ICON plc

Q3 2026 Results
Period Ended September 30, 2026



Additional Information

Statements included in this presentation which are not historical facts are forward-looking statements. All statements other than statements of historical fact are forward-looking. Examples of forward-looking statements include, but are not limited to, statements regarding the following: anticipated financial results for 2026; the remediation of material weaknesses in the Company's internal control over financial reporting and the implementation of the Company's corrective action plan; the Company's expectations regarding business momentum, demand trends, commercial performance and competitive position; and the Company's expectations with respect to its long-term value creation and growth. You can identify many forward-looking statements by words such as "anticipates". "believes", "could", "estimates", "expects", "guidance", "intends", "may", "opportunities", "plans", "position", "predicts", "projects", "seeks", "should", "will", "would", and other similar expressions and the negatives of such expressions. However, not all forward-looking statements contain these words. 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 forward-looking statements are not guarantees of future performance. Such 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; competition and the continuing consolidation of the industry; the impact of market conditions on demand for the Company's services; risks related to the Company's ability to execute on its commercial strategy and maintain relationships with large pharmaceutical customers; risks relating to the Company's strategic partnerships; the dependence on certain key executives, changes in the regulatory environment; exchange rate fluctuations; inflation and rising labor costs; the risk that material weaknesses in the Company's internal control over financial reporting are not remediated on the timeline expected or at all; the risk that the remediation measures and the corrective action plan do not adequately address the identified material weaknesses; and other factors, those factors described in the section entitled "Risk Factors" in the Company's Annual Report on Form 20-F most recently filed with the Securities and Exchange Commission. Forward-looking statements speak only as of the date they are made and the Company does not undertake any obligation to update publicly any forward-looking statement, either as a result of new information, future events or otherwise, except to the extent required by law.

This presentation includes selected non-GAAP financial measures including, but not limited to, adjusted EBITDA and adjusted diluted earnings per share. Please refer to the Appendices 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 useful to investors for historical comparison purposes.

The full-year 2026 guidance adjusted diluted earnings per share measures 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. For the same reasons, the Company is unable to address the probable significance of the unavailable information.

The information contained in this presentation is being provided for your convenience and information only. This information is accurate as of the date of its initial presentation. If you plan to use this information for any purpose, verification of its continued accuracy is your responsibility. ICON assumes no duty to update or revise the information contained in this presentation.

Q3 2026 Key Considerations



Positive demand environment; sustained commercial excellence

- Record net business wins of $3,150m; 1.56x net book-to-bill; TTM direct fee book-to-bill 1.3x
- Enterprise partnership expansion across large pharma, mid-size and biotech customers
- AI-enabled digital platform driving differentiated bookings performance



Financial progression across key metrics

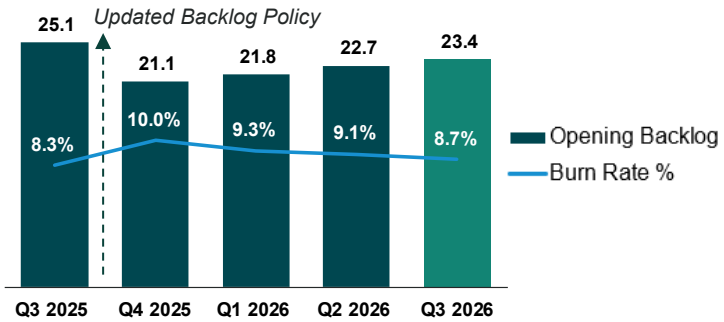
- Adjusted EBITDA margin improved 70bps sequentially to 16.6%
- Adjusted EPS increased 4% sequentially to $2.66
- Free cash flow of $302m

