



ICON plc

Q1 2025 Results
Period Ended March 31, 2025



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 include statements regarding our financial guidance and outlook, and 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, 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 February 21, 2025 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 including, but not limited to, adjusted EBITDA and adjusted earnings per share. 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.

The full-year 2025 guidance adjusted 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.

Key considerations in quarter one



Challenging clinical market dynamics with elevated cancellations, overall cautious customer behavior



Executing on cost management initiatives based on the environment



ICON is **capturing opportunity with evidence of progress** across customer groups

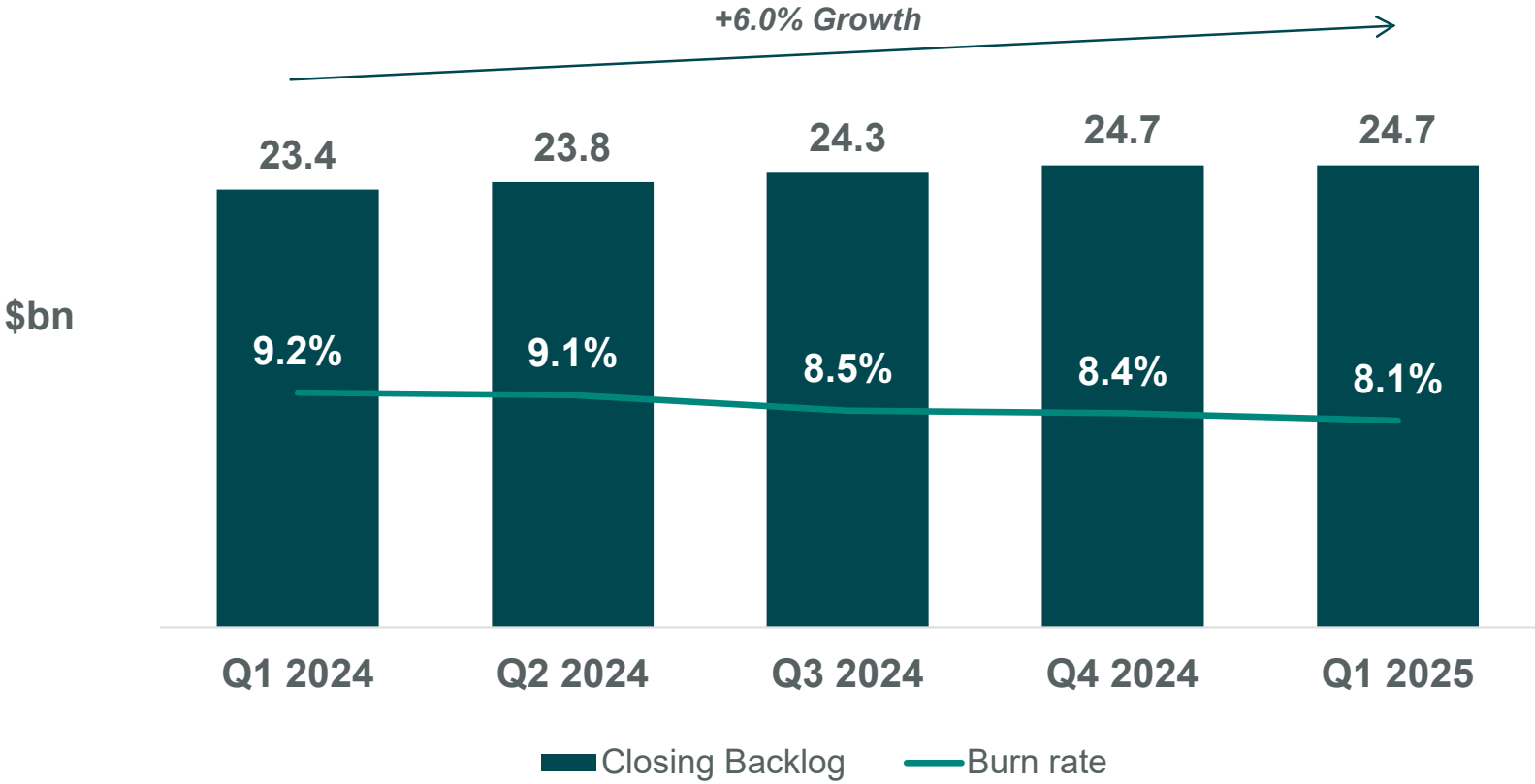
- Large pharma win rate, biotech opportunity flow, growth in labs and early phase



