

Form 5500 Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Annual Return/Report of Employee Benefit Plan This form is required to be filed for employee benefit plans under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and sections 6057(b) and 6058(a) of the Internal Revenue Code (the Code). ▶ Complete all entries in accordance with the instructions to the Form 5500.	OMB Nos. 1210-0110 1210-0089 2024 This Form is Open to Public Inspection
--	---	---

Part I	Annual Report Identification Information
For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025	
A	This return/report is for: ☐ a multiemployer plan ☐ a multiple-employer plan (Filers checking this box must provide participating employer information in accordance with the form instructions.) ☒ a single-employer plan ☐ a DFE (specify) _____
B	This return/report is: ☐ the first return/report ☐ the final return/report ☐ an amended return/report ☐ a short plan year return/report (less than 12 months)
C	If the plan is a collectively-bargained plan, check here. ▶ ☐
D	Check box if filing under: ☒ Form 5558 ☐ automatic extension ☐ the DFVC program ☐ special extension (enter description)
E	If this is a retroactively adopted plan permitted by SECURE Act section 201, check here. ▶ ☐

Part II	Basic Plan Information—enter all requested information
1a	Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
1b	Three-digit plan number (PN) ▶ 003
1c	Effective date of plan 05/01/1976
2a	Plan sponsor's name (employer, if for a single-employer plan) Mailing address (include room, apt., suite no. and street, or P.O. Box) City or town, state or province, country, and ZIP or foreign postal code (if foreign, see instructions) THE CONFERENCE BOARD, INC. 875 THIRD AVENUE 9TH FLOOR NEW YORK, NY 10022-6600
2b	Employer Identification Number (EIN) 13-1624108
2c	Plan Sponsor's telephone number 212-759-0900
2d	Business code (see instructions) 541990

Caution: A penalty for the late or incomplete filing of this return/report will be assessed unless reasonable cause is established.

Under penalties of perjury and other penalties set forth in the instructions, I declare that I have examined this return/report, including accompanying schedules, statements and attachments, as well as the electronic version of this return/report, and to the best of my knowledge and belief, it is true, correct, and complete.

SIGN HERE	Filed with authorized/valid electronic signature.	04/10/2026	STEVE FORREY
	Signature of plan administrator	Date	Enter name of individual signing as plan administrator
SIGN HERE			
	Signature of employer/plan sponsor	Date	Enter name of individual signing as employer or plan sponsor
SIGN HERE			
	Signature of DFE	Date	Enter name of individual signing as DFE

3a Plan administrator's name and address ☐ Same as Plan Sponsor THE BENEFITS ADMINISTRATION COMMITTEE C/O THE CONFERENCE BOARD, INC. 845 THIRD AVENUE NEW YORK, NY 10022-6601	3b Administrator's EIN 13-2855423 3c Administrator's telephone number 212-759-0900
4 If the name and/or EIN of the plan sponsor or the plan name has changed since the last return/report filed for this plan, enter the plan sponsor's name, EIN, the plan name and the plan number from the last return/report: a Sponsor's name c Plan Name	4b EIN 4d PN
5 Total number of participants at the beginning of the plan year	5 563
6 Number of participants as of the end of the plan year unless otherwise stated (welfare plans complete only lines 6a(1) , 6a(2) , 6b , 6c , and 6d). a(1) Total number of active participants at the beginning of the plan year a(2) Total number of active participants at the end of the plan year b Retired or separated participants receiving benefits c Other retired or separated participants entitled to future benefits d Subtotal. Add lines 6a(2) , 6b , and 6c e Deceased participants whose beneficiaries are receiving or are entitled to receive benefits. f Total. Add lines 6d and 6e g(1) Number of participants with account balances as of the beginning of the plan year (only defined contribution plans complete this item) g(2) Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item) h Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested.....	6a(1) 262 6a(2) 252 6b 0 6c 305 6d 557 6e 3 6f 560 6g(1) 504 6g(2) 509 6h 0
7 Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item)	7

8a If the plan provides pension benefits, enter the applicable pension feature codes from the List of Plan Characteristics Codes in the instructions:
 2L 2M

b If the plan provides welfare benefits, enter the applicable welfare feature codes from the List of Plan Characteristics Codes in the instructions:

9a Plan funding arrangement (check all that apply) (1) ☒ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor	9b Plan benefit arrangement (check all that apply) (1) ☒ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor
--	--

10 Check all applicable boxes in 10a and 10b to indicate which schedules are attached, and, where indicated, enter the number attached. (See instructions)

a Pension Schedules

- (1) ☒ **R** (Retirement Plan Information)
- (2) ☐ **MB** (Multiemployer Defined Benefit Plan and Certain Money Purchase Plan Actuarial Information) - signed by the plan actuary
- (3) ☐ **SB** (Single-Employer Defined Benefit Plan Actuarial Information) - signed by the plan actuary
- (4) ☐ **DCG** (Individual Plan Information) – Number Attached _____
- (5) ☐ **MEP** (Multiple-Employer Retirement Plan Information)

b General Schedules

- (1) ☒ **H** (Financial Information)
- (2) ☐ **I** (Financial Information – Small Plan)
- (3) ☒ **A** (Insurance Information) – Number Attached 1
- (4) ☒ **C** (Service Provider Information)
- (5) ☒ **D** (DFE/Participating Plan Information)
- (6) ☐ **G** (Financial Transaction Schedules)

Part III Form M-1 Compliance Information (to be completed by welfare benefit plans)

11a If the plan provides welfare benefits, was the plan subject to the Form M-1 filing requirements during the plan year? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

If "Yes" is checked, complete lines 11b and 11c.

11b Is the plan currently in compliance with the Form M-1 filing requirements? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

11c Enter the Receipt Confirmation Code for the 2024 Form M-1 annual report. If the plan was not required to file the 2024 Form M-1 annual report, enter the Receipt Confirmation Code for the most recent Form M-1 that was required to be filed under the Form M-1 filing requirements. (Failure to enter a valid Receipt Confirmation Code will subject the Form 5500 filing to rejection as incomplete.)

Receipt Confirmation Code _____

SCHEDULE A (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Insurance Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). ▶ File as an attachment to Form 5500. ▶ Insurance companies are required to provide the information pursuant to ERISA section 103(a)(2).	OMB No. 1210-0110 2024 This Form is Open to Public Inspection
--	--	--

For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025		
A Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)	B Three-digit plan number (PN) ▶	003
C Plan sponsor's name as shown on line 2a of Form 5500 THE CONFERENCE BOARD, INC.	D Employer Identification Number (EIN) 13-1624108	

Part I	Information Concerning Insurance Contract Coverage, Fees, and Commissions	Provide information for each contract on a separate Schedule A. Individual contracts grouped as a unit in Parts II and III can be reported on a single Schedule A.
--------	---	--

1 Coverage Information:

(a) Name of insurance carrier
TIAA-CREF

(b) EIN	(c) NAIC code	(d) Contract or identification number	(e) Approximate number of persons covered at end of policy or contract year	Policy or contract year	
				(f) From	(g) To
13-1624203	69345	406562	137	07/01/2024	06/30/2025

2 Insurance fee and commission information. Enter the total fees and total commissions paid. List in line 3 the agents, brokers, and other persons in descending order of the amount paid.

(a) Total amount of commissions paid	(b) Total amount of fees paid

3 Persons receiving commissions and fees. (Complete as many entries as needed to report all persons).

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

(a) Name and address of the agent, broker, or other person to whom commissions or fees were paid

(b) Amount of sales and base commissions paid	Fees and other commissions paid		(e) Organization code
	(c) Amount	(d) Purpose	

Part II Investment and Annuity Contract Information

Where individual contracts are provided, the entire group of such individual contracts with each carrier may be treated as a unit for purposes of this report.

4 Current value of plan's interest under this contract in the general account at year end	4	8257854
5 Current value of plan's interest under this contract in separate accounts at year end.....	5	557939

6 Contracts With Allocated Funds:**a** State the basis of premium rates ▶

b Premiums paid to carrier	6b	
c Premiums due but unpaid at the end of the year	6c	
d If the carrier, service, or other organization incurred any specific costs in connection with the acquisition or retention of the contract or policy, enter amount. Specify nature of costs ▶	6d	

e Type of contract: (1) ☐ individual policies (2) ☐ group deferred annuity
(3) ☐ other (specify) ▶

f If contract purchased, in whole or in part, to distribute benefits from a terminating plan, check here ▶ ☐**7** Contracts With Unallocated Funds (Do not include portions of these contracts maintained in separate accounts)

a Type of contract: (1) ☐ deposit administration (2) ☐ immediate participation guarantee
(3) ☒ guaranteed investment (4) ☐ other ▶

b Balance at the end of the previous year	7b	8797686
--	-----------	---------

c Additions: (1) Contributions deposited during the year	7c(1)	115517	
(2) Dividends and credits.....	7c(2)		
(3) Interest credited during the year.....	7c(3)	341527	
(4) Transferred from separate account	7c(4)	1906294	
(5) Other (specify below).....	7c(5)	17856	

▶ PLAN SERVICING CREDIT AND OTHER RECEIPT

(6) Total additions	7c(6)	2381194
---------------------------	--------------	---------

d Total of balance and additions (add lines 7b and 7c(6))	7d	11178880
---	-----------	----------

e Deductions:

(1) Disbursed from fund to pay benefits or purchase annuities during year	7e(1)	1328515	
(2) Administration charge made by carrier.....	7e(2)		
(3) Transferred to separate account	7e(3)	1589205	
(4) Other (specify below).....	7e(4)	3306	

▶ FEES

(5) Total deductions	7e(5)	2921026
----------------------------	--------------	---------

f Balance at the end of the current year (subtract line 7e(5) from line 7d).....	7f	8257854
--	-----------	---------

Part III Welfare Benefit Contract Information

If more than one contract covers the same group of employees of the same employer(s) or members of the same employee organizations(s), the information may be combined for reporting purposes if such contracts are experience-rated as a unit. Where contracts cover individual employees, the entire group of such individual contracts with each carrier may be treated as a unit for purposes of this report.

