



# ICON 2024 Investor Day

May 30, 2024



## Today's agenda

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- **Welcome & opening remarks**  
Kate Haven, VP of Investor Relations
- **ICON: Uniquely positioned for accelerated growth**  
Steve Cutler, CEO
- **Advancing our leadership in large pharma**  
Barry Balfe, President – ICON Pharma Development Solutions
- **ICON Biotech: Our commitment to dedicated partnership with biotech**  
Chris Smyth, President – ICON Biotech
- **Break**  
11:30 – 11:45am ET

## Today's agenda

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- **Delivering integrated, enhanced solutions across our customers**  
Rose Kidd, President – Operational Delivery
- **Bringing our therapeutic expertise closer to customers**  
Dr. Ute Berger, President – ICON Development & Commercialisation Solutions
- **Delivering sustainable growth**  
Brendan Brennan, Chief Financial Officer
- **Q&A session**  
ICON leadership team
- **Lunch**  
1 – 1:45pm ET
- **Breakout sessions**  
1:45 – 3pm ET

## Forward Looking Statements

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 23, 2024 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. 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 useful to investors for historical comparison purposes.

The full-year 2024 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.

Although we believe market, ranking and other industry data included in this is generally reliable, it is inherently imprecise. We cannot guarantee the accuracy and completeness of the information and have not independently verified it. As a result, you should be aware that market, ranking and other industry data included herein, and our estimates and beliefs based on that data, may not be reliable. 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.

## Financial Information Basis of Presentation

This presentation includes selected non-GAAP financial measures including, but not limited to, adjusted EBITDA and adjusted earnings per share. Adjusted EBITDA and adjusted earnings per share prior to 2019 is adjusted to exclude restructuring charges. Adjusted EBITDA and adjusted earnings per share 2019 – 2023 is adjusted to exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs.

2021+ figures reflect the acquisition of PRA Health Sciences from July 1, 2021.



**Uniquely positioned for  
accelerated growth**

Dr. Steve Cutler  
CEO



## OUR MISSION

Improving the lives of patients by accelerating the development of our customers' drugs and devices through innovative solutions

## DRIVES OUR VISION

To be the **healthcare intelligence partner of choice** by delivering *industry leading solutions and best in class performance* in clinical development



## ICON team presenting today



**Dr. Steve Cutler**  
Chief Executive Officer  
*13 years at ICON; 30+ in industry*



**Barry Balfe**  
President, ICON Pharma  
Development Solutions  
*21 years at ICON*



**Diarmaid Cunningham**  
Chief Administrative Officer &  
General Counsel  
*15 years at ICON*



**Greg Licholai**  
Chief Medical & Innovation  
Officer  
*7 years at ICON, 24 in industry*



**Ute Berger**  
President, ICON Development  
& Commercialisation Solutions  
*18 years at ICON*



**Kate Haven**  
Vice President, Investor  
Relations  
*6 years at ICON, 14 in Industry*



**Emer Lyons**  
SVP, Corporate and  
Commercial Finance  
*8 years at ICON*



**Brendan Brennan**  
Chief Financial Officer  
*18 years at ICON*



**Simon Holmes**  
President, Corporate  
Investments & Partnerships  
*19 years at ICON*



**Tom O'Leary**  
Chief Information Officer  
*23 years at ICON, 30 in industry*



**Joe Cronin**  
Chief Human Resources Officer  
*10 years at ICON*



**Rose Kidd**  
President, Operational Delivery  
*30 years at ICON, 32 in industry*



**Chris Smyth**  
President, ICON Biotech  
*~1 year at ICON, 30 in industry*



## What you'll hear from us today

**1**

**The CRO market is healthy with scientific, medical and technological innovation converging to drive growth opportunities**

**2**

**Our leading scaled offering uniquely positions us to deliver accelerated growth**

**3**

**ICON is innovating across our business to meet evolving customer needs more efficiently and effectively**

# Our journey to market leadership



**#6 in Clinical CRO Market**  
*Comprehensive solutions with strength in large pharma*



**#5 in Clinical CRO Market**  
*Comprehensive solutions with strength in biotech*



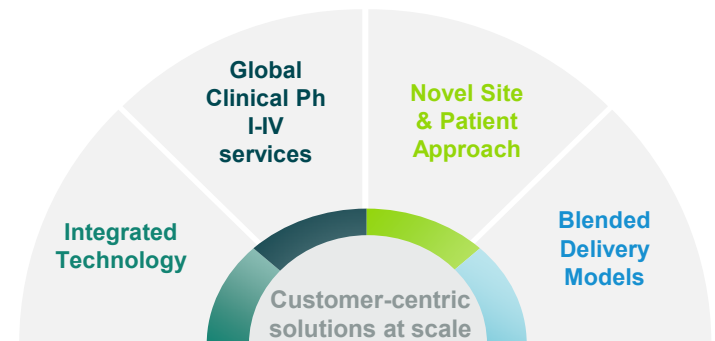
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**Market leading clinically-focused CRO across Phase I-IV services**



**Best in class offering to support customers in evolving clinical development paradigm**



## Pre-2021

Building scale across Ph I-IV development services

## July 2021

Transformative union creating market leader

## 2021 - 2023

Focused period of integration while maintaining growth profile

## 2024+

Positioned for accelerated market leadership

## Value creation since combination with PRA Health Sciences



Accelerated delivery of \$150m cost synergy goal



Adjusted EBITDA margin expansion in excess of mid-term target



Notable success in winning new and expanding existing strategic alliances



On track to achieve \$100m revenue synergies exiting 2024



Achievement of <math><2.5x</math> target leverage ratio ahead of initial timeline

## Key dynamics impacting our market



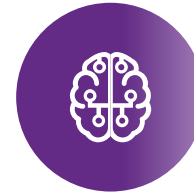
**Innovation in  
pharma**



**Development  
time and  
efficiency in  
focus**



**Increase in novel,  
complex  
therapies**



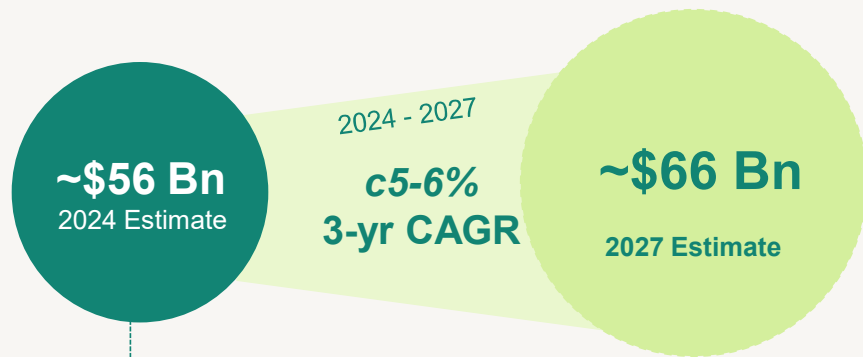
**Surge in  
innovative  
technologies**



**Challenges in  
site  
performance &  
patient  
recruitment**

# Large and growing market opportunity, driven by strong, long-term tailwinds

## CRO Market Outlook - Phase I-IV Clinical Development



Addressable Development Spend (Ph I-IV)

c\$105 Bn

c4% 3-yr CAGR

c\$117 Bn

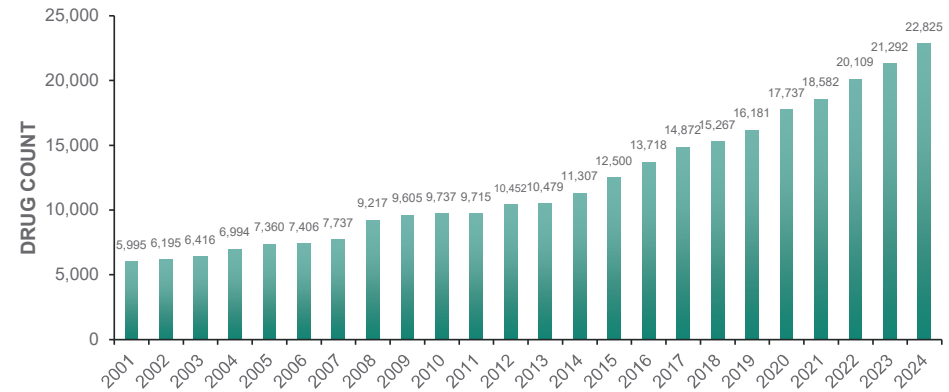
Outsourced Penetration

c53%

c1-2% 3-yr CAGR

c57%

Total R&D pipeline size by year, 2001-24



Source: Pharamaprojects®, January 2024




Continued investment & prioritization in late-stage development




Increasing proportion of spend from SMID and emerging biotech – higher outsourcing

