



**ICON plc**

**Q3 2025 Results**  
**Period Ended September 30, 2025**



# Forward Looking Statement

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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.

## Q3 2025 Considerations

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### Key metrics in quarter three

- Gross business wins of \$2,986m (+0.7% on Q2 2025)
- Revenue of \$2,043m (+1.3% on Q2 2025)
- Adjusted EBITDA margin of 19.4% (-20 basis points on Q2 2025)
- Adjusted EPS of \$3.31 (+1.5% on Q2 2025)



### ICON continues to navigate mixed market conditions

- Challenges persisting with customer pipeline prioritization, delays and cancellations
- Pricing environment weighing on margin outlook
- Positive Q3 2025 RFP flow, bookings, and biotech funding

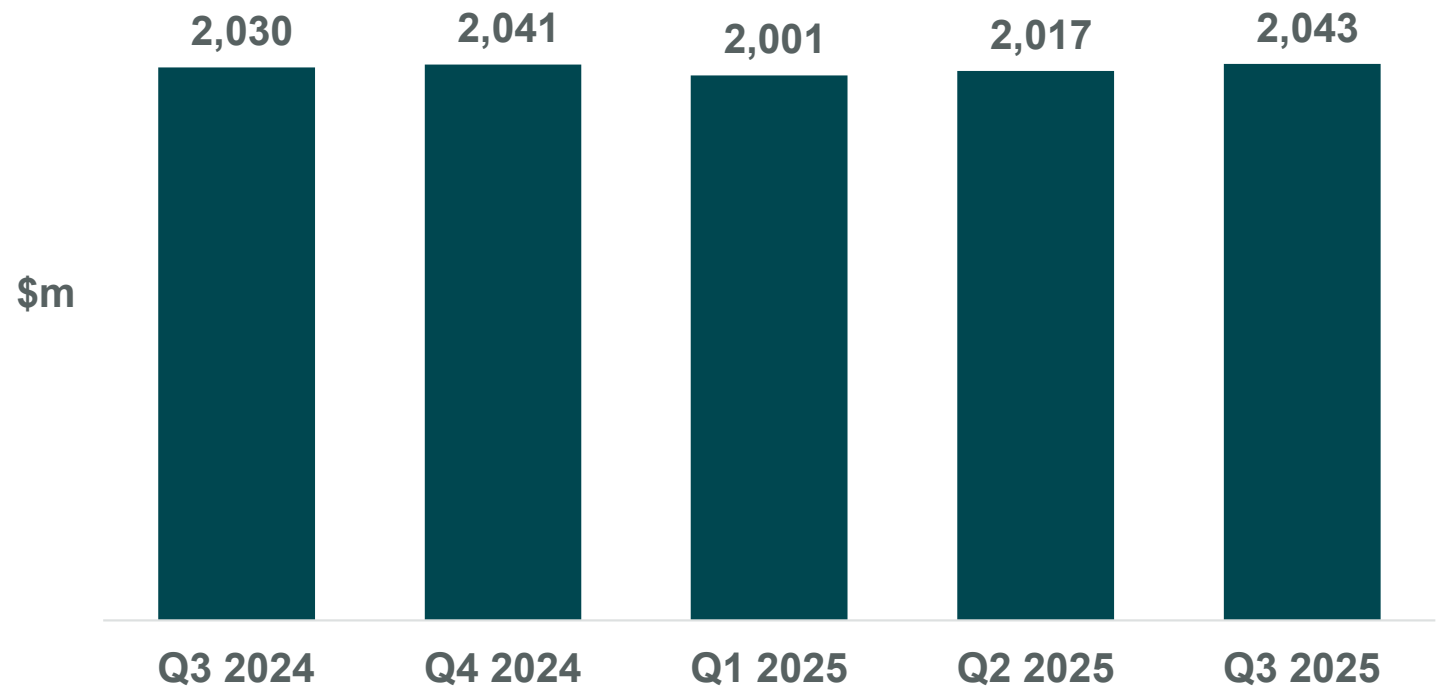


### Strong financial position provides strategic flexibility on capital deployment

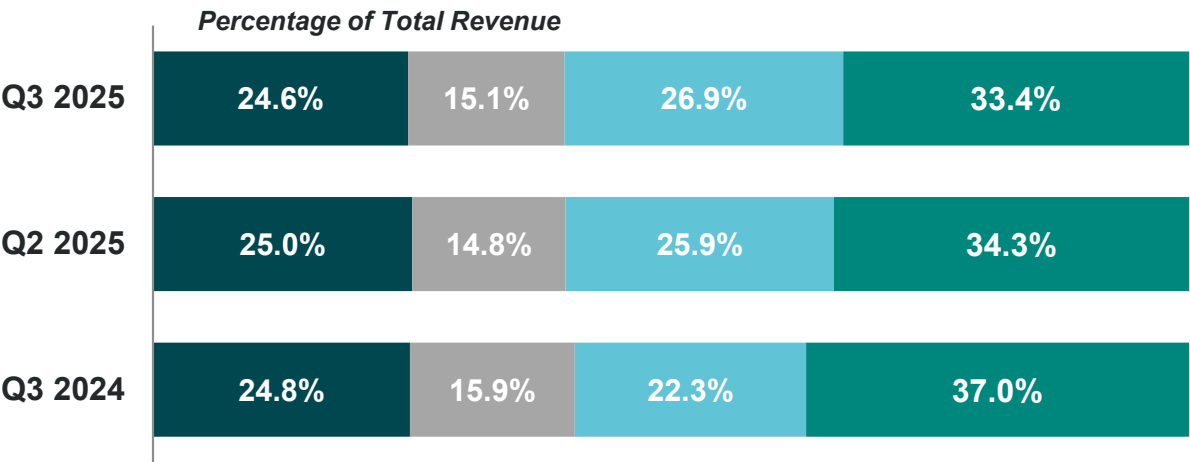
- Returned \$750 million of capital to shareholders year to date through share repurchase activity
- Net debt to TTM adjusted EBITDA ratio of 1.8x at September 30, 2025
- Free cash flow of \$687 million year to date

# Revenue

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# Customer Concentration & Diversification