8 Benefit and contract type (check all applicable boxes)

- a** ☐ Health (other than dental or vision)
b ☐ Dental
c ☐ Vision
d ☐ Life insurance
e ☐ Temporary disability (accident and sickness)
f ☐ Long-term disability
g ☐ Supplemental unemployment
h ☐ Prescription drug
i ☐ Stop loss (large deductible)
j ☐ HMO contract
k ☐ PPO contract
l ☐ Indemnity contract
m ☐ Other (specify) ▶

9 Experience-rated contracts:

a Premiums: (1) Amount received	9a(1)		
(2) Increase (decrease) in amount due but unpaid	9a(2)		
(3) Increase (decrease) in unearned premium reserve	9a(3)		
(4) Earned ((1) + (2) - (3))		9a(4)	0
b Benefit charges (1) Claims paid	9b(1)		
(2) Increase (decrease) in claim reserves	9b(2)		
(3) Incurred claims (add (1) and (2))		9b(3)	0
(4) Claims charged		9b(4)	
c Remainder of premium: (1) Retention charges (on an accrual basis) --			
(A) Commissions	9c(1)(A)		
(B) Administrative service or other fees	9c(1)(B)		
(C) Other specific acquisition costs	9c(1)(C)		
(D) Other expenses	9c(1)(D)		
(E) Taxes	9c(1)(E)		
(F) Charges for risks or other contingencies	9c(1)(F)		
(G) Other retention charges	9c(1)(G)		
(H) Total retention		9c(1)(H)	0
(2) Dividends or retroactive rate refunds. (These amounts were ☐ paid in cash, or ☐ credited.)		9c(2)	
d Status of policyholder reserves at end of year: (1) Amount held to provide benefits after retirement		9d(1)	
(2) Claim reserves		9d(2)	
(3) Other reserves		9d(3)	
e Dividends or retroactive rate refunds due. (Do not include amount entered in line 9c(2).)		9e	

10 Nonexperience-rated contracts:

a Total premiums or subscription charges paid to carrier	10a	
b If the carrier, service, or other organization incurred any specific costs in connection with the acquisition or retention of the contract or policy, other than reported in Part I, line 2 above, report amount. Specify nature of costs.	10b	

Part IV Provision of Information

11 Did the insurance company fail to provide any information necessary to complete Schedule A? ☐ Yes ☒ No

12 If the answer to line 11 is "Yes," specify the information not provided. ▶

SCHEDULE C (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Service Provider Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). ▶ File as an attachment to Form 5500.	OMB No. 1210-0110
		2024
		This Form is Open to Public Inspection.

For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025		
A Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)	B Three-digit plan number (PN) ▶ 003	
C Plan sponsor's name as shown on line 2a of Form 5500 THE CONFERENCE BOARD, INC.	D Employer Identification Number (EIN) 13-1624108	

Part I	Service Provider Information (see instructions)
--------	---

You must complete this Part, in accordance with the instructions, to report the information required for **each person** who received, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of monetary value) in connection with services rendered to the plan or the person's position with the plan during the plan year. If a person received **only** eligible indirect compensation for which the plan received the required disclosures, you are required to answer line 1 but are not required to include that person when completing the remainder of this Part.

1 Information on Persons Receiving Only Eligible Indirect Compensation

a Check "Yes" or "No" to indicate whether you are excluding a person from the remainder of this Part because they received only eligible indirect compensation for which the plan received the required disclosures (see instructions for definitions and conditions)..... ☒ Yes ☐ No

b If you answered line 1a "Yes," enter the name and EIN or address of each person providing the required disclosures for the service providers who received only eligible indirect compensation. Complete as many entries as needed (see instructions).

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation	
AMERICAN FUNDS	
95-1411037	

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation	
CHAMPLAIN INVESTMENT PARTNERS	180 BATTERY STREET SUITE 400 BURLINGTON, VT 05401

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation	
DWS INVESTMENTS DISTRIBUTOR, INC.	
36-3976708	

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation	
J.P. MORGAN	P.O. BOX 219143 KANSAS CITY, MO 64121-9143

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

MFS

500 BOYLSTON ST
BOSTON, MA 02116

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

NUVEEN FUNDS

P.O. BOX 1259
CHARLOTTE, NC 28201

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

PRINCIPAL MANAGEMENT GROUP

42-1520346

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

ROBERT W. BAIRD & CO.

39-6037917

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

T. ROWE PRICE

52-0556948

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

VANGUARD

23-1945930

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

(b) Enter name and EIN or address of person who provided you disclosures on eligible indirect compensation

2. Information on Other Service Providers Receiving Direct or Indirect Compensation. Except for those persons for whom you answered "Yes" to line 1a above, complete as many entries as needed to list each person receiving, directly or indirectly, \$5,000 or more in total compensation (i.e., money or anything else of value) in connection with services rendered to the plan or their position with the plan during the plan year. (See instructions).

(a) Enter name and EIN or address (see instructions)

TIAA

13-1624203

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
13 15 21 28 49 50 51 62	NONE	65846	Yes ☒ No ☐	Yes ☒ No ☐	0	Yes ☐ No ☒

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes ☐ No ☐	Yes ☐ No ☐		Yes ☐ No ☐

(a) Enter name and EIN or address (see instructions)

(b) Service Code(s)	(c) Relationship to employer, employee organization, or person known to be a party-in-interest	(d) Enter direct compensation paid by the plan. If none, enter -0-.	(e) Did service provider receive indirect compensation? (sources other than plan or plan sponsor)	(f) Did indirect compensation include eligible indirect compensation, for which the plan received the required disclosures?	(g) Enter total indirect compensation received by service provider excluding eligible indirect compensation for which you answered "Yes" to element (f). If none, enter -0-.	(h) Did the service provider give you a formula instead of an amount or estimated amount?
			Yes ☐ No ☐	Yes ☐ No ☐		Yes ☐ No ☐

Part I Service Provider Information (continued)

3. If you reported on line 2 receipt of indirect compensation, other than eligible indirect compensation, by a service provider, and the service provider is a fiduciary or provides contract administrator, consulting, custodial, investment advisory, investment management, broker, or recordkeeping services, answer the following questions for (a) each source from whom the service provider received \$1,000 or more in indirect compensation and (b) each source for whom the service provider gave you a formula used to determine the indirect compensation instead of an amount or estimated amount of the indirect compensation. Complete as many entries as needed to report the required information for each source.

(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	
(a) Enter service provider name as it appears on line 2	(b) Service Codes (see instructions)	(c) Enter amount of indirect compensation
(d) Enter name and EIN (address) of source of indirect compensation	(e) Describe the indirect compensation, including any formula used to determine the service provider's eligibility for or the amount of the indirect compensation.	

Part II Service Providers Who Fail or Refuse to Provide Information

4 Provide, to the extent possible, the following information for each service provider who failed or refused to provide the information necessary to complete this Schedule.

(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide
(a) Enter name and EIN or address of service provider (see instructions)	(b) Nature of Service Code(s)	(c) Describe the information that the service provider failed or refused to provide

Part III Termination Information on Accountants and Enrolled Actuaries (see instructions)
(complete as many entries as needed)

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

a Name:	b EIN:
c Position:	
d Address:	e Telephone:

Explanation:

SCHEDULE D (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration		DFE/Participating Plan Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA). ▶ File as an attachment to Form 5500.		OMB No. 1210-0110 2024 This Form is Open to Public Inspection.	
For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025					
A Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)				B Three-digit plan number (PN) ▶ 003	
C Plan or DFE sponsor's name as shown on line 2a of Form 5500 THE CONFERENCE BOARD, INC.				D Employer Identification Number (EIN) 13-1624108	
Part I Information on interests in MTIAs, CCTs, PSAs, and 103-12 IEs (to be completed by plans and DFEs) (Complete as many entries as needed to report all interests in DFEs)					
a Name of MTIA, CCT, PSA, or 103-12 IE: TIAA REAL ESTATE					
b Name of sponsor of entity listed in (a): TIAA-CREF					
c EIN-PN 13-1624203-004		d Entity code P	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions) 557939		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or 103-12 IE at end of year (see instructions)		
a Name of MTIA, CCT, PSA, or 103-12 IE:					
b Name of sponsor of entity listed in (a):					
c EIN-PN		d Entity code	e Dollar value of interest in MTIA, CCT, PSA, or		

a Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)**a** Name of MTIA, CCT, PSA, or 103-12 IE:**b** Name of sponsor of entity listed in (a):**c** EIN-PN**d** Entity
code**e** Dollar value of interest in MTIA, CCT, PSA, or
103-12 IE at end of year (see instructions)

Part II Information on Participating Plans (to be completed by DFEs, other than DCGs)

(Complete as many entries as needed to report all participating plans. DCGs must report each participating plan using Schedule DCG.)

a Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN**a** Plan name**b** Name of
plan sponsor**c** EIN-PN

SCHEDULE H (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Financial Information This schedule is required to be filed under section 104 of the Employee Retirement Income Security Act of 1974 (ERISA), and section 6058(a) of the Internal Revenue Code (the Code). ▶ File as an attachment to Form 5500.	OMB No. 1210-0110
		2024
		This Form is Open to Public Inspection

For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025		
A Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)	B Three-digit plan number (PN) ▶	003
C Plan sponsor's name as shown on line 2a of Form 5500 THE CONFERENCE BOARD, INC.	D Employer Identification Number (EIN) 13-1624108	

Part I	Asset and Liability Statement
--------	-------------------------------

1 Current value of plan assets and liabilities at the beginning and end of the plan year. Combine the value of plan assets held in more than one trust. Report the value of the plan's interest in a commingled fund containing the assets of more than one plan on a line-by-line basis unless the value is reportable on lines 1c(9) through 1c(14). Do not enter the value of that portion of an insurance contract which guarantees, during this plan year, to pay a specific dollar benefit at a future date. **Round off amounts to the nearest dollar.** MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 1b(1), 1b(2), 1c(8), 1g, 1h, and 1i. CCTs, PSAs, and 103-12 IEs also do not complete lines 1d and 1e. See instructions.

