

Forrester Investor Summary

Q4 2025

BOLD
AT
WORK

Forward-Looking Statements & Non-GAAP Measures

This presentation may contain projections or other forward-looking statements regarding future events or the future financial performance of the Company. These projections or statements are only predictions. Actual events or results may differ materially from those in the projections or other forward-looking statements. Please see the Company's Annual Report to shareholders and its filings with the SEC, including its recent filings on Forms 10-K and 10-Q, for a discussion of important risk factors that could cause actual events or results to differ materially from those in the projections or forward-looking statements.

Forrester believes that adjusted financial results provide investors with consistent and comparable information to aid in the understanding of Forrester's ongoing business and are also used by Forrester in making compensation decisions. Our adjusted presentation excludes amortization of acquisition-related intangible assets, stock-based compensation, restructuring costs, a goodwill impairment charge, a loss from the sale of a divested operation and a subsequent credit loss on a promissory note from the sale, and net gains or losses from investments, as well as their related tax effects. We also utilized an assumed tax rate of 29% in 2025 and 2024, which excludes items such as the effect of any adjustments related to the filing of prior year tax returns. The adjusted data does not purport to be prepared in accordance with Generally Accepted Accounting Principles in the United States.

Forrester At A Glance

Forrester is one of the most influential research and advisory firms in the world.

Business and technology leaders rely on Forrester to accelerate growth through customer obsession.

Global reach with offices & operations across

**Asia Pacific, Europe,
and North America**

Number of employees *

~1,500

Fortune 100 Clients *

61%

2025 Financial Overview

- ~74% of Total Revenue in Research
- ~22% of Total Revenue in Consulting
- ~3% of Total Revenue in Events
- Adjusted EBITDA of \$36.3 million

Why Invest in Forrester?



1. Massive market opportunity
2. Attractive recurring revenue business model
3. Focus on contract value growth
4. Differentiated research platform and unique continuous guidance engagement model
5. Market leader for AI innovation
6. Leadership team well-positioned to scale business