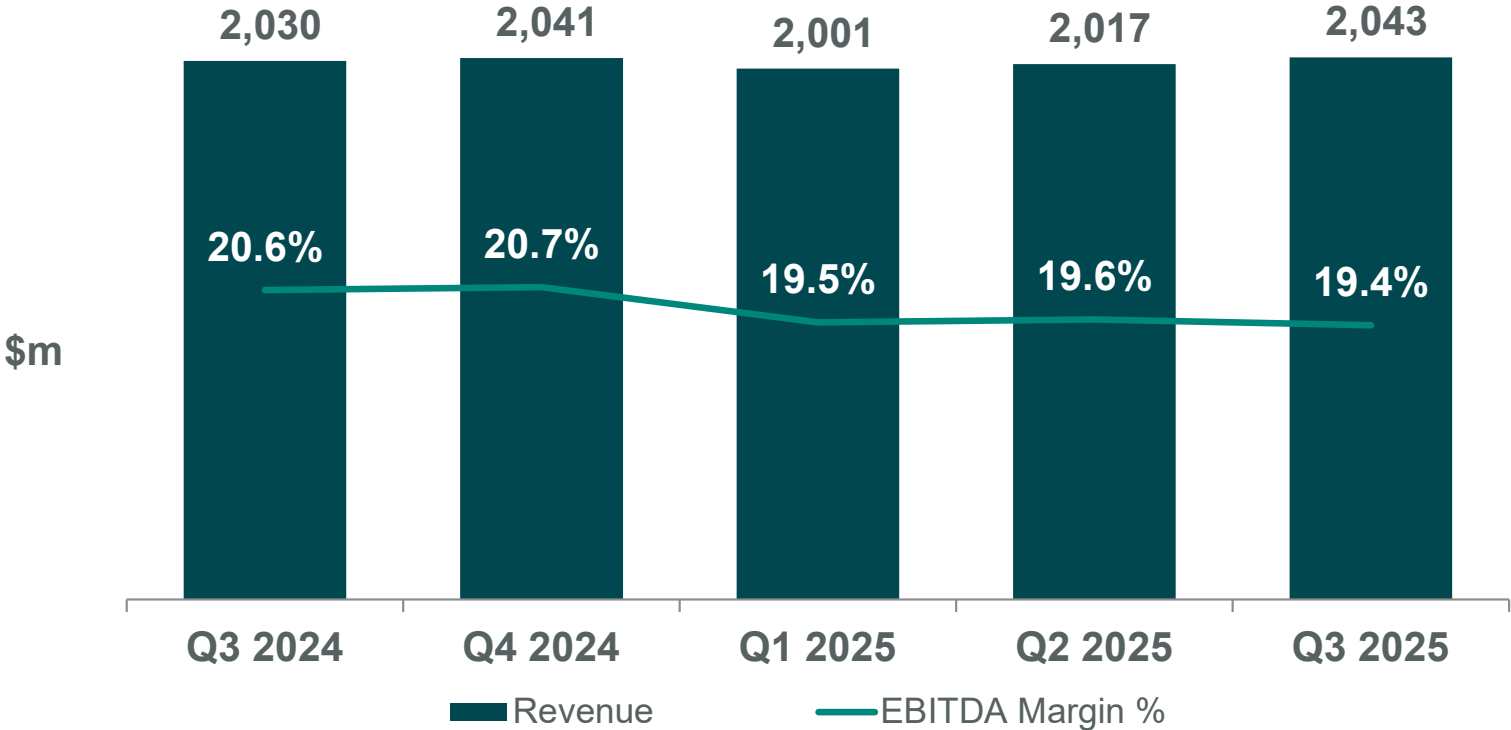


**Average revenue per customer (Q3 2025):**

- Top 1-5: c5% on average
- Top 6-10: c3% on average
- Top 11-25: c1.8% on average



