled subsequent to year end	—	—	$ 2,072

See Notes to Consolidated Financial Statements

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Note 1 : Summary of Significant Accounting Policies

Principles of consolidation The consolidated financial statements include the accounts of Gartner Group, Inc. (the "Company") and its majority-owned subsidiaries. All significant intercompany transactions and balances have been eliminated. The results of operations for acquisitions of companies accounted for using the purchase method have been included in the Consolidated Statements of Operations beginning on the closing date of acquisition. The Company's investments in 20% to 50% owned companies in which it has the ability to exercise significant influence over operating and financial policies are accounted for on the equity method.

Revenue and commission expense recognition Revenue from research products is deferred and recognized as products are delivered, and as the Company's obligation to the client is completed over the contract term. Consulting revenues, primarily derived from consulting and measurement engagements, are recognized as work is performed on a contract by contract basis. Events revenue is deferred and recognized upon the completion of the related symposium, exposition or conference. In addition, the Company defers direct event related costs until completion of the related symposium, exposition or conference. Other revenues includes software licensing fees which are recognized when delivery has occurred and when collectibility is probable, and the fees are fixed or determinable, as well as Web based advertising revenues, which are recognized when an advertisement is delivered to a user of the Internet network. The Company's policy is to record at the time of signing of a research and measurement contract the fees receivable and related deferred revenues for the full amount of the contract billable on that date. All research and measurement contracts are non-cancelable and non-refundable, except for government contracts, which have a 30-day cancellation clause. Government contracts have not produced material cancellations to date. All research and measurement contracts are billable upon signing, absent special terms granted on a limited basis. The Company also records the related commission obligation upon the signing of the contract and amortizes the corresponding deferred commission expense over the contract period in which the related revenues are earned and amortized to income.

Cash and cash equivalents Marketable securities that mature within three months of purchase are considered cash equivalents. Investments with maturities of more than three months are classified as marketable securities. During the year ended September 30, 1999, the Company sold all debt securities with maturities of more than three months at the amortized cost of $43.2 million to finance a portion of the Company's recapitalization (see Note 15—Recapitalization).

Investments in equity securities The Company accounts for its investments in publicly traded equity securities under Statement of Financial Accounting Standards No. 115, "Accounting for Certain Investments in Debt and Equity Securities" ("FAS 115"). In accordance with FAS 115, unrealized gains on marketable investments are classified as available-for-sale securities and are carried net of tax as a component of Accumulated other comprehensive income in the Stockholders' equity section of the Consolidated Balance Sheets. Investments that are not publicly traded are carried at cost. A decline in the market value of an available-for-sale investment below cost deemed to be other than temporary results in a reduction in the carrying value amount to fair value. The impairment would be charged to earnings and a new cost basis for the security established. The cost of equity securities sold is based on specific identification. Publicly traded equity securities that are expected to be sold within one year of the balance sheet date are classified as Marketable equity securities on the Consolidated Balance Sheets. All other investments are included in Other assets on the Consolidated Balance Sheets.

Property, equipment and leasehold improvements Property, equipment and leasehold improvements are stated at cost less accumulated depreciation and amortization. Property and equipment are depreciated using the straight-line method over the estimated useful lives of the assets. Leasehold improvements are amortized using the straight-line method over the shorter of the estimated useful lives of the assets or the remaining term of the related leases.

Impairment of long-lived assets and intangible assets The Company regularly reviews long-lived assets and intangible assets for impairment. Management's policy regarding long-lived assets and intangible assets is to evaluate the recoverability of these assets when the facts and circumstances suggest that these assets may be impaired. Should events or circumstances indicate that the carrying value may not be recoverable based on undiscounted future cash flows, an impairment loss measured by the difference between the discounted future cash flows (or another acceptable method for determining fair value) and the carrying value of the long-lived assets would be recognized by the Company. This analysis relies on a number of factors including operating results, business plans, budgets, economic projections and changes in management's strategic direction.

Software development costs The Company capitalizes certain computer software development costs and enhancements upon the establishment of technological feasibility, limited to the net realizable value of the software product, and ceases when the software product is available for general release to clients. Until these products reach technological feasibility, all costs related to development efforts are charged to expense. Once technological feasibility has been determined, additional costs incurred in development, including coding, testing, and documentation, are capitalized. Amortization of software development costs is provided on a product-by-product basis over the estimated economic life of the software, generally two years, using the straight-line method. Amortization of capitalized computer software development costs begins when the products are available for general release to customers. Additionally, the Company capitalizes certain costs that are incurred to purchase or to create and implement internal use software. The Company performs periodic reviews to ensure that unamortized capitalized software development costs remain recoverable from future revenue.

Intangible assets Intangible assets include goodwill, non-compete agreements, tradenames and other intangibles. Goodwill represents the excess of the purchase price of acquired businesses over the estimated fair value of the tangible and identifiable intangible net assets acquired. Amortization is recorded using the straight-line method over periods ranging from three to thirty years. Non-compete agreements are being amortized on a straight-line basis over the period of the agreement ranging from two to five years. Tradenames are being amortized on a straight-line basis over their estimated useful lives ranging from nine to twelve years.

Foreign currency translation All assets and liabilities of foreign subsidiaries are translated into U.S. dollars at fiscal year-end exchange rates. Income and expense items are translated at average exchange rates prevailing during the year. The resulting translation adjustments are recorded as a component of stockholders' equity.

Income taxes Deferred tax assets and liabilities are recognized based on differences between the book and tax basis of assets and liabilities using presently enacted tax rates. The provision for income taxes is the sum of the amount of income tax paid or payable for the year as determined by applying the provisions of enacted tax laws to taxable income for that year and the net changes during the year in the Company's deferred tax assets and liabilities. Undistributed earnings of subsidiaries outside of the U.S. amounted to approximately $33.0 million as of September 30, 2000, and will either be indefinitely reinvested or remitted substantially free of U.S. tax. Accordingly, no material provision has been made for taxes that may be payable upon remittance of such earnings, nor is it practicable to determine the amount of this liability. The Company credits additional paid-in capital for realized tax benefits arising from stock transactions with employees. The tax benefit on a nonqualified stock option is equal to the tax effect of the difference between the market price of a share of the Company's common stock on the exercise and grant dates.

Fair value of financial instruments Most of the Company's financial instruments, including cash, trade receivables and payables, and accruals are short-term in nature. Accordingly, the carrying amounts of these financial instruments approximate their fair value (see Note 11 regarding forward purchase agreements). Investments in publicly traded equity securities are valued based on quoted market prices. Investments in equity securities that are not publicly traded are valued at cost, which approximates fair market value.

The carrying amounts of long-term debt approximates fair value as the rates of interest on these credit facilities approximate current market rates of interest for similar instruments with comparable maturities. The Company believes that it is not practical to estimate a fair value different from the carrying face value of the $300.0 million of 6% convertible subordinated notes given the numerous features that are unique to these convertible notes (see Note 9—Long-Term Debt).

Concentrations of credit risk Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash and fees receivable. Concentrations of credit risk with respect to fees receivable are limited due to the large number of clients comprising the Company's client base and their dispersion across many different industries and geographic regions.

Use of estimates The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosures, if any, of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates. Estimates are used when accounting for such items as allowance for doubtful accounts, depreciation, amortization, income taxes and certain accrued liabilities.

Reclassifications In July 2000, the Emerging Issues Task Force reached a consensus on Issue No. 00-15, "Classification in the Statement of Cash Flows of the Income Tax Benefit Received by a Company upon Exercise of a Nonqualified Employee Stock Option" which requires that stock option income tax benefits be classified as cash from operations in the cash flows statement. Prior period Consolidated Statements of Cash Flows have been restated to conform to this presentation. Certain other reclassifications have been made in the prior years financial statements to conform with the year ended September 30, 2000 presentation.

Note 2 : Business Acquisitions

On October 7, 1998, the Company acquired all the assets and assumed the liabilities of Griggs-Anderson, Inc., for $10.9 million in cash and 305,808 shares of Class A Common Stock of the Company, which had an approximate fair market value of $7.3 million. Griggs-Anderson, Inc. provides custom market research to vendors in the technology marketplace, research and surveys for the evaluation of Web sites for effectiveness of content, technical performance, ease of navigation, impact of graphics, and demographic profiles of users. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was $16.9 million, of which $15.5 million has been recorded as goodwill, which is being amortized over 30 years. In addition, $1.4 million of the purchase price was allocated to a non-compete agreement which is being amortized over 5 years.