Sources: Industry Standard Research (2023); Wall Street Research; Management estimates

# Customer needs are evolving

 **Large Pharma**

- Scaled capabilities across different modalities (full service, FSP, blended)
- Strategic partnership experience, execution
- Advanced systems & analytics

 **Biotech**

- Experience working with biotech companies
- Scientific, consultative expertise
- Dedicated portfolio management

**Rising cost pressures**

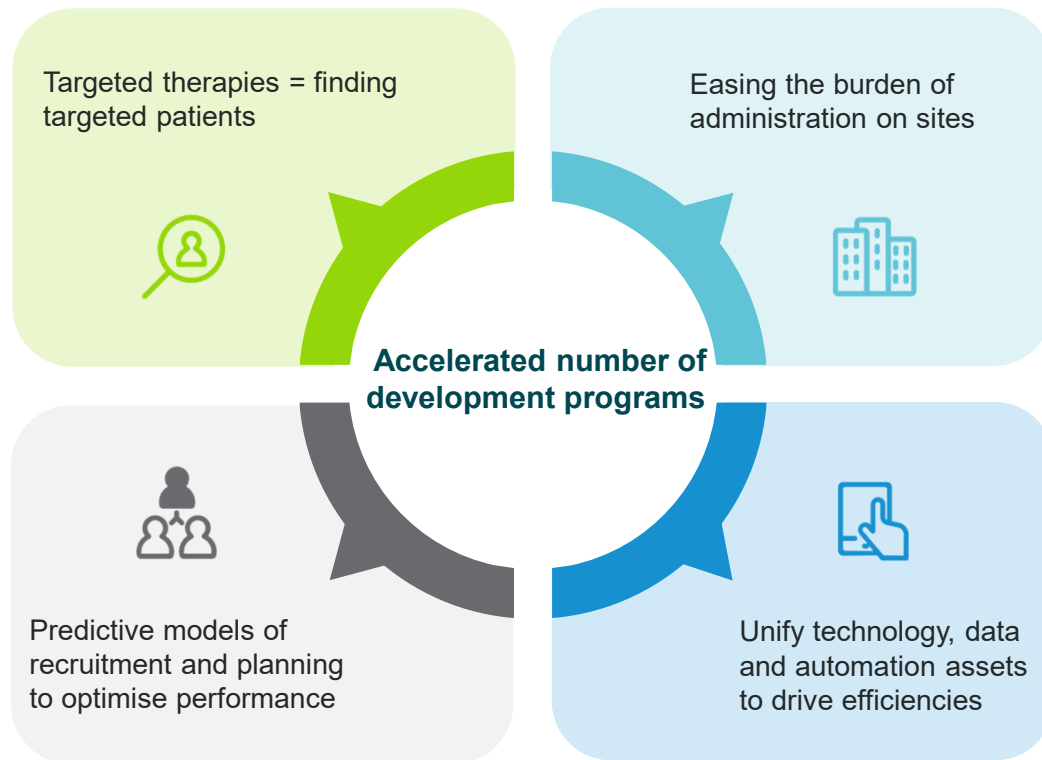
What is the optimal structure of development organization?

How can I improve patient access, diversity, retention?





Where can I drive efficiency in critical development activities?

What technology is available today to improve visibility & outcomes?

## Scientific innovation providing further opportunity for CRO leadership & differentiation



### Deliver on outcomes that matter:

- 
Diverse, representative patient populations
- 
Increased physician participation in research
- 
Integrated data delivery with enhanced analytics
- 
**20% better than industry in cycle time metrics**

# ICON's competitive strengths position us for continued leadership





## Structured to deliver optimal performance in key segments

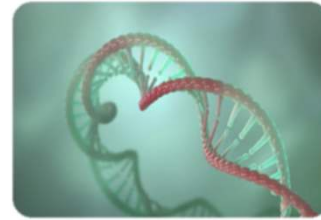


ICON Pharma Solutions



ICON Strategic Solutions

### ICON Pharma Development Solutions



### ICON Development & Commercialisation Solutions

Functional Centers of Excellence  
Global Business Support Services

Operational structure designed to serve unique customer needs

# Founded on a culture of partnership and strong values



## Investing in our people

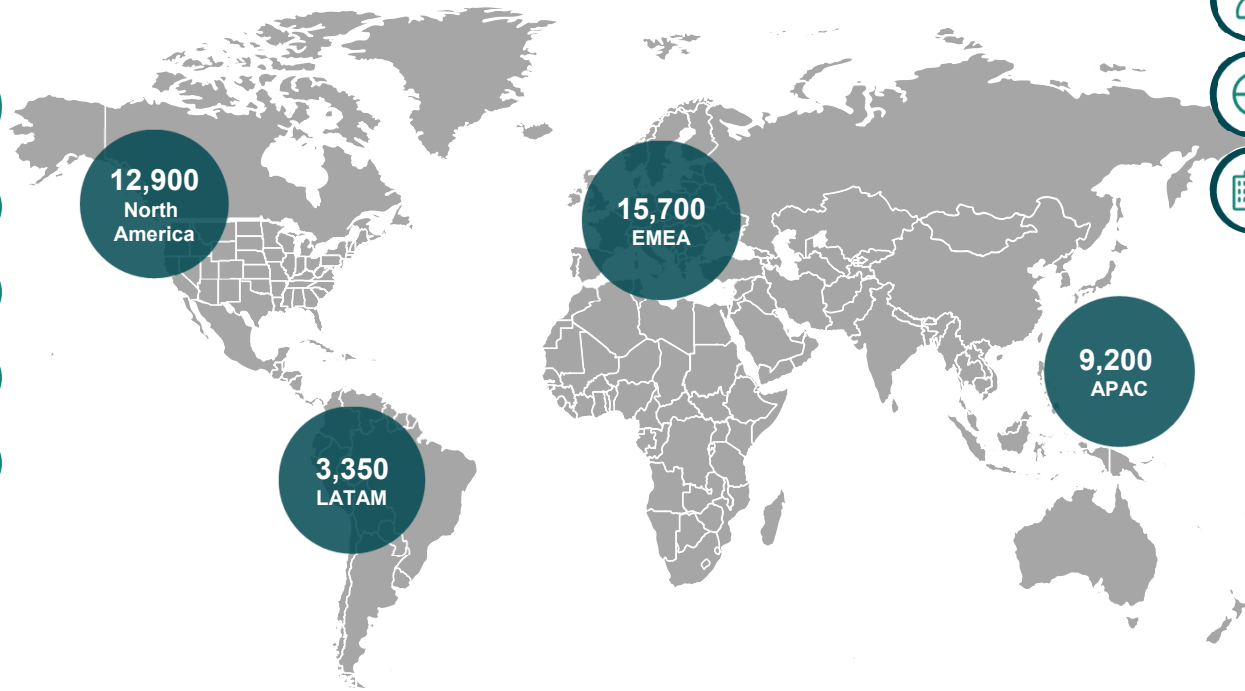
- Leading training & career development programmes
- Internal advancement – 29% open roles filled internally
- Commitment to diversity: gender parity at senior levels by 2025
- 1,000+ ICON alumni welcomed back to new roles

## Commitment to sustainability

- Committed to science-based targets initiative
- Net zero Scope 1 & 2 emissions by 2030
- 20% reduction in kilowatt hours (kWh) of electricity by 2030
- 100% renewable electricity by 2025

# Global footprint & leadership in key segments

- World leader in full-service Phase II/III clinical research
- World leader in FSP
- World leader for Biotechs
- Global #2 in Early Phase
- Global #2 in Late Phase/RWE



**41,150**  
global headcount

**50+**  
countries

**100+**  
locations

## Industry challenges met with proven site & patient solutions



### Accellacare



**41%**

Clinical trials **fail to meet planned enrolment**



**30%**

Sites **fail to enroll a single patient**

**Speed**

**58%**

faster to site initiation visit

**Patients**

**40%**

more patients enrolled than non-Accellacare sites in 2022

**Experience**

**30+**

Years of experience  
9,730 total studies

# Embracing digital disruption to drive innovation



AI

## Significant investments in human-enabled AI solutions

Proprietary tools delivering value today

**ONE SEARCH**  
Identifying the right sites, the first time

**Cassandra**  
Predicting trial post-marketing commitments

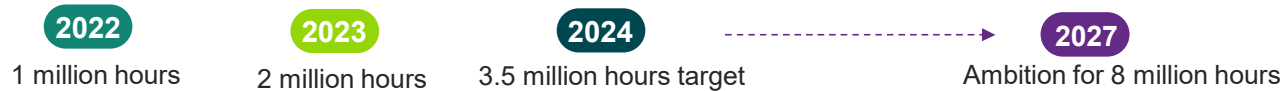
**Tokenisation**  
Linking patient data beyond trial setting to **enhance evidence**

