



**ICON**  
**Q3 2020**  
**Period Ended September 30<sup>th</sup>, 2020**

Dr. Steve Cutler, CEO  
Brendan Brennan, CFO  
Jonathan Curtain, VP Corporate Finance & Investor Relations

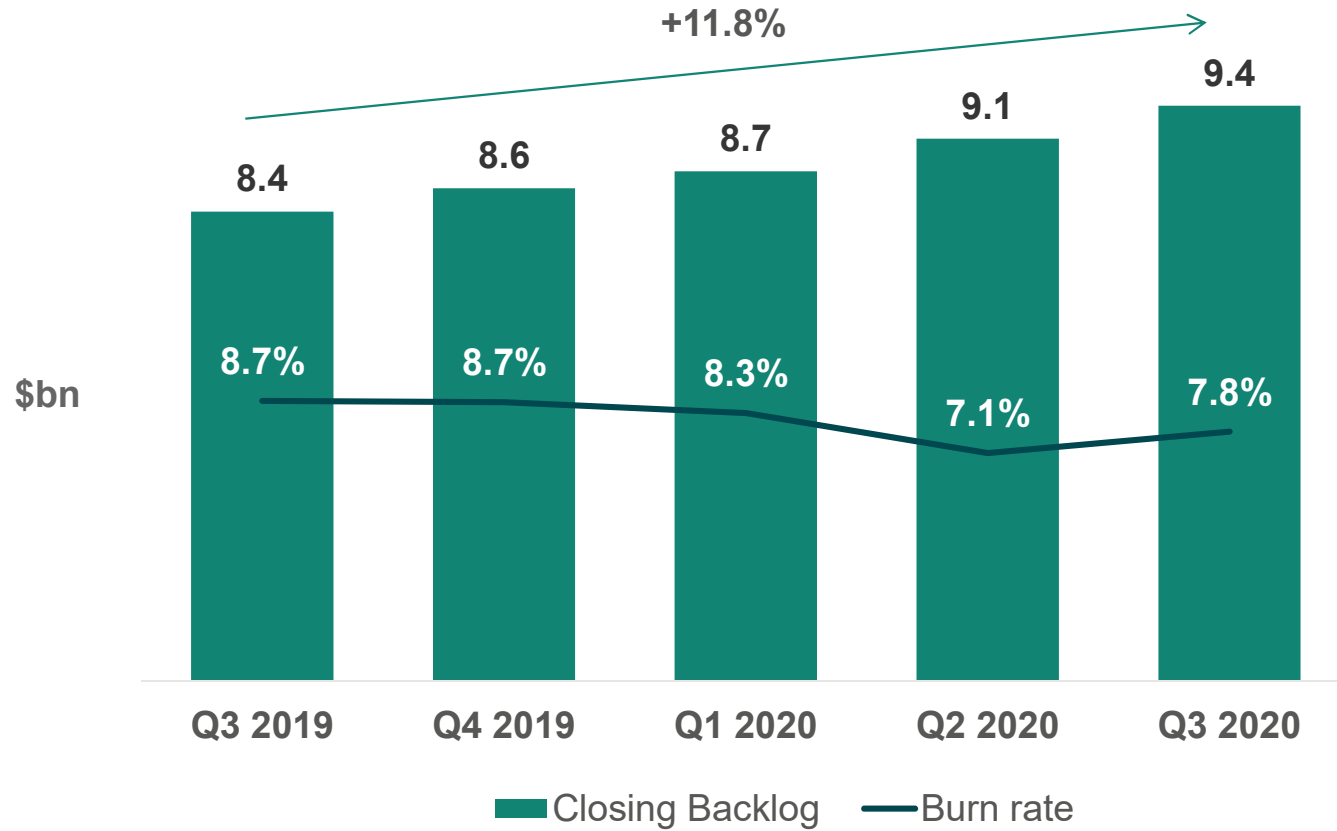
Accountability & Delivery | Collaboration | Partnership | Integrity