Capital allocation strategy supported by balance sheet strength

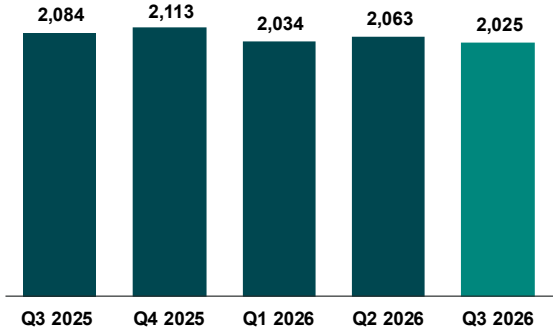
- $400m in share repurchases and $2.15bn debt refinancing completed
- Net debt / TTM Adjusted EBITDA ratio of 2.0x
- Strategic investments in agentic, therapeutic and laboratory capabilities

Key Financial Metrics

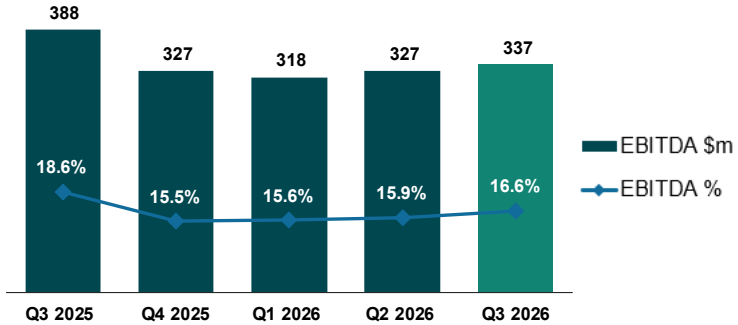
Backlog ($bn)



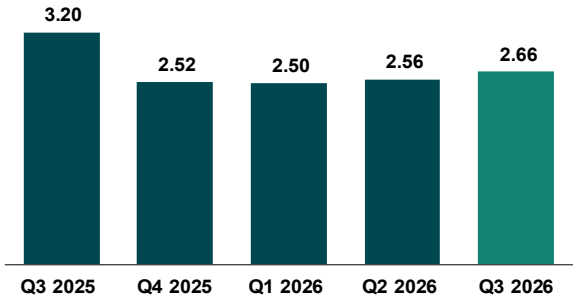
Revenue ($m)



Adjusted EBITDA Margin(N1)



Adjusted Earnings per Share(N2)

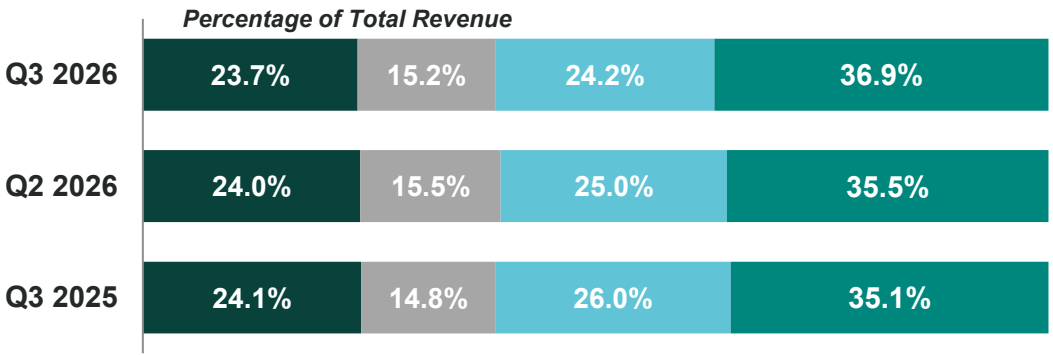


N1: All values excludes stock-based compensation, foreign currency gains and losses, restructuring and related costs, transaction, integration related and other adjustments, gain on investments, loss on disposal of subsidiary undertaking, goodwill impairment and impairment of non-financial assets.

N2: All values exclude amortization of intangible assets, stock-based compensation, foreign currency gains and losses, restructuring and related costs, transaction, integration related and other adjustments, transaction-related financing costs, gain on investments, goodwill impairment, impairment of non-financial assets, loss on disposal of subsidiary undertaking and their related taxation effect.