On November 13, 1998, the Company acquired all of the outstanding shares of Wentworth Research, Limited ("Wentworth") for $8.3 million in cash. Wentworth provides research and advisory services to chief information officers and the senior information technology management community in the United Kingdom and Hong Kong. The acquisition was accounted for by the purchase method, and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $10.5 million, of which $9.7 million has been recorded as goodwill, which is being amortized over 30 years. In addition, $0.8 million of the purchase price was allocated to a non-compete agreement which is being amortized over 2 years.

On January 1, 1999, the Company acquired all of the assets and assumed the liabilities of G2R, Inc. ("G2R") for $7.8 million in cash and 358,333 shares of Class A Common Stock of the Company which had an approximate fair market value of $7.8 million. G2R is a provider of research and consulting services to IT product vendors and professional services and outsourcing firms. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $13.4 million, of which $12.6 million has been recorded as goodwill, which is being amortized over 30 years. In addition, $0.8 million of the purchase price was allocated to a non-compete agreement which is being amortized over 4 years.

On July 30, 1999, the Company acquired all of the outstanding shares of The Warner Group ("Warner") for $18.0 million in cash. Warner is a leading management consulting firm specializing in information technology, communications technology and performance improvement for government agency clients. The acquisition was accounted for by the purchase method, and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $15.2 million, of which $14.3 million has been recorded as goodwill and is being amortized over 30 years. In addition, $0.9 million of the purchase price was allocated to non-compete agreements which are being amortized over 2 and 5 years.

On October 29, 1999, the Company acquired a 70% ownership interest in cPulse, LLC ("cPulse") for $2.5 million in cash and a $1.0 million note payable on the first anniversary date of the acquisition. Additional consideration is payable as a percentage of 2001 and 2002 net revenues of cPulse. cPulse provides a Web-satisfaction monitoring service that enables companies to prioritize their Web investments and evaluate the effectiveness of changes through customer satisfaction intelligence. The acquisition was accounted for by the purchase method. Approximately $3.3 million of the purchase price was allocated to goodwill, which is being amortized over 5 years and $0.2 million of the purchase price was allocated to a non-compete agreement, which is being amortized over 3 years. Any additional consideration will be recorded as goodwill.

On November 30, 1999, the Company acquired all of the outstanding shares of Computer Financial Consultants Limited ("CFC") for $16.0 million in cash. CFC provides senior executives in IT and purchasing with assistance intended to enhance the procurement of IT related products and services. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of the acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $11.6 million, of which $11.0 million has been allocated to goodwill and is being amortized over 30 years. In addition, $0.6 million of the purchase price was allocated to a non-compete agreement which is being amortized over 5 years.

On December 10, 1999, the Company acquired all of the assets and assumed the liabilities of Rendall and Associates, Inc. ("Rendall") for $12.0 million in cash. Rendall provides strategic planning advice, feasibility and competitive analysis and research on the telecommunications market, technologies, regulation and public policies. Additionally, Rendall provides technical expertise in broadband technologies. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of the acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $11.1 million, of which $9.9 million has been allocated to goodwill and is being amortized over 20 years. In addition, $1.2 million of the purchase price was allocated to a non-compete agreement which is being amortized over 5 years.

On March 21, 2000, the Company acquired 90% of the outstanding common stock of TechRepublic, Inc. ("TechRepublic") for approximately $78.5 million in cash. TechRepublic is an online destination developed exclusively for IT professionals by IT professionals and provides career insight, community interaction, and customized content to CIOs, IT managers, network administrators, support professionals, training providers, and other enterprise computing professionals. The TechRepublic Web site offerings include IT industry news, newsletters, analysis, columns, articles, downloads, forums, event listings and job, peer and vendor directories. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of the acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $83.0 million, of which $79.3 million has been allocated to goodwill (non-deductible for tax purposes) and is being amortized over 3 years. In addition, $3.7 million of the purchase price was allocated to non-compete agreements which are being amortized over 3 years.

The following unaudited pro forma consolidated results of operations are presented as if the acquisition of TechRepublic had been made at the beginning of fiscal 1999 (in thousands, except per share data). The effects of the other fiscal 2000 acquisitions on the consolidated financial statements are not significant and have been excluded from the pro forma presentation.

Year Ended September 30,	2000	1999
Total revenues	$ 859,730	$ 734,775
Income before extraordinary loss	$ 7,382	$ 53,211
Net income	$ 5,653	$ 53,211
Diluted earnings per common share before extraordinary loss	$ 0.08	$ 0.51
Diluted earnings per common share	$ 0.06	$ 0.51

The unaudited pro forma information is not necessarily indicative of the combined results of operations that might have occurred had the purchase been effective at the beginning of fiscal 1999.

On August 24, 2000, a majority-owned subsidiary of the Company acquired the outstanding common stock of IT-Radar.com, Inc. (“ITRadar”) for approximately $6.4 million in cash and 419,287 shares of Common Stock of TechRepublic, which had an approximate fair market value of $2.0 million. Additional consideration of up to 1,530,398 shares of Common Stock of TechRepublic is payable contingent based upon the achievement of future targeted earnings. ITRadar is a business-to-business information technology marketplace that connects buyers and sellers of information technology services. ITRadar’s proprietary technology streamlines the vendor-selection process and enables information technology services buyers to more rapidly identify, evaluate, and engage with information technology providers. The acquisition was accounted for by the purchase method and the purchase price has been allocated to the assets acquired and the liabilities assumed, based upon estimated fair values at the date of the acquisition. The excess purchase price over the fair value of amounts assigned to the net tangible assets acquired was approximately $10.6 million, which has been allocated to goodwill and is being amortized over 3 years. Any additional consideration paid will be recorded as goodwill.

During 2000, the Company completed additional acquisitions for consideration of $7.2 million in cash. During 1999, the Company completed additional acquisitions for consideration of $16.1 million in cash. These acquisitions have been accounted for under the purchase method and substantially all of the purchase price has been assigned to goodwill.

On October 2, 2000, the Company acquired all of the assets and assumed the liabilities of Solista Global LLC. (“Solista”) for approximately $7.0 million in cash. An additional $2.0 million of purchase price is contingent based upon the achievement of certain financial targets in the future. Solista is a provider of strategic consulting services that merge technology and business expertise to help clients build strategies for the digital world. The acquisition was accounted for under the purchase method.

Note 3 : Net Gain (Loss) on Sale of Investments

On October 7, 1999, Jupiter Communications, Inc. (“Jupiter”) completed its initial public offering at $21.00 per share of common stock. Upon completion of Jupiter’s initial public offering, the Company owned 4,028,503 shares of Jupiter’s outstanding common stock. The change in the Company’s proportionate share of Jupiter’s equity resulted in the Company’s write-up of the investment by approximately $15.4 million and increases in deferred tax liability and additional paid-in capital of approximately $7.1 million and $8.3 million, respectively. During the quarter ended June 30, 2000, the Company’s investment decreased below 20% of Jupiter’s outstanding common stock. Because the Company had concluded it no longer exercised significant influence over Jupiter, it changed its method of accounting for this investment from the equity method to the cost method. During the year ended September 30, 2000, the Company sold 1,995,950 shares for net cash proceeds of $55.5 million at an average price of $27.81 per share for a pre-tax gain of $42.9 million. In September 2000, Jupiter merged with Media Metrix, Inc., creating Jupiter Media Metrix. Jupiter shareholders received 0.946 shares of Jupiter Media Metrix for each share of Jupiter that they owned. At the date of the merger, the Company owned 2,032,553 shares of Jupiter, which were exchanged for shares of Jupiter Media Metrix. At September 30, 2000, the Company’s investment of 1,922,795 shares of Jupiter Media Metrix had a fair market value of $30.6 million and is recorded at fair value and is included in Marketable equity securities in the Consolidated Balance Sheets at September 30, 2000.

On September 1, 1998, the Company sold GartnerLearning, a division of the Company that provides technology based training and services for IT professionals to NETg Inc. (“NETg”), a subsidiary of Harcourt, Inc. (formerly Harcourt Brace & Company), for $5.0 million in cash and an 8% equity interest in NETg. In addition, the Company received a put option, which would allow the Company to sell its 8% equity interest to an affiliate of Harcourt, Inc. for $48.0 million in cash. This put option was exercisable for two years beginning on September 1, 2002, if certain conditions were met. The Company’s 8% interest in NETg was independently appraised at $42.5 million on the date of sale and has been included in Other assets in the Consolidated Balance Sheets at September 30, 1999. Including transaction costs related to the sale of $3.8 million, the pre-tax loss on sale of GartnerLearning was approximately $2.0 million.