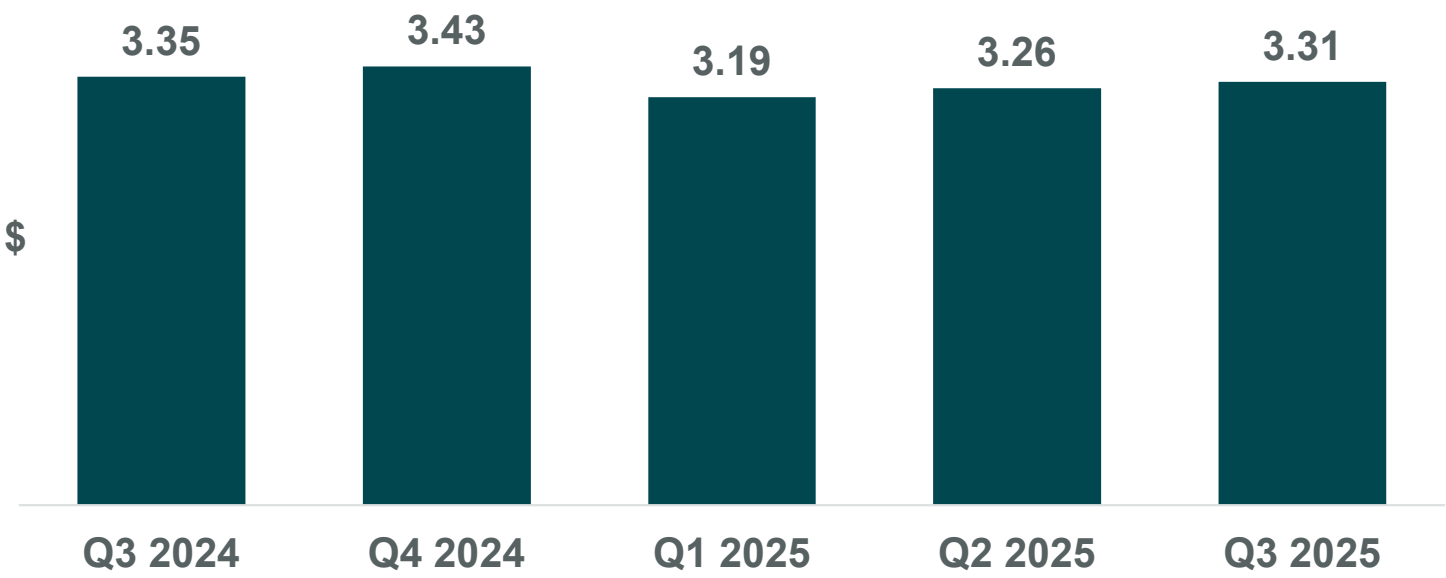
# Adjusted EBITDA Margin



Notes: All values exclude amortization, stock compensation, restructuring, FX, transaction-related / integration-related costs and goodwill impairment. 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