Adjusted EBITDA margin and adjusted earnings per share are a non-GAAP financial measure. Refer to "Forward Looking Statement" at the beginning of this presentation for a discussion of our non-GAAP financial measures.

Customer Concentration & Diversification

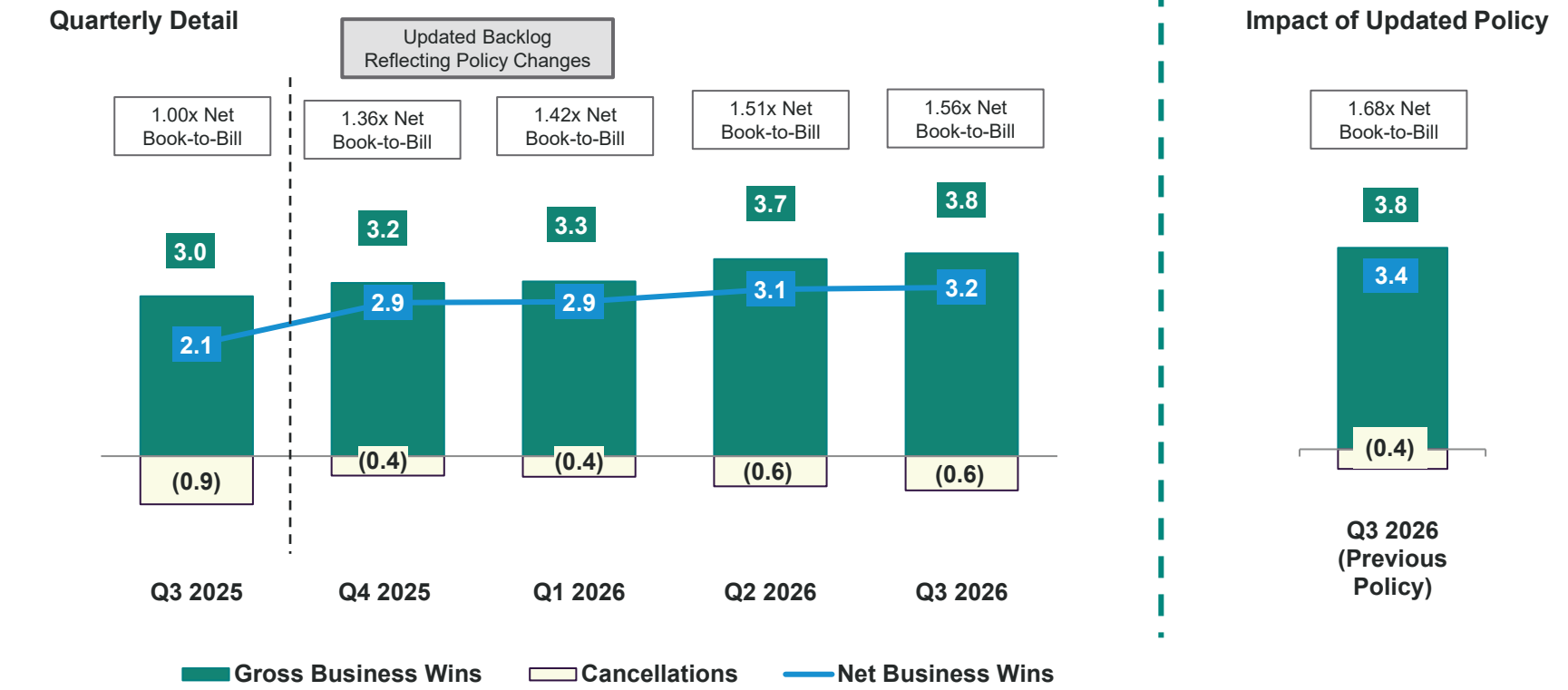


Average revenue per customer (Q3 2026):

- Top 1-5: c5% on average
- Top 6-10: c3% on average
- Top 11-25: c1.6% on average