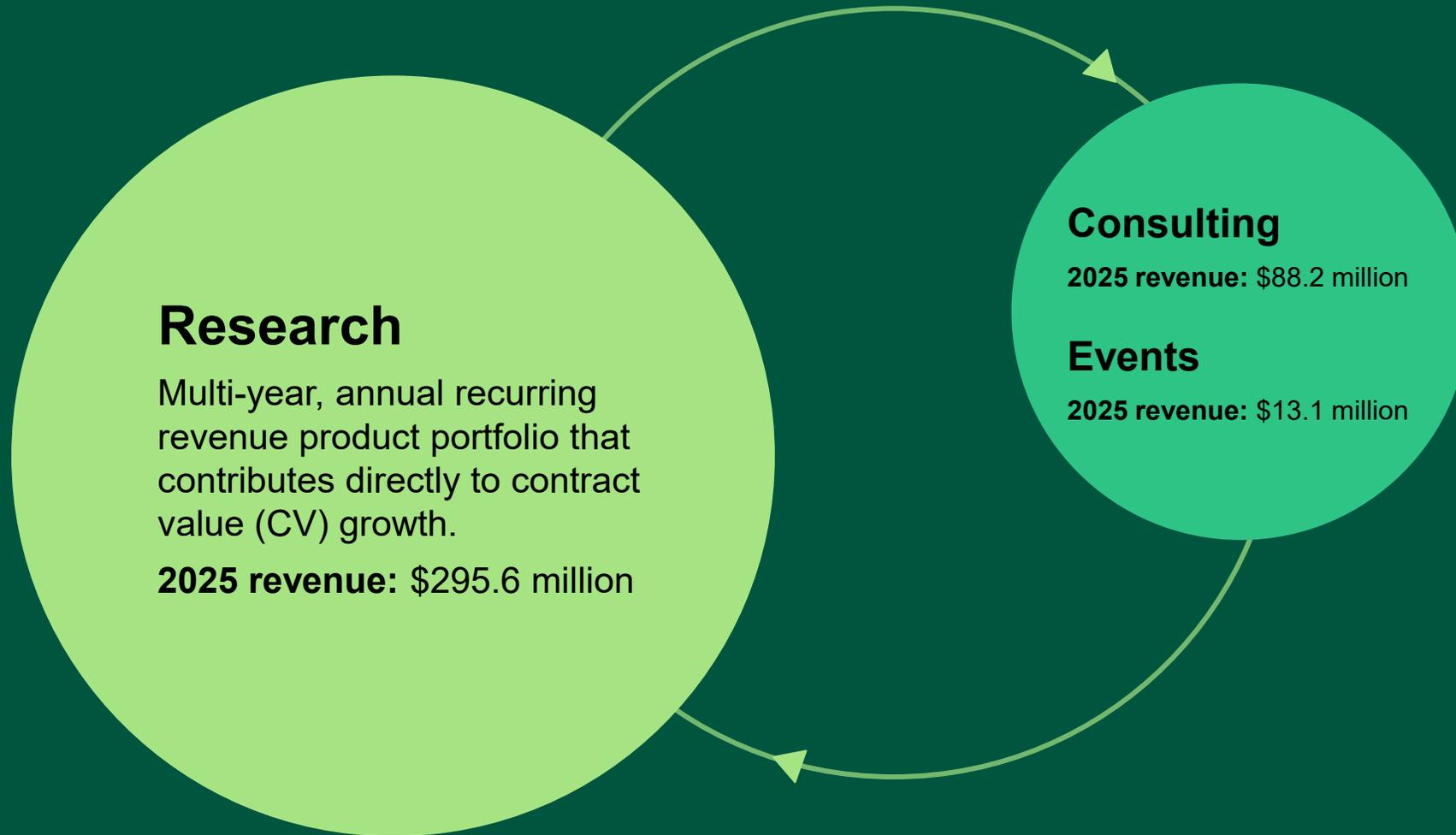
Total Available Research Market

Massive untapped research
market opportunity

MARKET OPPORTUNITY

\$115
BILLION

Research, Consulting & Events: A System To Drive Contract Value



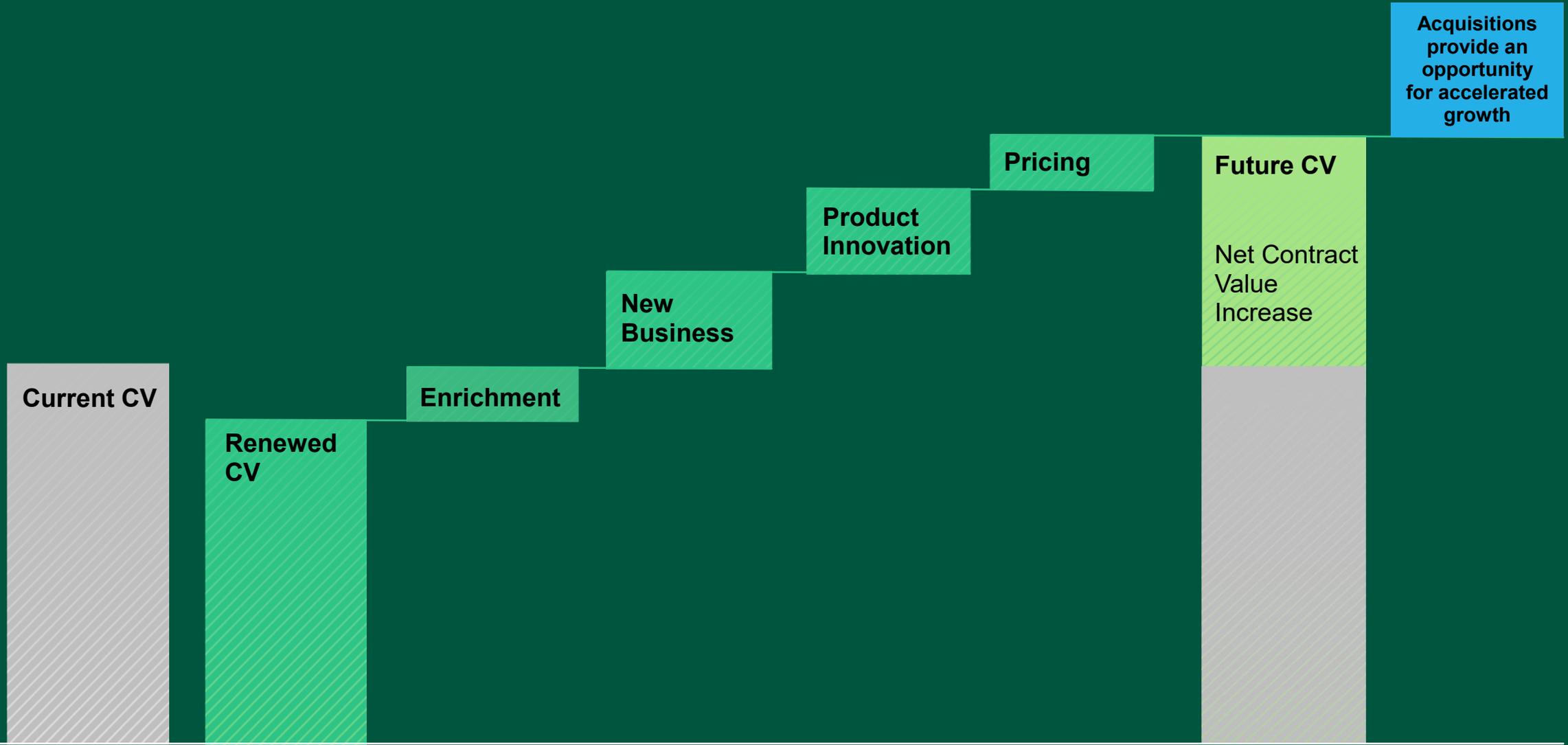
Consulting: Forrester Consulting helps clients implement modern strategies that align and empower teams to deliver on a shared vision for growth.

Our Consulting business includes consulting projects and advisory services.

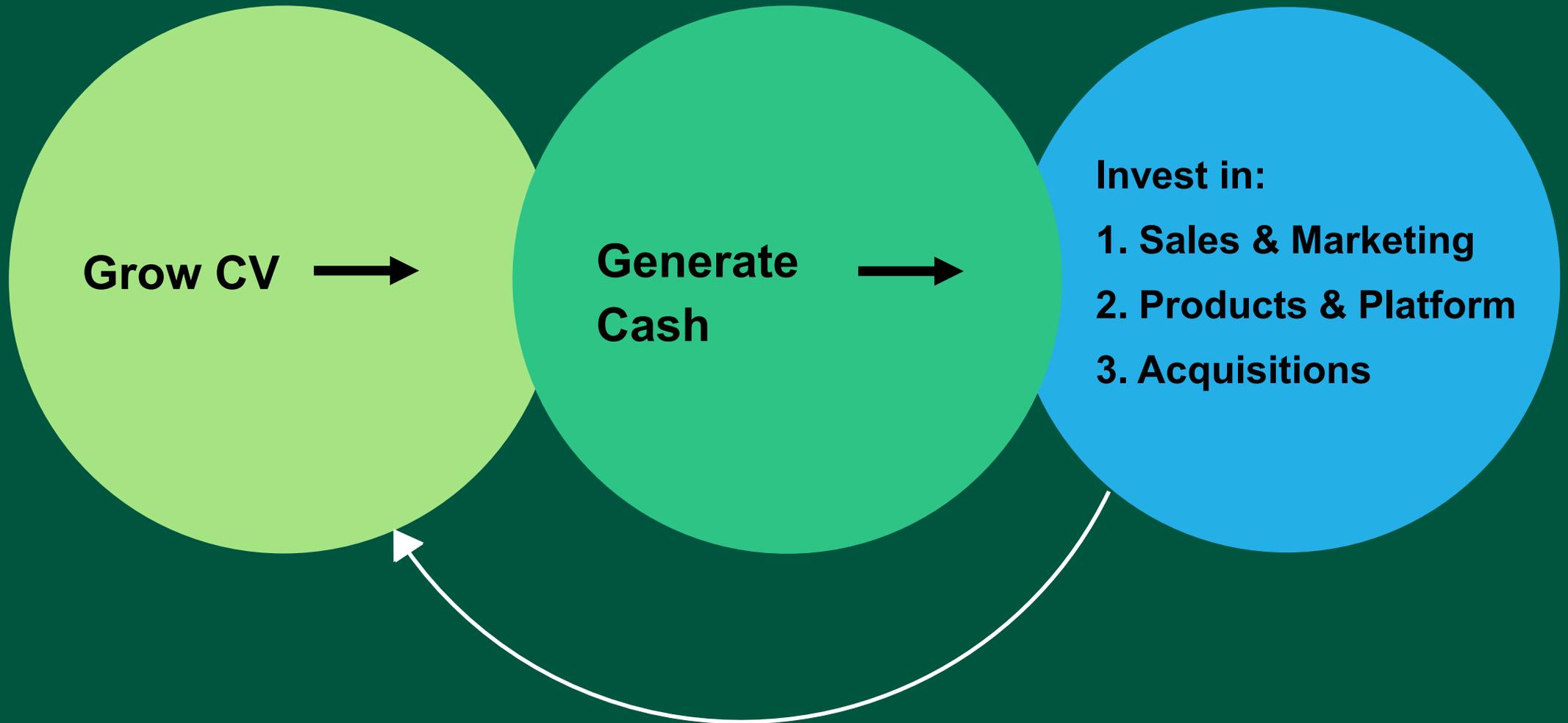
Events: Aligned with Forrester's research product portfolio and go-to-market offerings, Forrester Events brings its research to life.

Forrester hosts approximately 11 events each year, in North America, EMEA and APAC.