Assets		(a) Beginning of Year	(b) End of Year
a Total noninterest-bearing cash	1a		
b Receivables (less allowance for doubtful accounts):			
(1) Employer contributions	1b(1)		
(2) Participant contributions	1b(2)		
(3) Other	1b(3)		
c General investments:			
(1) Interest-bearing cash (include money market accounts & certificates of deposit)	1c(1)		
(2) U.S. Government securities	1c(2)		
(3) Corporate debt instruments (other than employer securities):			
(A) Preferred	1c(3)(A)		
(B) All other	1c(3)(B)		
(4) Corporate stocks (other than employer securities):			
(A) Preferred	1c(4)(A)		
(B) Common	1c(4)(B)		
(5) Partnership/joint venture interests	1c(5)		
(6) Real estate (other than employer real property)	1c(6)		
(7) Loans (other than to participants)	1c(7)		
(8) Participant loans	1c(8)	207576	268791
(9) Value of interest in common/collective trusts	1c(9)		
(10) Value of interest in pooled separate accounts	1c(10)	585410	557939
(11) Value of interest in master trust investment accounts	1c(11)		
(12) Value of interest in 103-12 investment entities	1c(12)		
(13) Value of interest in registered investment companies (e.g., mutual funds)	1c(13)	53328136	56077213
(14) Value of funds held in insurance company general account (unallocated contracts)	1c(14)	8797686	8257854
(15) Other	1c(15)	84676	96373

1d Employer-related investments:		(a) Beginning of Year	(b) End of Year
(1) Employer securities.....	1d(1)		
(2) Employer real property.....	1d(2)		
e Buildings and other property used in plan operation	1e		
f Total assets (add all amounts in lines 1a through 1e).....	1f	63003484	65258170
Liabilities			
g Benefit claims payable	1g		
h Operating payables	1h		
i Acquisition indebtedness.....	1i		
j Other liabilities.....	1j		
k Total liabilities (add all amounts in lines 1g through 1j)	1k	0	0
Net Assets			
l Net assets (subtract line 1k from line 1f).....	1l	63003484	65258170

Part II Income and Expense Statement

2 Plan income, expenses, and changes in net assets for the year. Include all income and expenses of the plan, including any trust(s) or separately maintained fund(s) and any payments/receipts to/from insurance carriers. Round off amounts to the nearest dollar. MTIAs, CCTs, PSAs, and 103-12 IEs do not complete lines 2a, 2b(1)(E), 2e, 2f, and 2g.

Income		(a) Amount	(b) Total
a Contributions:			
(1) Received or receivable in cash from: (A) Employers	2a(1)(A)		
(B) Participants	2a(1)(B)	2436576	
(C) Others (including rollovers).....	2a(1)(C)	291594	
(2) Noncash contributions	2a(2)		
(3) Total contributions. Add lines 2a(1)(A) , (B), (C), and line 2a(2)	2a(3)		2728170
b Earnings on investments:			
(1) Interest:			
(A) Interest-bearing cash (including money market accounts and certificates of deposit).....	2b(1)(A)		
(B) U.S. Government securities	2b(1)(B)		
(C) Corporate debt instruments	2b(1)(C)		
(D) Loans (other than to participants)	2b(1)(D)		
(E) Participant loans	2b(1)(E)	14680	
(F) Other	2b(1)(F)	92792	
(G) Total interest. Add lines 2b(1)(A) through (F).....	2b(1)(G)		107472
(2) Dividends: (A) Preferred stock.....	2b(2)(A)		
(B) Common stock	2b(2)(B)		
(C) Registered investment company shares (e.g. mutual funds).....	2b(2)(C)	1919174	
(D) Total dividends. Add lines 2b(2)(A) , (B), and (C)	2b(2)(D)		1919174
(3) Rents	2b(3)		
(4) Net gain (loss) on sale of assets: (A) Aggregate proceeds	2b(4)(A)		
(B) Aggregate carrying amount (see instructions).....	2b(4)(B)		
(C) Subtract line 2b(4)(B) from line 2b(4)(A) and enter result	2b(4)(C)		0
(5) Unrealized appreciation (depreciation) of assets: (A) Real estate	2b(5)(A)		
(B) Other	2b(5)(B)		
(C) Total unrealized appreciation of assets. Add lines 2b(5)(A) and (B)	2b(5)(C)		0

		(a) Amount	(b) Total
(6) Net investment gain (loss) from common/collective trusts	2b(6)		
(7) Net investment gain (loss) from pooled separate accounts	2b(7)		11397
(8) Net investment gain (loss) from master trust investment accounts	2b(8)		
(9) Net investment gain (loss) from 103-12 investment entities	2b(9)		
(10) Net investment gain (loss) from registered investment companies (e.g., mutual funds)	2b(10)		4581809
c Other income	2c		16876
d Total income. Add all income amounts in column (b) and enter total	2d		9364898

Expenses

e Benefit payment and payments to provide benefits:			
(1) Directly to participants or beneficiaries, including direct rollovers	2e(1)	7044366	
(2) To insurance carriers for the provision of benefits	2e(2)		
(3) Other	2e(3)		
(4) Total benefit payments. Add lines 2e(1) through (3)	2e(4)		7044366
f Corrective distributions (see instructions)	2f		
g Certain deemed distributions of participant loans (see instructions)	2g		
h Interest expense	2h		
i Administrative expenses:			
(1) Salaries and allowances	2i(1)		
(2) Contract administrator fees	2i(2)	65846	
(3) Recordkeeping fees	2i(3)		
(4) IQPA audit fees	2i(4)		
(5) Investment advisory and investment management fees	2i(5)		
(6) Bank or trust company trustee/custodial fees	2i(6)		
(7) Actuarial fees	2i(7)		
(8) Legal fees	2i(8)		
(9) Valuation/appraisal fees	2i(9)		
(10) Other trustee fees and expenses	2i(10)		
(11) Other expenses	2i(11)		
(12) Total administrative expenses. Add lines 2i(1) through (11)	2i(12)		65846
j Total expenses. Add all expense amounts in column (b) and enter total	2j		7110212

Net Income and Reconciliation

k Net income (loss). Subtract line 2j from line 2d	2k		2254686
l Transfers of assets:			
(1) To this plan	2l(1)		
(2) From this plan	2l(2)		

Part III Accountant's Opinion

3 Complete lines 3a through 3c if the opinion of an independent qualified public accountant is attached to this Form 5500. Complete line 3d if an opinion is not attached.

a The attached opinion of an independent qualified public accountant for this plan is (see instructions):

(1) ☒ Unmodified (2) ☐ Qualified (3) ☐ Disclaimer (4) ☐ Adverse

b Check the appropriate box(es) to indicate whether the IQPA performed an ERISA section 103(a)(3)(C) audit. Check both boxes (1) and (2) if the audit was performed pursuant to both 29 CFR 2520.103-8 and 29 CFR 2520.103-12(d). Check box (3) if pursuant to neither.

(1) ☒ DOL Regulation 2520.103-8 (2) ☐ DOL Regulation 2520.103-12(d) (3) ☐ neither DOL Regulation 2520.103-8 nor DOL Regulation 2520.103-12(d).

c Enter the name and EIN of the accountant (or accounting firm) below:

(1) Name: **CROWE LLP**

(2) EIN: **35-0921680**

d The opinion of an independent qualified public accountant is **not attached** as part of Schedule H because:

(1) ☐ This form is filed for a CCT, PSA, DCG or MTIA. (2) ☐ It will be attached to the next Form 5500 pursuant to 29 CFR 2520.104-50.

Part IV Compliance Questions

4 CCTs and PSAs do not complete Part IV. MTIAs, 103-12 IEs, and GIAs do not complete lines 4a, 4e, 4f, 4g, 4h, 4k, 4m, 4n, or 5. 103-12 IEs also do not complete lines 4j and 4l. MTIAs also do not complete line 4l. DCGs do not complete lines 4e, 4f, 4k, 4l, and 5, and DCGs generally complete the rest of Part IV collectively for all plans in the DCG, except as otherwise provided (see instructions).

During the plan year:

	Yes	No	Amount
a Was there a failure to transmit to the plan any participant contributions within the time period described in 29 CFR 2510.3-102? Continue to answer "Yes" for any prior year failures until fully corrected. (See instructions and DOL's Voluntary Fiduciary Correction Program.)		☒	
b Were any loans by the plan or fixed income obligations due the plan in default as of the close of the plan year or classified during the year as uncollectible? Disregard participant loans secured by participant's account balance. (Attach Schedule G (Form 5500) Part I if "Yes" is checked.)		☒	
c Were any leases to which the plan was a party in default or classified during the year as uncollectible? (Attach Schedule G (Form 5500) Part II if "Yes" is checked.)		☒	
d Were there any nonexempt transactions with any party-in-interest? (Do not include transactions reported on line 4a. Attach Schedule G (Form 5500) Part III if "Yes" is checked.)		☒	
e Was this plan covered by a fidelity bond?	☒		10000000
f Did the plan have a loss, whether or not reimbursed by the plan's fidelity bond, that was caused by fraud or dishonesty?		☒	
g Did the plan hold any assets whose current value was neither readily determinable on an established market nor set by an independent third party appraiser?		☒	
h Did the plan receive any noncash contributions whose value was neither readily determinable on an established market nor set by an independent third party appraiser?		☒	
i Did the plan have assets held for investment? (Attach schedule(s) of assets if "Yes" is checked, and see instructions for format requirements.)	☒		
j Were any plan transactions or series of transactions in excess of 5% of the current value of plan assets? (Attach schedule of transactions if "Yes" is checked and see instructions for format requirements.)		☒	
k Were all the plan assets either distributed to participants or beneficiaries, transferred to another plan, or brought under the control of the PBGC?		☒	
l Has the plan failed to provide any benefit when due under the plan?		☒	
m If this is an individual account plan, was there a blackout period? (See instructions and 29 CFR 2520.101-3.)		☒	
n If 4m was answered "Yes," check the "Yes" box if you either provided the required notice or one of the exceptions to providing the notice applied under 29 CFR 2520.101-3.			

5a Has a resolution to terminate the plan been adopted during the plan year or any prior plan year?..... ☐ Yes ☒ No
If "Yes," enter the amount of any plan assets that reverted to the employer this year _____.

5b If, during this plan year, any assets or liabilities were transferred from this plan to another plan(s), identify the plan(s) to which assets or liabilities were transferred. (See instructions.)

5b(1) Name of plan(s)	5b(2) EIN(s)	5b(3) PN(s)

5c Was the plan a defined benefit plan covered under the PBGC insurance program at any time during this plan year? (See ERISA section 4021 and instructions.) ☐ Yes ☐ No ☐ Not determined

If "Yes" is checked, enter the My PAA confirmation number from the PBGC premium filing for this plan year _____.

SCHEDULE R (Form 5500) Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Retirement Plan Information This schedule is required to be filed under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and section 6058(a) of the Internal Revenue Code (the Code). ▶ File as an attachment to Form 5500.	OMB No. 1210-0110
		2024
		This Form is Open to Public Inspection.

For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025		
A Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)	B Three-digit plan number (PN) ▶	003
C Plan sponsor's name as shown on line 2a of Form 5500 THE CONFERENCE BOARD, INC.	D Employer Identification Number (EIN) 13-1624108	

Part I	Distributions
--------	---------------

All references to distributions relate only to payments of benefits during the plan year.