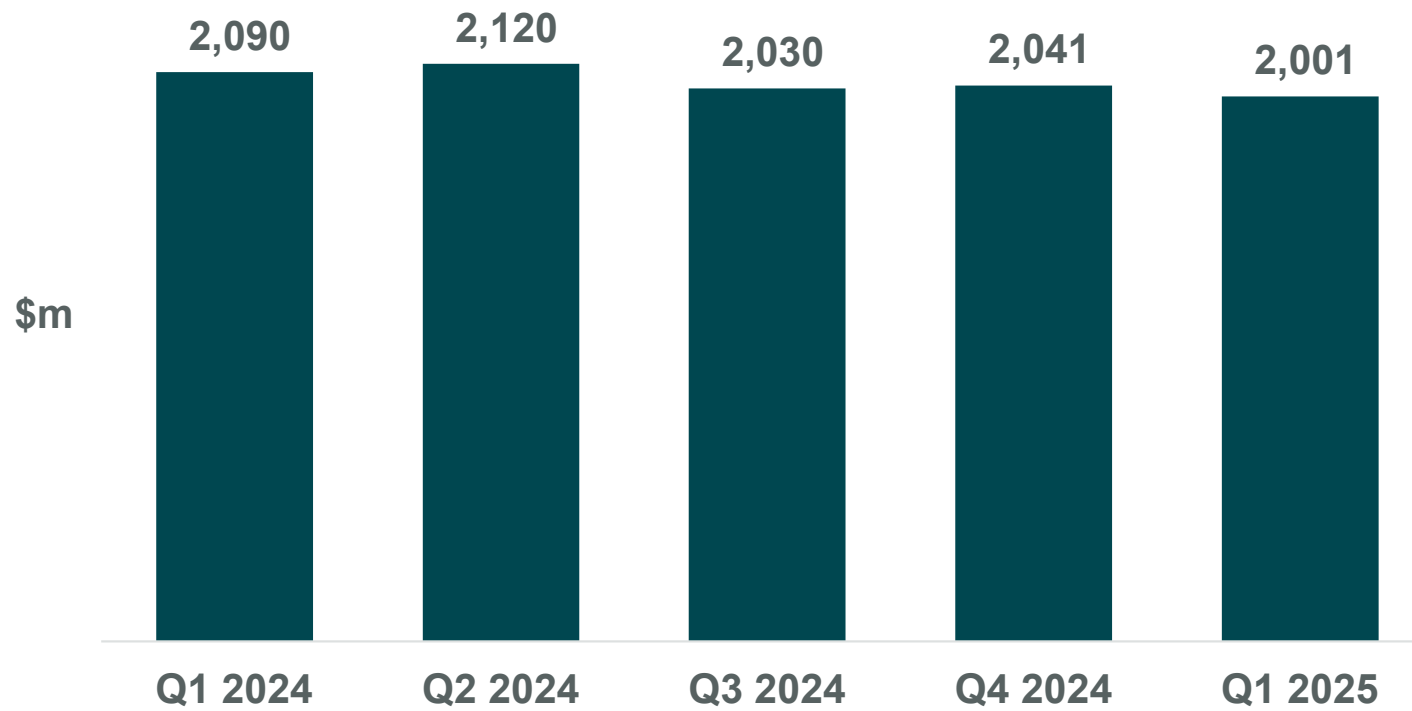
Strong balance sheet supports **assertive capital deployment**