**ICONex**  
Identifying **key opinion leaders** globally across therapeutic areas

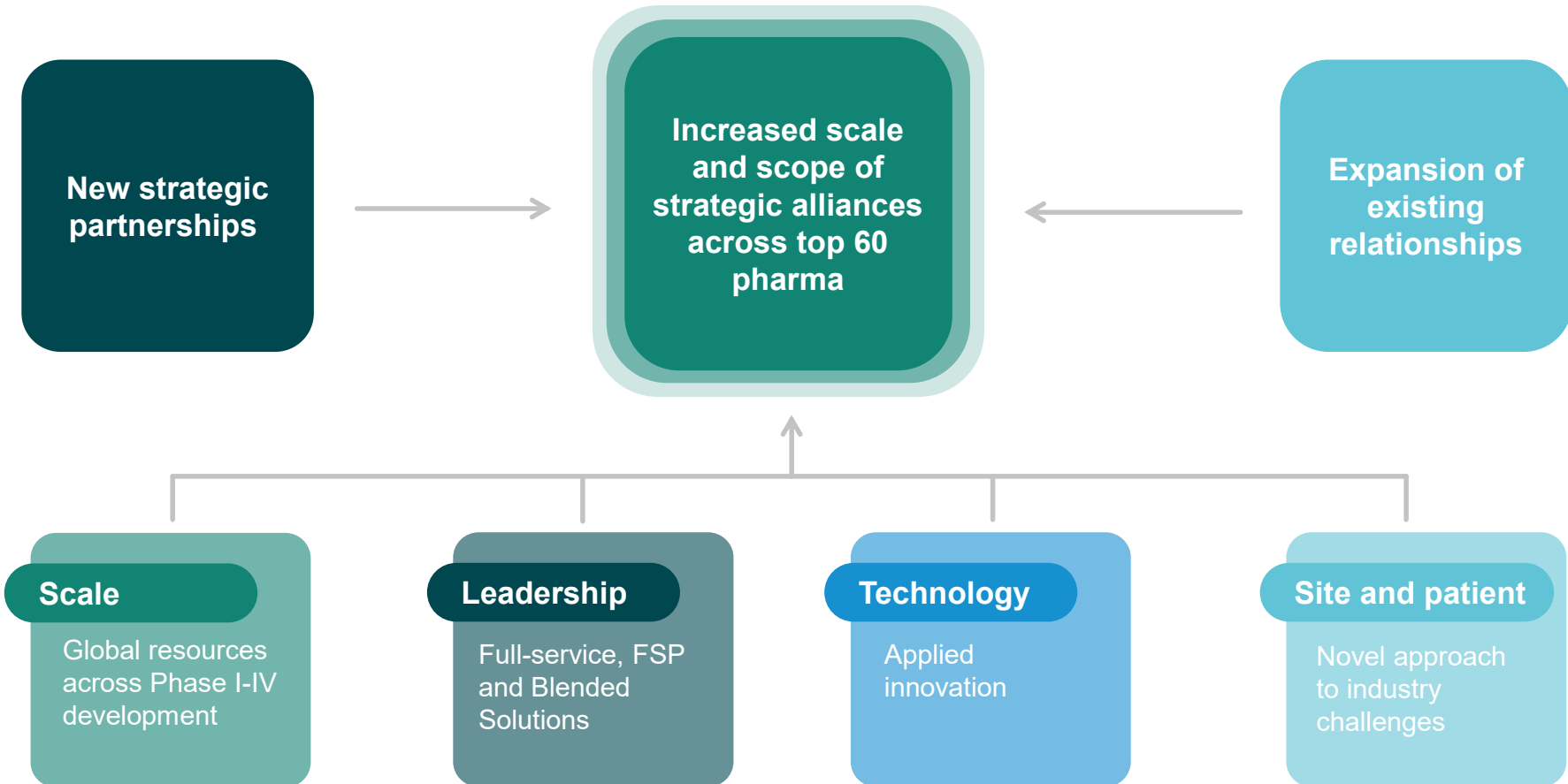
**ICON Digital Platform**  
Integrated capabilities for **digitally enabled trials**

RPA

## Advancements in Robotic Process Automation



## Accelerating success in strategic alliances with differentiated offering



## Strategic initiatives to further enhance our offering



Drive **further leadership** in large pharma solutions



Refocus efforts in biotech to increase **customer awareness & alignment**



**Integrate site & patient solutions** to address development pain points



Enhance & further **develop technology solutions** through AI and ML



**Deepen our therapeutic expertise** and align with customer needs

### Our Vision

To be the **healthcare intelligence partner of choice** by delivering *industry leading solutions* and *best in class performance* in clinical development

## ...Leading to sustainable growth in the future

### Mid-term Financial Targets (2025 – 2027)



#### Revenue Growth

##### Revenue Growth:

**7-10%**

*3 yr CAGR: 2024 - 2027*

- CRO Market Growth: c5-6%
- Market share gains: c1-2%
- M&A contribution: c1-2% p.a.



#### 2027 Adjusted EBITDA

##### 2027 Adjusted EBITDA Margin:

**22.5%**

- Adjusted Gross Margin target: 30 - 30.5%
- Adjusted SG&A: 7.5 - 8% of revenue



#### Adjusted EPS Growth

##### Adjusted EPS Growth:

**Low – mid teens%**

*3-yr CAGR: 2024 - 2027*

- Optimised debt structure: Up to 2.5x Net Debt / Adjusted EBITDA ratio
- Capital deployment flexibility



## Update on CFO transition and leadership commitment



**Process well underway;** short list in interview stage including internal and external candidates



**Excellence in talent management;** history of success in internal advancement and executive-level succession



**Commitment from our team in ensuring continuity of executive leadership**

## What you'll hear from us today

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**The CRO market is healthy with scientific, medical and technological innovation converging to drive growth opportunities**

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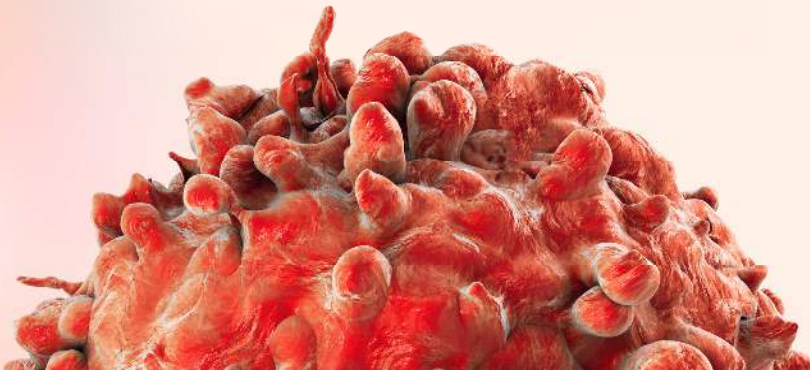
## Advancing our leadership in large pharma solutions

Barry Balfe

President, ICON Pharma Development Solutions



## Large pharma: Partnering to navigate challenges and opportunities



- Large pharma market dynamics
- ICON's large pharma organization & strategy
- Sourcing model evolution & implications
- Differentiated offering – why we win
- Sustaining competitive advantage

## Understanding the needs of our customers

190 drugs losing  
patent exclusivity  
by 2030

Drug pricing &  
Inflation Reduction  
Act uncertainty

Advances in  
technology  
massively increase  
#NMEs in  
discovery

Sustained levels of  
deal activity  
between Pharma /  
Biotech

R&D cost pressures  
resulting in focus on  
delivery of  
efficiencies

Cost pressures & portfolio opportunities → Sustained demand for enhanced efficiency

CROs creating value at the portfolio level will outperform

## Strategic initiatives to further enhance our offering



Drive further leadership in large pharma solutions



Refocus our efforts in biotech to increase awareness and alignment with our customers



Integrate site & patient solutions to address pain points in trials



Enhance & further develop applied technology through AI & machine learning



Deepen our therapeutic expertise and align with customer needs

Sustained investment in partnership infrastructure

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Integrated site & patient solutions

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Targeted investment in digital innovation (collaborations\*)

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Clear leadership of blended solutions market