On June 30, 2000, the Company sold its 8% investment in NETg for $36.0 million in cash to an affiliate of Harcourt, Inc. resulting in a pre-tax loss of approximately $6.6 million. The Company received the cash proceeds on July 7, 2000. In addition, the Company negotiated the settlement of a joint venture agreement associated with the sale of GartnerLearning for approximately $6.7 million.

Note 4 : Investments

In addition to equity securities owned directly by the Company and through SI Venture Associates, LLC (“SI I”), a wholly owned affiliate, the Company owns 34% of SI Venture Fund II, L.P. (“SI II”). Both entities are engaged in making venture capital investments in early to mid-stage IT-based or Internet-enabled companies. Both entities are managed pursuant to a management contract with SI Services Company, LLC, an entity controlled by the current Chairman of the Board of the Company and a former officer of the Company. The accounts of SI I are included in the Company’s Consolidated Financial Statements. The Company’s investment in SI II is recorded on the equity method. The Company has a total investment commitment to SI I and SI II of $10.0 million and $30.0 million, respectively, of which

$7.4 million of the SI II commitment remains unfunded at September 30, 2000. This remaining commitment is expected to be funded in fiscal 2001.

A summary of the Company's investments in marketable equity securities and cost based investments at September 30, 2000 is as follows (in thousands):

	Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
Marketable equity securities available for sale	$ 14,205	$ 21,265	$ (66)	$ 35,404
Other investments	18,349	—	—	18,349
Total	$ 32,554	$ 21,265	$ (66)	$ 53,753

At September 30, 1999, the Company had $65.3 million in cost based investments.

Also included in Other assets in the Consolidated Balance Sheets is the Company's equity method investment in SI II which amounted to $28.7 million and $9.9 million at September 30, 2000 and 1999, respectively. The Company's share of equity loss in SI II as of September 30, 2000 amounted to $0.1 million. In addition, for the year ended September 30, 2000 the Company recorded $6.4 million of its share of net unrealized holding gains in available for sale equity securities owned by SI II.

Note 5 : Other Charges

During 1999, the Company recorded other charges related to reorganization and recapitalization of approximately $30.1 million on a pre-tax basis. Approximately $14.2 million of the charge related to certain job eliminations associated with certain strategic reduction in force initiatives. Approximately $9.2 million of the other charge pertained to legal and advisory fees associated with the Company's recapitalization (see Note 15—Recapitalization). In relation to the Company's recapitalization, the Company's Board of Directors approved a special one-time cash incentive plan to be earned and paid in three installments and designed to enhance retention of key personnel. Approximately twenty-five percent of the retention incentive, or $6.7 million, was vested in 1999 and was paid on October 15, 1999. The second and third payments incurred and paid under the retention incentive plan in fiscal 2000 were approximately $17.5 million.

During 1998, the Company recorded other charges, primarily consisting of relocation and severance costs, totaling approximately $2.8 million related to the Company's relocation of certain accounting and order processing operations from Stamford, Connecticut to a new financial services center in Ft. Myers, Florida. These expenses are presented as Other charges in the Consolidated Statements of Operations.

Note 6 : Property, Equipment and Leasehold Improvements, Net

Property, equipment and leasehold improvements, less accumulated depreciation and amortization consist of the following (in thousands):

	Useful Life (Years)	September 30, 2000	September 30, 1999
Computer equipment and software	2–3	$ 111,151	$ 75,780
Furniture and equipment	3–8	47,879	42,737
Leasehold improvements	2–15	29,891	23,955
		188,921	142,472
Less—accumulated depreciation and amortization		(97,662)	(78,880)
		$ 91,259	$ 63,592

At September 30, 2000 and 1999, development costs for internal use software were $26.3 million and $16.4 million, respectively, net of accumulated amortization of $10.3 million and $3.1 million, respectively. Amortization of capitalized internal software development costs totaled $7.2 million, $2.3 million and $0.8 million in fiscal 2000, 1999 and 1998, respectively.

Note 7 : Intangible Assets, Net

Intangible assets, less accumulated amortization, consist of the following (in thousands):

	Amortization Period (Years)	September 30, 2000	September 30, 1999
Goodwill	3–30	$ 352,482	$ 237,933
Non-compete agreements	2–5	15,733	10,600
Tradenames	9–12	2,247	3,140
		370,462	251,673
Less—accumulated amortization		(55,265)	(28,573)
		$ 315,197	$ 223,100

Note 8 : Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities consist of the following (in thousands):

	September 30, 2000	September 30, 1999
Taxes payable	$ 51,100	$ 26,491
Payroll and related benefits payable	44,099	25,955
Commissions payable	33,985	23,235
Accounts payable	25,981	8,917
Current deferred tax payable	13,917	515
Other accrued liabilities	32,325	32,250
	$ 201,407	$ 117,363

Note 9 : Long-Term Debt

On July 16, 1999, the Company entered into an unsecured Credit Agreement with The Chase Manhattan Bank, as administrative agent for the participating financial institutions thereunder, providing for a maximum of $500.0 million of credit facilities, consisting of a $350.0 million term loan and a $150.0 million senior revolving credit facility. On February 25, 2000, the Company modified certain financial and other covenants to permit the TechRepublic acquisition and issuance of convertible debt. Loans under the revolving facility will be available for five years, subject to certain customary conditions on the date of any such loan. On July 17, 2000, the Company entered into a second amendment to the Credit Agreement. Under this amendment, the Company agreed to refinance all existing indebtedness and to repay in full and terminate the term loans drawn under the existing Credit Agreement. As part of the second amendment to the Credit Agreement, the Company entered into a senior revolving credit facility totaling a maximum aggregate principal amount of up to $200.0 million. In connection with the extinguishment of the term loan, the Company wrote off $2.9 million, net of tax benefit of $1.2 million, of deferred debt issuance costs in the fourth quarter of fiscal 2000. The charge was recorded as an extraordinary loss. At September 30, 2000, there were no amounts outstanding under the revolving credit facility. A commitment fee of 0.30% to 0.50% is paid on the unused revolving credit amount. Pursuant to certain financial covenants of the revolving credit facility, the Company had available $121.9 million of borrowings at September 30, 2000. The weighted average interest rate on borrowings was 7.6% for the year ended September 30, 2000.

In connection with the TechRepublic acquisition entered into on March 21, 2000, the Company issued in a private placement transaction on April 17, 2000, $300.0 million of 6% convertible subordinated notes (the “convertible notes”) to Silver Lake Partners, L.P. (“Silver Lake”) and certain of Silver Lake’s affiliates. The convertible notes mature in April 2005. The convertible notes accrue interest at 6% per annum. Interest accrues semiannually by a corresponding increase in the face amount of the convertible notes commencing September 15, 2000. Accordingly, $7.4 million has been added to the face amount of the convertible notes balance outstanding at September 30, 2000. The convertible notes are convertible into shares of the Company’s Class A Common Stock, commencing April 17, 2003, at an initial price of $15.87 per share. On the first anniversary date of issuance of the convertible notes, April 17, 2001, the conversion price will be adjusted, or reset, to be equal to the lower of the initial conversion price of $15.87 per share or, if the average closing price over the thirty trading day period ending April 17, 2001 is less than $14.43, a price equal to a 10% premium to the average closing price over that same period. In the event the conversion price is subject to downward adjustment due to the first anniversary reset provision, the Company can elect to redeem the convertible notes in whole, but not in part, for 125% of the then outstanding face amount subject to certain restrictions unless a majority of the convertible noteholders elect to waive the reset. At the Company’s option, the conversion rights can be settled in cash based on the market price of the Class A Common Stock at the time of conversion. The Company has also granted to Silver Lake an option to acquire 5% of the fully diluted capital stock of TechRepublic at a cost to be based upon the market capitalization of TechRepublic at time of exercise. Additionally, the option grants Silver Lake the right to acquire 5% of any Company subsidiary that is spun off or spun out at 80% of the initial public offering price. The Company has valued the option at $1.0 million, which has been recorded as a discount to the convertible notes and is included in Additional paid-in capital on the Consolidated Balance Sheets at September 30, 2000. As part of the transaction, two Silver Lake representatives have been elected to the Company’s ten member Board of Directors. The Company may call the convertible notes for redemption any time after April 17, 2003. On April 18, 2000, $200.0 million of the proceeds were used to pay down term loan borrowings under the Credit Agreement. The Company incurred $7.9 million of transaction and advisory fees related to the transaction. These fees are being amortized over the life of the debt using the effective interest method.