- Return of capital to shareholders with flexibility to execute strategic M&A

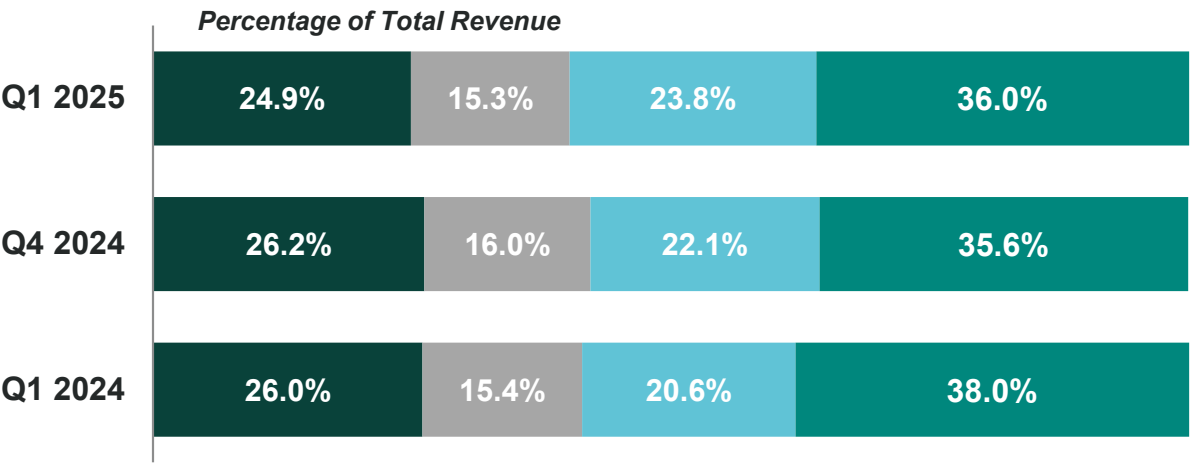
Backlog Metrics



Revenue



Customer Concentration & Diversification

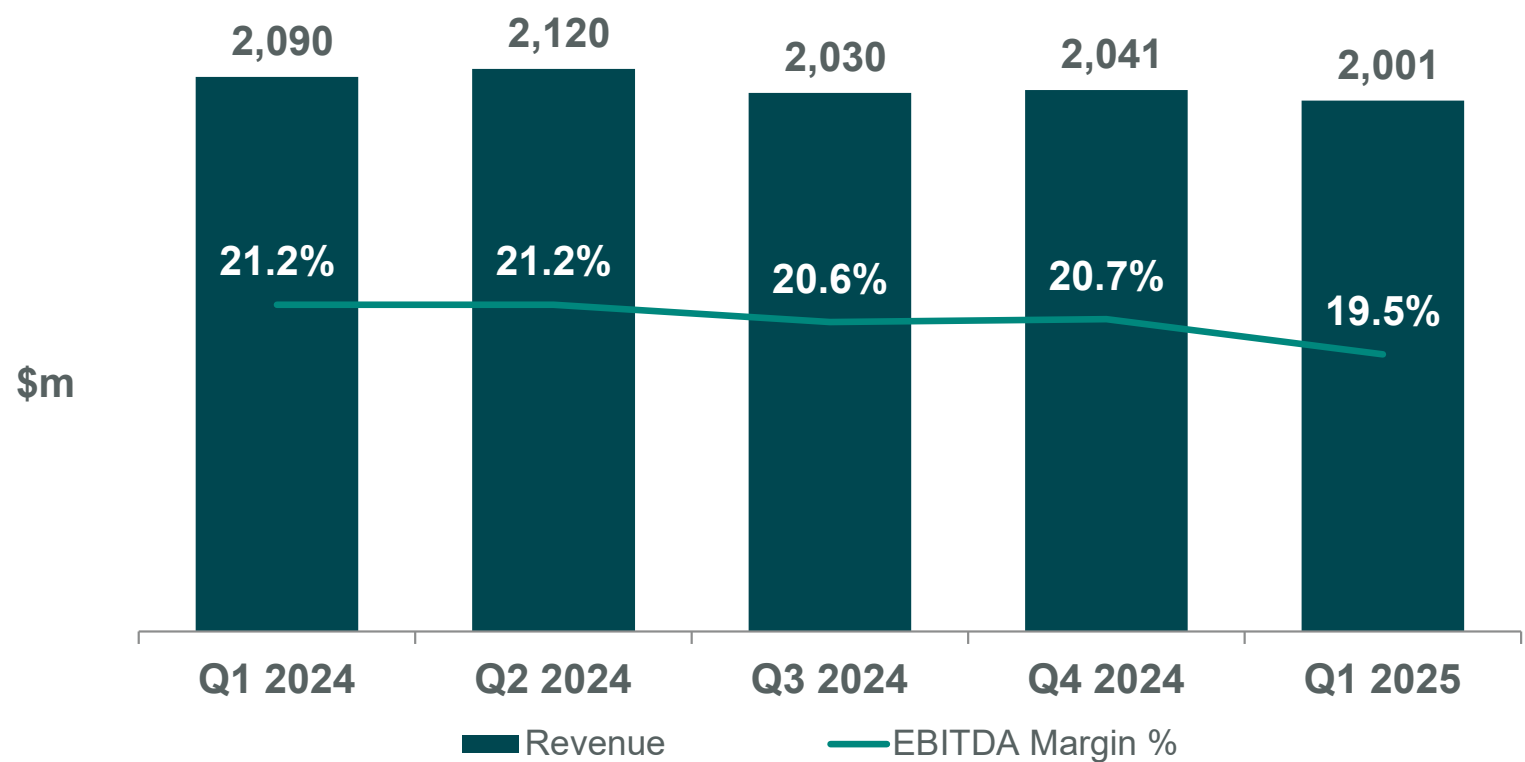


Average revenue per customer (Q1 2025):