## Evolved structure to better serve large pharma

### ICON Pharma Development Solutions



## Customized solutions accelerate portfolio delivery





## Case study | Creating value at the portfolio level

### PARTNERSHIP STRUCTURE



**MULTI- TO SOLE  
CRO MODEL**

**FSP & FSO →  
BLENDED**

### CENTRALIZATION & HUBBING



**IN-COUNTRY TEAMS  
TO CRO HUBS**

**ROLE MAPPING &  
STRATIFICATION**

### INTEGRATED DATA ANALYTICS



**SHARED SYSTEMS  
STACK & ACCESS**

**ENTERPRISE  
ANALYTICS FROM  
ICON**

### SITE ID & ACTIVATION



**MOVE TO SINGLE  
SSU MODEL**

**LEVERAGE ICON  
TECH & PROCESS**

### MONITORING EFFICIENCY



**CRO RESPONSIBLE  
FOR PRODUCTIVITY**

**MOVE FROM FTE TO  
UNIT-BASED  
DELIVERY**

### ANCILLARY SERVICES



**LEVERAGE LAB,  
EARLY & LATE  
PHASE SERVICES**

**ENTERPRISE  
TOOLKIT FOR TRIAL  
STRATEGY**

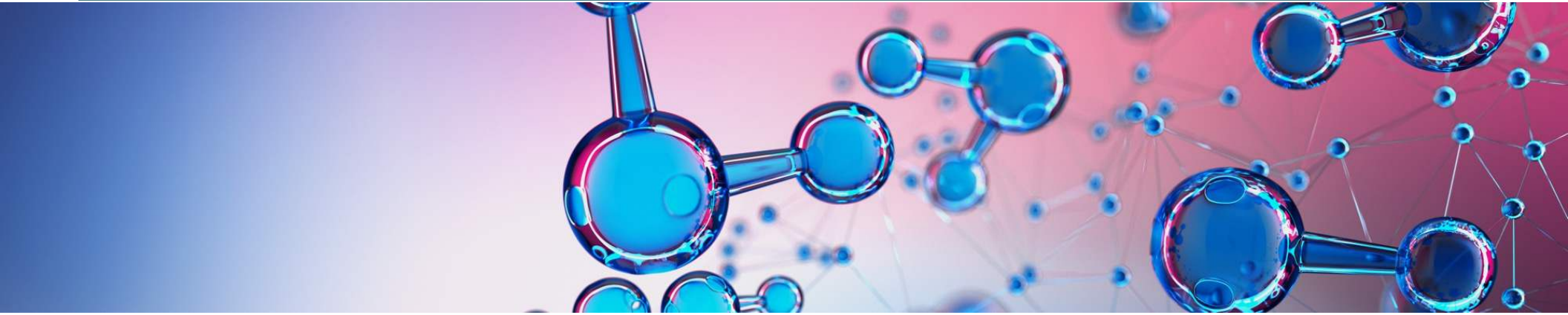


## **ICON Biotech: Commitment to dedicated partnership in biotech market**

Chris Smyth  
President, ICON Biotech



## Positioned for success in accelerating biotech market



- Accelerated segment growth due to scientific, technological innovation and funding aligning
- Unique customer challenges require dynamic solutions
- ICON Biotech's leading dedicated model
- Partnership growth through innovation and collaboration

# Biotech market - strong start to 2024 in funding



Customer sentiment improving

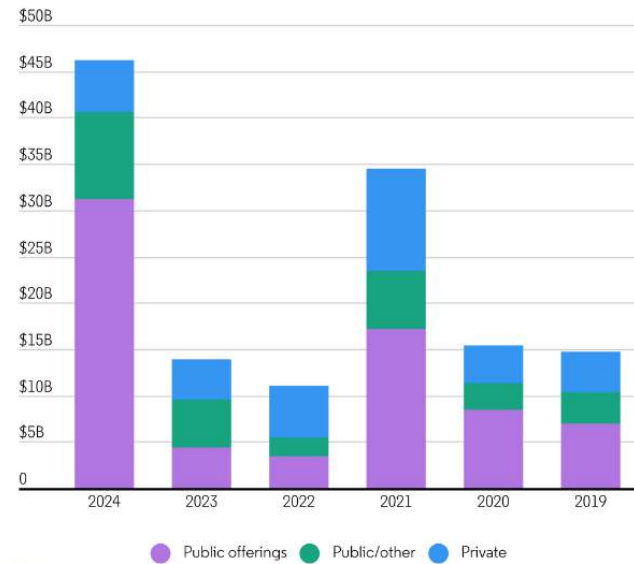


Next generation pipeline of biotherapeutics +20% CAGR since 2017



Inherently more volatility in demand and funding patterns

Biopharma money raised through late March



Methodology

	Public offerings	Public/other	Private
2024	31,177,570,000	9,393,290,000	5,602,240,000
2023	4,332,600,000	5,203,950,000	4,308,520,000
2022	3,412,620,000	2,074,670,000	5,486,730,000
2021	17,199,820,000	6,181,480,000	11,060,100,000
2020	8,497,860,000	2,751,050,000	4,147,330,000
2019	6,927,000,000	3,370,000,000	4,372,000,000

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# Understanding the needs of our biotech customers

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## Capabilities

- Lack of development infrastructure increases reliance on CROs



## Experience and Reputation

- Unlikely to have established reputation with regulators
- Require access to key stakeholders: investigators, funding partners, etc.



## Operational Innovation

- Focus on innovation requires specialized development partners
- Ownership of molecules later in development requires larger scale partners

*Addressing unique challenges and anticipating future needs requires **dynamic solutions***



**Resources, service offering and global reach** of the world's largest dedicated biotech CRO, matched with a **therapeutically aligned single point of contact** devoted to your trial



**Structure** | Flat, agile, responsive organisational structure, leveraging the benefits of broader ICON organization



**Focus** | ICON Biotech works exclusively with small, emerging and mid-size biopharma customers



**Dedication** | Dedicated roles with scientific specialization, single point of contact for customers



**Partnership** | A trusted partner in innovation, investing in solutions to drive efficiencies in development

**#1**

ICON Biotech is the world's largest dedicated biotech CRO

**100%**

Dedicated biotech customer teams with tailored biotech processes

**200**

Board Certified Medical Directors and Therapeutic Experts

**500+**

Biotech sponsors supported annually

## Strategic initiatives to further enhance our offering

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Drive further leadership in large pharma solutions



**Refocus our efforts in biotech to increase awareness and alignment with our customers**



Integrate site & patient solutions to address pain points in trials



Deepen our therapeutic expertise and align with customer needs



Enhance & further develop applied technology through AI and ML

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Increase customer awareness of ICON's division **solely dedicated to small and mid-sized customers**

**Increase penetration into new & existing customers** by providing delivery solutions tailored to our customers' needs

**Therapeutically align** ICON Biotech organization with enhanced project oversight to ensure lean, agile, responsive team structures

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# Delivering value through innovation, collaboration in a growing partnership model



## Precision Medicine - Oncology

3 Assets | 21 Studies



**2015**  
Phase II  
Study



**2018**  
Preferred  
Partner



**2023**  
Pharma  
Acquisition



## Innovative partnership model

- Full service Preferred partner
- Global Infrastructure of technologies and vendors
- Predictable delivery of milestones



## Resourcing Solutions

- Involved ~700 ICON staff members
- Predictability enabled efficiency and cost-savings
- Turnover in key roles < 5% in 2023



## Value

- High Quality
- FDA, EMEA and UK Approval
- Acquisition by a Large Pharma





## **Delivering enhanced, integrated solutions across our customers**

Rose Kidd

President, Operational Delivery



## Increasing efficiency and speed through scaling our service delivery



- Increased customer need for efficiency
- Evolving our offering in integrated delivery with proven center of excellence model – specialisation & centralisation
- Further opportunity through automation and technology enablement
- Novel approach in Site & Patient Solutions is delivering value across stakeholders