Letters of credit are issued by the Company in the ordinary course of business. At September 30, 2000, the Company had outstanding letters of credit with Chase Manhattan Bank for $1.5 million and with The Bank of New York for $2.0 million.

Note 10 : Commitments and Contingencies

The Company leases various facilities, furniture and computer equipment under operating lease arrangements expiring between 2000 and 2026. Future minimum annual payments under non-cancelable operating lease agreements at September 30, 2000 are as follows (in thousands):

Year Ended September 30,	
2001	$ 27,322
2002	17,772
2003	15,928
2004	14,211
2005	13,110
Thereafter	103,918
Total minimum lease payments	$ 192,261

Rental expense for operating leases, net of sublease income, was $30.6 million, $24.4 million, and $21.3 million for the years ended September 30, 2000, 1999 and 1998, respectively. The Company has commitments with two facilities management companies for printing, copying, mailroom and other related services. The minimum annual obligations under these service agreements are $4.7 million for 2000, $4.0 million for 2001, $4.0 million for 2002, and $1.3 million for 2003.

In addition, the Company has a remaining commitment to repurchase 662,363 shares of Class A Common Stock and 4,128 shares of Class B Common Stock on the open market by July 2001 as part of its recapitalization (see Note 15—Recapitalization).

The Company is involved in legal proceedings and litigation arising in the ordinary course of business. The Company believes the outcome of all current proceedings, claims and litigation will not have a material effect on the Company’s financial position or results of operations when resolved in a future period.

Note 11 : Stockholders' Equity

Capital stock Class A Common Stock and Class B Common Stock stockholders are entitled to one vote per share on all matters to be voted by stockholders, other than the election of directors. Class A Common Stock stockholders are entitled to one vote per share on the election of Class A directors, which constitute no more than 20% of the directors, and Class B Common Stock stockholders are entitled to one vote per share on the election of Class B directors, which constitute at least 80% of the directors.

Stock option plans and warrants Under the terms of the 1991 Stock Option Plan, the Board of Directors may grant non-qualified and incentive options, entitling employees to purchase shares of the Company's common stock at the fair market value on the date of grant. The Board can determine the date on which options vest and become exercisable. A total of 32,800,000 shares of Class A Common Stock have been reserved for issuance under this plan. At September 30, 2000 and 1999, 1,354,876 and 5,948,420 options were available for grant, respectively.

In January 1993, the Company adopted the 1993 Director Option Plan, a stock option plan for directors, and reserved an aggregate of 1,200,000 shares of Class A Common Stock for issuance under this plan. The plan currently provides for the automatic grant of 15,000 options to purchase shares of Class A Common Stock to each non-employee director upon first becoming an outside director and the automatic grant of an option to purchase an additional 7,000 shares of Class A Common Stock annually based on continuous service as an outside director. The exercise price of each option granted under the plan is equal to the fair market value of the Class A Common Stock at the date of grant. Options granted are subject to cumulative yearly vesting over a three-year period after the date of grant. At September 30, 2000 and 1999, 464,635 and 526,000 options were available for grant, respectively.

In October 1994, the Board of Directors and stockholders of the Company approved the adoption of a Long Term Stock Option Plan and the reservation of an aggregate of 6,560,000 shares of Class A Common Stock for issuance thereunder. The purpose of the plan is to provide to senior personnel long-term equity participation in the Company as an incentive to promote the long-term success of the Company. The exercise price of each option granted under the plan is equal to the fair market value of the Class A Common Stock at the date of grant. All options granted under the plan vest and become fully exercisable five years following the date of grant, based on continued employment, and have a term of ten years from the date of grant assuming continued employment. Vesting and exercisability accelerates upon achievement of certain financial performance targets determined by the Board of Directors. If the financial performance targets are met for the year of grant in accordance with parameters as set by the Board at its sole discretion, 25% of the shares granted become exercisable on the first anniversary date following the date of grant and, if cumulative financial performance targets are met for both the first and second years following the date of grant, a second 25% become exercisable three years following the date of grant. If cumulative financial performance targets are met for all three years following the date of grant, a third 25% become exercisable on the fourth anniversary date following the date of grant and the final 25% become exercisable on the fifth anniversary following the date of grant. Based on cumulative performance through 2000, 1,996,195 shares were exercisable on September 30, 2000. At September 30, 2000 and 1999, 600,250 and 624,000 options were available for grant, respectively.

In October 1996, the Company adopted the 1996 Long Term Stock Option Plan. Under the terms of the plan, the Board of Directors may grant non-qualified and incentive options, entitling employees to purchase shares of the Company's common stock at the fair market value at the date of option grant. A total of 1,800,000 shares of Class A Common Stock was reserved for issuance under this plan. All options granted under the plan vest and become fully exercisable six years following the date of grant, based on continued employment, and have a term of ten years from the date of grant assuming continued employment. Vesting and exercisability accelerates upon achievement of certain financial performance targets determined by the Board of Directors. If financial performance targets are met in the year of grant in accordance with parameters as set by the Board in its sole discretion, 25% of the shares granted become exercisable on the third anniversary date following the date of grant. If cumulative financial performance targets are met for both the first and second years following the date of grant, a second 25% become exercisable three years following the date of grant. If financial performance targets are met cumulatively for all three years following the date of grant, a third 25% become exercisable on the fourth anniversary date following the date of grant and the final 25% become exercisable on the fifth anniversary following the date of grant. Based on 1997 and 1998 performance, 501,250 options were exercisable on September 30, 2000. Based on 1999 performance, an additional 194,500 will vest in 2001. At September 30, 2000 and 1999, 812,000 and 473,000 options to purchase common stock were available for grant, respectively.

In October 1998, the Company adopted the 1998 Long Term Stock Option Plan. Under the terms of the plan, the Board of Directors may grant non-qualified and incentive options, entitling employees to purchase shares of the Company's common stock at the fair market value at the date of option or restricted stock grant. A total of 2,500,000 shares of Class A Common Stock was reserved for issuance under this plan. All options currently granted under the plan vest and become fully exercisable six years following the date of grant, based on continued employment, and have a term of ten years from the date of grant assuming continued employment. Vesting and exercisability accelerates upon achievement of certain financial performance targets determined by the Board of Directors. If financial performance targets are met in the year of grant in accordance with parameters as set by the Board in its sole discretion, 25% of the shares granted become exercisable in the third anniversary date following the date of grant. If cumulative financial performance targets are met for both the first and second years following the date of grant, a second 25% become exercisable three years following the date of grant. If financial performance targets are met cumulatively for all three years following the date of grant, a third 25% become exercisable on the fourth anniversary date following the date of grant and the final 25% become exercisable on the fifth anniversary following the date of grant. Based on cumulative 2000 performance, no vesting has accelerated; however, if cumulative financial performance targets are met for 1999, 2000 and 2001, vesting may still accelerate. At September 30, 2000, 662,001 options to purchase common stock were available for grant.

On December 15, 1998, the Company adopted an option exchange program that allowed the exchange of certain stock options granted from July 1998 through April 1998 for options with an exercise price of $20.46. In total, options to purchase 4,737,400 shares of common stock were exchanged under this program. The original vesting schedules and expiration dates associated with these stock options were also amended to commence with the stock option exchange program date. These amounts have been included as granted and canceled options during 1999 in the summary activity table shown below.

In connection with the recapitalization (see Note 15—Recapitalization), substantially all options with an exercise price below the fair market value of the stock on the effective date were reduced to maintain the ratio of the exercise price to the fair market value of the stock prior to the special, nonrecurring cash dividend, which was $1.1945 per share. The exercise prices of options with an exercise price equal to or greater than the fair market value of the stock on the effective date were reduced by an amount equal to the dividend per share paid by the Company. No changes were made in either the number of shares of common stock covered or in the vesting schedule of the options.

A summary of stock option activity under the plans and agreement through September 30, 2000 follows:

	Class A Common Stock Under Option	Weighted Average Exercise Price
Outstanding at September 30, 1997	17,821,350	$ 11.462
Granted	5,060,949	$ 33.329
Exercised	(5,370,690)	$ 6.716
Canceled	(1,380,577)	$ 20.539
Outstanding at September 30, 1998	16,131,032	$ 19.086
Granted	11,818,259	$ 20.946
Exercised	(2,648,169)	$ 6.810
Canceled	(7,511,554)	$ 21.637
Outstanding at September 30, 1999	17,789,568	$ 17.475
Granted	18,256,310	$ 11.859
Exercised	(1,379,306)	$ 5.886
Canceled	(4,099,846)	$ 17.240
Outstanding at September 30, 2000	30,566,726	$ 14.669

Options for the purchase of 6,754,574 and 4,417,986 shares of Class A Common Stock were exercisable at September 30, 2000 and 1999, respectively.

