



ICON Q3 2022 Results

Period Ended September 30th, 2022

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Forward Looking Statement

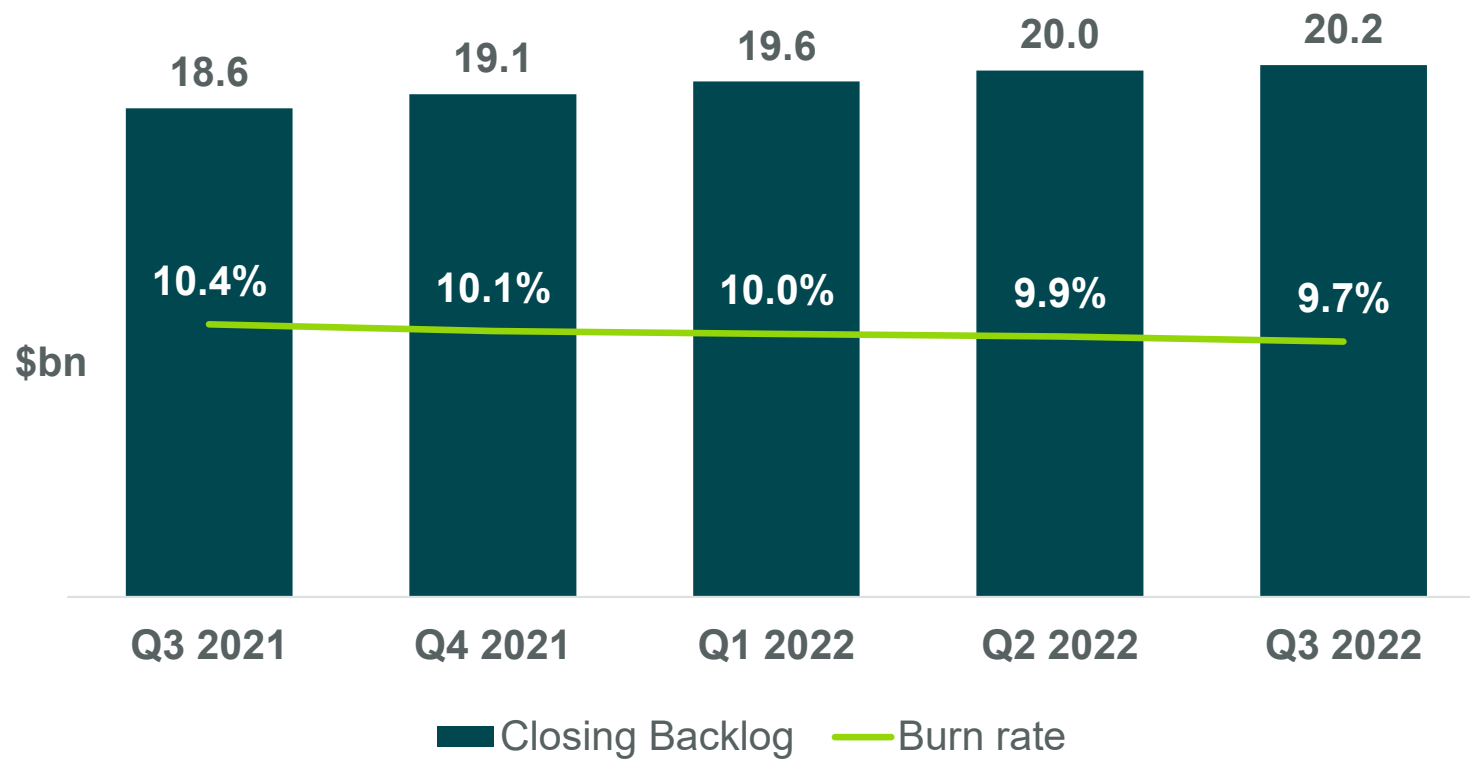
Statements included in this presentation which are not historical facts are forward-looking statements. Such forward-looking statements are made pursuant to the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995 (the “PSLRA”). Forward-looking statements may be identified by the use of future tense or other forward looking words such as “believe”, “expect”, “anticipate”, “should”, “may”, “strategy”, or other variations or comparable terminology. The forward looking statements involve a number of risks and uncertainties and are subject to change at any time. In the event such risks or uncertainties materialize, our results could be materially adversely affected. The risks and uncertainties include, but are not limited to, dependence on the pharmaceutical industry and certain clients, the need to regularly win projects and then to execute them efficiently and correctly, the challenges presented by rapid growth, our expectations concerning the ongoing impact of the novel coronavirus identified as 'COVID-19' on our operational results, the challenges associated with the integration of PRA Health Sciences, Inc., competition and the continuing consolidation of the industry, the dependence on certain key executives, changes in the regulatory environment and other factors identified in the Company's SEC reports, including the Form 20-F filed on March 1, 2022 and any future filings with the SEC. The Company has no obligation under the PSLRA to update any forward looking statements and does not intend to do so.