1	Total value of distributions paid in property other than in cash or the forms of property specified in the instructions.....	1	0
2	Enter the EIN(s) of payor(s) who paid benefits on behalf of the plan to participants or beneficiaries during the year (if more than two, enter EINs of the two payors who paid the greatest dollar amounts of benefits): EIN(s): 57-1198022		
Profit-sharing plans, ESOPs, and stock bonus plans, skip line 3.			
3	Number of participants (living or deceased) whose benefits were distributed in a single sum, during the plan year	3	

Part II	Funding Information (If the plan is not subject to the minimum funding requirements of section 412 of the Internal Revenue Code or ERISA section 302, skip this Part.)
---------	--

4	Is the plan administrator making an election under Code section 412(d)(2) or ERISA section 302(d)(2)?	☐ Yes	☐ No	☐ N/A
If the plan is a defined benefit plan, go to line 8.				
5	If a waiver of the minimum funding standard for a prior year is being amortized in this plan year, see instructions and enter the date of the ruling letter granting the waiver. Date: Month _____ Day _____ Year _____ If you completed line 5, complete lines 3, 9, and 10 of Schedule MB and do not complete the remainder of this schedule.			
6	a Enter the minimum required contribution for this plan year (include any prior year accumulated funding deficiency not waived)	6a		
	b Enter the amount contributed by the employer to the plan for this plan year	6b		
	c Subtract the amount in line 6b from the amount in line 6a. Enter the result (enter a minus sign to the left of a negative amount).....	6c		
If you completed line 6c, skip lines 8 and 9.				
7	Will the minimum funding amount reported on line 6c be met by the funding deadline?	☐ Yes	☐ No	☐ N/A
8	If a change in actuarial cost method was made for this plan year pursuant to a revenue procedure or other authority providing automatic approval for the change or a class ruling letter, does the plan sponsor or plan administrator agree with the change?	☐ Yes	☐ No	☐ N/A

Part III	Amendments
----------	------------

9	If this is a defined benefit pension plan, were any amendments adopted during this plan year that increased or decreased the value of benefits? If yes, check the appropriate box. If no, check the "No" box.....	☐ Increase	☐ Decrease	☐ Both	☐ No
---	---	-----------------------------------	-----------------------------------	-------------------------------	-----------------------------

Part IV	ESOPs (see instructions). If this is not a plan described under section 409(a) or 4975(e)(7) of the Internal Revenue Code, skip this Part.
---------	--

10	Were unallocated employer securities or proceeds from the sale of unallocated securities used to repay any exempt loan?	☐ Yes	☐ No
11	a Does the ESOP hold any preferred stock?	☐ Yes	☐ No
	b If the ESOP has an outstanding exempt loan with the employer as lender, is such loan part of a "back-to-back" loan? (See instructions for definition of "back-to-back" loan.)	☐ Yes	☐ No
12	Does the ESOP hold any stock that is not readily tradable on an established securities market?	☐ Yes	☐ No

Part V Additional Information for Multiemployer Defined Benefit Pension Plans

13 Enter the following information for each employer that (1) contributed more than 5% of total contributions to the plan during the plan year or (2) was one of the top-ten highest contributors (measured in dollars). See instructions. Complete as many entries as needed to report all applicable employers.

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

a Name of contributing employer

b EIN

c Dollar amount contributed by employer

d Date collective bargaining agreement expires (If employer contributes under more than one collective bargaining agreement, check box ☐ and see instructions regarding required attachment. Otherwise, enter the applicable date.) Month _____ Day _____ Year _____

e Contribution rate information (If more than one rate applies, check this box ☐ and see instructions regarding required attachment. Otherwise, complete lines 13e(1) and 13e(2).)

(1) Contribution rate (in dollars and cents) _____

(2) Base unit measure: ☐ Hourly ☐ Weekly ☐ Unit of production ☐ Other (specify): _____

14 Enter the number of deferred vested and retired participants (inactive participants), as of the beginning of the plan year, whose contributing employer is no longer making contributions to the plan for:

a The current plan year. Check the box to indicate the counting method used to determine the number of inactive participants: ☐ last contributing employer ☐ alternative ☐ reasonable approximation (see instructions for required attachment).....

14a

b The plan year immediately preceding the current plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment).....

14b

c The second preceding plan year. ☐ Check the box if the number reported is a change from what was previously reported (see instructions for required attachment).....

14c

15 Enter the ratio of the number of participants under the plan on whose behalf no employer had an obligation to make an employer contribution during the current plan year to:

a The corresponding number for the plan year immediately preceding the current plan year.....

15a

b The corresponding number for the second preceding plan year.....

15b

16 Information with respect to any employers who withdrew from the plan during the preceding plan year:

a Enter the number of employers who withdrew during the preceding plan year.....

16a

b If line 16a is greater than 0, enter the aggregate amount of withdrawal liability assessed or estimated to be assessed against such withdrawn employers.....

16b

17 If assets and liabilities from another plan have been transferred to or merged with this plan during the plan year, check box and see instructions regarding supplemental information to be included as an attachment..... ☐

Part VI Additional Information for Single-Employer and Multiemployer Defined Benefit Pension Plans

18 If any liabilities to participants or their beneficiaries under the plan as of the end of the plan year consist (in whole or in part) of liabilities to such participants and beneficiaries under two or more pension plans as of immediately before such plan year, check box and see instructions regarding supplemental information to be included as an attachment..... ☐

19 If the total number of participants is 1,000 or more, complete lines (a) and (b):

a Enter the percentage of plan assets held as:

Public Equity: _____% Private Equity: _____% Investment-Grade Debt and Interest Rate Hedging Assets: _____%

High-Yield Debt: _____% Real Assets: _____% Cash or Cash Equivalents: _____% Other: _____%

b Provide the average duration of the Investment-Grade Debt and Interest Rate Hedging Assets:

☐ 0-5 years ☐ 5-10 years ☐ 10-15 years ☐ 15 years or more

20 PBGC missed contribution reporting requirements. If this is a multiemployer plan or a single-employer plan that is not covered by PBGC, skip line 20.

a Is the amount of unpaid minimum required contributions for all years from Schedule SB (Form 5500) line 40 greater than zero? ☐ Yes ☐ No

b If line 20a is "Yes," has PBGC been notified as required by ERISA sections 4043(c)(5) and/or 303(k)(4)? Check the applicable box:

☐ Yes.

☐ No. Reporting was waived under 29 CFR 4043.25(c)(2) because contributions equal to or exceeding the unpaid minimum required contribution were made by the 30th day after the due date.

☐ No. The 30-day period referenced in 29 CFR 4043.25(c)(2) has not yet ended, and the sponsor intends to make a contribution equal to or exceeding the unpaid minimum required contribution by the 30th day after the due date.

☐ No. Other. Provide explanation.....

Part VII IRS Compliance Questions

21a Does the plan satisfy the coverage and nondiscrimination tests of Code sections 410(b) and 401(a)(4) by combining this plan with any other plans under the permissive aggregation rules? ☐ Yes ☒ No

21b If this is a Code section 401(k) plan, check all boxes that apply to indicate how the plan is intended to satisfy the nondiscrimination requirements for employee deferrals and employer matching contributions (as applicable) under Code sections 401(k)(3) and 401(m)(2).

☐ Design-based safe harbor method

☐ "Prior year" ADP test

☐ "Current year" ADP test

☒ N/A

22 If the plan sponsor is an adopter of a pre-approved plan that received a favorable IRS Opinion Letter, enter the date of the Opinion Letter ____/____/____ (MM/DD/YYYY) and the Opinion Letter serial number_____.

**TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)**

FINANCIAL STATEMENTS

June 30, 2025 and 2024

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)

FINANCIAL STATEMENTS
June 30, 2025 and 2024

CONTENTS

INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS	4
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS	5
NOTES TO FINANCIAL STATEMENTS	6
SUPPLEMENTAL INFORMATION	
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)	15
NOTE: All other schedules are omitted since they are not applicable or are not required based upon the disclosure requirements of the Employee Retirement Income Security Act of 1974 and applicable regulations issued by the Department of Labor.	

INDEPENDENT AUDITOR'S REPORT

The Benefits Administrative Committee
Tax-Deferred Annuity Program for Employees of
The Conference Board, Inc. (U.S. Staff Members)
New York, New York

Scope and Nature of the ERISA Section 103(a)(3)(C) Audit

We have performed audits of the financial statements of the Tax-Deferred Annuity Program for Employees of The Conference Board, Inc. (U.S. Staff Members) (the Plan), an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C) (ERISA Section 103(a)(3)(C) audit). The financial statements comprise the statements of net assets available for benefits as of June 30, 2025 and 2024, and the related statement of changes in net assets available for benefits for the year ended June 30, 2025, and the related notes to the financial statements.

Management, having determined it is permissible in the circumstances, has elected to have the audits of the Plan's financial statements performed in accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. As permitted by ERISA Section 103(a)(3)(C), our audits need not extend to any statements or information related to assets held for investment of the plan (investment information) by a bank or similar institution or insurance carrier that is regulated, supervised, and subject to periodic examination by a state or federal agency, provided that the statements or information regarding assets so held are prepared and certified to by the bank or similar institution or insurance carrier in accordance with 29 CFR 2520.103-5 of the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA (qualified institution).

Management has obtained certifications from qualified institutions and an agent on behalf of a qualified institution as of June 30, 2025 and 2024, and for the year ended June 30, 2025, stating that the certified investment information, as described in Note 3 to the financial statements, is complete and accurate.

Opinion

In our opinion, based on our audits and on the procedures performed as described in the Auditor's Responsibilities for the Audit of the Financial Statements section:

- the amounts and disclosures in the accompanying financial statements, other than those agreed to or derived from the certified investment information, are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.
- the information in the accompanying financial statements related to assets held by qualified institutions and certified to by qualified institutions and an agent on behalf of a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by an institution and an agent of an institution that management determined meet the requirements of ERISA Section 103(a)(3)(C).

(Continued)

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Plan and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our ERISA Section 103(a)(3)(C) audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. Management's election of the ERISA Section 103(a)(3)(C) audit does not affect management's responsibility for the financial statements.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern for one year from the date the financial statements are available to be issued.

Management is also responsible for maintaining a current plan instrument, including all plan amendments, administering the plan, and determining that the plan's transactions that are presented and disclosed in the financial statements are in conformity with the plan's provisions, including maintaining sufficient records with respect to each of the participants, to determine the benefits due or which may become due to such participants.