The following table summarizes information about stock options outstanding at September 30, 2000:

Range of Exercise Prices	Number Outstanding	Number Exercisable	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life (Years)
$ 1.00– 4.83	173,430	138,430	$ 3.36	1.71
$ 5.51– 9.69	2,253,650	2,253,650	$ 7.02	3.95
$ 10.28–14.56	15,149,040	108,540	$ 11.41	9.25
$ 15.67–19.90	8,916,728	3,013,620	$ 18.35	7.91
$ 20.46–24.49	3,564,878	900,970	$ 22.29	8.16
$ 25.18–37.29	509,000	339,364	$ 31.36	6.17
	30,566,726	6,754,574		

A warrant expiring December 1, 2000 to purchase 599,400 shares of Class A Common Stock at $16.42 per share is held by IMS Health.

Employee stock purchase plan In January 1993, the Company adopted an employee stock purchase plan, and reserved an aggregate of 4,000,000 shares of Class A Common Stock for issuance under this plan. The plan permits eligible employees to purchase Class A Common Stock through payroll deductions, which may not exceed 10% of an employee's compensation (or $21,250 in any calendar year), at a price equal to 85% of the Class A Common Stock price as reported by NYSE at the beginning or end of each offering period, whichever is lower. During the year ended September 30, 2000, 394,279 shares were issued from treasury stock at an average purchase price of $12.59 per share in conjunction with this plan. At September 30, 2000, 1,429,406 shares were available under the plan.

Restricted stock awards Beginning in 1998, the Company granted restricted stock awards under the 1991 Stock Option Plan and the 1998 Long Term Stock Option Plan. The restricted stock awards vest in six equal installments with the first installment vesting two years after the grant and then annually thereafter. Recipients are not required to provide consideration to the Company other than rendering service and have the right to vote the shares and to receive dividends. The restricted stock may not be sold by the employee during the vesting period. In 1999, the Company also granted 35,000 stock options under the 1998 Long Term Stock Option Plan with an exercise price of $1.00 per share that vest on the same basis as the restricted stock awards to certain international employees. Such stock options had a fair market value of $23.25 per stock option on the date of grant. At September 30, 2000, a total of 377,500 restricted shares of Class A Common Stock are outstanding at a weighted average market value of $21.37 per share. In 2000, the Company granted a restricted stock award of 50,000 shares with a fair market value of $13.00 per share. During 2000, there were forfeitures and accelerated grants of 77,500 shares and 12,000 shares, respectively. At September 30, 2000 the aggregate market value of the restricted stock awards and stock option grants was $8.9 million. Total compensation expense recognized for the restricted stock awards and option grants was $1.1 million and $1.7 million for 2000 and 1999, respectively.

Stock repurchases Beginning in 1997, the Company entered into a series of forward purchase agreements to effect the repurchase of 1,600,000 shares of its Class A Common Stock. These agreements are settled quarterly at the Company's option on a net basis in either shares of its own Class A Common Stock or cash. To the extent that the market price of the Company's Class A Common Stock on a settlement date is higher (lower) than the forward purchase price, the net differential is received (paid) by the Company. During the year ended September 30, 1999, four settlements resulted in the Company receiving 155,962 shares of Class A Common Stock (recorded in Treasury stock at no cost) and paying approximately $10.9 million in cash (recorded as a reduction of additional paid-in capital). During the year ended September 30, 2000, four settlements resulted in the Company receiving 155,792 shares of Class A Common Stock and paying approximately $8.2 million in cash. As of September 30, 2000, a forward purchase agreement in place covered approximately $9.3 million or 672,365 shares of Class A Common Stock having forward purchase prices established at $13.81 per share. If the market priced portion of this agreement was settled based on the September 30, 2000 market price of Class A Common Stock ($11.63 per share), the Company would settle under the terms of the forward purchase agreement with a payment of either $1.5 million in cash or 126,316 shares of Class A Common Stock.

On August 24, 1998, the Company's Board of Directors approved the repurchase of an additional 2,500,000 shares of Class A Common Stock in an effort to offset the dilutive effect of the Company's stock-based employee compensation plans. To date, the Company has repurchased 721,300 shares of Class A Common Stock at a cost of approximately $17.4 million. There are no open commitments to repurchase under this approval. No additional repurchases under this approval are anticipated due to open market repurchase limitations under the terms of the recapitalization.

Stock based compensation The Company applies the provisions of APB Opinion No. 25, "Accounting for Stock Issued to Employees" and related interpretations in accounting for stock-based compensation plans. Accordingly, no compensation cost has been recognized for the fixed stock option plans. Pursuant to the requirements of Statement of Financial Accounting Standards No. 123, "Accounting for Stock-Based Compensation," the following are the pro forma net income and net income per share for the years ended September 30, 2000, 1999, and 1998 had compensation cost for the Company's stock based compensation plans been determined based on the fair value at the grant date for grants under those plans (in thousands, except per share data):

Year Ended September 30,	2000	1999	1998
Net income (loss):			
As reported	$ 25,546	$ 88,271	$ 88,347
Pro forma	$ (3,325)	$ 67,128	$ 58,480
Net income (loss) per diluted common share:			
As reported	$ 0.29	$ 0.84	$ 0.84
Pro forma	$ (0.04)	$ 0.64	$ 0.55

The pro forma disclosures shown above reflect options granted after the year ended September 30, 1995 and are not likely to be representative of the effects on net income and net income per common share in future years.

The fair value of the Company's stock plans used to compute pro forma net income and diluted earnings per share disclosures is the estimated fair value at grant date using the Black-Scholes option pricing model. The following weighted-average assumptions were utilized for stock options granted or modified:

	2000	1999	1998
Expected life (in years)	3.1–5.2	3.1–5.0	2.4–6.4
Expected volatility	.44	.40	.40
Risk-free interest rate	5.76%–6.08%	4.93%–5.82%	4.22%–4.39%
Expected dividend yield	0.00%	0.00%	0.00%

The weighted average fair values of the Company's stock options granted in the years ended September 30, 2000, 1999 and 1998 are $6.63, $10.19 and $12.00, respectively.

Note 12 : Computation of Earnings Per Share of Common Stock

Basic earnings per share ("EPS") is computed by dividing earnings available to common stockholders by the weighted average number of common shares outstanding for the period. Diluted EPS reflects the potential dilution of securities that could share in earnings, including stock options and warrants. When the exercise of stock options is antidilutive they are excluded from the calculation.

The following table sets forth the required disclosures of the reconciliation of the basic and diluted net earnings per share computations.

Year Ended September 30,	2000	1999	1998
Numerator:			
Net income	$ 25,546	$ 88,271	$ 88,347
Denominator:			
Denominator for basic earnings per share—weighted average number of common shares outstanding	86,985	102,226	100,194
Effect of dilutive securities:			
Weighted average number of common shares under warrant outstanding	—	155	298
Weighted average number of option shares outstanding	2,544	2,567	5,207
Dilutive potential common shares	2,544	2,722	5,505
Denominator for diluted earnings per share—adjusted weighted average number of common shares outstanding	89,529	104,948	105,699
Basic earnings per common share	$ 0.29	$ 0.86	$ 0.88
Diluted earnings per common share	$ 0.29	$ 0.84	$ 0.84

For the years ended September 30, 2000 and 1999, options to purchase 14.3 million and 4.3 million shares of Class A Common Stock of the Company with exercise prices greater than the average fair market value of $13.78 and $21.32 for the respective periods were not included in the computation of diluted net income per share because the effect would have been antidilutive. Additionally, convertible notes outstanding for the year ended September 30, 2000 representing 8.8 million common shares, if converted, are not included in the computation of diluted net income per share because the effect would have been antidilutive.