Growing Contract Value

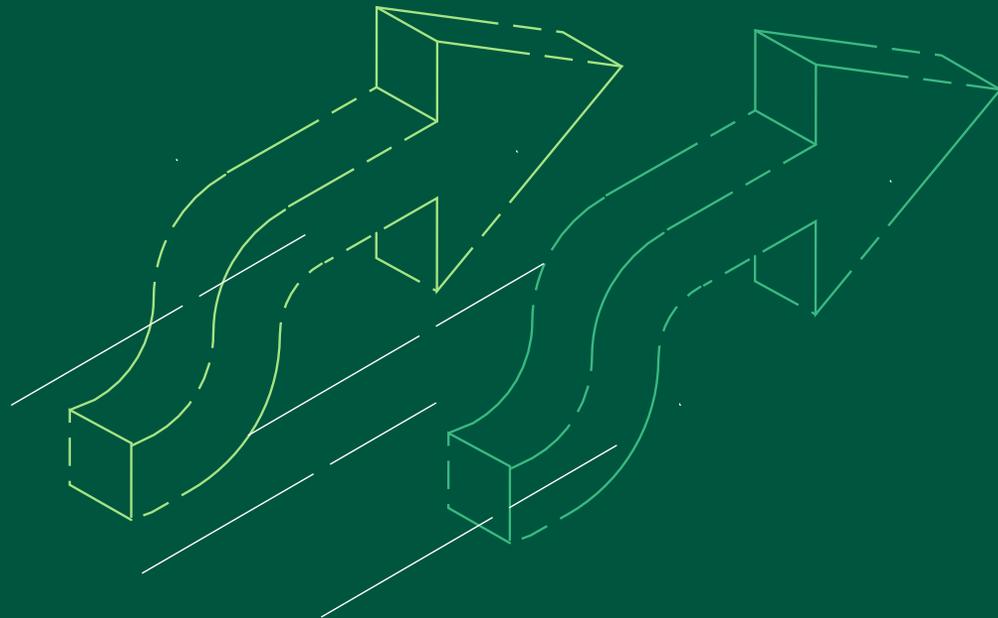


The Forrester Contract Value Growth Engine



Forrester Decisions

Business and technology leaders rely on Forrester Decisions to tackle their initiatives and deliver business outcomes.



Forrester Decisions sold to enterprise buyers and Forrester Market Insights sold to technology vendors, via a portfolio of services that support different functions across the business

Value delivered through unique continuous guidance model tuned to each clients' context

Creates bedrock of client knowledge and continuity from project to project

Seamless connection to further engagement through consulting

Proprietary insights and data through AI

Forrester Decisions: What's Inside?

Insights

Shape strategy, guide transformational change, and stay ahead of the curve with leading research, critical data and assets.

- Vision Reports
- Consumer and Business Buyer Data
- Market Forecasts
- Industry Highlights
- Predictions
- Budget Planning Guides
- Emerging Technology Trends
- Tech & Provider Landscapes
- Forrester Wave™ Evaluations



Tools

Drive your strategic initiatives with proven approaches, curated tools, and plug-and-play templates.

- Initiatives Dashboard
- Strategic Models and Frameworks
- Execution Tools and Templates
- Solution Blueprints
- Peer Benchmarks
- Assessments
- Interactive Data Tools
- Certification Courses
- **Izola — Forrester's AI Tool**



Guidance

Validate next steps and accelerate your success with expert advice and hands-on support tailored to your team.

- Guidance Sessions
- Peer Discussions
- Event Tickets
- Client Webinars
- Weekly *Forrester Take* Email
- Dedicated Support Team

What's Inside

Forrester Market Insights: What's Inside?

Market Insights

Stay ahead of changing industry and market dynamics, plan for the future, and set your strategy with leading research and bold insights.

- Market Forecasts
- Predictions
- Budget Planning
- Emerging Technology
- Technology And Service Provider Landscapes
- Forrester Wave™ Evaluations



Buyer Insights

Uncover opportunities to strengthen your roadmap based on what your buyers want and where your competitors are weak.

- Business, Technology, and Consumer Data
- Buyer Priorities, Tools, Models and Frameworks
- Assessments
- Inquiry Topic Snapshots



Key Resources

Essential external inputs designed to help de-risk decisions so you can move with confidence, speed across projects, and grow your business.

- Analyst Inquiries*
- Izola, Forrester's AI Tool
- Webinars
- Event Attendance*
- AR Certification Course*
- Weekly *Forrester Take* Email

Each FMI Version includes all Function-Level and “Define”-Level content as well as “Apply” and “Accelerate” content from the identified functions:

Technology

- Technology Executive
- Digital Business & Strategy
- Security & Risk
- Tech Architecture & Delivery
- Data, AI and Analytics

B2B

- B2B Marketing Executive
- B2B Sales
- Customer Experience
- Demand and ABM
- Portfolio Marketing & Product
- Revenue Operations

Consumer & Digital

- B2C Marketing Executive
- Customer Experience
- Digital Business & Strategy

* Not available for AI Access for B2B, Technology, or Consumer & Digital Markets. Team Seatholders may attend but not schedule Analyst Inquiries.

Why Forrester, Why Now?

Business Challenges

Complex buying decisions
Disconnected customer journeys
Agentic commerce & content

Technology Challenges

Scaling generative AI, agentic AI, AGI
Securing Data & AI
Maximizing IT & investments

We Align Your Organization to Drive Outcomes

ORGANIZATION



BUSINESS



TECHNOLOGY



**B2B
MARKETING
EXECUTIVE**



**B2C
MARKETING
EXECUTIVE**



**B2B
SALES
EXECUTIVE**



**PRODUCT
LEADER**



**CUSTOMER
EXPERIENCE
LEADER**



**DIGITAL
LEADER**



**DATA, AI
& ANALYTICS
LEADER**



**TECHNOLOGY
EXECUTIVE**



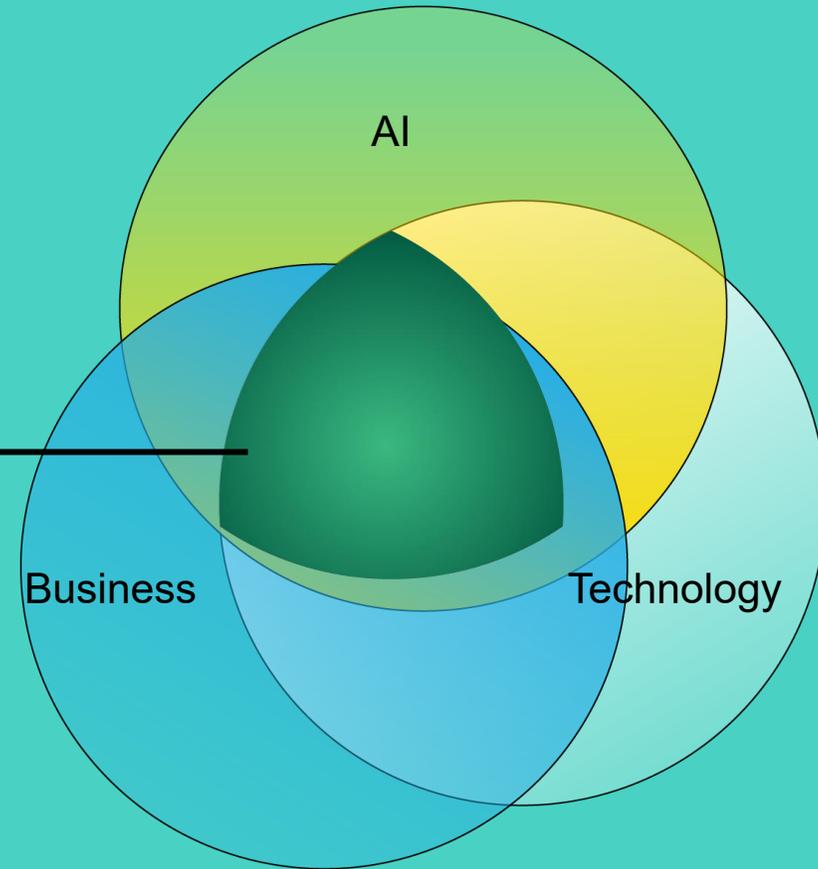
**SECURITY
& RISK
LEADER**



**TECHNOLOGY
ARCHITECTURE
& DELIVERY
LEADER**

Forrester's Unique Positioning

Forrester is uniquely positioned to meet business & technology needs in this AI moment.