Auditor's Responsibilities for the Audit of the Financial Statements

Except as described in the Scope and Nature of the ERISA Section 103(a)(3)(C) Audit section of our report, our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if, there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

(Continued)

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern for a reasonable period of time.

Our audits did not extend to the certified investment information, except for obtaining and reading the certifications, comparing the certified investment information with the related information presented and disclosed in the financial statements, and reading the disclosures relating to the certified investment information to assess whether they are in accordance with the presentation and disclosure requirements of accounting principles generally accepted in the United States of America.

Accordingly, the objective of an ERISA Section 103(a)(3)(C) audit is not to express an opinion about whether the financial statements as a whole are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

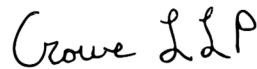
Other Matter – Supplemental Schedules Required by ERISA

The supplemental schedule of Schedule H, Line 4i – Schedule of Assets (Held at End of Year) as of June 30, 2025, is presented for purposes of additional analysis and is not a required part of the financial statements but is supplementary information required by the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information included in the supplemental schedule, other than that agreed to or derived from the certified investment information, has been subjected to auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS. For information included in the supplemental schedule that agreed to or is derived from the certified investment information, we compared such information to the related certified investment information.

In forming our opinion on the supplemental schedule, we evaluated whether the supplemental schedule, other than the information agreed to or derived from the certified investment information, including its form and content, is presented in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.

In our opinion:

- the form and content of the supplemental schedule, other than the information in the supplemental schedule that agreed to or is derived from the certified investment information, are presented, in all material respects, in conformity with the Department of Labor's Rules and Regulations for Reporting and Disclosure under ERISA.
- the information in the supplemental schedule related to assets held by qualified institutions and certified to by qualified institutions and an agent on behalf of a qualified institution agrees to, or is derived from, in all material respects, the information prepared and certified by institutions and an agent of an institution that management determined meet the requirements of ERISA Section 103(a)(3)(C).


Crowe LLP

New York, New York
April 15, 2026

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
STATEMENTS OF NET ASSETS AVAILABLE FOR BENEFITS
June 30, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Assets		
Investments, at fair value	\$ 61,536,467	\$ 59,413,269
Investments, at contract value	3,452,912	3,382,639
Receivables		
Notes receivable from participants	<u>268,791</u>	<u>207,576</u>
Net assets available for benefits	<u><u>\$ 65,258,170</u></u>	<u><u>\$ 63,003,484</u></u>

See accompanying notes to financial statements.

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
Year ended June 30, 2025

Additions to net assets attributed to:

Investment income	
Net appreciation in fair value of investments	\$ 4,593,206
Interest and dividend income	2,011,966
Total investment income	<u>6,605,172</u>
 Interest from notes receivable from participants	 14,680
 Other income	 16,876
 Contributions	
Rollovers	291,594
Participant contributions	2,436,576
Total contributions	<u>2,728,170</u>
 Total additions	 9,364,898

Deductions from net assets attributed to:

Benefits paid to participants	7,044,366
Administrative expenses	65,846
Total deductions	<u>7,110,212</u>

Net increase 2,254,686

Net assets available for benefits:

Beginning of year	<u>63,003,484</u>
 End of year	 <u><u>\$ 65,258,170</u></u>

See accompanying notes to financial statements.

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 1 – DESCRIPTION OF THE PLAN

The following description of the Tax-Deferred Annuity Program for Employees of The Conference Board, Inc. (U.S. Staff Members) (the Plan) is provided for general information purposes only. More complete information regarding the Plan's provisions may be found in the Plan document.

General: The Plan is a defined contribution plan established by The Conference Board, Inc. (the Plan Sponsor) under the provisions of Section 403(b) of the Internal Revenue Code (the IRC), which includes a qualified cash or deferred arrangement, for the benefit of eligible employees of the Plan Sponsor. The effective date of the Plan was May 1, 1976 and was restated effective January 1, 2009. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974 (ERISA), as amended.

The Committee for Economic Development Retirement ("CED") Plan was merged with the Plan effective the close of business on December 31, 2016 and since that date the Plan and CED Plan were administered as a single plan.

Plan Administration: The Plan is administered by the Benefits Administrative Committee, which consists of certain officers and employees of the Plan Sponsor. Teachers Insurance and Annuity Association of America (TIAA) was the recordkeeper as of June 30, 2025 and 2024 and for the year ended June 30, 2025.

Eligibility and Contribution: Employees of the Plan Sponsor are generally eligible to participate in the Plan upon date of hire. Nonresident aliens receiving no income from within the U.S. are not eligible to participate in the Plan.

Participants may make tax-deferred elective contributions to the Plan as soon as administratively feasible after their hire date, subject to the limitations of the IRC. Participants age 50 or older or who attain age 50 during the Plan year may make a "catch-up" contribution as defined by the IRC. In addition, participants having 15 years of service are permitted to make a special "catch-up" contribution as defined by the IRC.

The Plan Sponsor matches certain contributions of participating employees in the Plan through The Conference Board, Inc. (U.S. Staff Members) Supplemental Retirement Plan (Supplemental Retirement Plan) and effective October 1, 2015, provides a 50% matching of employee contributions to the Plan up to a maximum of 6% of the employee's base pay under the Supplemental Retirement Plan.

The Plan permits participants to have their interest in other qualified plans rolled over into the Plan in accordance with the Plan document.

Vesting: Participants are fully and immediately vested in the benefits arising from contributions made under the Plan.

Participant Accounts: Participants may direct their contributions into a variety of investment options provided through TIAA and CREF. A participant may elect to transfer any portion of the value of his or her account balance to other Plan investment fund or funds, subject to certain restrictions. Changes requested by participants are implemented as soon as administratively possible.

Each participant's account is credited with the participant's contributions, and earnings and losses thereon. Allocation of income and expense are based on participant earning or account balances, as defined.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 1 – DESCRIPTION OF THE PLAN (Continued)

Benefits: On termination of service due to death, disability, or retirement or attainment of age 59 $\frac{1}{2}$, a participant or beneficiary may elect to receive either a lump-sum distribution equal to the value of the participant's vested interest in his or her account, or an annuity will be provided, which will be paid in monthly installments over a fixed reasonable period of time, not exceeding the life expectancy of the participant or designated beneficiary. For termination of service due to other reasons, a participant may receive the value of the vested interest in his or her account as a lump-sum distribution.

Terminated participants or their beneficiaries with vested benefits of \$1,000 or less, will automatically receive the value of the vested interest in his or her account as a lump-sum distribution.

Hardship Withdrawals: Under certain conditions, participants, while still employed by the Plan Sponsor, are permitted to withdraw from their account due to hardship. These conditions include unreimbursed medical expenses, the purchase of the participant's principal residence, the payment of postsecondary education tuition, the payment of burial or funeral costs of immediate family members, the payment of natural disaster clean-up on the participant's principal residence, or to prevent eviction or foreclosure from the participant's principal residence.

Note Receivable from Participants and Plan Loans: Participants may borrow from their accounts a maximum equal to the lesser of \$50,000 reduced by the highest outstanding loan balance in the preceding 12 months or 50% of their vested account balance. Notes receivable from participants (participant loans) used to purchase a primary residence may be repaid over fifteen years. Participant loans for all other purposes must be repaid within five years. The interest rate is fixed at the time of the participant loan. The interest rates on outstanding participant loans ranged from 4.25% to 9.50% with maturities through June 2037 as of June 30, 2025 and 2024.

Administrative Expenses: Administrative expenses related to investment management are allocated amongst various funds and are included as an offset to interest income or net appreciation (depreciation) in fair value of investments. All other administrative expenses of the Plan, except for certain service fees, are generally paid by the Plan Sponsor.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation: The accompanying financial statements are prepared on the accrual basis of accounting and in accordance with U.S. generally accepted accounting principles (U.S. GAAP).

Use of Estimates: The preparation of financial statements in conformity with U.S. GAAP requires the Plan's management to make estimates and assumptions that affect reported amount of assets and liabilities and changes therein, and disclosure of contingent assets and liabilities. Actual results could differ from those estimates and assumptions.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Investment Valuation and Income Recognition: The Plan's investments are recorded at fair value, except for those investments considered to be fully benefit responsive, which are recorded at contract value. Fair value is determined based on the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants. Contract value is the relevant measure for the portion of the net assets available for benefits attributable to fully benefit-responsive investment contracts because contract value is the amount participants normally would receive if they were to initiate permitted transactions under the terms of the plan.

Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded when earned. Dividend income is recorded on the ex-dividend date. Net appreciation (depreciation) in fair value of investments presented in the Statement of Changes in Net Assets Available for Benefits includes realized gains and losses on investments bought and sold and the change in appreciation (depreciation) from one period to the next.

Payment of Benefits: Benefits are recorded when paid. For financial statement purposes, participant distributions are recorded when paid. At June 30, 2025 and 2024, all benefit payments processed and approved for payment had been paid by the Plan.

NOTE 3 – CERTIFIED INFORMATION

Certain information related to investments and notes receivable from participants disclosed in the accompanying financial statements and ERISA-required supplemental schedule, including investments and notes receivable from participants held at June 30, 2025 and 2024, and net appreciation in fair value of investments, interest and dividends, and interest income on notes receivable from participants for the year ended June 30, 2025, was obtained by management and agreed to or derived from information certified as complete and accurate by TIAA and College Retirement Equities Fund (CREF) (collectively TIAA and CREF) including TIAA as agent for TIAA Trust, N.A. as of and for the year ended June 30, 2025 and as of June 30, 2024 by TIAA and CREF as agent for TIAA, FSB.

NOTE 4 – FAIR VALUE MEASUREMENTS

U.S. GAAP establishes a framework for measuring fair value which provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value.

Fair value is the price the Plan would receive to sell an asset or pay to transfer a liability in an orderly transaction with a market participant at the measurement date. In the absence of active markets for the identical assets and liabilities, such measurements involve developing assumptions based on market observable data and, in the absence of such data, internal information that is consistent with what market participants would use in a hypothetical transaction that occurs at the measurement date.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 4 – FAIR VALUE MEASUREMENTS (Continued)

The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

Level 1: Inputs to the valuation methodology are unadjusted quoted or published prices for identical assets or liabilities in active markets that the Plan has the ability to access.