Note 13 : Income Taxes

Following is a summary of the components of income before provision for income taxes and extraordinary loss (in thousands):

Year Ended September 30,	2000	1999	1998
U.S.	$ 27,016	$ 107,243	$ 113,589
Non-U.S.	26,204	32,004	37,532
Income before provision for income tax	53,220	139,247	151,121
Loss on debt extinguishment	2,881	—	—
Income before provision for income taxes and extraordinary loss	$ 56,101	$ 139,247	$ 151,121

The provision for income tax on the above income consists of the following components (in thousands):

Year Ended September 30,	2000	1999	1998
Current tax expense from operations:			
U.S. federal	$ 15,571	$ 18,613	$ 2,081
State and local	11,373	2,977	2,257
Foreign	7,211	6,533	8,927
Total current	34,155	28,123	13,265
Deferred tax (benefit) expense:			
U.S. federal	(5,903)	4,286	921
State and local	(2,934)	1,052	552
Foreign	(1,637)	1,310	(567)
Total deferred	(10,474)	6,648	906
Total current and deferred	23,681	34,771	14,171
Benefit of stock transactions with employees	4,179	15,878	48,603
Benefit of purchased tax benefits applied to reduce goodwill	966	327	—
Subtotal	28,826	50,976	62,774
Current taxes from extraordinary loss:			
U.S. federal tax expense on debt extinguishment	(922)	—	—
State and local tax expense on debt extinguishment	(230)	—	—
	$ 27,674	$ 50,976	$ 62,774

Current and long-term deferred tax assets and liabilities are comprised of the following (in thousands):

Year Ended September 30,	2000	1999
Depreciation and amortization	$ 3,052	$ 1,585
Expense accruals for book purposes	11,277	7,495
Loss and credit carryforwards	13,320	4,622
Intangible assets	2,150	1,668
Other	1,420	1,210
Gross deferred tax asset	31,219	16,580
Intangible assets	(12,691)	(8,457)
Equity interest	(15,651)	(2,478)
Other	(165)	(1,577)
Gross deferred tax liability	(28,507)	(12,512)
Valuation allowance	(10,083)	(3,559)
Net deferred tax (liability) asset	$ (7,371)	$ 509

Current and long-term net deferred tax assets were $4.7 million and $16.4 million at September 30, 2000, and were $5.7 million and $0 at September 30, 1999, respectively, and are included in Prepaid expenses and other current assets and Other assets in the Consolidated Balance Sheets. Current and long-term net deferred tax liabilities were $13.9 million and $14.6 million at September 30, 2000 and were $0.9 million and $4.3 million at September 30, 1999, and are included in Accounts payable and accrued liabilities and Other liabilities in the Consolidated Balance Sheets.

The valuation allowance relates to state and foreign tax loss carryforwards that more likely than not will expire unutilized. The net increase in the valuation allowance of approximately $6.5 million in the current year results primarily from the increase in federal and state tax carryforwards of $4.6 million and $2.1 million, respectively, and the net utilization of foreign tax loss carryforwards of approximately $0.1 million. The tax benefit from such tax loss carryforwards was $0.6 million, $2.5 million, and $1.2 million for fiscal years 2000, 1999, and 1998, respectively. Approximately $6.7 million and $2.6 million of the valuation allowance would reduce goodwill and additional paid-in capital, respectively, upon subsequent recognition of any related tax benefits.

The differences between the U.S. federal statutory income tax rate and the Company's effective rate are:

Year Ended September 30,	2000	1999	1998
Statutory tax rate	35.0%	35.0%	35.0%
State income taxes, net of federal benefit	10.9	3.1	4.3
Foreign income taxed at a different rate	(4.3)	1.7	0.7
Non-deductible goodwill and direct acquisition costs	13.1	1.1	3.5
Non-taxable income	(0.2)	(1.3)	(1.3)
Exempt foreign trading gross receipts	(1.4)	(2.3)	(1.4)
Non-deductible recapitalization costs	—	2.2	—
Settlement of tax exams	—	(1.8)	—
Benefit of operating loss and tax credit carryforwards	—	(2.0)	—
Other items	(1.1)	0.9	0.7
Effective tax rate	52.0%	36.6%	41.5%

As of September 30, 2000, the Company had U.S. federal tax loss carryforwards of $13.2 million, which will expire in fifteen to twenty years and state and local tax loss carryforwards of $81.1 million, of which $26.8 million will expire within one to five years, $9.4 million will expire within six to fifteen years, and $44.9 million will expire within sixteen to twenty years. In addition, the Company had foreign tax loss carryforwards of $4.3 million, of which $1.3 million will expire within one to five years, and $3.0 million which can be carried forward indefinitely.

In 1999, the Company incurred $8.6 million of non-deductible recapitalization costs during the year, the tax effect of which was approximately offset by a one-time income tax benefit of $2.5 million related primarily to the settlement of certain tax examinations in the second quarter. In 1998, the sale of GartnerLearning resulted in an additional tax provision of $4.2 million primarily due to the reversal of non-deductible goodwill. The effective tax rate, less the impact of the above mentioned items, was 37% and 39% for 1999 and 1998, respectively.

Note 14 : Employee Benefits

The Company has a savings and investment plan covering substantially all domestic employees. The Company contributes amounts to this plan based upon the level of the employee contributions. In addition, the Company also contributes fixed and discretionary amounts based on employee participation and attainment of operating margins set by the Board of Directors. Amounts expensed in connection with the plan totaled $8.5 million, $6.6 million, and $5.4 million for the years ended September 30, 2000, 1999, and 1998, respectively.

In addition, the Company has supplemental deferred compensation arrangements for the benefit of certain officers, managers and other key employees. These arrangements are funded by life insurance contracts, which have been purchased by the Company. The plan permits the participants to diversify in marketable equity securities. The value of the assets held, managed and invested, pursuant to the agreement total $7.2 million at September 30, 2000 and are consolidated with those of the Company. The corresponding deferred compensation liability of $8.2 million at September 30, 2000 is recorded at the fair market value of the shares held in a rabbi trust and adjusted, with a corresponding charge or credit to compensation cost, to reflect the fair value of the amount owned by the employee. Total compensation expense recognized for the plan was $1.0 million for 2000.

Note 15 : Recapitalization

The Dun and Bradstreet Corporation (“D&B”), an investor in Information Partners Capital Fund, L.P. (“Fund”), provided a portion of the financing in connection with the acquisition of the Company in October 1990. In April 1993, D&B acquired a majority of the outstanding voting securities of the Company in transactions among the Company, D&B and persons and entities associated with the Fund. On November 1, 1996, D&B transferred ownership of its common stock of the Company to Cognizant Corporation (“Cognizant”), a spinoff of D&B and an independent public company. At the date of transfer, these shares represented 51% of the Company’s outstanding common stock. During the year ended September 30, 1997, Cognizant’s ownership of the Company’s outstanding common stock fell below 50%. On June 30, 1998, Cognizant transferred its ownership in the Company to IMS Health Incorporated (“IMS Health”), a spinoff of Cognizant and an independent public company.

On July 16, 1999, the Company’s stockholders approved a series of transactions that resulted in the separation of the Company and IMS Health. This was accomplished, in part, through the recapitalization of the Company’s outstanding Common Stock into two classes of Common Stock, consisting of Class A Common Stock and Class B Common Stock, and the issuance of an aggregate of 40,689,648 shares of Class B Common Stock to IMS Health in exchange for a like number of shares of Class A Common Stock held by IMS Health. The separation was effected, in part, through the July 26, 1999 tax-free distribution by IMS Health to its stockholders of the newly issued Class B Common Stock of the Company owned by IMS Health. The Class B Common Stock is identical in all respects to the Class A Common Stock, except that the Class B Common Stock is entitled to elect at least 80% of the members of the Company’s Board of Directors. The Company’s stockholders also approved an amendment to the Company’s Certificate of Incorporation to create a classified Board of Directors of three classes having staggered three-year terms.

The Company also declared a special, nonrecurring cash dividend of $1.1945 per share, payable to all Company stockholders of record as of July 16, 1999. The cash dividend, totaling approximately $125.0 million, was paid on July 22, 1999 and was funded out of existing cash.

Under the terms of the recapitalization agreement, the Company is required to indemnify IMS Health for additional taxes, under certain circumstances, if actions by the Company cause the distribution to become taxable to IMS Health and its stockholders. These actions include the use of stock for substantial acquisitions and the issuance, without regulatory approval, of stock options over set limitations during a two-year period following the recapitalization. In addition, the Company has indemnified IMS Health for any tax liabilities associated with the spinoff that may result from the acquisition of the Company. The Company monitors its actions for compliance in this regard and believes that it is unlikely, within matters under the Company’s control, that it will incur any significant costs as a result of its indemnity.