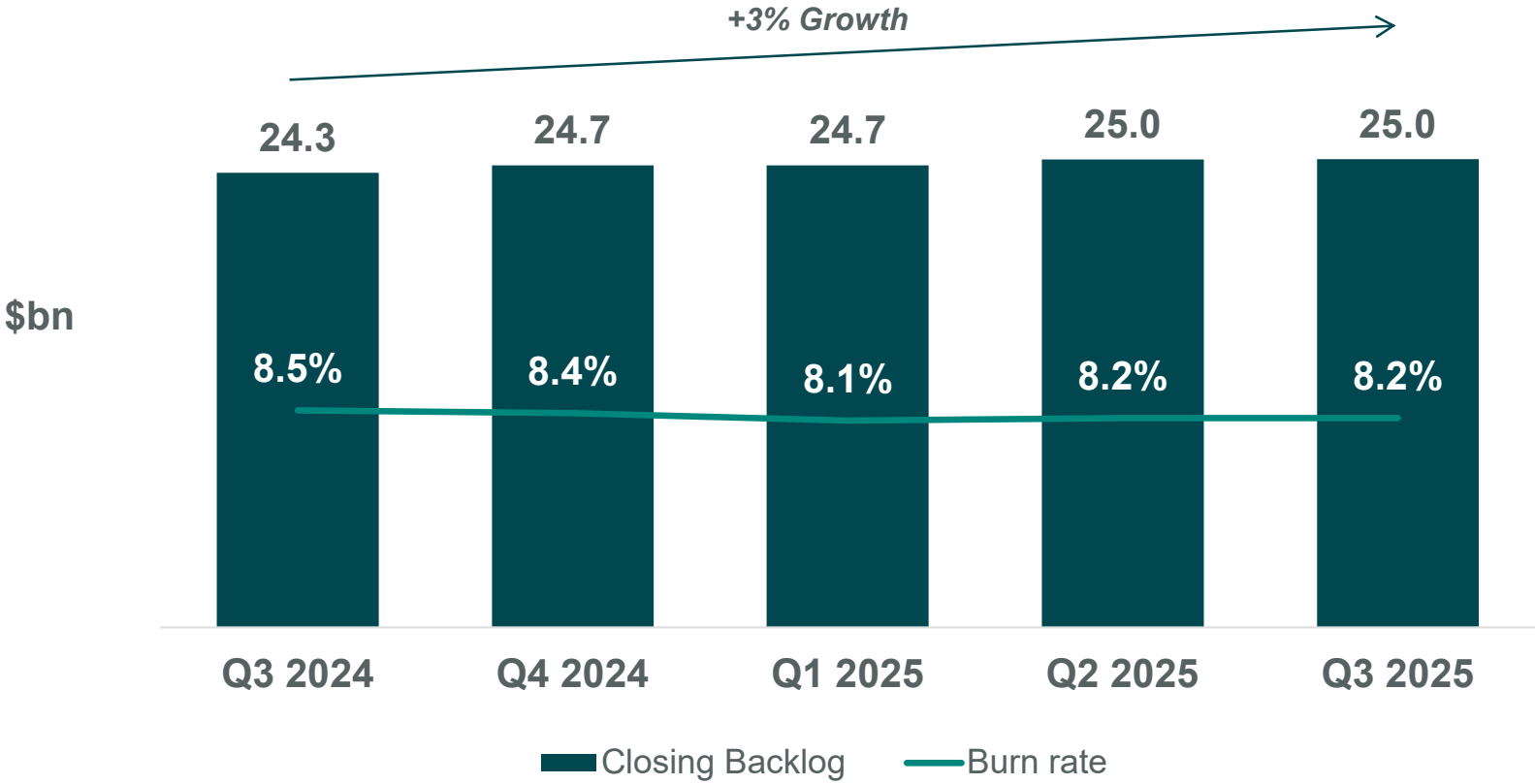
# Adjusted Earnings per Share

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Notes: All values exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related adjustments, goodwill impairment 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

# Backlog Metrics



## Balance Sheet

| \$m ( <i>unless otherwise stated</i> ) | 30-Sep-25 | 30-June-25 | 30-Sep-24 |
|----------------------------------------|-----------|------------|-----------|
| Cash and Cash Equivalents              | 468.9     | 390.4      | 695.5     |
| Total Debt                             | (3,408.3) | (3,414.3)  | (3,432.1) |
| Net (Debt) / Cash                      | (2,939.4) | (3,023.9)  | (2,736.6) |
| Net Debt / TTM Adj EBITDA Ratio        | 1.8x      | 1.9x       | 1.6x      |
| DSO (days)                             | 49        | 49         | 52        |

# Cash Flow

| Quarterly Cash Flow (\$m)      | Q3 2025 | Q2 2025 | Q3 2024 |
|--------------------------------|---------|---------|---------|
| Cash from Operating Activities | 387.6   | 146.2   | 402.7   |
| Capital Expenditure            | (53.7)  | (32.3)  | (43.3)  |
| Free Cash Flow*                | 333.9   | 113.9   | 359.4   |

| TTM Cash Flow (\$m)            | Q3 2025 | Q2 2025 | Q3 2024 |
|--------------------------------|---------|---------|---------|
| Cash from Operating Activities | 1,140.4 | 1,155.4 | 1,388.5 |
| Capital Expenditure            | (176.2) | (165.8) | (159.5) |
| Free Cash Flow*                | 964.2   | 989.6   | 1,229.0 |

\* Excludes purchases of subsidiary undertakings

## 2025 Updated Financial Guidance & Outlook

|                      | Full-year 2024<br>Actual Results | Prior full-year 2025<br>Guidance | Updated full-year 2025<br>Guidance |
|----------------------|----------------------------------|----------------------------------|------------------------------------|