# Agile and innovative centers of excellence



## Approach

**Integrated delivery** across specific functions and solutions that can support all customer types



## Core Elements of Delivery

Flexibility to meet customer needs

**Right mix** of specialist, local and remote resources in the **right location**

Best in class data and technology

Integrating services to drive enhanced solutions for customers



## Focused Centers of Excellence

Site & Patient Solutions

Select Functions



**Economies of scale**



**Leverages combined expertise and capability at a global level**

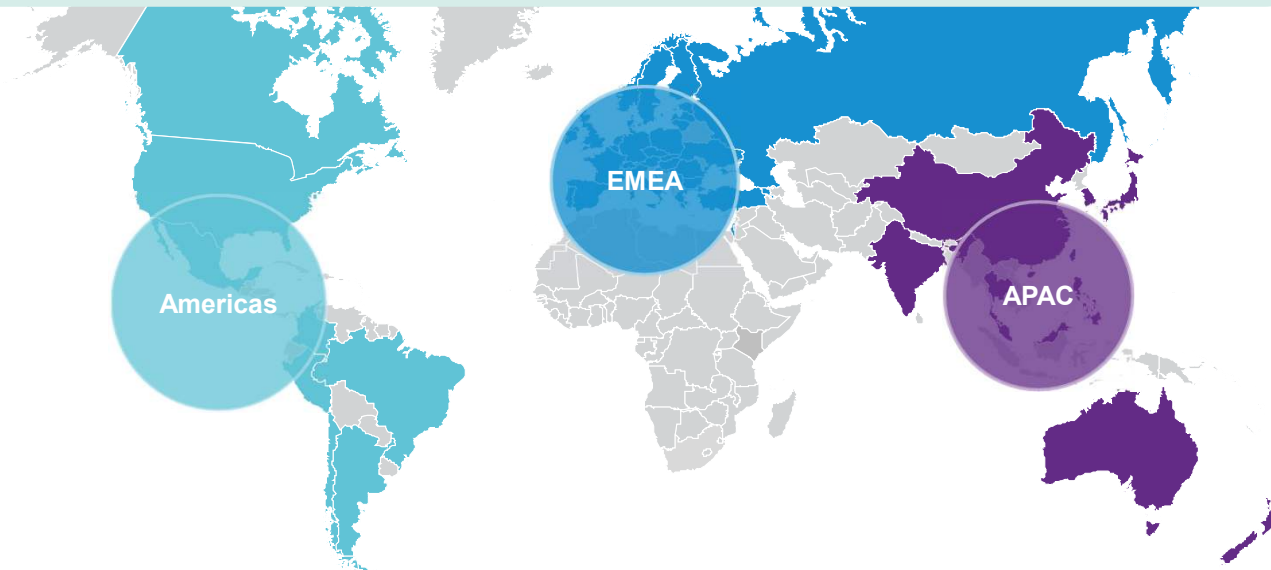


**Establishes long-term competitive advantage**

## Expert resources in the right location

### ICON Center of Excellence Model

*Global hub locations, scaled with consistent processes and systems*



Drives process efficiency



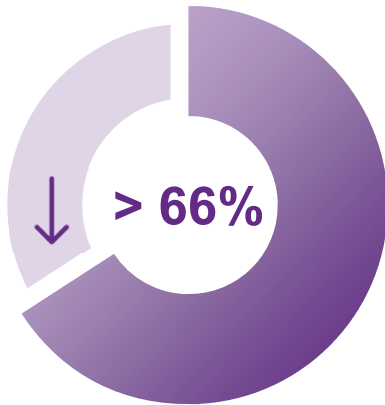
Enhances quality of output



Delivers adaptive model tailored to customer needs

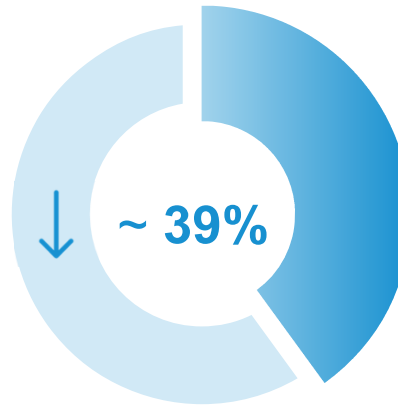
## Allowing us to realise the benefits of automation at scale

Empowering informed decisions and elevate value through superior data delivery



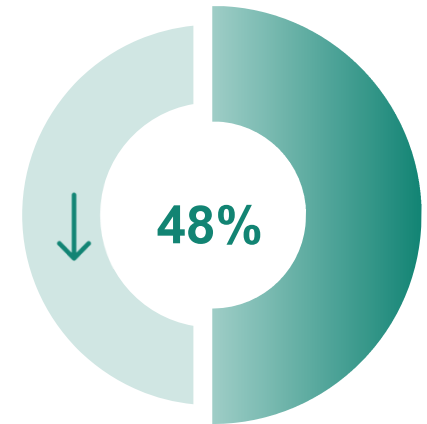
### Data collection / assimilation

reduction in time taken for data imports leading to quicker decision-making in clinical studies



### Data processing

reduction in data review time enabling faster database lock



### Data delivery

reduction in data delivery time versus historical benchmarks

## Proven to reduce site burden, improve engagement and accelerate timelines

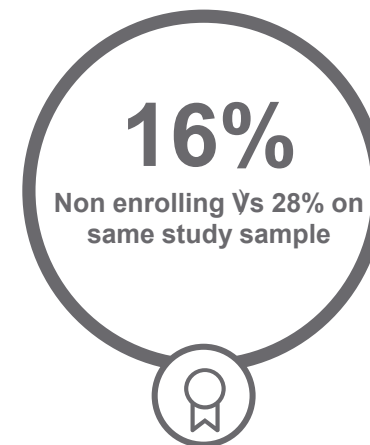
### Reducing site burden and improving communication



### Improving training compliance



### Reduction in non-enrolling sites



## Strategic initiatives to further enhance our offering



Drive further leadership in large pharma solutions



Refocus our efforts in biotech to increase awareness and alignment with our customers



Integrate site & patient solutions to address pain points in trials



Enhance & further develop applied technology through AI & machine learning



Deepen our therapeutic expertise and align with customer needs

Utilisation of technology to ease burden on sites & patients

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Novel approach to unite all site and patient solutions including services and technology platform to create global scaled offering

# Our solution: An integrated, end to end offering from site selection to close out



## Accellacare Site Network

Structured for faster start-up and consistent quality



## In-Home & Site Resourcing

Bringing visits to patients & adding site resources to minimize burden



## Concierge & Recruitment

Making it easier for patients to get & stay engaged







## Bringing our therapeutic expertise closer to customers

Dr. Ute Berger

President, ICON Development and Commercialisation Solutions



## Therapeutic expertise and alignment critical to continued leadership



- Therapeutic trends support increased need for large, global providers with comprehensive solutions
- ICON's scale and breadth of expertise provides broad therapeutic diversification and growth opportunities
- Our approach in building therapeutic expertise is driving market leadership in key areas

# Therapeutic trends in clinical development dominated by oncology, complexity in disease



Oncology continues to dominate trial initiations followed by CNS and infectious disease



Close to **2,000 active trials** across pharma and biotech sponsors in cell & gene therapy



Obesity research significantly increasing (GIP, GLP-1 and glucagon receptor agonists)



Complex molecular entities (ex. ADCs) dominate direction of investment



Increase in rare disease trials across a multitude of therapeutic areas

Optimising trial designs to accelerate time to market



Innovative solutions on endpoints and Digital Health Technology



Therapeutic, scientific & strategic expertise

700+

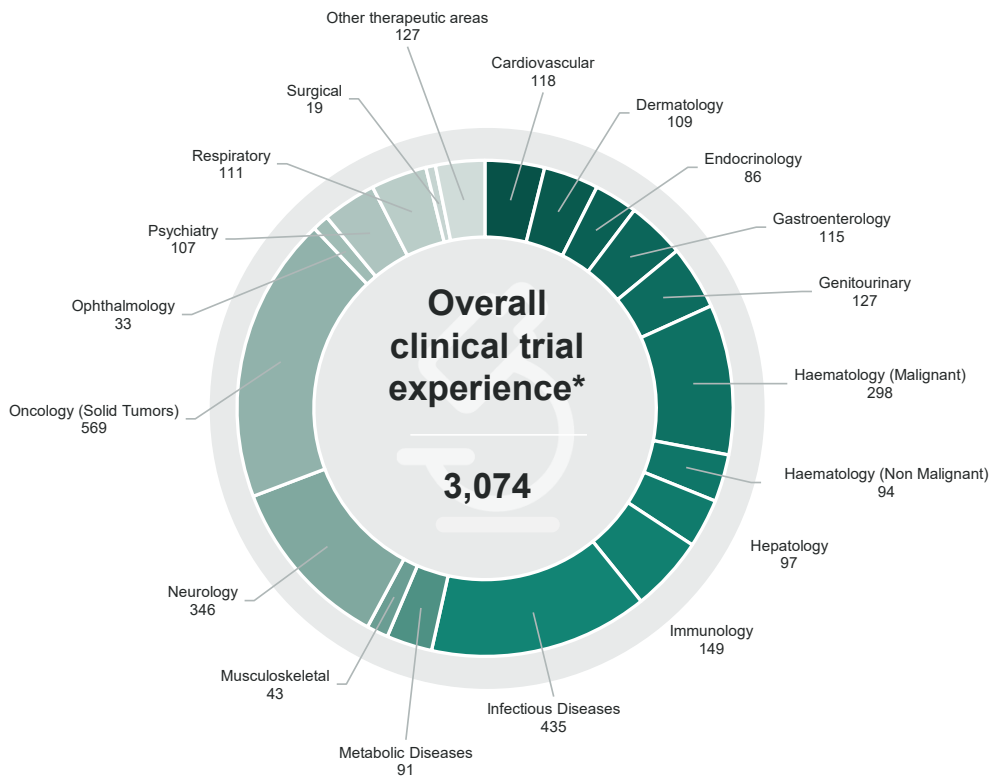
Real world data to drive effective outcomes