## Forward Looking Statement

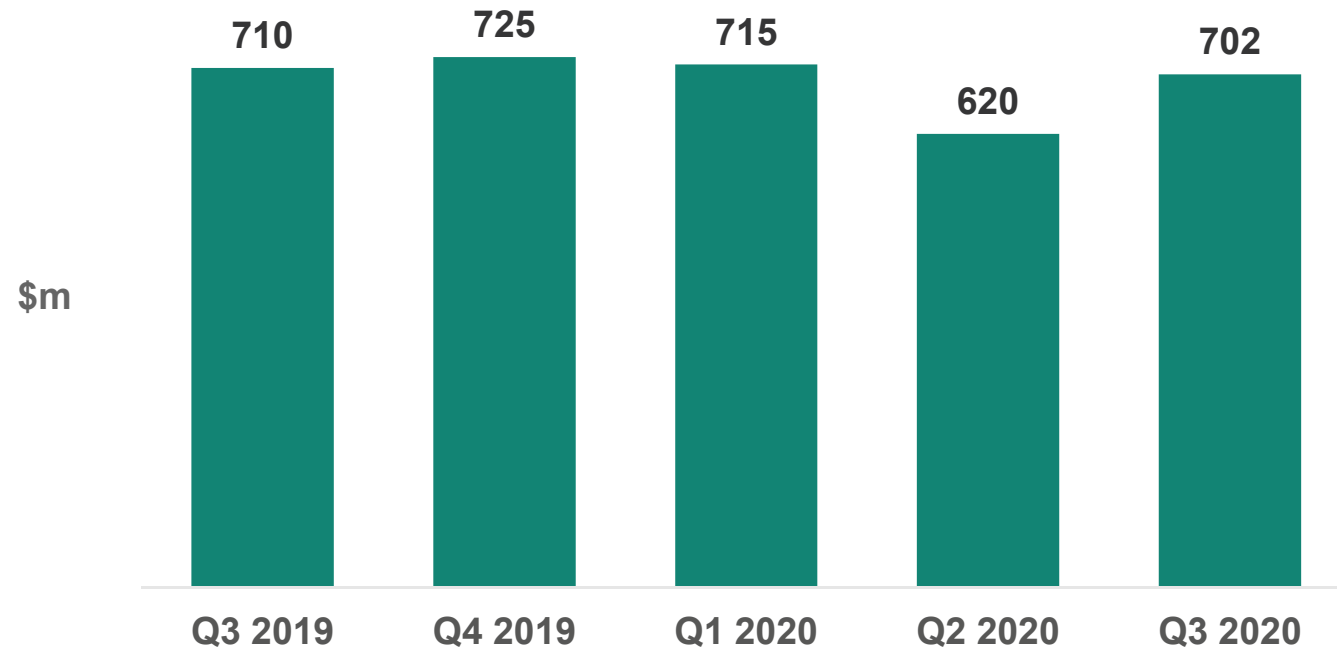
Certain statements in today's call will be forward looking statements. These statements are based on management's current expectations and information currently available, including current economic and industry conditions. Actual results may differ materially from those stated or implied by forward looking statements due to risks and uncertainties associated with the company's business and listeners are cautioned that forward looking statements are not guarantees of future performance. Forward-looking statements are only as of the date they are made and we do not undertake any obligation to update publicly any forward-looking statement, either as a result of new information, future events or otherwise. More information about the risks and uncertainties relating to these forward-looking statements may be found in SEC reports filed by the company.

This presentation includes selected non-GAAP financial measures. For a presentation of the most directly comparable GAAP financial measures, please refer to the press release statement headed Condensed Consolidated Statements of Operations (US GAAP) (Unaudited). While non-GAAP financial measures are not superior to or a substitute for the comparable GAAP measures, we believe certain non-GAAP information is more useful to investors for historical comparison purposes.