Note 16 : Segment Information

The Company manages its business in four reportable segments organized on the basis of differences in its related products and services: research, consulting, events, and TechRepublic. Research consists primarily of subscription-based research products. Consulting consists primarily of consulting and measurement engagements. Events consist of various symposia, expositions, and conferences. TechRepublic consists of an IT professional online destination with revenues consisting primarily of Web based advertising.

The Company evaluates reportable segment performance and allocates resources based on gross contribution margin. Gross contribution, as presented below, is the profit or loss from operations before interest income and expense, certain selling, general and administrative costs, income taxes, other charges, and foreign exchange gains and losses. The accounting policies used by the reportable segments are the same as those used by the Company.

The Company earns revenue from clients in many countries. Other than the United States, the Company’s country of domicile, there is no individual country in which revenues from external clients represent 10% or more of the Company’s consolidated revenues. Additionally, no single client accounted for 10% or more of total revenue and the loss of a single client, in management’s opinion, would not have a material adverse effect on revenues.

The Company does not identify or allocate assets, including capital expenditures, by operating segment, with the exception of TechRepublic. Accordingly, assets are not being reported by segment, other than TechRepublic, because the information is not available by segment and is not reviewed in the evaluation of performance or making decisions in the allocation of resources. At September 30, 2000, TechRepublic had identifiable tangible assets of $7.5 million. For the year ended September 30, 2000, TechRepublic had capital expenditures totaling $1.6 million and depreciation and amortization expense of $15.3 million.

The following tables present information about reportable segments (in thousands). The "Other" column includes certain revenues and corporate and other expenses (primarily selling, general and administrative) unallocated to reportable segments, expenses allocated to operations that do not meet the segment reporting quantitative threshold, and other charges. There are no intersegment revenues:

Year Ended September 30, 2000	Research	Consulting	Events	TechRepublic	Other	Consolidated
Revenues	$ 509,781	$ 208,810	$ 108,589	$ 4,077	$ 27,414	$ 858,671
Gross contribution	341,061	75,652	50,604	(20,328)	11,231	458,220
Corporate and other expenses					(410,010)	(410,010)
Net gain (loss) on sale of investments						29,630
Interest income and other						3,161
Interest expense						(24,900)
Income before provision for income taxes and extraordinary loss						56,101

Year Ended September 30, 1999	Research	Consulting	Events	TechRepublic	Other	Consolidated
Revenues	$ 479,045	$ 149,840	$ 75,581	—	$ 29,768	$ 734,234
Gross contribution	336,919	55,857	32,532	—	12,152	437,460
Corporate and other expenses					(305,613)	(305,613)
Interest income and other						8,672
Interest expense						(1,272)
Income before provision for income taxes and extraordinary loss						139,247

Year Ended September 30, 1998	Research	Consulting	Events	TechRepublic	Other	Consolidated
Revenues	$ 433,141	$ 110,955	$ 49,121	—	$ 48,740[1]	$ 641,957
Gross contribution	312,855	50,787	19,546	—	9,597[1]	392,785
Corporate and other expenses					(248,736)	(248,736)
Net gain (loss) on sale of investments						(1,973)
Interest income and other						9,139
Interest expense						(94)
Income before provision for income taxes and extraordinary loss						151,121

[1] Represents the sum of Other and Learning revenues and gross contributions, respectively, for the fiscal year ended September 30, 1998.

The Company's consolidated revenues are generated primarily through direct sales to clients by domestic and international sales forces and a network of independent international distributors. The Company defines "Europe Revenues" as revenues attributable to clients located in England and the European region and "Other International Revenues" as revenues attributable to all areas located outside of the United States, Canada and Europe. Most products and services of the Company are provided on an integrated worldwide basis. Because of the integration of products and services delivery, it is not practical to separate precisely the revenues and operating income of the Company by geographic location. Accordingly, the separation set forth in the table below is based upon internal allocations, which involve certain management estimates and judgments.

European identifiable tangible assets consist primarily of the assets of the European subsidiaries and include the accounts receivable balances carried directly by the subsidiaries located in England, France and Germany. All other European customer receivables are maintained by, and therefore are included as identifiable assets of, the United States operations.

Summarized information by geographic location is as follows (in thousands):

Year Ended September 30,	2000	1999	1998
United States and Canada:			
Revenues	$ 567,629	$ 471,783	$ 415,622
Operating income	$ 26,570	$ 70,991	$ 82,406
Identifiable tangible assets	$ 483,502	$ 437,452	$ 551,030
Long-lived assets	$ 422,796	$ 318,509	$ 285,125
Europe:			
Revenues	$ 230,307	$ 212,131	$ 173,762
Operating income	$ 18,085	$ 48,433	$ 44,455
Identifiable tangible assets	$ 171,420	$ 110,472	$ 93,409
Long-lived assets	$ 56,918	$ 41,233	$ 25,533
Other International:			
Revenues	$ 60,735	$ 50,320	$ 52,573
Operating income	$ 3,555	$ 12,423	$ 17,188
Identifiable tangible assets	$ 32,846	$ 32,420	$ 31,888
Long-lived assets	$ 10,383	$ 11,518	$ 11,134

Excluding other charges, operating income was $39.3 million, $22.0 million and $4.4 million in the United States and Canada, Europe, and Other International, respectively, for the year ended September 30, 2000 and was $96.0 million, $52.9 million and $13.1 million, respectively, for the year ended September 30, 1999. Excluding acquisition-related and other charges, operating income in the United States and Canada was $89.7 million for the year ended September 30, 1998.

Note 17 : Quarterly Financial Data (Unaudited)

(In thousands except per share data)

Year Ended September 30, 2000	1st	2nd	3rd	4th
Revenues	$ 222,897	$ 193,393	$ 222,511	$ 219,870
Operating income[1][2]	$ 32,142	$ 10,626	$ 5,238	$ 204
Net income	$ 16,462	$ 2,788	$ 2,382	$ 3,914
Diluted earnings per common share[3]	$ 0.18	$ 0.03	$ 0.03	$ 0.04

Year Ended September 30, 1999	1st	2nd	3rd	4th
Revenues	$ 190,380	$ 171,328	$ 185,658	$ 186,868
Operating income[1][4]	$ 45,970	$ 39,913	$ 37,996	$ 7,968
Net income	$ 30,088	$ 28,841	$ 26,416	$ 2,926
Diluted earnings per common share	$ 0.29	$ 0.27	$ 0.25	$ 0.03

[1] Amounts for the first three quarters of 2000 and all quarters of 1999 reflect the reclassification of equity gains (losses) from minority-owned investments to Interest income and other from Costs and expenses in the Consolidated Statements of Operations.

[2] Includes Other charges of $6.1 million and $11.4 million in the quarters ended December 31, 1999 and March 31, 2000, respectively.

[3] The aggregate of the four quarters' diluted earnings per common share does not total the reported full fiscal year amount due to rounding.

[4] Includes Other charges of $4.4 million, $1.5 million, and $24.2 million in the quarters ended March 31, 1999, June 30, 1999 and September 30, 1999, respectively.

(Report by Management)

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Management's Responsibility for Financial Reporting

Management has prepared and is responsible for the integrity and objectivity of the consolidated financial statements and related information included in the Annual Report. The consolidated financial statements, which include amounts based on management's best judgments and estimates, were prepared in conformity with generally accepted accounting principles. Financial information elsewhere in this Annual Report is consistent with that in the consolidated financial statements.

The Company maintains a system of internal controls designed to provide reasonable assurance at reasonable cost that assets are safeguarded and transactions are properly executed and recorded for the preparation of financial information. The internal control system is augmented with an organizational structure providing division of responsibilities, careful selection and training of qualified financial people and a program of internal audits.

The Audit Committee of the Board of Directors, composed solely of outside directors, meets regularly with management, internal auditors and our independent accountants to ensure that each is meeting its responsibilities and to discuss matters concerning internal controls and financial reporting. Both the independent and internal auditors have unrestricted access to the Audit Committee.

The independent auditors for fiscal 2000, 1999 and 1998, KPMG LLP, audit and render an opinion on the financial statements in accordance with generally accepted accounting standards. These standards include an assessment of the systems of internal controls and tests of transactions to the extent considered necessary by them to support their opinion.

Manuel A. Fernandez
Chairman of the Board

Michael D. Fleisher
Chief Executive Officer

(Independent Auditors' Report)

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The Board of Directors and Stockholders
Gartner Group, Inc.:

We have audited the accompanying consolidated balance sheets of Gartner Group, Inc. and subsidiaries as of September 30, 2000 and 1999, and the related consolidated statements of operations, changes in stockholders' equity and cash flows for each of the years in the three-year period ended September 30, 2000. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Gartner Group, Inc. and subsidiaries as of September 30, 2000 and 1999, and the results of their operations and their cash flows for each of the years in the three-year period ended September 30, 2000, in conformity with accounting principles generally accepted in the United States of America.