Integrated solutions for commercial strategy



# Scale aligns our therapeutic experience with R&D pipeline



## Shifting factors favor large, scaled providers



*Global need for patient population*



*Competition for patients and sites*



*Complexity in trial execution*

**ICON contributed to 60% of FDA approved drugs in 2023**

\*Period: 2017-2022

# Addressing the unique nuances & challenges in complex therapies



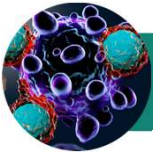
Focused investment



Translating our experience into foresight



Global intelligence



**Spotlight on Cell & Gene Therapy: Conducted >150 programs in last 5 yrs**



Regulatory & Data strategy



Site strategy



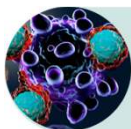
Patient strategy



Product strategy & logistics



## Driving market leadership through therapeutic expertise



### Case Study – CGT

Building partnerships & managing portfolios from early phase through commercialisation

Year 1

1<sup>st</sup> Cell Therapy study awarded to ICON - a sponsor with no experience in CGT

Year 2

Expanded 2 Cell Therapy assets

Year 3

Expanded to 9 studies within 2 Cell Therapy assets  
**1<sup>st</sup> BLA Submission for 1 asset in Cell Therapy**

Year 4

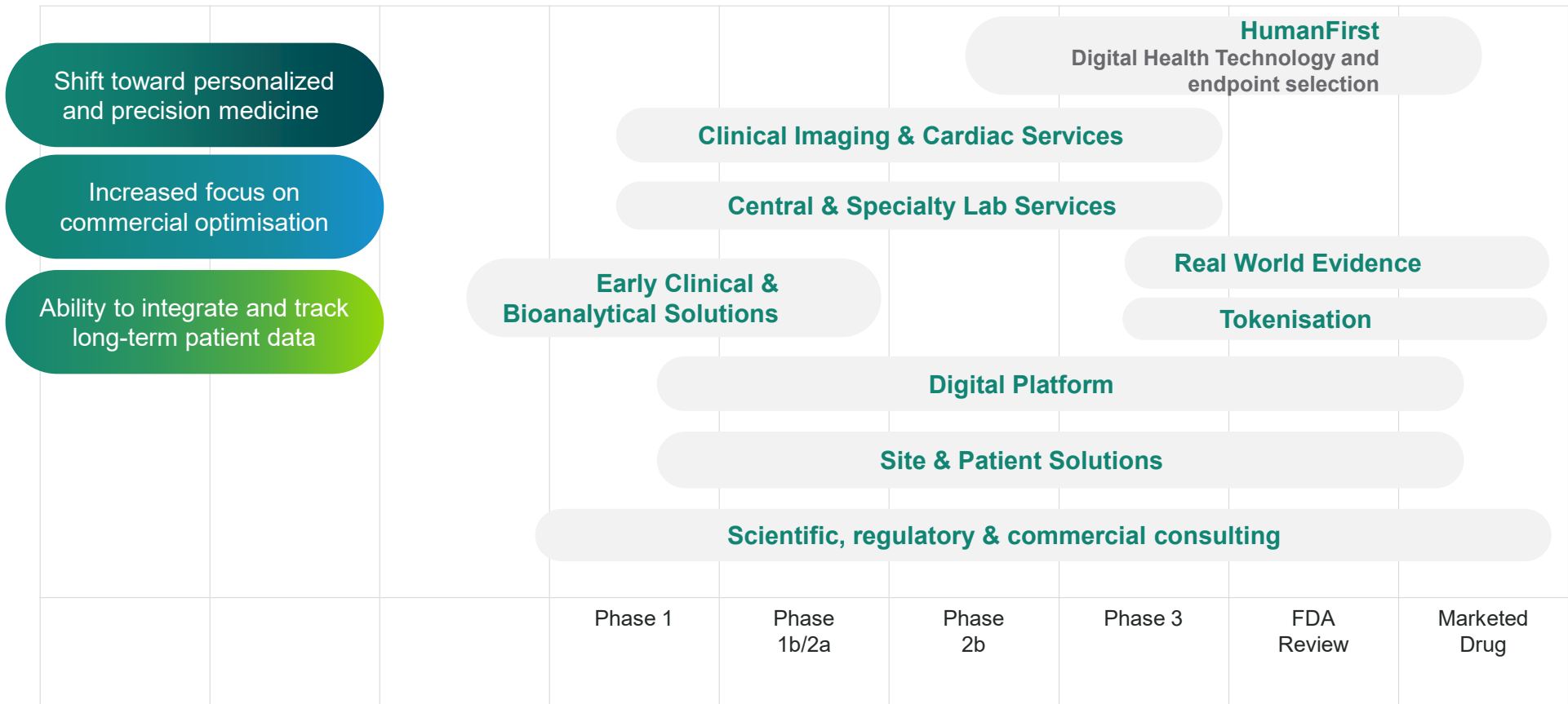
Expanded to 13 studies  
**BLA Submissions completed for 2 assets**

Year 5

**2 Market Authorizations for 2 assets**  
Long term safety follow-up strategies in place

**Outcome: ICON contributed to 4 of the 6 FDA-approved CAR-T cell therapies**

# Integrated, comprehensive solutions supporting clinical development continuum





## Delivering sustainable growth

Brendan Brennan  
CFO





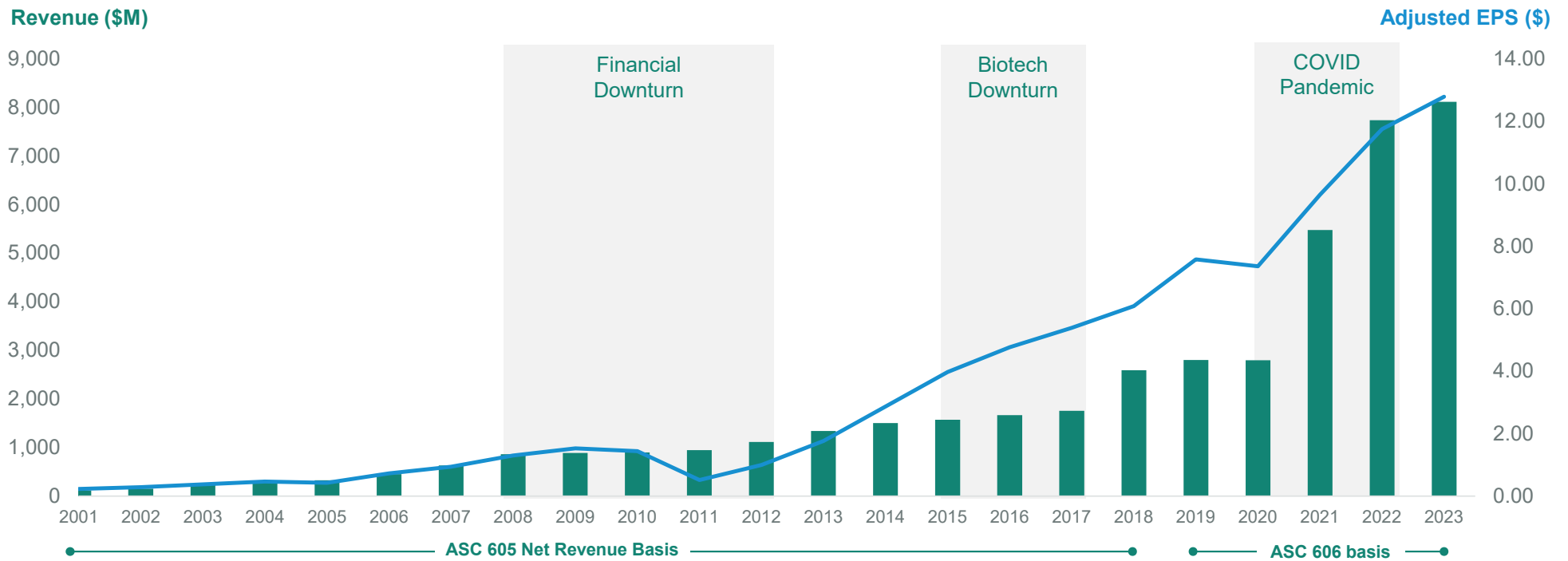
## Strong financial results and attractive growth profile