Forrester Is On Your Side And By Your Side

We help you unlock growth and deliver outcomes with confidence across three dimensions.

Enterprise

Align to accelerate impact

Functional

Drive outcomes faster

Individual

Advance your career

Forrester = Trust

FORRESTER

Trust

Proprietary Ideas

Proprietary Data

Human Experts

Differentiating Forrester From Mainstream AI Tools

Unlike mainstream AI tools, Forrester's AI is a private model, grounded in proprietary research, data, and ideas you can't get anywhere else. Add guidance or advisory to your license to engage the people behind the research for perspective. It all adds up to advice and answers you can **trust**.

Forrester is different from mainstream AI tools in three important ways:

Proprietary Ideas

Delivers exclusive research and ideas you can't find anywhere else — not available to the public internet

Proprietary Data

Built from 500,000+ yearly survey responses to give you actionable, longitudinal data to reduce risk, cost, and time

People

Tailor ideas to your unique situation by further engaging with Forrester analysts and experts through guidance or advisory

Forrester AI Access

A new self-service offering that uses our generative AI capabilities to equip clients with trusted insights and advice, enabling them to validate ideas, align on best practices, and make smarter decisions faster.

**Forrester
Decisions**

**Forrester
Market Insights**

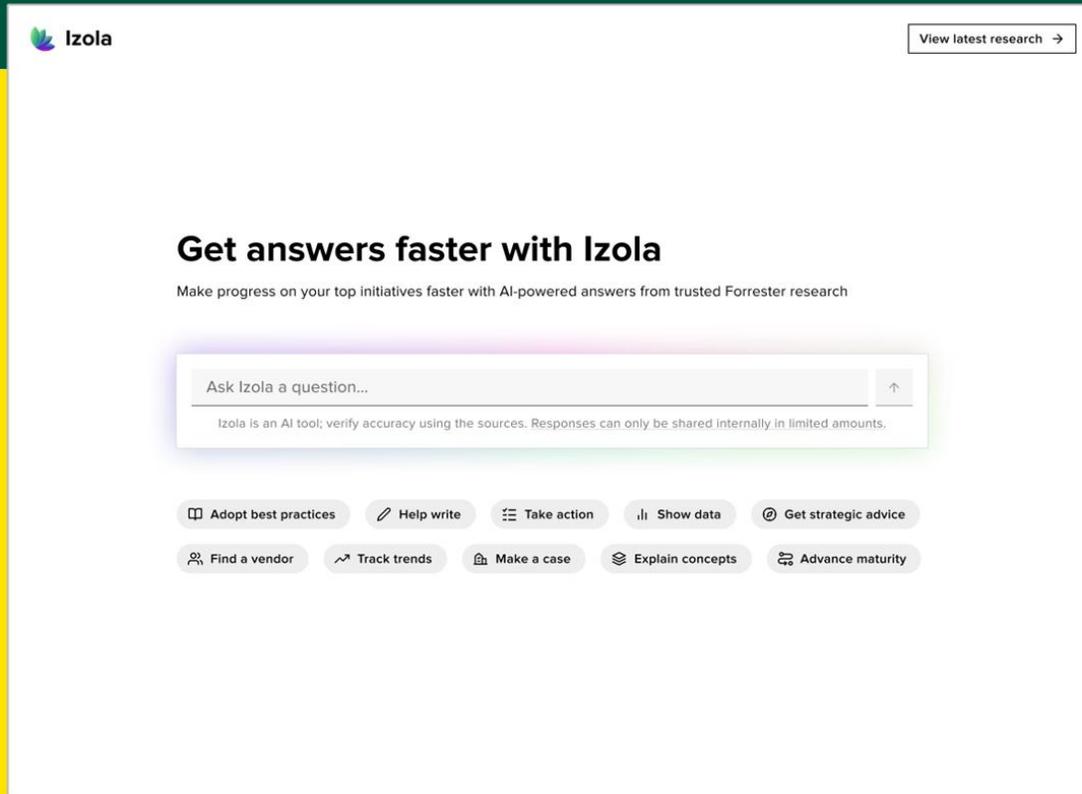
Forrester AI Access

**AI Access for B2B Professionals
AI Access for Consumer & Digital Professionals
AI Access for Technology Professionals**

**AI Access for the B2B Market
AI Access for the Consumer & Digital Market
AI Access for the Technology Market**

Forrester AI Access

Get trusted advice fast.



The screenshot displays the Izola AI interface. At the top left is the Izola logo, and at the top right is a button labeled "View latest research →". The main heading is "Get answers faster with Izola", followed by the subtext "Make progress on your top initiatives faster with AI-powered answers from trusted Forrester research". Below this is a search bar with the placeholder text "Ask Izola a question..." and an upward arrow icon. Underneath the search bar is a disclaimer: "Izola is an AI tool; verify accuracy using the sources. Responses can only be shared internally in limited amounts." At the bottom, there are two rows of action buttons: "Adopt best practices", "Help write", "Take action", "Show data", "Get strategic advice" in the first row; and "Find a vendor", "Track trends", "Make a case", "Explain concepts", "Advance maturity" in the second row.

What's Included

- Deep, Relevant Research
- 10 Courtesy Views
- Webinars
- Weekly *Forrester Take*
- Alerts for new research

Forrester AI Access

Get synthesized insights and advice from across Forrester's reports and data.