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 section titled “Condensed Consolidated Statement of Operations”. Please also refer to the Appendix of this presentation for reconciliations of Non-GAAP financial measures contained herein to the most directly comparable GAAP financial measures. 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.

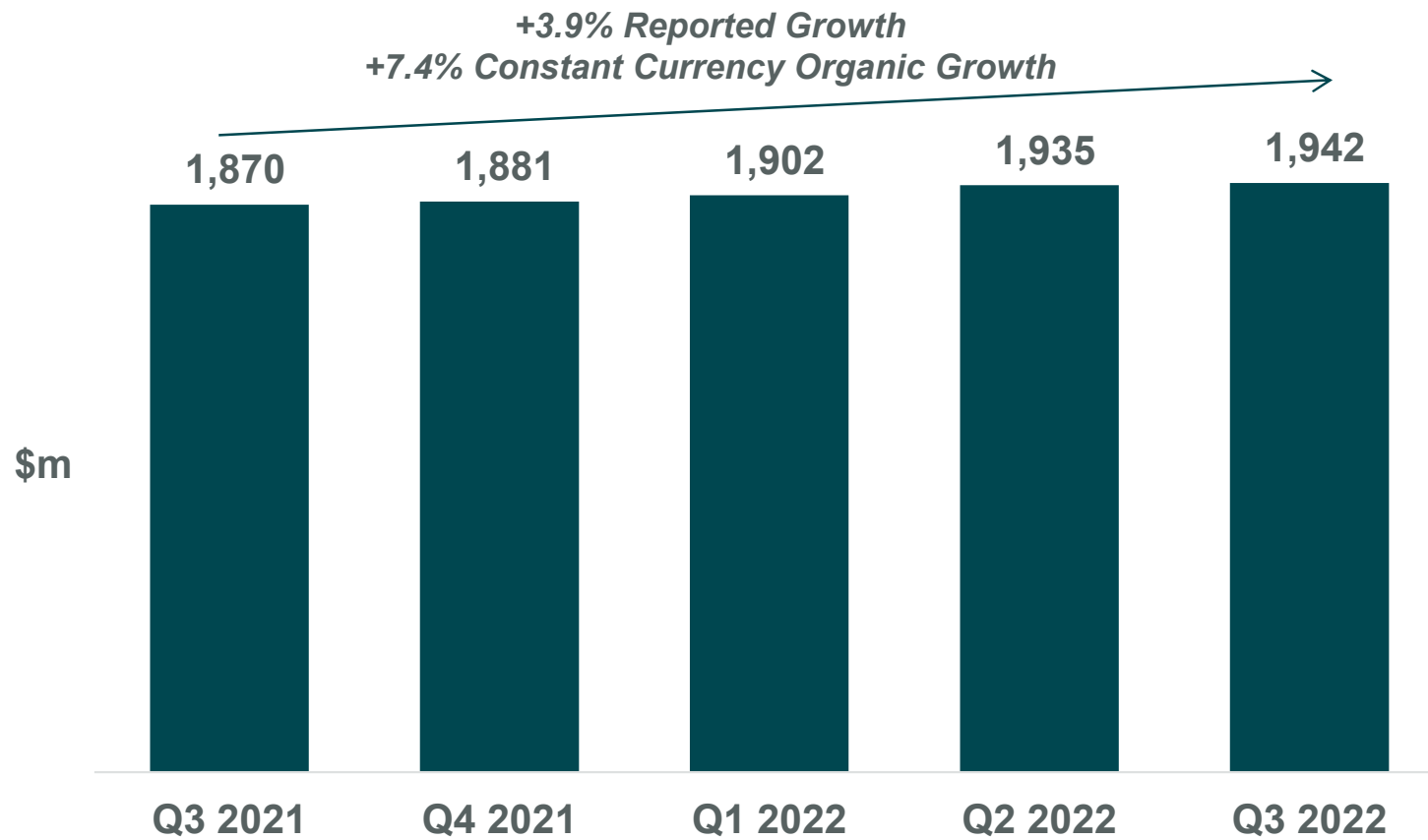
Our full-year 2022 guidance measures (other than revenue) are provided on a non-GAAP basis without a reconciliation to the most directly comparable GAAP measure because the company is unable to predict with a reasonable degree of certainty certain items contained in the GAAP measures without unreasonable efforts. Such items include, but are not limited to, transaction-related / integration-related expenses, restructuring and related expenses, and other items not reflective of the company's ongoing operations.