Level 2: Inputs to the valuation methodology include:

- Quoted or published prices for similar assets or liabilities in active markets;
- Quoted or published prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted or published prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

Level 3: Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The following is a description of the valuation methodologies used for assets measured at fair value as of June 30, 2025 and 2024:

Shares in Registered Investment Companies: Consisted of mutual funds and are valued at the quoted or published prices of shares held by the Plan at year end which are quoted or published daily. Prices quoted or published are the Net Asset Value (NAV) of the shares held which are based on the fair value of the underlying securities. The Plan's self-directed brokerage account consist of registered investment companies.

Variable Annuity Contracts: Fair values are determined by obtaining quoted or published prices (Level 1 inputs). which are quoted or published daily.

TIAA Traditional Annuity Accounts Nonbenefit Responsive Contracts: Valued at contract value which approximates fair value (see Note 5).

The Plan also holds two other investments with TIAA that are considered benefit responsive and are measured using contract value, as discussed in Note 5, and have not been categorized in the fair value hierarchy.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Plan believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date. There were no changes in valuation methodologies used at June 30, 2025 and 2024 and there were no transfers between any levels for the year ended June 30, 2025.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 4 – FAIR VALUE MEASUREMENTS (Continued)

The following table sets forth by level, within the fair value hierarchy, the Plan's investments at fair value as of June 30, 2025:

	June 30, 2025			
	Fair Value Using Input Type			
	Level 1	Level 2	Level 3	Total
Shares in registered investment companies	\$ 52,078,570	\$ -	\$ -	\$ 52,078,570
Self-directed Brokerage Account	96,373			96,373
TIAA Traditional Annuity Accounts - nonbenefit responsive	-	-	4,804,942	4,804,942
Variable Annuity Contracts	4,556,582	-	-	4,556,582
Total investments at fair value	<u>\$ 56,731,525</u>	<u>\$ -</u>	<u>\$ 4,804,942</u>	<u>\$ 61,536,467</u>

The following table sets forth by level, within the fair value hierarchy, the Plan's investments at fair value as of June 30, 2024:

	June 30, 2024			
	Fair Value Using Input Type			
	Level 1	Level 2	Level 3	Total
Shares in registered investment companies	\$ 48,566,394	\$ -	\$ -	\$ 48,566,394
Self-directed Brokerage Account	84,676			84,676
TIAA Traditional Annuity Accounts - nonbenefit responsive	-	-	5,415,047	5,415,047
Variable Annuity Contracts	5,347,152	-	-	5,347,152
Total investments at fair value	<u>\$ 53,998,222</u>	<u>\$ -</u>	<u>\$ 5,415,047</u>	<u>\$ 59,413,269</u>

The following table presents a summary of changes in the fair value of the Plan's Level 3 assets for the year ended June 30, 2025:

TIAA Traditional Annuity Accounts – nonbenefit responsive	
Beginning balance	\$ 5,415,047
Transfers in and purchases	1,264,929
Transfers out and distributions	(2,032,714)
Earned income	157,680
Ending balance	<u>\$ 4,804,942</u>

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 4 – FAIR VALUE MEASUREMENTS (Continued)

There are no unfunded commitments, and redemptions may occur daily except for the TIAA Real Estate pooled separate account, which can be redeemed quarterly, and the TIAA Traditional Accounts and Stable Value fund as described in Note 5.

The following table presents information about significant unobservable inputs related to the Plan's investments in assets categorized as Level 3 in the fair value hierarchy at June 30, 2025:

<u>Type</u>	<u>Fair Value</u>	<u>Valuation Technique</u>	<u>Significant Unobservable Inputs</u>	<u>Range*</u>
TIAA Traditional Annuity Accounts - nonbenefit responsive	\$ 4,804,942	Discount cash flow Theoretical transfer exit value	Risk-adjusted discount rate**	RA - 4.25% to 5.25%

The following table presents information about significant unobservable inputs related to the Plan's investments in assets categorized as Level 3 in the fair value hierarchy at June 30, 2024:

<u>Type</u>	<u>Fair Value</u>	<u>Valuation Technique</u>	<u>Significant Unobservable Inputs</u>	<u>Range*</u>
TIAA Traditional Annuity Accounts - nonbenefit responsive	\$ 5,415,047	Discount cash flow Theoretical transfer exit value	Risk-adjusted discount rate**	RA - 4.50% to 6.50%

* The Plan has the following nonbenefit responsive TIAA Traditional Annuity Accounts at June 30, 2025 and 2024: Retirement Annuity (RA) contract.

** Unobservable inputs include discount rates applied. An increase (decrease) in the discount rate applied in the valuation can result in a significantly lower (higher) fair value.

The Plan Sponsor's Finance Committee performs ongoing due diligence review of the Plan's investments, including a performance review annually.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 5 – TIAA TRADITIONAL ANNUITY ACCOUNTS AND STABLE VALUE FUND

The Plan holds two investments that are considered fully benefit responsive and are recorded at contract value, the TIAA Traditional Annuity Accounts – benefit responsive and the TIAA Stable Value fund.

The TIAA Traditional Annuity, one of the investment options representing insurance contracts issued by TIAA, guarantees principal and a contractually specified interest rate to account participants. TIAA invests amounts that back contracts in individual bonds, commercial mortgages, real estate, stocks and other assets selected by specialized teams that target different sectors of the marketplace. The portfolio follows specific guidelines with respect to major asset classes, sectors, industries, property types, geographic regions, individual issuers/borrowers, foreign holdings, liquidity, quality and derivatives.

The TIAA Traditional Annuity is segregated into those investments considered benefit responsive and those that are considered nonbenefit responsive. The fully benefit responsive investments are recorded at contract value. Contract value is the aggregation of contribution, plus interest, less withdrawals, and guaranteed the contract value even when the fair market value of the underlying assets are more or less than contract value. The nonbenefit responsive investments are reported at contract value, which approximates fair value, and are subject to interest rate risk.

The guaranteed annual interest rate for the TIAA Traditional Annuity is 3% for all premiums remitted since 1979 under all TIAA Traditional Annuity accumulating contracts, plus additional amounts established by TIAA on a year-by-year basis. The average yield and crediting interest rate was 4.25% to 4.5% for the Group Supplemental Retirement Annuity (GSRA) and the Supplemental Retirement Annuity (SRA), and 5% to 5.25% for the Retirement Annuity (RA) in 2025. Both the one-year total return and the yield credited to participants for the year ended June 30, 2025 are net of annual fees. The crediting interest rate is calculated on a daily basis.

The Plan also holds the TIAA Stable Value fund (Group Annuity Contract) which is a benefit-responsive investment contract. TIAA maintains the contributions in a non-unitized separate account. TIAA, as issuer of the contract, is contractually obligated to repay the principal and a specific interest rate that is guaranteed to the Plan. The Group Annuity Contract provides a guaranteed minimum rate of interest between 1% and 3%. Although the liability to provide contract guarantees and accumulations is backed by the assets in the separate account, any amount to be credited above the minimum guaranteed rate is determined by TIAA.

Contract value for the TIAA Traditional Annuity Accounts – benefit responsive and the TIAA Stable Value fund is the aggregation of contributions, plus interest, less withdrawals, if any. Crediting rates are a combination of a guaranteed rate and an annually established discretionary rate. Additionally, the discretionary rate applied to contributions received during a reporting period may vary from the discretionary rate applied to account balances at the end of the prior reporting period. The TIAA Traditional Annuity Accounts and the Stable Value fund are not available for sale or transfer on any securities exchange. Accordingly, transactions in similar investment instruments are not observable.

Transfers from the TIAA Traditional Annuity Accounts are restricted. All withdrawals and transfers from the Retirement Annuity (benefit responsive) must be spread over a period of 10 annual installments. For the TIAA Stable Value fund direct transfers to competing funds in the Plan's investment line up are prohibited. Transfers may be made to a competing fund following a 90-day waiting period after being transferred to a noncompeting fund. In addition, transfers into a TIAA Stable Value fund may not be made for 30-days following a transfer out.

TIAA Traditional Annuity Account and TIAA Stable Value fund participants may ordinarily direct a permitted withdrawal or transfer of all or a portion of their account balance at contract value.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 6 – PLAN TERMINATION

Although it has not expressed any intent to do so, the Plan Sponsor has the right under the Plan to terminate the Plan subject to the provisions of ERISA.

NOTE 7 – PARTIES-IN-INTEREST TRANSACTIONS

Parties-in-interest are defined under DOL regulations as any fiduciary of the Plan, any party rendering service to the Plan, the employer, and certain others. Certain administrative functions are performed by officers or employees of the Company. No such officer or employee receives compensation from the Plan. Some administrative expenses of the Plan are paid directly by the Company.

The Plan's investments include certain investments that are managed by TIAA. Transactions in such investments qualify as party-in-interest transactions. Notes receivable from participants and administrative expenses also qualify as parties-in-interest transactions, as do transactions pertaining to service providers to the Plan.

NOTE 8 – RISK AND UNCERTAINTIES

The Plan assets are invested in a variety of investments. Investments, in general, are exposed to various risks, such as interest rate, credit and overall market volatility risks. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of investments will occur in the near term and that such change could materially affect the amounts reported in the Statements of Net Assets Available for Benefits.

Some of the Plan's investments may indirectly invest in securities with contractual cash flows such as asset backed securities, collateralize mortgage obligations and commercial mortgage backed securities, including securities backed by subprime mortgage loans. The value, liquidity and related income of these securities are sensitive to changes in economic conditions, including real estate value, delinquencies or defaults, or both, and may be adversely affected by shifts in the market's perception of the issuers and changes in interest rates.

The TIAA Traditional Annuity Accounts and the TIAA Stable Value fund represent approximately 13% and 14% of the Plan's net assets available for benefits as of June 30, 2025 and 2024, respectively, and represents an obligation from TIAA to repay as amounts come due. There are no reserves against contract value for credit risk of the contract issuer or otherwise. The Plan administrator does not believe that any events which would limit the Plan's ability to transact at contract value are probable.

NOTE 9 – TAX STATUS

The Internal Revenue Service (IRS) issued an opinion letter dated August 7, 2017 indicating that the prototype adopted by the Plan, as then designed, was in compliance with applicable requirements of the Internal Revenue Code. Although the Plan has been amended from the original prototype document, Plan management believes that the Plan is currently being operated in accordance with the Internal Revenue Code.

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
NOTES TO FINANCIAL STATEMENTS
June 30, 2025 and 2024

NOTE 9 – TAX STATUS (Continued)

U.S. GAAP requires Plan management to evaluate tax positions taken by the Plan and recognize a tax liability (or derecognize an asset) if the Plan has taken an uncertain position that more likely than not would not be sustained upon examination by the IRS. Plan administrator has analyzed the tax positions taken by the Plan, and has concluded that as of June 30, 2025, there are no uncertain positions taken or expected to be taken that would require recognition of a liability (or derecognition of an asset) or disclosure in the financial statements.