Take action fast

- Ask for advice about your top initiatives
- Get instant insights and advice from research
- See sources to learn more
- Copy answers for internal presentations
- Rate the value of responses

You Edit question ✎

Write a short email to my executive team on agentic AI and its key opportunities and risks to business

Izola Is this answer helpful? 👍 👎

Subject: Agentic AI: Opportunities and Risks
Dear Executive Team,

Agentic AI presents both exciting opportunities and significant risks for our organization. On the opportunity side, agentic AI can enhance efficiency, reduce costs, and improve decision-making across the business. By integrating agentic AI into our broader automation strategy, we can create more cohesive and streamlined processes. ¹

However, agentic AI also introduces new challenges that require careful consideration. ² The autonomous and dynamic nature of agentic AI systems means they can take actions and make decisions without human oversight. ² ³ This raises concerns around data security, privacy, and ethical alignment. We must apply robust data guardrails, including encryption, access controls, and clear governance policies, to protect sensitive information. ¹

Equally important is building trust in our agentic AI workflows. ¹ These systems can perpetuate biases present in training data, leading to unfair and unethical outcomes. ¹ We need to implement stringent checks and balances, including bias detection tools and inclusive development practices, to mitigate these risks. ¹

To effectively manage the opportunities and risks of agentic AI, I recommend the following:

1. Establish a cross-functional AI governance group to oversee strategy, risk management, and compliance. ⁴
2. Implement a robust AI risk management framework to respond to emerging risks.
3. Develop a comprehensive AI inventory to ensure oversight for all AI systems.
4. Classify and prioritize AI systems based on risk, with high-risk systems receiving more rigorous oversight.
5. Educate employees on AI risks and the importance of robust third-party risk management.

By proactively addressing these challenges, organizations can unlock the benefits of agentic AI while minimizing risks. ¹ I'm happy to discuss this further. ¹

recommenda

Sincerely,
[Your Name]

Figure: AEGIS Governance, Risk, And Compliance
From: Introducing Forrester's AEGIS Framework: Agentic AI Enterprise Guardrails For Information Security

[Copy](#) [Pin](#)

FORRESTER SOURCES [How to read citations](#)

- ¹ [With Agentic AI, Generative AI Is Evolving From Words To Actions](#)
- ² [Cybersecurity's Latest Buzzword Has Arrived: What Agentic AI Is And Isn't](#)
- ³ [Introducing Forrester's AEGIS Framework: Agentic AI Enterprise Guardrails For Information Security](#)
- ⁴ [Figure: AEGIS Governance, Risk, And Compliance](#)
From: Introducing Forrester's AEGIS Framework: Agentic AI Enterprise Guardrails For Information Security

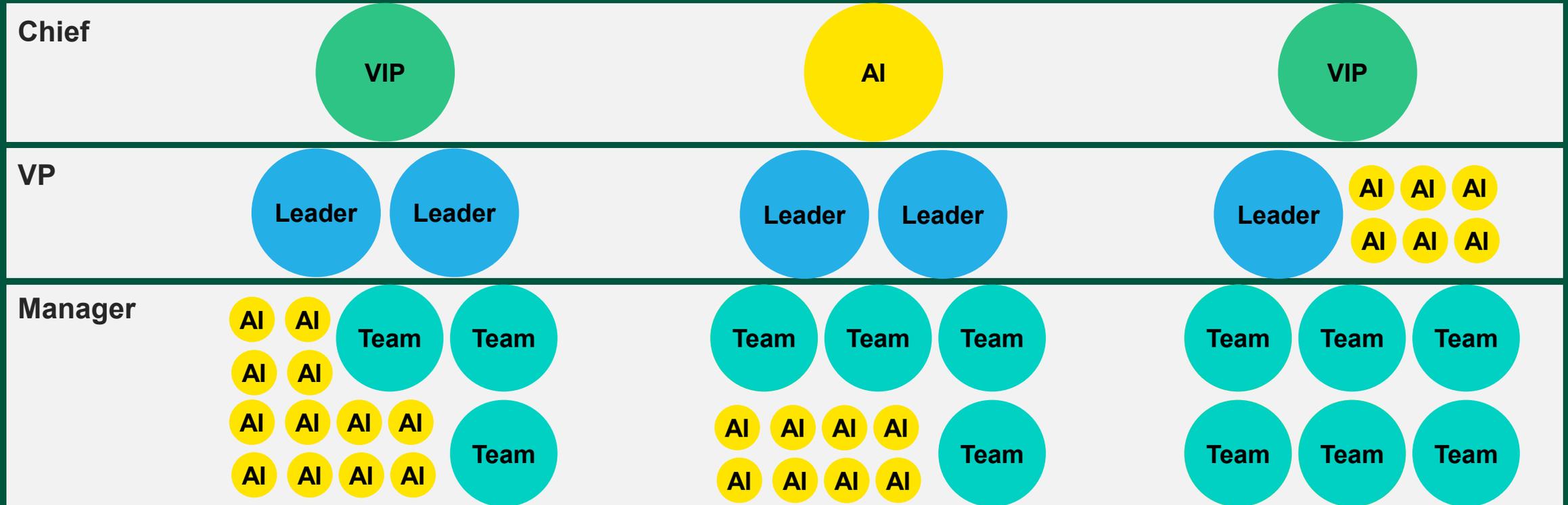
Forrester AI Access

AI Access gives clients the flexibility to meet the needs of their organization.

Expand access down into the organization

Enable up to executives and early career professionals

Create cross-functional alignment



Forrester Delivers Results For Our Clients

12% increase in digitally active banking clients over two years

— A consumer bank undergoing digital transformation to differentiate the business and accelerate growth

Revenue was 140% over target projections.

— An insurance company that relied on Forrester to drive its customer-focused digital transformation effort

45% increase in community membership

— A software company aligned at key points in the customer journey to activate advocacy and long-term retention

Saved \$100,000 and eliminated 1M+ outdated records

— An expense management company, looking to improve data quality and data policies

\$1.5 billion in total opportunity value

— A printing and imaging company looking to increase product launch effectiveness and enhance corporate communications

Top customer industries

- Business services
- High-tech
- Financial services
- Consumer
- Government
- Manufacturing
- Healthcare
- Communication
- Utilities

The Value and ROI of Investing in Forrester Decisions

Forrester conducted a Total Economic Impact™ (TEI) study to examine the potential return on investment (ROI) organizations may realize by investing in Forrester Decisions.

The composite organization invests \$710,000 in costs and experiences \$2.54 million in benefits over three years, adding up to a net present value (NPV) of \$1.83 million and an ROI of 259%



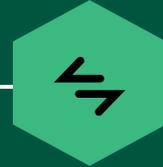
ROI
259%



BENEFITS PV
\$2.54M



NPV
\$1.83M



INITIATIVE SUCCESS
26% more likely

Three-Year Benefits For The Composite Organization

Improved success rate of transformational initiatives

\$1.1M

Optimized market expansion

\$884K

Faster time to value for transformational initiatives

\$406K

Gained operational efficiency

\$170K

Note: Benefits Present Value (Benefits PV), Net Present Value (NVP)