| <b>Revenue</b>       | \$8,282m                         | \$7,850m - \$8,150m              | \$8,050m - \$8,100m                |
| <b>Adjusted EPS*</b> | \$14.00                          | \$13.00 - \$14.00                | \$13.00 - \$13.20                  |

### Key Assumptions for 2025 Guidance

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

\*Adjusted EPS excludes amortization, stock compensation, restructuring, FX and transaction-related / integration-related adjustments, goodwill impairment and their related taxation effect



## **Appendices**

## Reconciliation of Non-GAAP Measures (Adjusted EBITDA)

| <i>\$000</i>                                             | <b>Q3 2024</b> | <b>Q3 2025</b> |
|----------------------------------------------------------|----------------|----------------|
| <b>Adjusted EBITDA</b>                                   |                |                |
| Net income                                               | 197,128        | 2,355          |
| Income tax expense                                       | 37,437         | 35,747         |
| Net interest expense                                     | 50,869         | 48,482         |
| Depreciation and amortization                            | 93,029         | 98,495         |
| Stock-based compensation expense <sup>(a)</sup>          | 13,038         | 46,191         |
| Foreign currency losses/ (gains), net <sup>(b)</sup>     | 19,434         | (6,860)        |
| Transaction and integration related costs <sup>(c)</sup> | 7,856          | 7,020          |
| Goodwill Impairment <sup>(d)</sup>                       | -              | 165,300        |
| <b>Adjusted EBITDA</b>                                   | <b>418,791</b> | <b>396,730</b> |
| <i>Adjusted EBITDA Margin %</i>                          | <i>20.6%</i>   | <i>19.4%</i>   |