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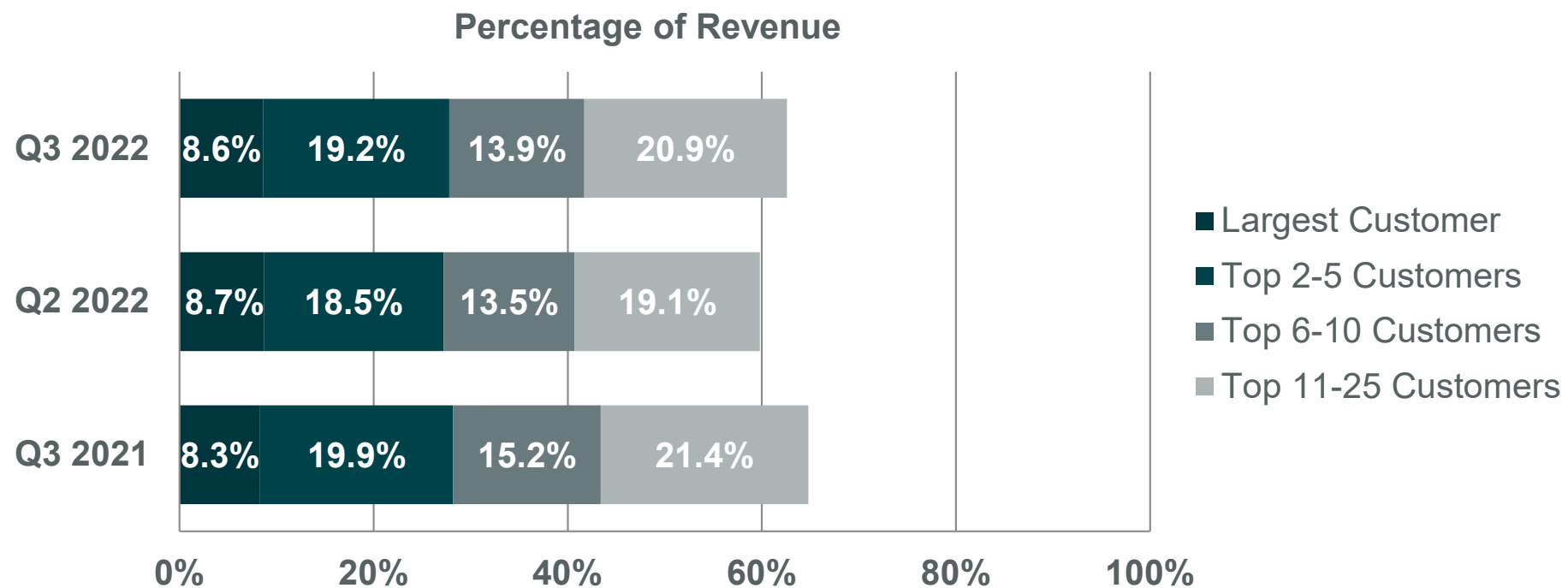
Backlog Metrics