Leadership Team Well-Positioned To Scale The Business

Deep experience accelerating growth at global SaaS and CV-oriented companies



George F. Colony
Chairman of the
Board, Chief
Executive Officer



Andrew Cox
Chief Marketing
Officer



Ryan Darrah
Chief Legal
Officer



Michael Facemire
Chief Technology
Officer



Christophe Favre
Chief Sales
Officer



Chris Finn
Chief Financial
Officer



Jobina Gonsalves
Chief People
Officer



Carrie Johnson
Chief Product
Officer



Sharyn Leaver
Chief Research
Officer

Financial Overview

Q4 2025

Q4 2025 Financial Summary

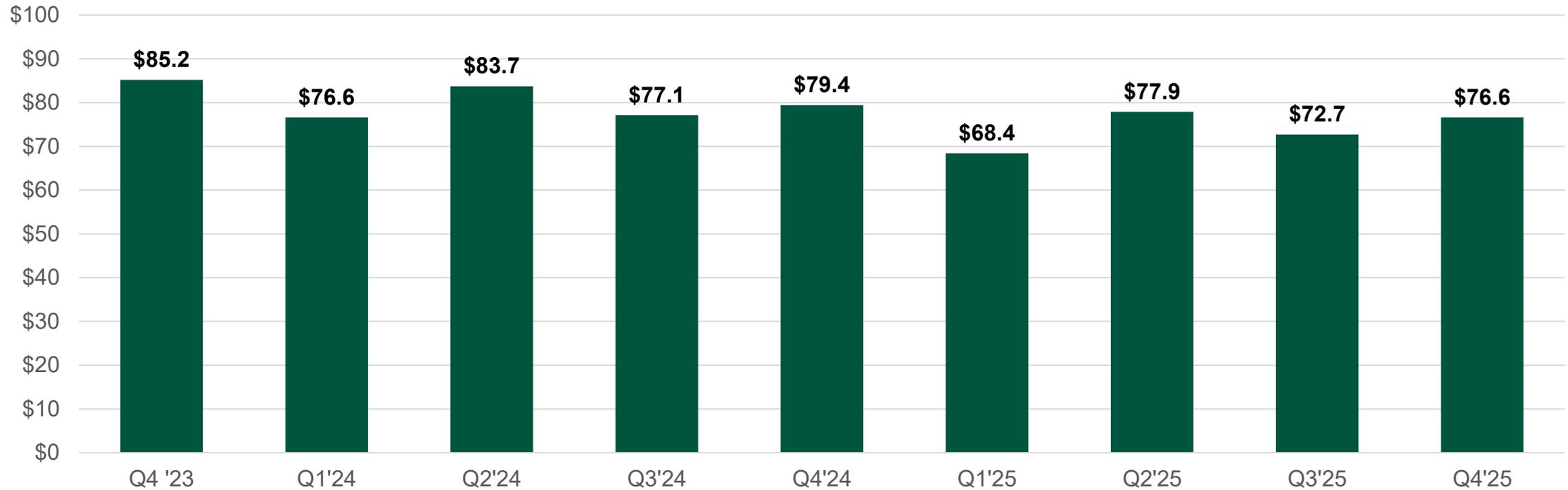
Consolidated Revenue	Research Revenue	Consulting Revenue	Event Revenue
\$101.1M -6% vs. PY	\$76.6M -4% vs. PY	\$21.8M -16% vs. PY	\$2.7M -1% vs. PY
Adj. Operating Margin	Adj. EPS	Adj. EBITDA Margin	Free Cash Flow
4.1% -414 bps vs. PY	\$0.17 -53% vs. PY	5.5% -418 bps vs. PY	-\$4.3M

Full Year 2025 Financial Summary

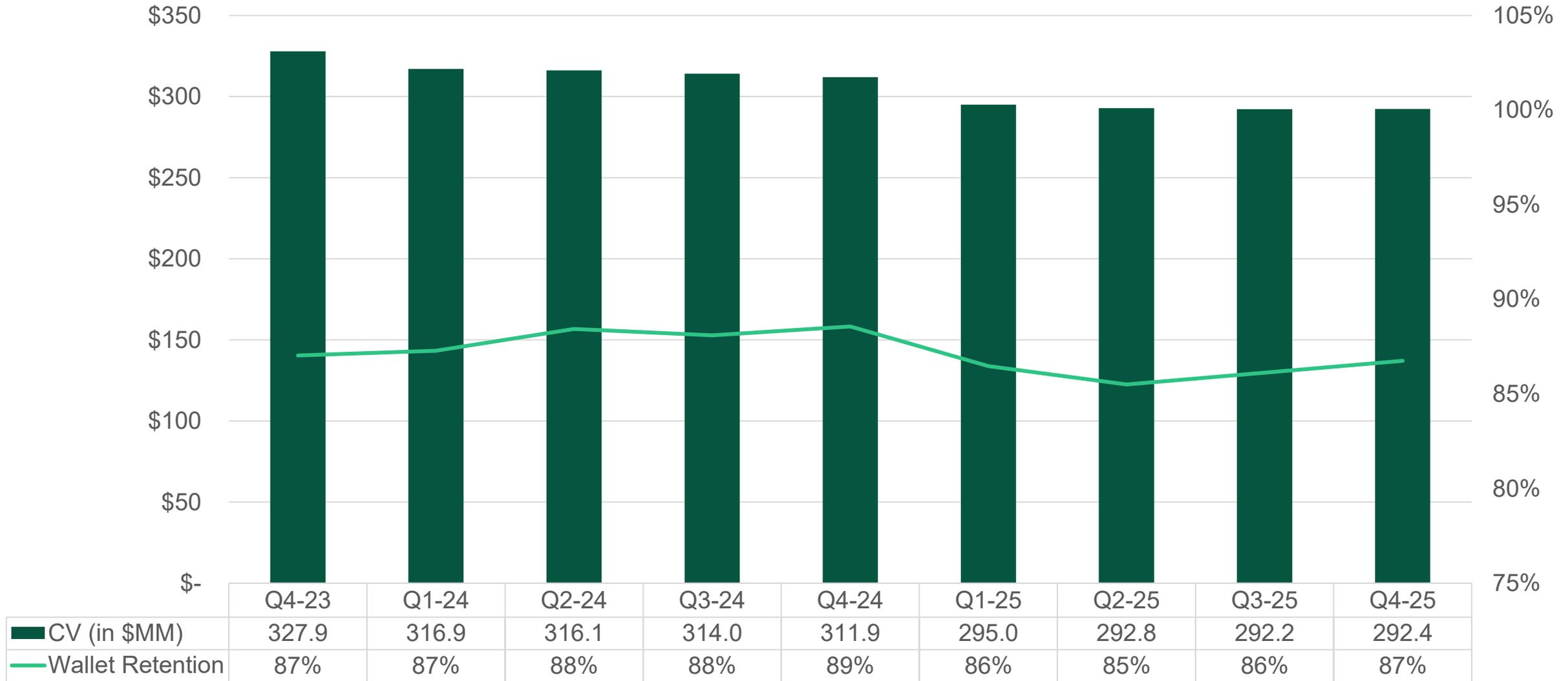
Consolidated Revenue		Research Revenue		Consulting Revenue		Event Revenue	
\$396.9M	-8% vs. PY	\$295.6M	-7% vs. PY	\$88.2M	-9% vs. PY	\$13.1M	-29% vs. PY
Adj. Operating Margin		Adj. EPS		Adj. EBITDA Margin		Free Cash Flow	
7.6%	-128 bps vs. PY	\$1.16	-21% vs. PY	9.1%	-151 bps vs. PY	\$18.1M	

Research Revenue Trends

Revenue by Quarter
(millions)