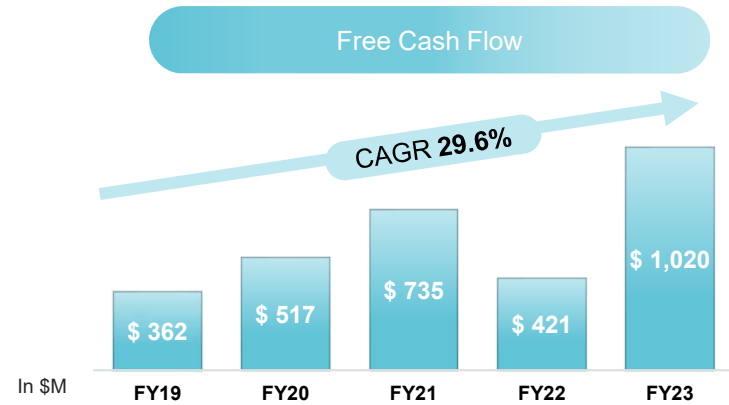
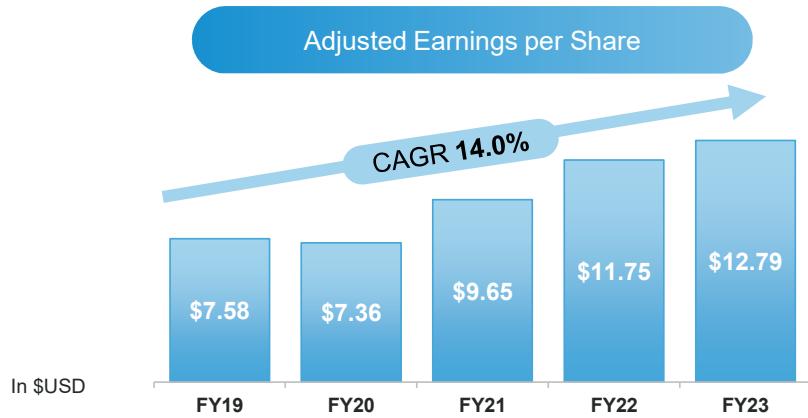
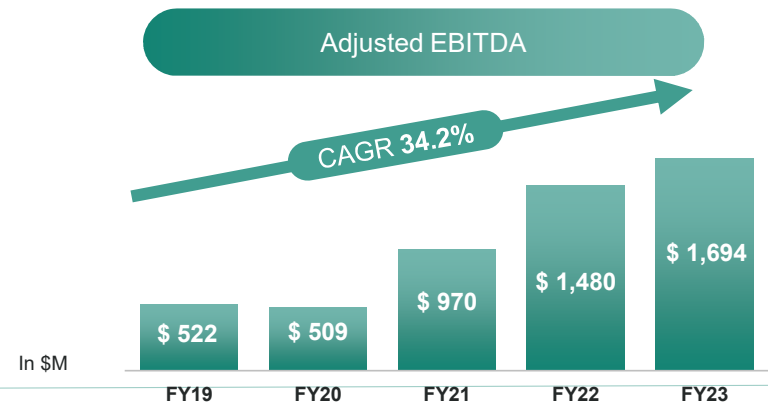
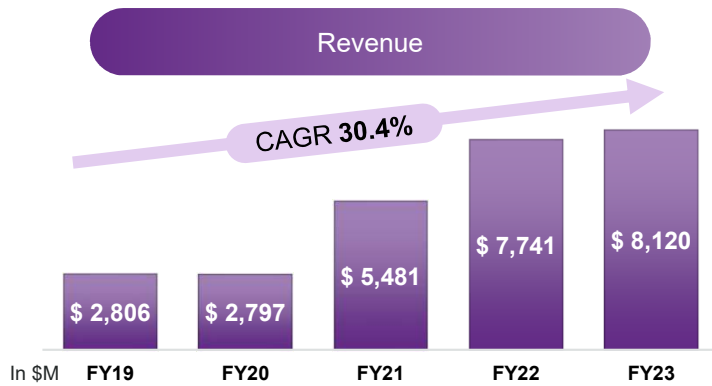
- History of consistent, impressive financial performance
- Strong cash flow generation & capital deployment strategy to deliver additional value
- Accelerating mid-term outlook linked to solid strategy

# History of execution

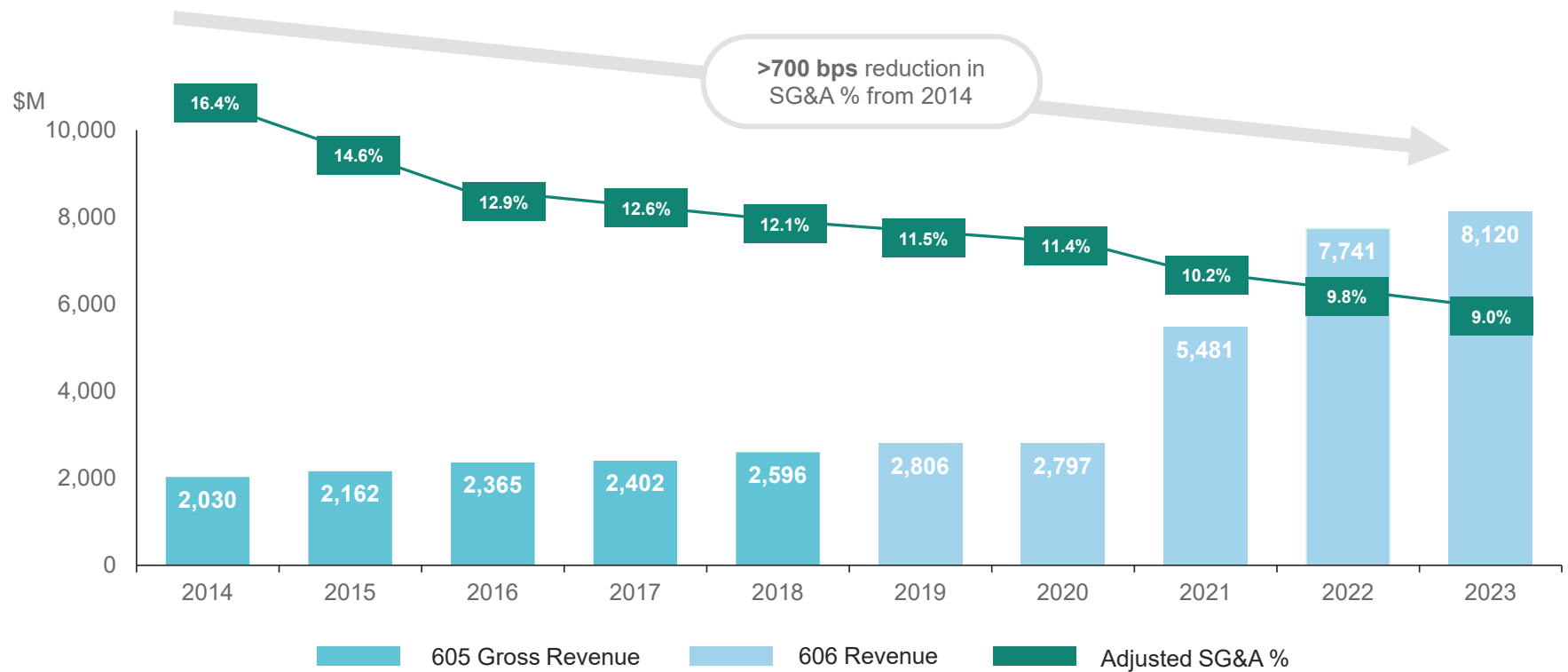
*Significant growth & consistent performance through dynamic periods*