The Plan is subject to routine audits by taxing jurisdiction; however, there are currently no audits for any tax periods in progress. The Plan administrator believes that the Plan is no longer subject to tax audits prior to 2022.

NOTE 10 – SUBSEQUENT EVENTS

The Plan evaluated subsequent events from June 30, 2025 through April 15, 2026, the date on which the financial statements were available to be issued.

SUPPLEMENTAL INFORMATION

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	The Conference Board, Inc.
Employer Identification Number:	13-1624108
Three-Digit Plan Number:	003

(a)	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
	American Funds	American EuroPac Growth R6	**	\$ 2,088,747
	DWS	DWS U.S. Treasury Money Fund S	**	2,660,227
	Baird	Baird Aggregate Bond Inst	**	4,462,072
	JPMorgan	JPMorgan Mid Cap Gro Fd CI R6	**	1,099,921
	MFS	MFS Value Fund Class R6	**	2,447,142
	Champlain	Champlain Small Company Instl	**	543,995
	MFS	MFS Mid Cap Value Class R6	**	1,322,343
	Principal	Principal Diversified RI At R6	**	65,161
	T Rowe Price	T Rowe Price Emerg Mkts Stk I	**	710,736
	T Rowe Price	T Rowe Price Growth Stock I	**	1,539,207
	T Rowe Price	T Rowe Price Intl Discovery I	**	994,170
	T Rowe Price	T. Rowe Price Rtmt I Balance I	**	22,003
	T Rowe Price	T. Rowe Price Rtmt I 2005 I	**	2,053
	T Rowe Price	T. Rowe Price Rtmt I 2010 I	**	179,293
	T Rowe Price	T. Rowe Price Rtmt I 2015 I	**	90,390
	T Rowe Price	T. Rowe Price Rtmt I 2020 I	**	1,006,683
	T Rowe Price	T. Rowe Price Rtmt I 2025 I	**	563,809
	T Rowe Price	T. Rowe Price Rtmt I 2030 I	**	1,491,521
	T Rowe Price	T. Rowe Price Rtmt I 2035 I	**	1,428,980
	T Rowe Price	T. Rowe Price Rtmt I 2040 I	**	1,796,899
	T Rowe Price	T. Rowe Price Rtmt I 2045 I	**	953,954
	T Rowe Price	T. Rowe Price Rtmt I 2050 I	**	1,992,140
	T Rowe Price	T. Rowe Price Rtmt I 2055 I	**	677,796
	T Rowe Price	T. Rowe Price Rtmt I 2060 I	**	1,058,612
	T Rowe Price	T Rowe Price Retirement 2065 I	**	164,790
*	Nuveen	Nuveen Core Plus Bond-Rtmt	**	150,364
*	Nuveen	Nuveen Core Bond-Rtmt	**	4,688
*	Nuveen	Nuveen Eq Index-Rtmt	**	136,242
*	Nuveen	Nuveen Core Equity Rtmt	**	33,166
*	Nuveen	Nuveen High-Yield-Rtmt	**	66,127
*	Nuveen	Nuveen Infl-Lnkd Bond-Rtmt	**	992
*	Nuveen	Nuveen Intl Eq Idx-Rtmt	**	270,503
*	Nuveen	Nuveen Intl Eq-Rtmt	**	23,930
*	Nuveen	Nuveen Lg-Cap Gr Idx-Rtmt	**	80,017
*	Nuveen	Nuveen Lg-Cap Val Idx-Rtmt	**	167,992

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	The Conference Board, Inc.
Employer Identification Number:	13-1624108
Three-Digit Plan Number:	003

(a)	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	Nuveen	Nuveen Lg-Cap Val-Rtmt	**	\$ 135,780
*	Nuveen	Nuveen Lifecycle 2020-Rtmt	**	24,344
*	Nuveen	Nuveen Lifecycle 2030-Rtmt	**	55,550
*	Nuveen	Nuveen Lifecycle 2035-Rtmt	**	4,859
*	Nuveen	Nuveen Lifecycle 2040-Rtmt	**	156,272
*	Nuveen	Nuveen Lifecycle 2050-Rtmt	**	76,583
*	Nuveen	Nuveen Lifecycle 2055-Rtmt	**	17,401
*	Nuveen	Nuveen Mid-Cap Gr-Rtmt	**	9,174
*	Nuveen	Nuveen Mid-Cap Val-Rtmt	**	330,706
*	Nuveen	Nuveen Real Est Secs-Rtmt	**	74,095
*	Nuveen	Nuveen S&P 500 Idx-Rtmt	**	112,269
*	Nuveen	Nuveen Short Term Bond Retire Y1	**	7,036
*	Nuveen	Nuveen Sm-Cap BI Idx-Rtmt	**	28,617
*	Nuveen	Nuveen Qt Sml Cap Eq Rtmt	**	86,658
*	Nuveen	Nuveen Large Cap Resp Eq Rtmt	**	3,954
	Vanguard	Vanguard Inst Idx Inst	**	11,896,653
	Vanguard	Vanguard Small-Cap Idx Adm	**	1,947,764
	Vanguard	Vanguard Mid-Cap Idx Adm	**	1,138,207
	Vanguard	Vanguard Ttl Intl Stk Idx Adm	**	3,220,452
	Vanguard	Vanguard Short-Trm Bd Idx Adm	**	2,455,531
		Total registered investment companies		52,078,570
*	TIAA CREF	TIAA Real Estate	**	557,939
*	CREF	CREF Stock R1	**	1,772,308
*	CREF	CREF Money Market R1	**	13,675
*	CREF	CREF Social Choice R1	**	37,247
*	CREF	CREF Global Equities R1	**	382,779
*	CREF	CREF Growth R1	**	811,264
*	CREF	CREF Equity Index R1	**	800,980
*	CREF	CREF Inflation-Linked Bond R1	**	79,830
*	CREF	CREF Core Bond R1	**	100,560
		Total variable annuity contracts		4,556,582
*	TIAA CREF	TIAA-CREF Self Directed Acct	**	96,373

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	<u>The Conference Board, Inc.</u>
Employer Identification Number:	<u>13-1624108</u>
Three-Digit Plan Number:	<u>003</u>

(a)	(b) Identity of Issuer, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	TIAA CREF	Traditional Annuity Accounts – nonbenefit responsive, at fair value	**	\$ 4,804,942
*	TIAA CREF	Traditional Annuity Accounts – benefit responsive, at contract value	**	937,438
*	TIAA CREF	Stable Value Fund (Group Annuity Contract), at contract value	**	2,515,474
*		Loans with interest rates of 4.25% to 9.50% and maturity dates through June 2037	**	268,791
		Total assets (held at end of year)		\$ 65,258,170

* Represents a party-in-interest as defined by ERISA.

** - Cost is not required to be disclosed for participant directed investments

See Independent Auditor's Report.

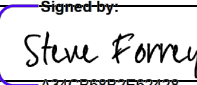
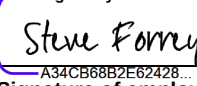
Form 5500 Department of the Treasury Internal Revenue Service Department of Labor Employee Benefits Security Administration Pension Benefit Guaranty Corporation	Annual Return/Report of Employee Benefit Plan This form is required to be filed for employee benefit plans under sections 104 and 4065 of the Employee Retirement Income Security Act of 1974 (ERISA) and sections 6057(b) and 6058(a) of the Internal Revenue Code (the Code). ▶ Complete all entries in accordance with the instructions to the Form 5500.	OMB Nos. 1210-0110 1210-0089 2024 This Form is Open to Public Inspection
--	---	---

Part I	Annual Report Identification Information
For calendar plan year 2024 or fiscal plan year beginning 07/01/2024 and ending 06/30/2025	
A	This return/report is for: ☐ a multiemployer plan ☐ a multiple-employer plan (Filers checking this box must provide participating employer information in accordance with the form instructions.) ☒ a single-employer plan ☐ a DFE (specify) _____ ☐ the first return/report ☐ the final return/report ☐ an amended return/report ☐ a short plan year return/report (less than 12 months)
C	If the plan is a collectively-bargained plan, check here. ▶ ☐
D	Check box if filing under: ☒ Form 5558 ☐ automatic extension ☐ the DFVC program ☐ special extension (enter description)
E	If this is a retroactively adopted plan permitted by SECURE Act section 201, check here. ▶ ☐

Part II	Basic Plan Information—enter all requested information		
1a	Name of plan TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)	1b	Three-digit plan number (PN) ▶ 003
		1c	Effective date of plan 05/01/1976
2a	Plan sponsor's name (employer, if for a single-employer plan) Mailing address (include room, apt., suite no. and street, or P.O. Box) City or town, state or province, country, and ZIP or foreign postal code (if foreign, see instructions) THE CONFERENCE BOARD, INC. 875 THIRD AVENUE 9TH FLOOR NEW YORK NY 10022-6600	2b	Employer Identification Number (EIN) 13-1624108
		2c	Plan Sponsor's telephone number 212-759-0900
		2d	Business code (see instructions) 541990

Caution: A penalty for the late or incomplete filing of this return/report will be assessed unless reasonable cause is established.

Under penalties of perjury and other penalties set forth in the instructions, I declare that I have examined this return/report, including accompanying schedules, statements and attachments, as well as the electronic version of this return/report, and to the best of my knowledge and belief, it is true, correct, and complete.