KPMG LLP

St. Petersburg, Florida
October 30, 2000

(Selected Consolidated Financial Data)

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Fiscal Year Ended September 30, (in thousands except per share data)	2000	1999	1998	1997	1996
Consolidated Statement of Operations Data:					
Revenues:					
Research	$ 509,781	$ 479,045	$ 433,141	$ 349,600	$ 279,629
Consulting	208,810	149,840	110,955	84,631	61,348
Events	108,589	75,581	49,121	34,256	26,449
Other	31,491	29,768	30,664	21,438	15,027
Learning	—	—	18,076	21,314	12,219
Total revenues	858,671	734,234	641,957	511,239	394,672
Total costs and expenses[1]	810,461	602,387	497,908	394,424	345,232
Operating income[1]	48,210	131,847	144,049	116,815	49,440
Minority interest	—	—	—	—	25
Net gain (loss) on sale of investments	29,630	—	(1,973)	—	—
Interest income and other[1]	3,161	8,672	9,139	7,058	3,665
Interest expense	(24,900)	(1,272)	(94)	—	—
Income before provision for income taxes and extraordinary loss	56,101	139,247	151,121	123,873	53,130
Provision for income taxes	28,826	50,976	62,774	50,743	36,692
Income before extraordinary loss	27,275	88,271	88,347	73,130	16,438
Loss on debt extinguishment, net of tax of $1,152	1,729	—	—	—	—
Net income	$ 25,546	$ 88,271	$ 88,347	$ 73,130	$ 16,438
Net Income per Common Share:					
Basic:					
Income before extraordinary loss	$ 0.31	$ 0.86	$ 0.88	$ 0.77	$ 0.18
Extraordinary loss	$ (0.02)	—	—	—	—
Net income	$ 0.29	$ 0.86	$ 0.88	$ 0.77	$ 0.18
Diluted:					
Income before extraordinary loss	$ 0.30	$ 0.84	$ 0.84	$ 0.71	$ 0.17
Extraordinary loss	$ (0.02)	—	—	—	—
Net income	$ 0.29	$ 0.84	$ 0.84	$ 0.71	$ 0.17

(continued)

(Selected Consolidated Financial Data, continued)

Fiscal Year Ended September 30, (in thousands except per share data)	2000	1999	1998	1997	1996
Consolidated Balance Sheet Data:					
Cash and cash equivalents, marketable securities	$ 97,102	$ 88,894	$ 218,684	$ 171,054	$ 126,809
Fees receivable, net	326,359	282,047	239,243	205,760	143,762
Other current assets	89,407	61,243	53,152	48,794	39,579
Total current assets	512,868	432,184	511,079	425,608	310,150
Intangibles and other assets	490,097	371,260	321,792	219,704	133,958
Total assets	$ 1,002,965	$ 803,444	$ 832,871	$ 645,312	$ 444,108
Deferred revenues	$ 385,932	$ 354,517	$ 288,013	$ 254,071	$ 198,952
Other current liabilities	201,407	117,363	126,822	118,112	92,456
Total current liabilities	587,339	471,880	414,835	372,183	291,408
Long-term debt	307,254	250,000	—	—	—
Other liabilities	33,552	7,078	3,098	3,259	2,465
Stockholders' equity	74,820	74,486	414,938	269,870	150,235
Total liabilities and stockholders' equity	$ 1,002,965	$ 803,444	$ 832,871	$ 645,312	$ 444,108

[1] Amounts for 2000 through 1997 reflect the reclassification of equity losses from minority-owned investments to Interest income and other from Costs and expenses in the Consolidated Statements of Operations.

(Corporate Directory)

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Board of Directors

Manuel A. Fernandez
Chairman of the Board
Gartner

Michael D. Fleisher
Chief Executive Officer
Gartner

Anne Sutherland Fuchs
Senior Vice President and
Group Publishing Director
Hearst Magazines

William O. Grabe
General Partner
General Atlantic Partners

Max D. Hopper
Retired Chairman
SABRE Technology Group

Glenn H. Hutchins
Co-founder and
Managing Member
Silver Lake Partners

Roger B. McNamee
Co-founder and
Managing Member
Integral Capital Partners

Stephen G. Pagliuca
Managing Director
Bain Capital

Kenneth Roman
Former Chairman and
Chief Executive Officer
The Ogilvy Group

Dennis G. Sisco
Partner
Behrman Capital

Principal Officers

Michael D. Fleisher
Chief Executive Officer

William R. McDermott
President

Regina M. Paolillo
Executive Vice President and
Chief Financial Officer

Robert E. Knapp
Executive Vice President and
Chief Marketing Officer

Worldwide Offices

Corporate Headquarters
56 Top Gallant Road
Stamford, CT 06904
(203) 316-1111
www.gartner.com

West Coast Headquarters
San Jose, California

Europe Headquarters
Egham, United Kingdom

Asia Headquarters
Tokyo, Japan

Pacific Headquarters
Sydney, Australia

Gartner has offices in more than 80 locations worldwide. Addresses, phone and fax numbers can be found on the Company's web site at www.gartner.com.

Stock Listing

Shares of Gartner's Class A and Class B Common Stock are traded on the New York Stock Exchange under the symbols IT and IT/B, respectively.

Annual Meeting

Thursday, January 25, 2001
10:00 am Eastern Time
Ritz-Carlton Hotel
280 Vanderbilt Beach Road
Naples, Florida

Stock Transfer Agent & Registrar

Please direct communications regarding individual stock records, address changes or lost certificates to:

ChaseMellon Shareholder Services LLC
Overpeck Centre, 85 Challenger Road
Ridgefield Park, NJ 07660
(888) 767-9449
www.chasemellon.com

Form 10-K

A copy of the Company's Annual Report on Form 10-K for the year ended September 30, 2000, and other interim financial reports may be obtained, without charge, by contacting Gartner Investor Relations at (203) 316-6537 or viewing these reports online at www.gartner.com or www.sec.gov.

Investor Information

Gartner's Investor Relations page on the Internet (www.gartner.com/investors) contains background on the Company and our products, services and events, financial information, answers to frequently asked questions, SEC filings and other useful information. Investor inquiries and requests for further investor information, including additional annual reports, should be directed to Gartner Investor Relations at (203) 316-6537 or to investorrelations@gartner.com.

Independent Auditors

KPMG LLP
One Progress Plaza, Suite 500
St. Petersburg, FL 33701

Domestic Subsidiaries

Computer & Communication Information Group, Inc.
d/b/a Datapro Information Services
Computer Financial Consultants, Inc.
cPulse L.L.C.
Dataquest Incorporated
Decision Drivers, Inc.
Griggs-Anderson, Inc.
ITRadar.com, Inc.
TechRepublic Inc.
The Research Board, Inc
The Warner Group
Vision Events International, Inc.

Foreign Subsidiaries

Computer Financial Consultants Ltd
Gartner Group Advisory (Singapore) PTE Limited
Gartner Group Argentina
Gartner Group Austria GmbH
Gartner Group Belgium BVBA
Gartner Group Canada, Co.
Gartner Group Chile, S.A.
Gartner Group do Brasil, S/C Ltda.
Gartner Group France S.A.R.L.
Gartner Group GmbH
Gartner Group Hong Kong, Ltd.
Gartner Group Ireland, Ltd.
Gartner Group Italia S.r.L.
Gartner Group Japan K.K.
Gartner Group Nederland B.V.
Gartner Group Norge A.S.
Gartner Group Pacific Pty. Ltd.
Gartner Group Research (Thailand) Ltd.
Gartner Group Scandinavia A/S
Gartner Group Sverige AB
Gartner Group Switzerland, AG
Gartner Group Taiwan Limited
Gartner Group U.K. Ltd.

IT LISTED NYSE IT.B LISTED NYSE


The truth? We don’t like being a secret weapon.


EXIT

We’d much rather be famous

for helping thousands of companies use technology

to build powerful businesses, make markets,


and leave competitors far behind.

x_END

Gartner. Secret no more.

Design
Cahan & Associates, San Francisco
Photography
Lars Tunbjork
Steven Ahlgren
Catherine Ledner

Gartner Group, Inc. _ 56 Top Gallant Road _ Stamford .CT 06904

Gartner

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