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

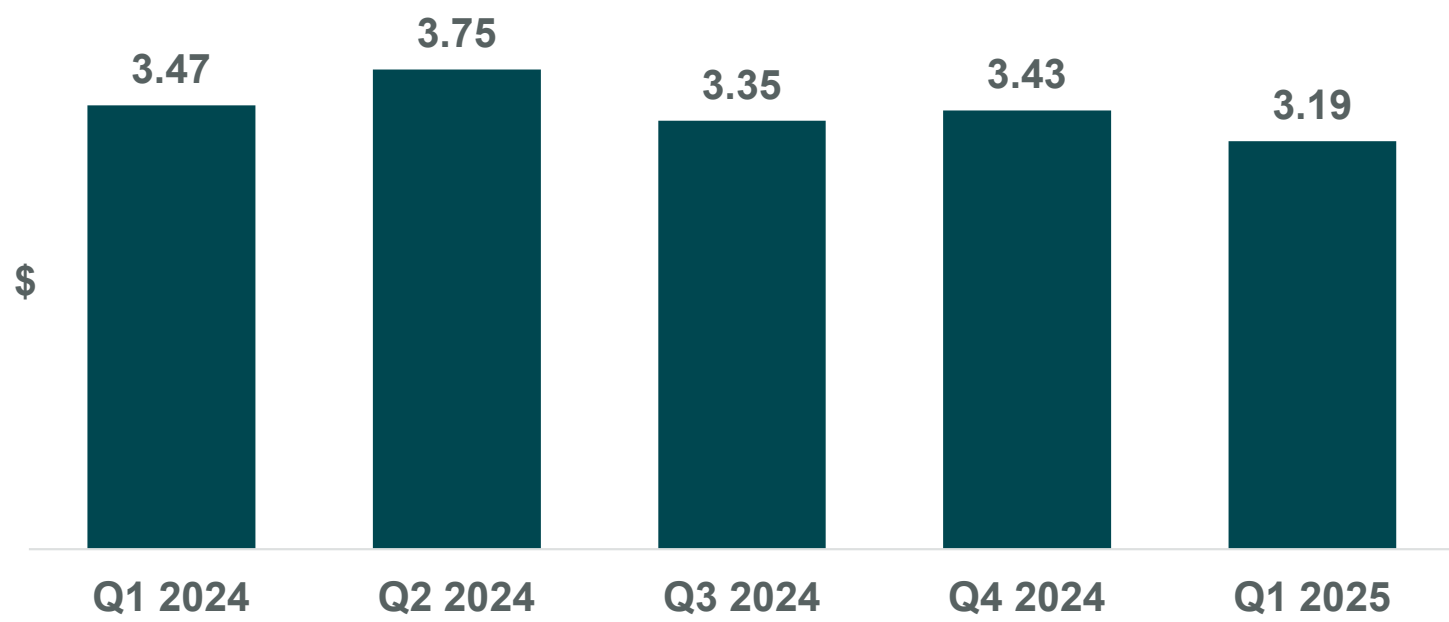
- Top 1-5 Customers
- Top 6-10 Customers
- Top 11-25 Customers
- All other Customers (26+)

Adjusted EBITDA Margin



Notes: All values exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs
Adjusted EBITDA Margin is 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

Adjusted Earnings per Share



Notes: All values exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs and their related taxation effect
Adjusted earnings per share is 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

Balance Sheet

\$m (<i>unless otherwise stated</i>)	31-Mar-25	31-Dec-24	31-Mar-24
Cash and Cash Equivalents + Available for Sale Investments	526.7	538.8	398.0
Total Debt	(3,420.2)	(3,426.2)	(3,499.5)
Net (Debt) / Cash	(2,893.5)	(2,887.4)	(3,101.5)
Net Debt / TTM Adj EBITDA Ratio	1.7x	1.7x	1.8x
DSO (days)	49	47	49