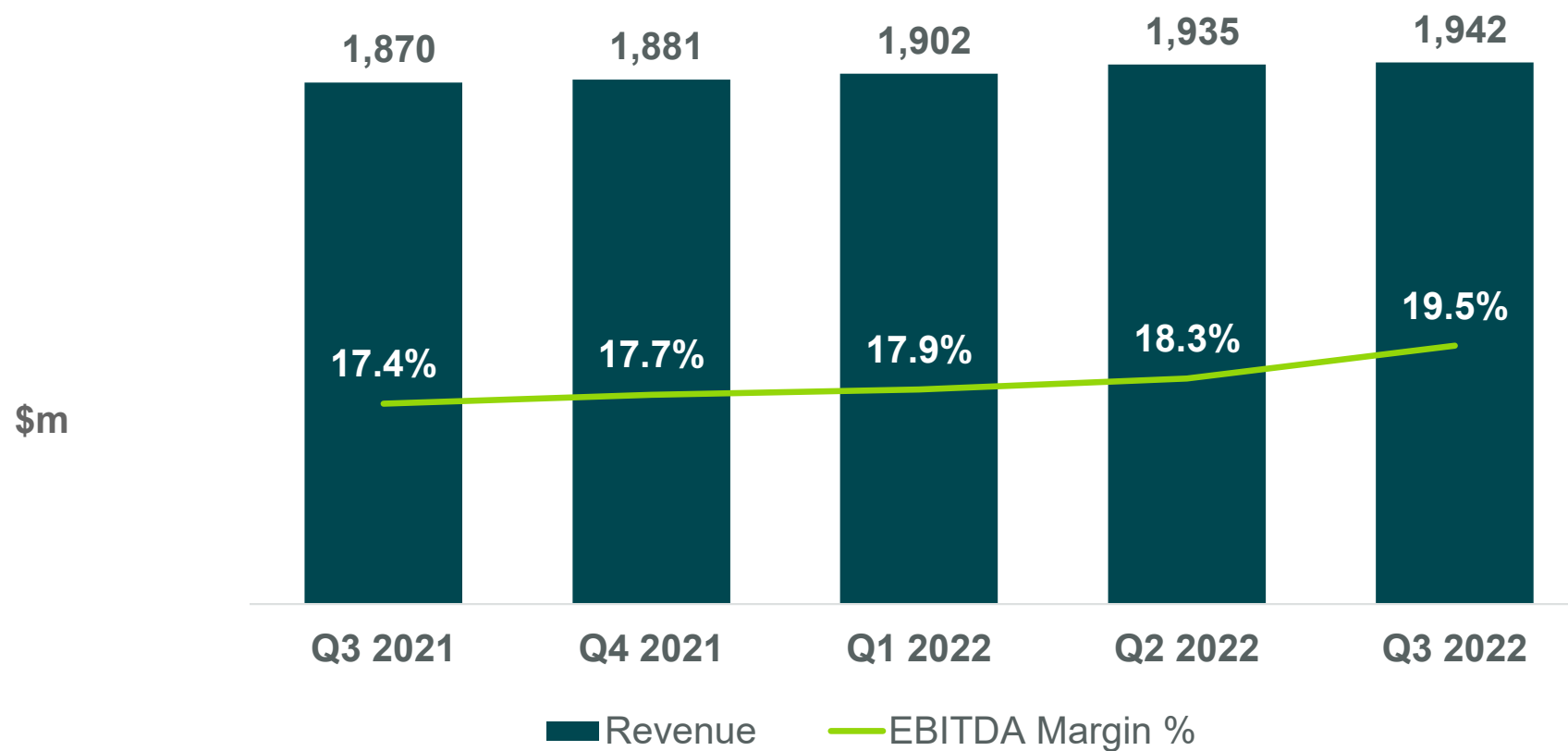
Revenue



Client Concentration

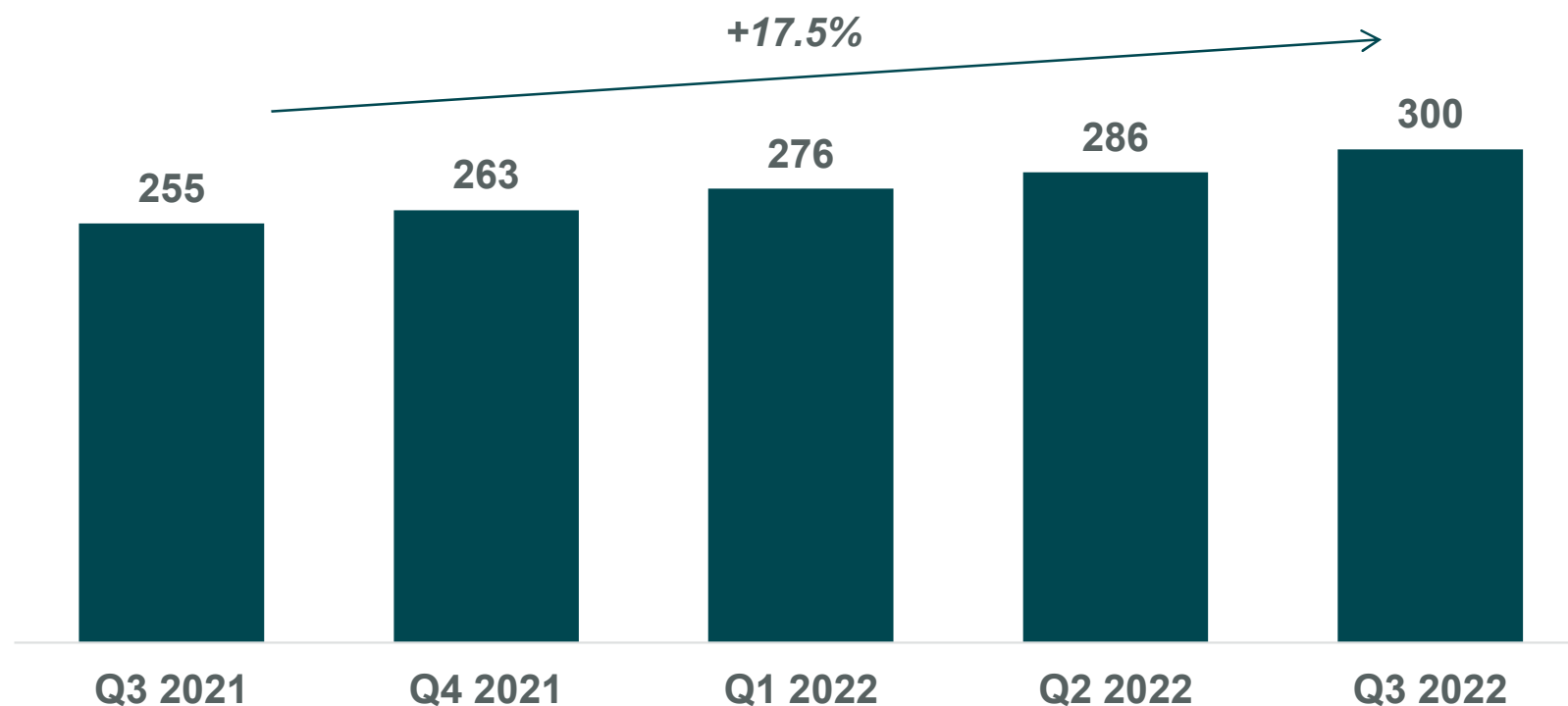


Adjusted EBITDA Margin



Notes: (a) All values exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs

Adjusted Earnings per Share attributable to the Group



Notes: (a) All values exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs

Balance Sheet and Cash Flow

\$m (unless otherwise stated)	Q3 2022 30-Sep-22	Q2 2022 30-Jun-22	Q3 2021 30-Sep-21
Cash and Cash Equivalents + Available for Sale Investments	610.9	616.6	1,010.2
Total Debt	(4,850.0)	(5,045.7)	(5,927.9)
Net (Debt) / Cash	(4,239.1)	(4,429.0)	(4,917.6)
Net Debt / TTM Adj EBITDA Ratio <i>(inc. synergies)</i>	2.9x	3.1x	3.7x
Cash from Operating Activities	213.8	182.1	299.0
Capital Expenditure	37.3	28.2	24.4
DSO (days)	43	41	26

2022 Financial Guidance & Outlook

	FY2021	FY2022 Guidance	% increase (FY2022 Guidance vs. FY2021 Actuals)
Revenue	\$5,481m	\$7,690m - \$7,810m	40% - 43%
Adjusted EPS*	\$9.65	\$11.65 - \$11.85	21% - 23%