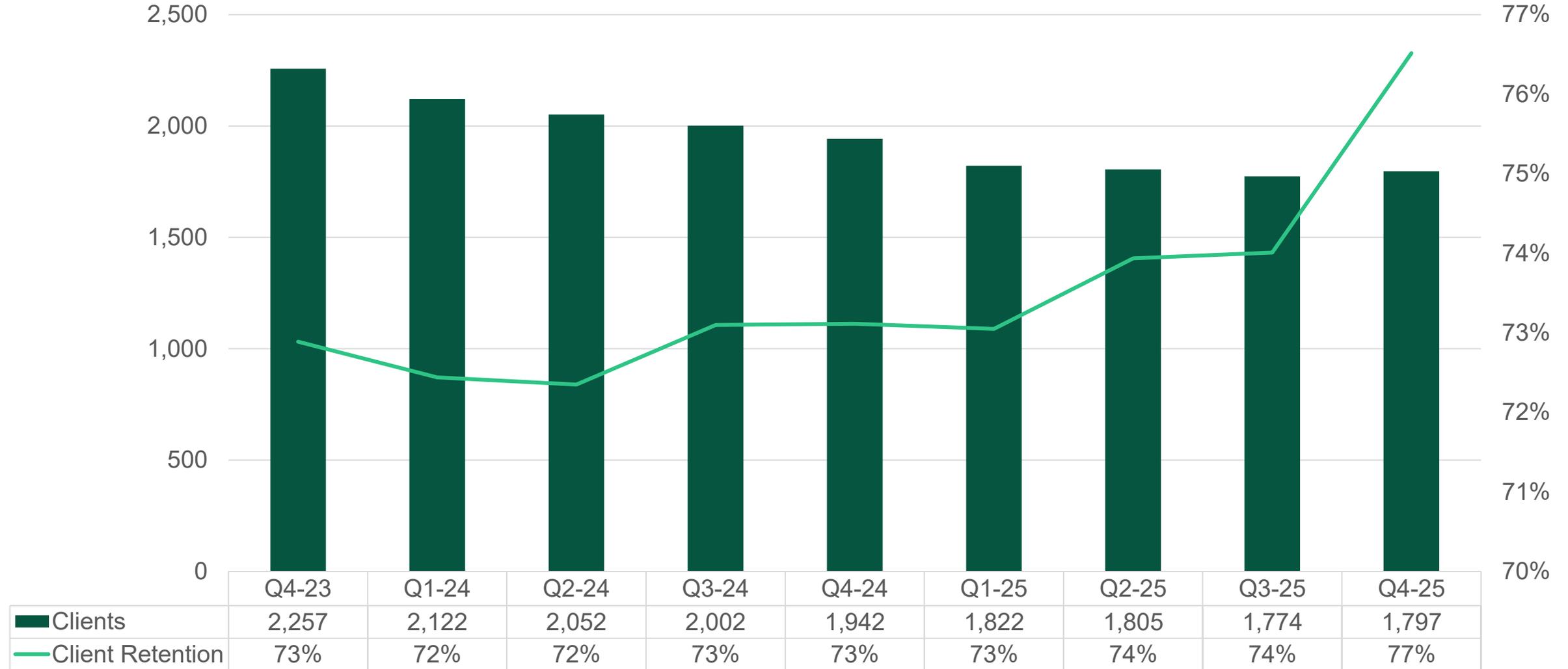


CV & Wallet Retention Trends



Note: Figures have been restated for 2026 FX rates and the FeedbackNow divestiture in Q3-24.

Client Count & Client Retention Trends

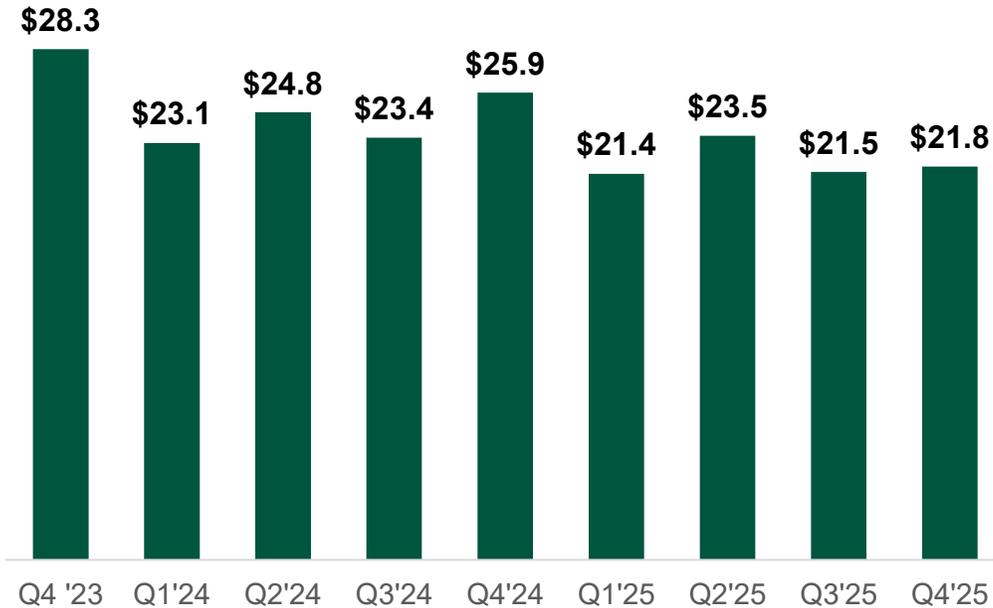


Note: For comparative purposes, we have recast client count and retention for the FeedbackNow divestiture in Q3-24.