2025 Updated Financial Guidance & Outlook

	Full-year 2024 Actual Results	Full-year 2025 Guidance	% change
Revenue	\$8,282m	\$7,750m - \$8,150m	-6.4% to -1.6%
Adjusted EPS*	\$14.00	\$12.75 - \$14.25	-8.9% to +1.8%

Key Assumptions for 2025 Guidance

- Excludes future share repurchases
- Excludes M&A
- Total capital expenditure spend of c\$200m

*Adjusted EPS exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs



Appendices

Reconciliation of Non-GAAP Measures (Adjusted EBITDA)

<i>\$000 except share and per share data</i>	Q1 2024	Q1 2025
Adjusted EBITDA		
Net income	187,438	154,151
Income tax expense	28,324	19,603
Net interest expense	69,735	45,807
Depreciation and amortization	149,181	95,958
Stock-based compensation expense ^(a)	13,181	12,294
Foreign currency losses/ (gains), net ^(b)	(10,814)	18,095
Restructuring ^(c)	-	39,346
Transaction and integration related costs ^(d)	6,991	5,404
Adjusted EBITDA	444,036	390,658
<i>Adjusted EBITDA Margin %</i>	<i>21.2%</i>	<i>19.5%</i>

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

<i>\$000 except share and per share data</i>	Q1 2024	Q1 2025
Adjusted net income and adjusted diluted net income per Ordinary Share		
Net Income	187,438	154,151
Income tax expense	28,324	19,603
Amortization	116,498	58,946
Stock-based compensation expense ^(a)	13,181	12,294
Foreign currency losses/ (gains), net ^(b)	(10,814)	18,095
Restructuring ^(c)	-	39,346
Transaction and integration related costs ^(d)	6,991	5,404
Transaction-related financing costs ^(e)	3,907	1,465
Adjusted tax expense ^(f)	(57,012)	(51,035)
Adjusted net income	288,513	258,269
Diluted weighted average number of Ordinary Shares outstanding	83,249,303	80,924,355
Adjusted diluted net income per Ordinary Share	3.47	3.19

Adjusted Net Income Reconciliation

\$000 except share and per share data	Q1 2024			Q1 2025		
	GAAP	Adjustments	Non-GAAP	GAAP	Adjustments	Non-GAAP
Revenue	2,090,386	-	2,090,386	2,001,332	-	2,001,332
Costs and expenses:						
Direct costs (excluding depreciation and amortization) ^(a)	1,471,367	(6,746)	1,464,621	1,442,679	(5,381)	1,437,298
Selling, general and administrative ^{(a),(b)}	177,350	4,379	181,729	198,384	(25,008)	173,376
Depreciation and amortization	149,181	(116,498)	32,683	95,958	(58,946)	37,012
Transaction and integration related ^(d)	6,991	(6,991)	-	5,404	(5,404)	-
Restructuring ^(c)	-	-	-	39,346	(39,346)	-
Total costs and expenses	1,804,889	(125,856)	1,679,033	1,781,771	(134,085)	1,647,686
Income from operations	285,497	125,856	411,353	219,561	134,085	353,646
Net interest expense ^(e)	(69,735)	3,907	(65,828)	(45,807)	1,465	(44,342)
Income before income tax expense	215,762	129,763	345,525	173,754	135,550	309,304
Income tax expense ^(f)	(28,324)	(28,688)	(57,012)	(19,603)	(31,432)	(51,035)
Net Income	187,438	101,075	288,513	154,151	104,118	258,269
Diluted weighted average number of Ordinary Shares outstanding	83,249,303		83,249,303	80,924,355		80,924,355
Diluted net income per Ordinary Share	2.25		3.47	1.90		3.19

Reconciliation of Non-GAAP Measures Notes

- (a) Stock-based compensation expense represents the amount of recurring 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 relates to charges incurred in connection with the company's realignments of its workforce, with the elimination of redundant positions. Transaction and integration related costs include expenses associated with our acquisitions and any other costs incurred directly related to the integration of these acquisitions.
- (d) Transaction and integration related costs include expenses associated with our acquisitions and any other costs incurred directly related to the integration of these acquisitions.
- (e) 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.
- (f) Represents the tax effect of adjusted pre-tax income at our estimated effective tax rate.



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