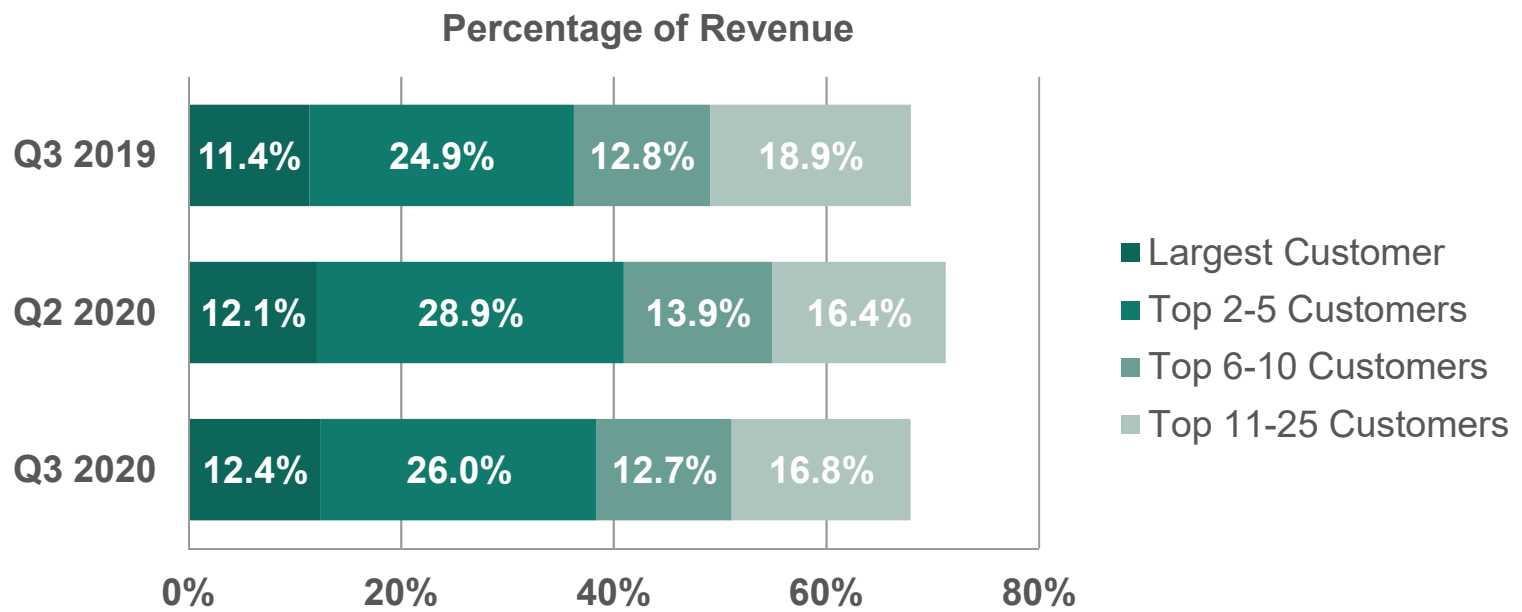
## Backlog Metrics



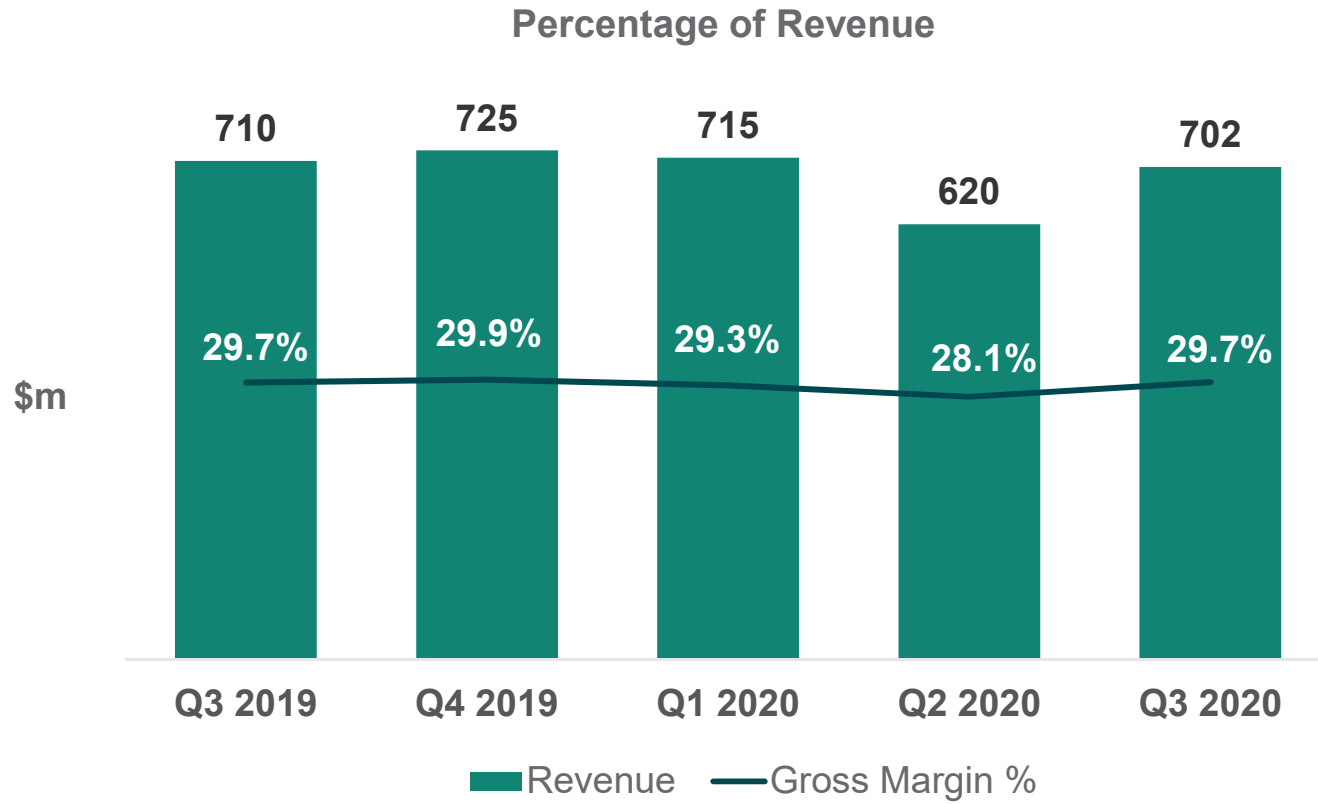
## Revenue



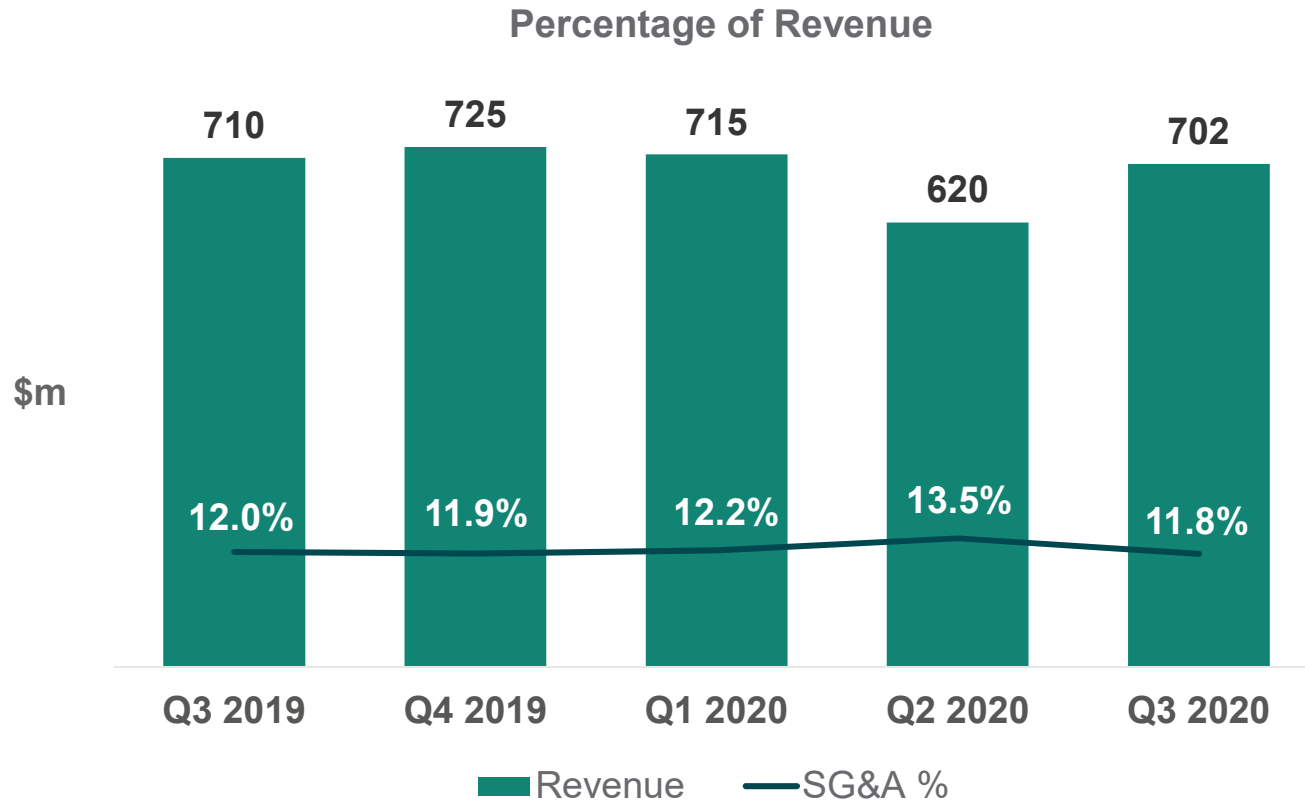
# Client Concentration



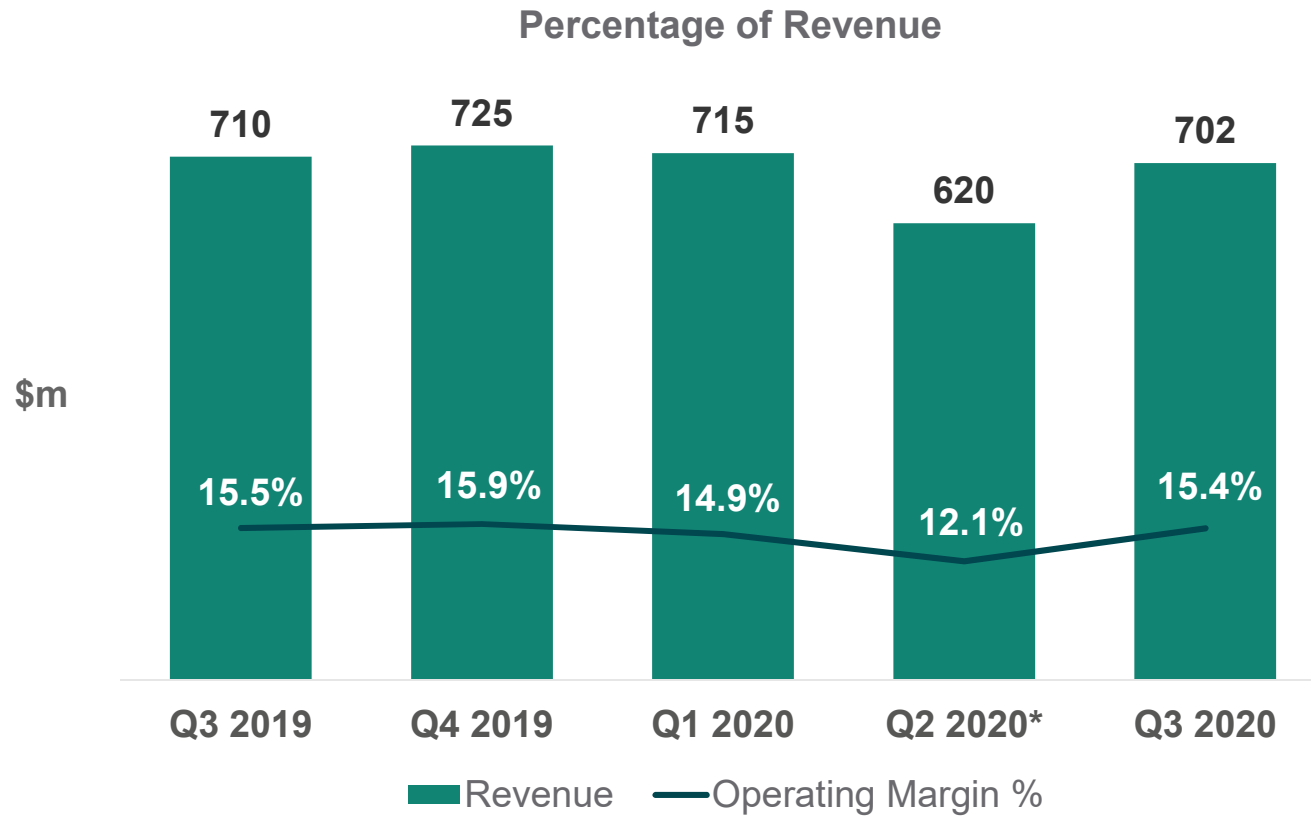
# Gross Margin



# SG&A



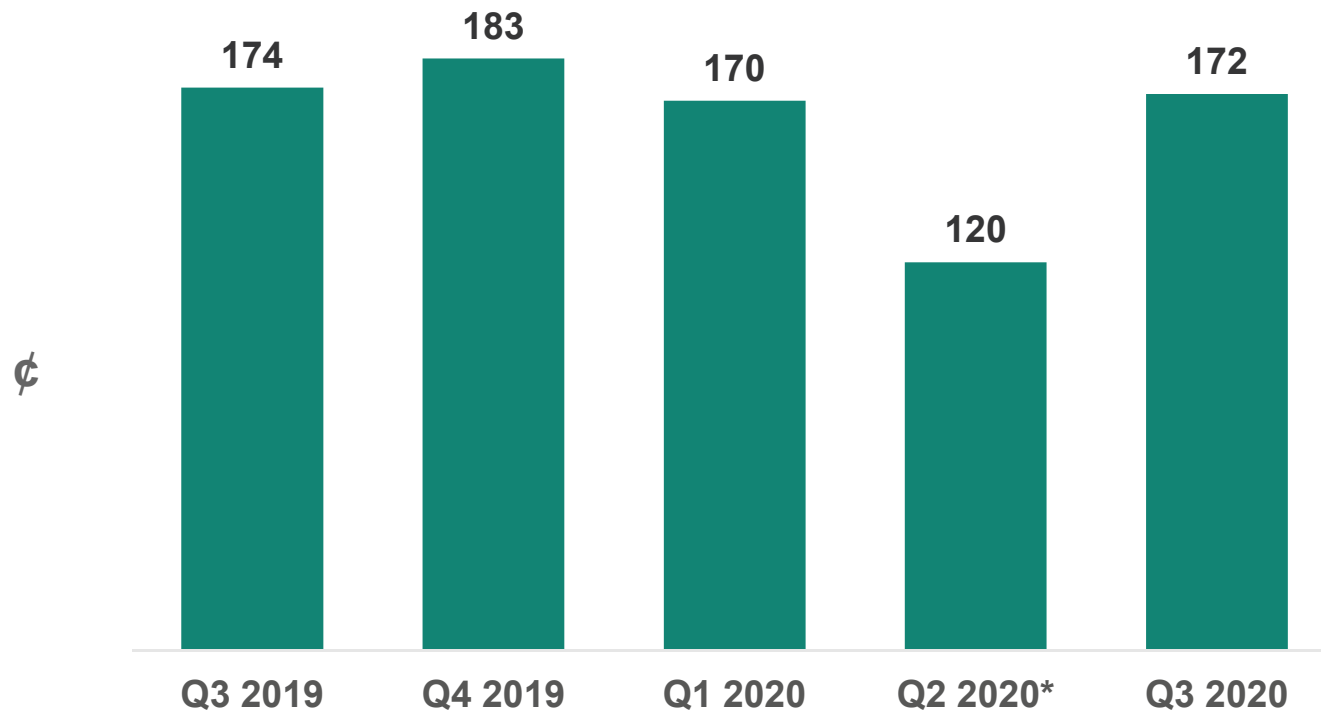
# Operating Margin



\* Excludes impact of non-recurring charges