Key Assumptions for FY2022 Guidance

- Share repurchase (\$100M completed in Q1 2022)
- Excludes M&A
- Effective tax rate of 16.5%
- Free Cash Flow target of c\$1bn
- Total capital expenditure spend of c\$150m
- Updated transaction-related targets:
 - Less than 3x Debt-Adjusted EBITDA (inc. synergies) exiting 2022
 - \$100m cost synergies realised in 2022

*Adjusted EPS excludes amortization, stock-based compensation, restructuring, FX and transaction & integration-related adjustments

Appendices

Reconciliation of Non-GAAP Measures (Revenue & EBITDA)

\$m except share and per share data	2021					2022		
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022
Adjusted revenue								
Revenue, as reported	858.2	871.2	1,866.4	1,885.1	5,480.8	1,901.8	1,935.2	1,942.4
Acquisition related deferred revenue adjustment ^(a)	-	-	4.0	(4.0)	-	-	-	-
Adjusted revenue	858.2	871.2	1,870.4	1,881.1	5,480.8	1,901.8	1,935.2	1,942.4
Adjusted EBITDA								
Net income/(loss) attributable to the Group	97.1	73.9	(94.3)	76.5	153.2	112.0	115.7	160.2
Share of equity method investments	0.3	0.5	0.7	0.7	2.2	0.8	0.9	1.0
Provision for / (benefit from) income taxes	16.1	14.1	(3.6)	14.6	41.3	13.3	14.3	21.0
Net interest expense ^(b)	2.5	24.4	102.3	52.8	181.8	44.3	46.9	61.6
Depreciation and amortization	17.4	17.3	140.6	139.7	315.0	141.4	144.0	141.9
Stock-based compensation expense ^(c)	6.8	8.8	26.4	19.4	61.4	19.2	18.9	16.7
Foreign currency losses (gains), net ^(d)	(1.1)	1.9	(7.2)	(8.0)	(14.3)	(6.6)	(17.8)	(36.9)
Restructuring ^(e)	-	-	6.2	24.9	31.1	4.2	22.5	6.2
Acquisition related deferred revenue adjustment ^(a)	-	-	4.0	(4.0)	-	-	-	-
Transaction-related / integration-related costs ^(f)	12.5	20.0	149.8	16.0	198.3	12.1	8.9	8.0
Adjusted EBITDA	151.7	160.9	324.9	332.5	970.0	340.6	354.3	379.6
Adjusted EBITDA Margin %	17.7%	18.5%	17.4%	17.7%	17.7%	17.9%	18.3%	19.5%

Reconciliation of Non-GAAP Measures (Net Income & EPS)

\$m except share and per share data	2021				FY 2021	2022		
	Q1 2021	Q2 2021	Q3 2021	Q4 2021		Q1 2022	Q2 2022	Q3 2022
Adjusted net income attributable to the Group and adjusted diluted net income per Ordinary Share attributable to the Group								
Net income attributable to the Group	97.1	73.9	(94.3)	76.5	153.2	112.0	115.7	160.2
Provision for / (benefit from) income taxes	16.1	14.1	(3.6)	14.6	41.3	13.3	14.3	21.0
Amortisation	4.7	4.1	115.9	114.9	239.5	114.8	118.3	115.0
Stock-based compensation expense ^(c)	6.8	8.8	26.4	19.4	61.4	19.2	18.9	16.7
Foreign currency losses (gains), net ^(d)	(1.1)	1.9	(7.2)	(8.0)	(14.3)	(6.6)	(17.8)	(36.9)
Restructuring ^(e)	-	-	6.2	24.9	31.1	4.2	22.5	6.2
Acquisition related deferred revenue adjustment ^(a)	-	-	4.0	(4.0)	-	-	-	-
Transaction-related / integration-related costs ^(f)	12.5	20.0	149.8	16.0	198.3	12.1	8.9	8.0
Transaction-related financing costs ^(g)	0.4	22.1	55.8	8.5	86.7	5.8	3.5	4.4
Adjusted tax expense ^(h)	(20.9)	(22.0)	(43.1)	(44.8)	(130.8)	(46.7)	(48.5)	(47.3)
Adjusted net income attributable to the Group	115.7	122.9	209.8	218.0	666.4	228.0	235.8	247.2
Diluted weighted average number of Ordinary Shares outstanding	53,310,453	53,381,501	82,293,287	82,827,674		82,613,098	82,312,946	82,493,211
Adjusted diluted net income per Ordinary Share attributable to the Group ⁽ⁱ⁾	2.17	2.30	2.55	2.63	9.65	2.76	2.86	3.00