Consulting and Event Revenue Trends

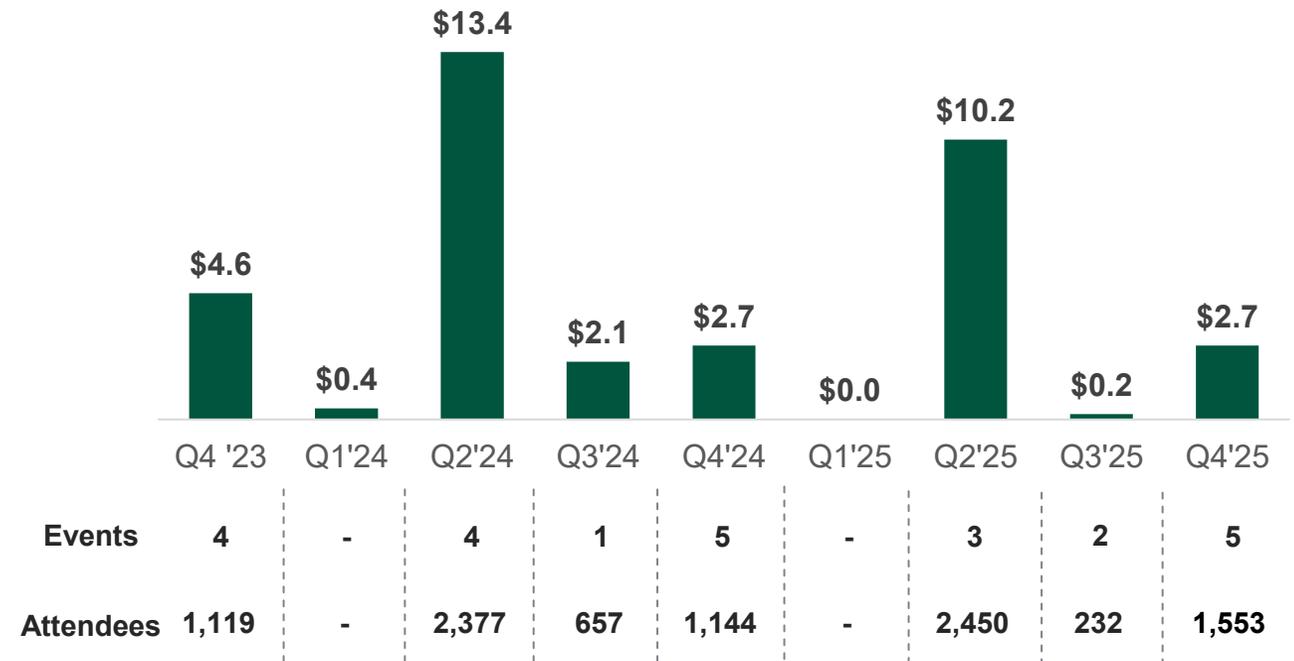
Consulting

Revenue by Quarter
(millions)



Events

Revenue by Quarter
(millions)



2026 Full Year Guidance

Revenue: \$345M to \$360M

- Declining 9% to 13% compared to prior year

Adjusted Operating Margin: 6.0% to 6.5%

- Declining ~112 bps to ~162 bps compared to prior year

Adjusted EPS: \$0.72 to \$0.82

- Declining 29% to 38% compared to prior year

Non-GAAP Reconciliations

Non-GAAP Reconciliation – Income From Operations and EBITDA

(dollars in millions)	<u>Q4-24</u>	<u>Q4-25</u>	<u>FY24</u>	<u>FY25</u>
Income (loss) from operations - GAAP	(\$0.6)	(\$37.0)	\$0.7	(\$113.2)
Amortization of intangible assets	2.2	2.1	9.6	8.7
Restructuring costs	4.1	9.8	11.8	11.7
Goodwill impairment	--	26.8	--	110.7
Loss from sale of divested operation and transaction costs	--	--	2.0	--
Stock-based compensation included in the following expense categories:				
Cost of services and fulfillment	1.9	2.0	8.7	8.4
Selling and marketing	0.5	(0.0)	2.2	0.9
General and administrative	0.7	0.5	3.5	3.0
Adjusted income from operations	\$8.9	\$4.2	\$38.5	\$30.3
Depreciation	1.5	1.4	7.6	6.0
Adjusted EBITDA	\$10.4	\$5.5	\$46.1	\$36.3

Note: Amounts might not total due to rounding.

© Forrester Research, Inc. All rights reserved.

Non-GAAP Reconciliation – Net Income and EPS

(dollars in millions, except per share)

	<u>Q4-24</u>		<u>Q4-25</u>		<u>FY24</u>		<u>FY25</u>	
	<u>Amount</u>	<u>Per Share</u>	<u>Amount</u>	<u>Per Share</u>	<u>Amount</u>	<u>Per Share</u>	<u>Amount</u>	<u>Per Share</u>
Net income (loss) – GAAP	\$0.4	\$0.02	(\$33.9)	(\$1.78)	(\$5.7)	(\$0.30)	(\$119.4)	(\$6.28)
Effect on GAAP net loss of diluted shares	--	--	--	--	--	--	--	0.03
Amortization of intangible assets	2.2	0.12	2.1	0.11	9.6	0.50	8.7	0.46
Restructuring costs	4.1	0.22	9.8	0.52	11.8	0.62	11.7	0.61
Goodwill impairment	--	--	26.8	1.41	--	--	110.7	5.80
Loss from sale of divested operation and transaction costs	--	--	--	--	2.0	0.10	--	--
Stock-based compensation	3.1	0.17	2.4	0.13	14.3	0.75	12.3	0.64
Credit loss expense	--	--	--	--	--	--	7.3	0.38
Gains on investments	(0.8)	(0.04)	(0.1)	(0.01)	(0.8)	(0.04)	(0.0)	--
Tax effects of items above	(2.2)	(0.12)	(3.5)	(0.19)	(3.9)	(0.20)	(8.4)	(0.44)
Adjustment to tax expense for adjusted tax rate	(0.1)	(0.01)	(0.4)	(0.02)	0.8	0.04	(0.7)	(0.04)
Adjusted net income	\$6.8	\$0.36	\$3.2	\$0.17	\$28.1	\$1.47	\$22.2	\$1.16
Diluted weighted average shares outstanding	18.9		19.0		19.1		19.1	

Note: Amounts might not total due to rounding.
© Forrester Research, Inc. All rights reserved.

Non-GAAP Cash Flow Reconciliation

(dollars in millions)	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
Net cash provided by (used in) operating activities	\$39.4	\$21.7	(\$3.9)	\$21.1
Less: purchases of property and equipment	(5.7)	(5.5)	(3.4)	(3.0)
Free cash flow	\$33.8	\$16.2	(\$7.3)	\$18.1

Note: Amounts might not total due to rounding.

© Forrester Research, Inc. All rights reserved.

Non-GAAP Margin and EPS Full Year 2026 Guidance Reconciliation

	<u>Low End of Range</u>	<u>High End of Range</u>
GAAP operating margin	-0.8%	-0.3%
Amortization of intangible assets	2.4%	2.4%
Restructuring costs	1.1%	1.1%
Stock-based compensation	3.3%	3.3%
Adjusted operating margin	6.0%	6.5%

	<u>Low End of Range Per Share</u>	<u>High End of Range Per Share</u>
GAAP - earnings per share	(\$0.20)	(\$0.10)
Amortization of intangible assets	0.43	0.43
Restructuring costs	0.19	0.19
Stock-based compensation	0.59	0.59
Tax effects of items above	(0.29)	(0.29)
Adjusted - earnings per share	\$ 0.72	\$ 0.82

Metric Definitions

Metric Definitions

Contract Value (CV) represents the value attributable to all of our recurring research-related contracts. It is calculated as the annualized value of all contracts in effect at a specific point in time, without regard to how much revenue has already been recognized. Contract value primarily consists of subscription-based products for which revenue is recognized on a ratable basis, except for the entitlements embedded in our subscription products, such as event tickets and advisory sessions, for which the revenue is recognized when the item is utilized. Contract value also includes our reprint products, as these products are used throughout the year by our clients and are typically renewed.

Wallet Retention represents a measure of the CV that we have retained with clients over a twelve-month period, including increases or decreases in retained client CV during the period. Wallet retention is calculated on a percentage basis by dividing the annualized contract value of our current clients, who were also clients a year ago, by the total annualized contract value from a year ago.

Metric Definitions

Client Retention represents the percentage of client companies (defined as all clients that buy a CV product) at the prior year measurement date that have active contracts at the current year measurement date.

Client Count is the total of enterprise clients with an active CV contract.

Free Cash Flow is calculated as cash flow generated from operating activities less cash paid for property and equipment.

Thank You.