SIGN HERE	Signed by: 	04/10/2026	STEVE FORREY
	A34CB68B2E62428... Signature of plan administrator	Date 4/10/2026 8:33:26 AM PDT	Enter name of individual signing as plan administrator
SIGN HERE	Signed by: 		Stephen S. Forrey, Chief Financial Officer
	A34CB68B2E62428... Signature of employer/plan sponsor	Date 4/10/2026 8:33:26 AM PDT	Enter name of individual signing as employer or plan sponsor
SIGN HERE			
	Signature of DFE	Date	Enter name of individual signing as DFE

Form 5500 (2024)		Page 2	
3a Plan administrator's name and address ☐ Same as Plan Sponsor THE BENEFITS ADMINISTRATION COMMITTEE C/O THE CONFERENCE BOARD, INC. 845 THIRD AVENUE NEW YORK NY 10022-6601		3b Administrator's EIN 13-2855423 3c Administrator's telephone number 212-759-0900	
4 If the name and/or EIN of the plan sponsor or the plan name has changed since the last return/report filed for this plan, enter the plan sponsor's name, EIN, the plan name and the plan number from the last return/report: a Sponsor's name c Plan Name		4b EIN 4d PN	
5 Total number of participants at the beginning of the plan year		5	563
6 Number of participants as of the end of the plan year unless otherwise stated (welfare plans complete only lines 6a(1) , 6a(2) , 6b , 6c , and 6d). a(1) Total number of active participants at the beginning of the plan year a(2) Total number of active participants at the end of the plan year b Retired or separated participants receiving benefits c Other retired or separated participants entitled to future benefits d Subtotal. Add lines 6a(2) , 6b , and 6c e Deceased participants whose beneficiaries are receiving or are entitled to receive benefits f Total. Add lines 6d and 6e g(1) Number of participants with account balances as of the beginning of the plan year (only defined contribution plans complete this item) g(2) Number of participants with account balances as of the end of the plan year (only defined contribution plans complete this item) h Number of participants who terminated employment during the plan year with accrued benefits that were less than 100% vested.....			
		6a(1)	262
		6a(2)	252
		6b	0
		6c	305
		6d	557
		6e	3
		6f	560
		6g(1)	504
		6g(2)	509
		6h	0
7 Enter the total number of employers obligated to contribute to the plan (only multiemployer plans complete this item).....		7	
8a If the plan provides pension benefits, enter the applicable pension feature codes from the List of Plan Characteristics Codes in the instructions: 2L 2M b If the plan provides welfare benefits, enter the applicable welfare feature codes from the List of Plan Characteristics Codes in the instructions:			
9a Plan funding arrangement (check all that apply) (1) ☒ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor		9b Plan benefit arrangement (check all that apply) (1) ☒ Insurance (2) ☐ Code section 412(e)(3) insurance contracts (3) ☒ Trust (4) ☐ General assets of the sponsor	
10 Check all applicable boxes in 10a and 10b to indicate which schedules are attached, and, where indicated, enter the number attached. (See instructions)			
a Pension Schedules (1) ☒ R (Retirement Plan Information) (2) ☐ MB (Multiemployer Defined Benefit Plan and Certain Money Purchase Plan Actuarial Information) - signed by the plan actuary (3) ☐ SB (Single-Employer Defined Benefit Plan Actuarial Information) - signed by the plan actuary (4) ☐ DCG (Individual Plan Information) – Number Attached _____ (5) ☐ MEP (Multiple-Employer Retirement Plan Information)		b General Schedules (1) ☒ H (Financial Information) (2) ☐ I (Financial Information – Small Plan) (3) ☒ A (Insurance Information) – Number Attached <u>1</u> (4) ☒ C (Service Provider Information) (5) ☒ D (DFE/Participating Plan Information) (6) ☐ G (Financial Transaction Schedules)	

Part III

Form M-1 Compliance Information (to be completed by welfare benefit plans)

11a If the plan provides welfare benefits, was the plan subject to the Form M-1 filing requirements during the plan year? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

If “Yes” is checked, complete lines 11b and 11c.

11b Is the plan currently in compliance with the Form M-1 filing requirements? (See instructions and 29 CFR 2520.101-2.) ☐ Yes ☐ No

11c Enter the Receipt Confirmation Code for the 2024 Form M-1 annual report. If the plan was not required to file the 2024 Form M-1 annual report, enter the Receipt Confirmation Code for the most recent Form M-1 that was required to be filed under the Form M-1 filing requirements. (Failure to enter a valid Receipt Confirmation Code will subject the Form 5500 filing to rejection as incomplete.)

Receipt Confirmation Code_____

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	The Conference Board, Inc.
Employer Identification Number:	13-1624108
Three-Digit Plan Number:	003

(a)	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
	American Funds	American EuroPac Growth R6	**	\$ 2,088,747
	DWS	DWS U.S. Treasury Money Fund S	**	2,660,227
	Baird	Baird Aggregate Bond Inst	**	4,462,072
	JPMorgan	JPMorgan Mid Cap Gro Fd CI R6	**	1,099,921
	MFS	MFS Value Fund Class R6	**	2,447,142
	Champlain	Champlain Small Company Instl	**	543,995
	MFS	MFS Mid Cap Value Class R6	**	1,322,343
	Principal	Principal Diversified RI At R6	**	65,161
	T Rowe Price	T Rowe Price Emerg Mkts Stk I	**	710,736
	T Rowe Price	T Rowe Price Growth Stock I	**	1,539,207
	T Rowe Price	T Rowe Price Intl Discovery I	**	994,170
	T Rowe Price	T. Rowe Price Rtmt I Balance I	**	22,003
	T Rowe Price	T. Rowe Price Rtmt I 2005 I	**	2,053
	T Rowe Price	T. Rowe Price Rtmt I 2010 I	**	179,293
	T Rowe Price	T. Rowe Price Rtmt I 2015 I	**	90,390
	T Rowe Price	T. Rowe Price Rtmt I 2020 I	**	1,006,683
	T Rowe Price	T. Rowe Price Rtmt I 2025 I	**	563,809
	T Rowe Price	T. Rowe Price Rtmt I 2030 I	**	1,491,521
	T Rowe Price	T. Rowe Price Rtmt I 2035 I	**	1,428,980
	T Rowe Price	T. Rowe Price Rtmt I 2040 I	**	1,796,899
	T Rowe Price	T. Rowe Price Rtmt I 2045 I	**	953,954
	T Rowe Price	T. Rowe Price Rtmt I 2050 I	**	1,992,140
	T Rowe Price	T. Rowe Price Rtmt I 2055 I	**	677,796
	T Rowe Price	T. Rowe Price Rtmt I 2060 I	**	1,058,612
	T Rowe Price	T Rowe Price Retirement 2065 I	**	164,790
*	Nuveen	Nuveen Core Plus Bond-Rtmt	**	150,364
*	Nuveen	Nuveen Core Bond-Rtmt	**	4,688
*	Nuveen	Nuveen Eq Index-Rtmt	**	136,242
*	Nuveen	Nuveen Core Equity Rtmt	**	33,166
*	Nuveen	Nuveen High-Yield-Rtmt	**	66,127
*	Nuveen	Nuveen Infl-Lnkd Bond-Rtmt	**	992
*	Nuveen	Nuveen Intl Eq Idx-Rtmt	**	270,503
*	Nuveen	Nuveen Intl Eq-Rtmt	**	23,930
*	Nuveen	Nuveen Lg-Cap Gr Idx-Rtmt	**	80,017
*	Nuveen	Nuveen Lg-Cap Val Idx-Rtmt	**	167,992

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	The Conference Board, Inc.
Employer Identification Number:	13-1624108
Three-Digit Plan Number:	003

(a)	(b) Identity of Issue, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	Nuveen	Nuveen Lg-Cap Val-Rtmt	**	\$ 135,780
*	Nuveen	Nuveen Lifecycle 2020-Rtmt	**	24,344
*	Nuveen	Nuveen Lifecycle 2030-Rtmt	**	55,550
*	Nuveen	Nuveen Lifecycle 2035-Rtmt	**	4,859
*	Nuveen	Nuveen Lifecycle 2040-Rtmt	**	156,272
*	Nuveen	Nuveen Lifecycle 2050-Rtmt	**	76,583
*	Nuveen	Nuveen Lifecycle 2055-Rtmt	**	17,401
*	Nuveen	Nuveen Mid-Cap Gr-Rtmt	**	9,174
*	Nuveen	Nuveen Mid-Cap Val-Rtmt	**	330,706
*	Nuveen	Nuveen Real Est Secs-Rtmt	**	74,095
*	Nuveen	Nuveen S&P 500 Idx-Rtmt	**	112,269
*	Nuveen	Nuveen Short Term Bond Retire Y1	**	7,036
*	Nuveen	Nuveen Sm-Cap BI Idx-Rtmt	**	28,617
*	Nuveen	Nuveen Qt Sml Cap Eq Rtmt	**	86,658
*	Nuveen	Nuveen Large Cap Resp Eq Rtmt	**	3,954
	Vanguard	Vanguard Inst Idx Inst	**	11,896,653
	Vanguard	Vanguard Small-Cap Idx Adm	**	1,947,764
	Vanguard	Vanguard Mid-Cap Idx Adm	**	1,138,207
	Vanguard	Vanguard Ttl Intl Stk Idx Adm	**	3,220,452
	Vanguard	Vanguard Short-Trm Bd Idx Adm	**	2,455,531
		Total registered investment companies		52,078,570
*	TIAA CREF	TIAA Real Estate	**	557,939
*	CREF	CREF Stock R1	**	1,772,308
*	CREF	CREF Money Market R1	**	13,675
*	CREF	CREF Social Choice R1	**	37,247
*	CREF	CREF Global Equities R1	**	382,779
*	CREF	CREF Growth R1	**	811,264
*	CREF	CREF Equity Index R1	**	800,980
*	CREF	CREF Inflation-Linked Bond R1	**	79,830
*	CREF	CREF Core Bond R1	**	100,560
		Total variable annuity contracts		4,556,582
*	TIAA CREF	TIAA-CREF Self Directed Acct	**	96,373

(Continued)

TAX-DEFERRED ANNUITY PROGRAM FOR EMPLOYEES OF
THE CONFERENCE BOARD, INC. (U.S. STAFF MEMBERS)
SCHEDULE H, LINE 4i – SCHEDULE OF ASSETS (HELD AT END OF YEAR)
June 30, 2025

Name of Plan Sponsor:	<u>The Conference Board, Inc.</u>
Employer Identification Number:	<u>13-1624108</u>
Three-Digit Plan Number:	<u>003</u>

(a)	(b) Identity of Issuer, Borrower, Lessor, or Similar Party	(c) Description of Investment Including Maturity Date, Rate or Interest Collateral, Par, or Maturity Value	(d) Cost	(e) Current Value
*	TIAA CREF	Traditional Annuity Accounts – nonbenefit responsive, at fair value	**	\$ 4,804,942
*	TIAA CREF	Traditional Annuity Accounts – benefit responsive, at contract value	**	937,438
*	TIAA CREF	Stable Value Fund (Group Annuity Contract), at contract value	**	2,515,474
*		Loans with interest rates of 4.25% to 9.50% and maturity dates through June 2037	**	268,791
		Total assets (held at end of year)		\$ 65,258,170

* Represents a party-in-interest as defined by ERISA.

** - Cost is not required to be disclosed for participant directed investments

See Independent Auditor's Report.