## Earnings per Share attributable to the Group



\* Excludes impact of non-recurring charges

## Balance Sheet and Cash Flow

	<b>Q3 2020</b> <b>30-Sept-20</b>	<b>Q2 2020</b> <b>30-Jun-20</b>	<b>Q3 2019</b> <b>30-Sept-19</b>
DSO*	<b>45</b>	<b>53</b>	56
Capital Expenditure	<b>\$6.9m</b>	<b>\$9.9m</b>	\$13.7m
Cash from Operating Activities	<b>\$112.0m</b>	<b>\$117.9m</b>	\$160.7m
Net Cash Balance	<b>\$359.8m</b>	<b>\$244.0m</b>	\$121.7m
Gross Cash Balance	<b>\$709.7m</b>	<b>\$593.8m</b>	\$471.2m

\* Calculated on a comparative non-GAAP basis

## Q3 Year-on-Year Comparison Summary

	Q3 2020	Q3 2019
Revenue^	\$702m	\$710m
Gross Margin	29.7%	29.7%
SG&A (percentage of revenue)	11.8%	12.0%
Operating Margin	15.4%	15.5%
Net Income attributable to Group (percentage of revenue)	13.1%	13.3%
EPS attributable to Group	172c	174c

^ 1.2% reported decline. 1.9% constant currency decline

## FY 2020 Guidance

	Previous	Current
Revenue	\$2,650m - \$2,750m	\$2,750m - \$2,810m
EPS	\$6.00 - \$6.50	\$6.35 - \$6.50

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