Q3 2022 Adjusted Net Income Reconciliation

\$m except share and per share data

	Q3 2022			YTD 2022		
	GAAP	Adjustments	Non-GAAP	GAAP	Adjustments	Non-GAAP
Revenue	1,942.4	-	1,942.4	5,779.4	-	5,779.4
Costs and expenses:						
Direct costs (excluding depreciation and amortization) ^(c)	1,375.8	(5.9)	1,369.9	4,146.4	(16.7)	4,129.7
Selling, general and administrative expense ^{(c),(d)}	166.8	26.1	192.9	552.0	23.2	575.2
Depreciation and amortization	141.9	(115.0)	26.9	427.3	(348.1)	79.2
Transaction and integration-related expenses ^(f)	8.0	(8.0)	-	29.0	(29.0)	-
Restructuring ^(e)	6.2	(6.2)	-	32.9	(32.9)	-
Total costs and expenses	1,698.7	(109.0)	1,589.7	5,187.5	(403.5)	4,784.1
Income from operations	243.7	109.0	352.7	591.9	403.5	995.3
Net interest expense ^{(b),(g)}	(61.6)	4.4	(57.2)	(152.8)	13.7	(139.1)
Income before provision for income taxes	182.2	113.4	295.5	439.1	417.2	856.1
Provision for income taxes ^(h)	(21.0)	(26.3)	(47.3)	(48.6)	(93.9)	(142.5)
Income before share of earnings from equity method investments	161.2	87.1	248.2	390.5	323.2	713.6
Share of equity method investments	(1.0)	-	(1.0)	(2.6)	-	(2.6)
Income attributable to the Group	160.2	87.1	247.2	387.9	323.2	711.1
Diluted weighted average number of Ordinary Shares outstanding	82,493,211		82,493,211	82,473,521		82,473,521
Net income per Ordinary Share attributable to the Group	1.94		3.00	4.70		8.62

Reconciliation of Non-GAAP Measures Notes

- a) In Q3 2021, an acquisition related deferred revenue adjustment was reflected representing non-cash adjustments resulting from the revaluation of deferred revenue and the subsequent charge to revenue in connection with business combinations. In Q4 2021, the charge to revenue was reversed as the company took the option to early adopt amendments to the relevant accounting standard.
- b) Net Interest expense includes losses on modification or extinguishment of debt.
- c) Stock-based compensation expense represents the amount of recurring non-cash expense related to the Company's equity compensation programs (inclusive of employer related taxes).
- d) Foreign currency losses (gains), net relates to gains or losses that arise in connection with the revaluation of non-US dollar denominated assets and liabilities. We exclude these gains and losses from adjusted EBITDA and adjusted net income because fluctuations from period- to- period do not necessarily correspond to changes in our operating results.
- e) Restructuring charges relate to charges incurred in connection with the termination of leases at locations that are no longer being used and amounts incurred in connection with the elimination of redundant positions within the organization.
- f) Transaction-related / integration-related costs include expenses associated with our acquisitions, share-based compensation expense related to the acceleration of share-based compensation awards and replacement share-based awards, contingent consideration valuation adjustments, and any other costs incurred directly related to the integration of these acquisitions.
- g) Transaction-related financing costs includes costs incurred in connection with changes to our long-term debt and amortization of financing fees. We exclude these costs from Adjusted EBITDA and Adjusted Net Income because they result from financing decisions rather than from decisions made related to our ongoing operations.
- h) Represents the tax effect of adjusted pre-tax income at our estimated effective tax rate.
- i) Earnings per share for FY 2021 reflects sum of earnings per share for the four quarters of 2021. FY 2021 EPS calculated using the diluted weighted average number of Ordinary Shares in 2021 would be higher at \$9.79.

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