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

| <i>\$000 except share and per share data</i>                                  | <b>Q3 2024</b> | <b>Q3 2025</b> |
|-------------------------------------------------------------------------------|----------------|----------------|
| <b>Adjusted net income and adjusted diluted net income per Ordinary Share</b> |                |                |
| Net Income                                                                    | 197,128        | 2,355          |
| Income tax expense                                                            | 37,437         | 35,747         |
| Amortization                                                                  | 58,026         | 58,688         |
| Stock-based compensation expense <sup>(a)</sup>                               | 13,038         | 46,191         |
| Foreign currency losses/ (gains), net <sup>(b)</sup>                          | 19,434         | (6,860)        |
| Transaction and integration related costs <sup>(c)</sup>                      | 7,856          | 7,020          |
| Transaction-related financing costs <sup>(e)</sup>                            | 1,462          | 1,499          |
| Goodwill Impairment <sup>(d)</sup>                                            | -              | 165,300        |
| Adjusted tax expense <sup>(f)</sup>                                           | (55,173)       | (51,140)       |
| <b>Adjusted net income</b>                                                    | <b>279,208</b> | <b>258,800</b> |
| Diluted weighted average number of Ordinary Shares outstanding                | 83,445,827     | 78,082,459     |
| <b>Adjusted diluted net income per Ordinary Share</b>                         | <b>3.35</b>    | <b>3.31</b>    |

## Adjusted Net Income Reconciliation

| \$000 except share and per share data                                 | Q3 2024     |             |             | Q3 2025     |             |             |
|-----------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                                                                       | GAAP        | Adjustments | Non-GAAP    | GAAP        | Adjustments | Non-GAAP    |
| Revenue                                                               | 2,030,030   | -           | 2,030,030   | 2,042,812   | -           | 2,042,812   |
| Costs and expenses:                                                   |             |             |             |             |             |             |
| Direct costs (excluding depreciation and amortization) <sup>(a)</sup> | 1,438,616   | (7,745)     | 1,430,871   | 1,488,364   | (21,479)    | 1,466,885   |
| Selling, general and administrative <sup>(a),(b)</sup>                | 205,095     | (24,727)    | 180,368     | 197,049     | (17,852)    | 179,197     |
| Depreciation and amortization                                         | 93,029      | (58,026)    | 35,003      | 98,495      | (58,688)    | 39,807      |
| Transaction and integration related <sup>(c)</sup>                    | 7,856       | (7,856)     | -           | 7,020       | (7,020)     | -           |
| Goodwill Impairment <sup>(d)</sup>                                    | -           | -           | -           | 165,300     | (165,300)   | -           |
| Total costs and expenses                                              | 1,744,596   | (98,354)    | 1,646,242   | 1,956,228   | (270,339)   | 1,685,889   |
| Income from operations                                                | 285,434     | 98,354      | 383,788     | 86,584      | 270,339     | 356,923     |
| Net interest expense <sup>(e)</sup>                                   | (50,869)    | 1,462       | (49,407)    | (48,482)    | 1,499       | (46,983)    |
| Income before income tax expense                                      | 234,565     | 99,816      | 334,381     | 38,102      | 271,838     | 309,940     |
| Income tax expense <sup>(f)</sup>                                     | (37,437)    | (17,736)    | (55,173)    | (35,747)    | (15,393)    | (51,140)    |
| Net Income                                                            | 197,128     | 82,080      | 279,208     | 2,355       | 256,445     | 258,800     |
| Diluted weighted average number of Ordinary Shares outstanding        | 83,445,827  |             | 83,445,827  | 78,082,459  |             | 78,082,459  |
| <b>Diluted net income per Ordinary Share</b>                          | <b>2.36</b> |             | <b>3.35</b> | <b>0.03</b> |             | <b>3.31</b> |

## Reconciliation of Non-GAAP Measures Notes

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