Net Business Win Detail

In $bn, unless otherwise noted



Backlog Detail



Balance Sheet

$m *(unless otherwise stated)*	30-Sep-26	30-Jun-26	30 Sep-25
Cash and Cash Equivalents	**809.0**	928.4	468.9
Total Debt	**(3,379.1)**	(3,390.5)	(3,408.3)
Net (Debt) / Cash	**(2,570.1)**	(2,462.2)	(2,939.4)
Net Debt / TTM Adj EBITDA Ratio	**2.0x**	1.8x	1.8x

Cash Flow

Quarterly Cash Flow ($m)	Q3 2026	Q2 2026*	Q3 2025
Cash from Operating Activities	**340.4**	286.0	387.6
Capital Expenditure	**(38.0)**	(42.4)	(53.7)
Free Cash Flow	**302.4**	243.6	333.9

TTM Cash Flow ($m)	Q3 2026	Q2 2026	Q3 2025
Cash from Operating Activities	**1,027.6**	1,074.7	1,140.4
Capital Expenditure	**(170.5)**	(186.2)	(176.2)
Free Cash Flow	**857.1**	888.5	964.2

*Reclassification of distribution from investments in Q2'26 previously classified at Operating activities. Now in alignment with Q3 and YTD

2026 Updated Financial Guidance & Outlook

	Prior full-year 2026 Guidance	Updated full-year 2026 Guidance
Revenue	$7,850m - $8,150m	$8,100m - $8,200m
Adjusted EPS*	$10.00 - $11.00	$10.35 - $10.65

*Adjusted EPS values exclude amortization of intangible assets, stock-based compensation, foreign currency gains and losses, restructuring and related costs, transaction, integration related and other adjustments, transaction-related financing costs, gain on investments, goodwill impairment, impairment of non-financial assets, loss on disposal of subsidiary undertaking and their related taxation effect.

Appendices

Reconciliation of Non-GAAP Measures (Adjusted EBITDA)

$000	**Q3 2025**	**Q3 2026**
Adjusted EBITDA		
Net (loss) / income	(284,183)	122,130
Income tax expense	12,791	32,446
Net interest expense	48,482	60,563
Depreciation and amortization of intangible assets	99,030	94,422
Stock-based compensation expense [(a)]	46,191	18,006
Foreign currency (gains) / losses, net [(b)]	(6,860)	6,553
Restructuring and related costs [(c)]	-	10,720
Transaction, integration related and other [(d)]	7,020	10,664
Gain on investments [(f)]	-	(18,631)
Goodwill Impairment [(g)]	364,248	-
Impairment of non-financial assets [(h)]	101,027	-
Adjusted EBITDA	**387,746**	**336,873**
Adjusted EBITDA Margin %	*18.6%*	*16.6%*

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

$000 except share and per share data	Q3 2025	Q3 2026
Adjusted net income and adjusted diluted net income per Ordinary Share		
Net (loss) / income	(284,183)	122,130
Income tax expense	12,791	32,446
Amortization of intangible assets	58,688	46,244
Stock-based compensation expense [(a)]	46,191	18,006
Foreign currency (gains) / losses, net [(b)]	(6,860)	6,553
Restructuring and related costs [(c)]	-	18,136
Transaction, integration related and other [(d)]	7,020	10,664
Transaction-related financing costs [(e)]	1,499	17,322
Gain on investments [(f)]	-	(18,631)
Goodwill Impairment [(g)]	364,248	-
Impairment of non-financial assets [(h)]	101,027	-
Adjusted tax expense [(i)]	(50,771)	(47,034)
Adjusted net income	**249,650**	**205,836**
Diluted weighted average number of Ordinary Shares outstanding	78,082,459	77,404,061
Adjusted diluted net income per Ordinary Share	**3.20**	**2.66**

Adjusted Net Income Reconciliation

$000 except share and per share data	Q3 2025 GAAP	Q3 2025 Adjustments	Q3 2025 Non-GAAP	Q3 2026 GAAP	Q3 2026 Adjustments	Q3 2026 Non-GAAP
Revenue	2,084,415	-	2,084,415	2,024,757	-	2,024,757
Costs and expenses:						
Direct costs (excluding depreciation and amortization) [(a)]	1,538,951	(21,479)	1,517,472	1,532,925	(8,231)	1,524,694
Selling, general and administrative [(a),(b),(d),(f)]	197,049	(17,852)	179,197	196,850	(33,660)	163,190
Depreciation and amoritaztion of intangible assets [(c)]	99,030	(58,688)	40,342	94,422	(53,660)	40,762
Restructuring [(c)]	-	-	-	1,486	(1,486)	-
Transaction and integration related [(d)]	7,020	(7,020)	-	233	(233)	-
Goodwill Impairment [(g)]	364,248	(364,248)	-	-	-	-
Impairment of non-financial assets [(h)]	101,027	(101,027)	-	-	-	-
Total costs and expenses	2,307,325	(570,315)	1,737,010	1,825,916	(97,270)	1,728,646
Income from operations	(222,910)	570,315	347,404	198,841	97,270	296,111
Net interest expense [(e)]	(48,482)	1,499	(46,983)	(60,563)	17,322	(43,241)
Income before income tax expense	(271,392)	571,814	300,421	138,278	114,592	252,870
Income tax expense [(i)]	(12,791)	(37,980)	(50,771)	(32,446)	(14,588)	(47,034)
Income before share of losses from equity method investments	(284,183)	533,834	249,650	105,832	100,004	205,836
Share of net gains from equity method investments [(f)]	-	-	-	16,298	(16,298)	-
Net Income	(284,183)	533,834	249,650	122,130	83,706	205,836
Diluted weighted average number of Ordinary Shares outstanding	77,373,534		78,082,459	77,404,061		77,404,061
Diluted net income per Ordinary Share	**(3.67)**		**3.20**	**1.58**		**2.66**

Reconciliation of Non-GAAP Measures Notes

a) Stock-based compensation expense represents the amount of expense related to the Company's equity compensation programs (inclusive of employer related taxes).

b) Foreign currency losses / (gains), net relates to gains or losses that arise in connection with the revaluation, or settlement, 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.

c) Restructuring and related costs relate to charges incurred in connection with the Company's realignment of its workforce, with the elimination of redundant positions as well as reviewing its global office footprint and optimizing its locations to best fit the requirements of the Company. Costs relating to accelerated amortization of operating right-of-use assets and related contract costs are recorded within selling, general and administrative expenses. Costs related to an accelerated depreciation charge on related property, plant and equipment was recorded within depreciation and amortization of intangible assets in the Consolidated Statements of Operations and, accordingly, is reflected in the depreciation and amortization of intangible assets adjustment within Adjusted EBITDA, while being included within the restructuring and related costs adjustment in Adjusted Net Income.

d) Transaction, integration related and other costs include expenses associated with our acquisitions and any other costs incurred related to the integration of these acquisitions. Further, costs incurred in 2026 relating to the Investigation, including out of scope audit fees resulting from the impact of the investigation, and in defense of the Putative Class Action are classified within this category. These costs are recorded within selling, general and administrative expenses.

e) Transaction-related financing costs include costs incurred in connection with changes to our long-term debt and amortization of financing fees including the loss on extinguishment of debt. We exclude these costs from adjusted net income because they result from financing decisions rather than from decisions made related to our ongoing operations.

f) Gain on investments relates to Net Asset Value (NAV) movement on investments in equity recorded within the income statement and share of net gains from equity method investments. We exclude these movements from adjusted EBITDA and adjusted net income because fluctuations from period-to-period do not necessarily correspond to changes in our operating results.

g) Goodwill impairment relates to an impairment of goodwill allocated to the Company's Data Solutions reporting unit.

h) Impairment of non-financial assets relates to an impairment of the carrying amount of the property, plant and equipment and intangible assets of the Company's Data Solutions reporting unit.

i) Represents the tax effect of adjusted pre-tax income at our estimated effective tax rate.





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