# Track record of growth

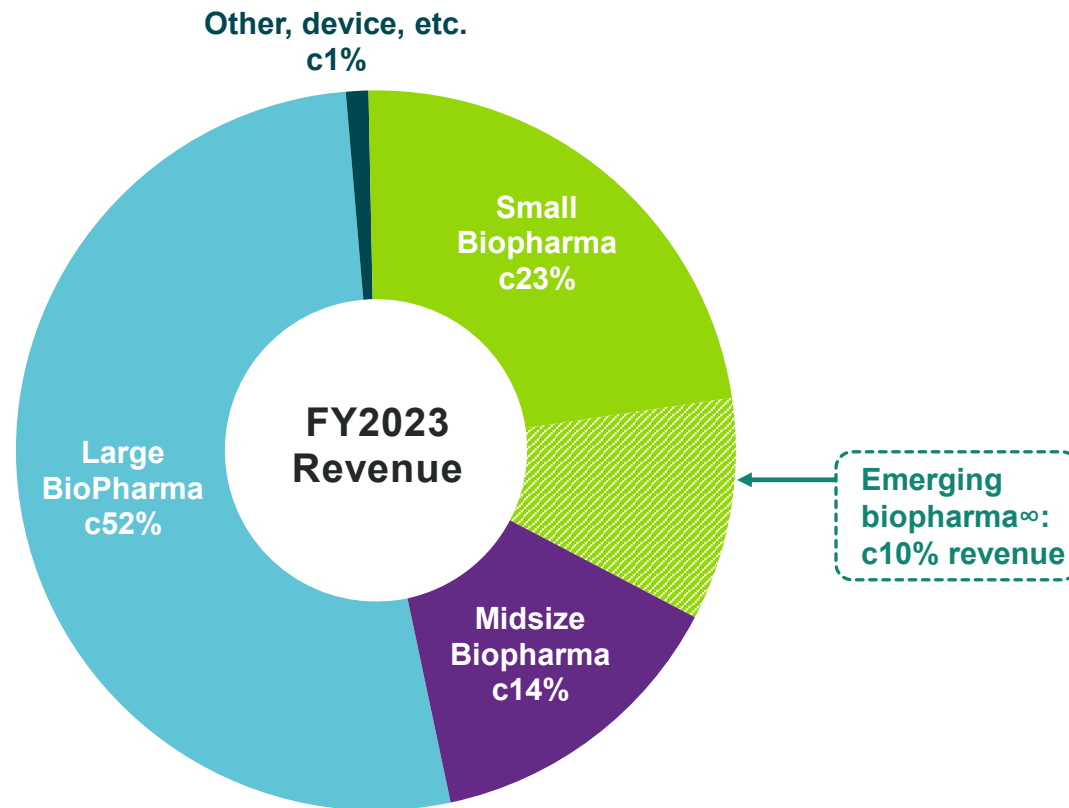


## Leading the industry in focused, consistent cost management



Note: See Appendix 2 for reconciliation to Adjusted SG&A %

## Balanced, diversified mix of customers



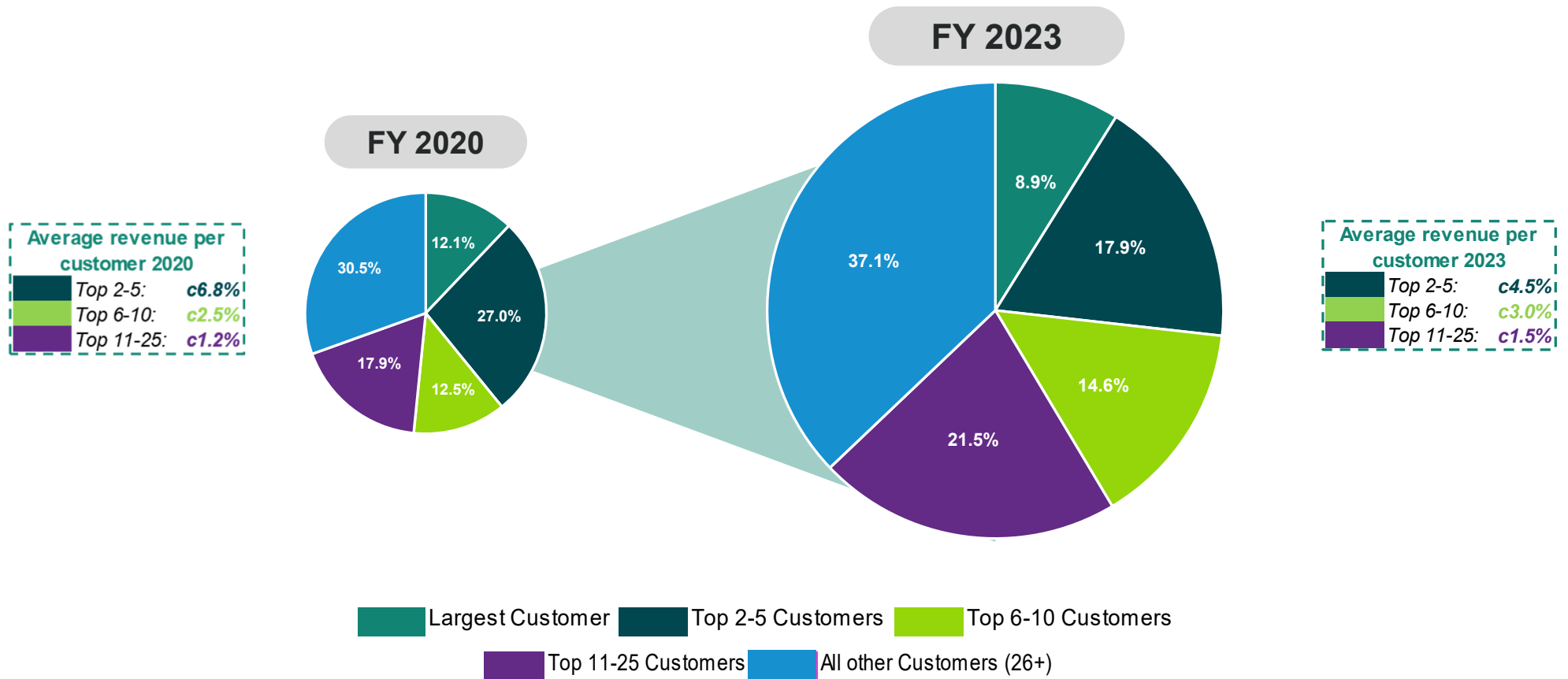
Large Biopharma: Top 20 companies by Rx Sales

Midsize Biopharma: Top 21-75 companies by Rx Sales

Small Biopharma: Companies 76 and greater by Rx Sales

<sup>∞</sup>Emerging biopharma: Within small biopharma segment, companies with less than \$100m in R&D spend

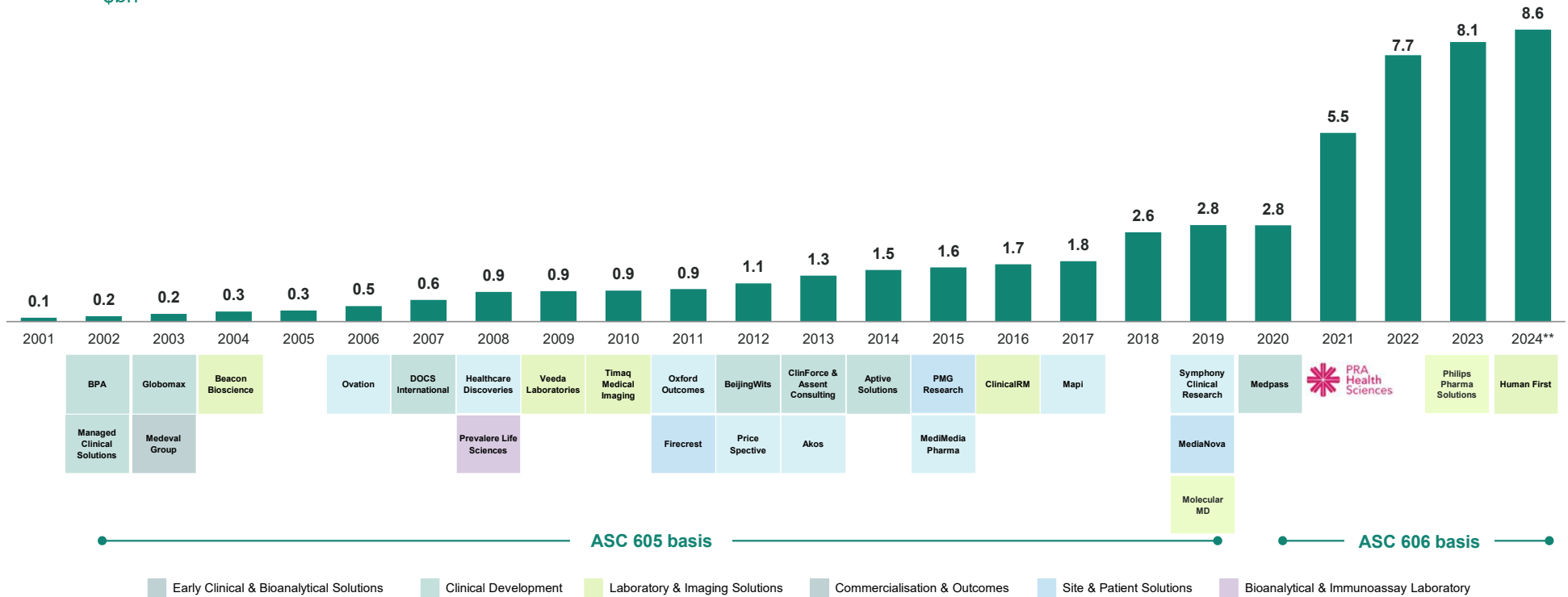
# Reduced customer concentration and increased diversification



# ICON's long track record of targeted M&A

## Disciplined track record of organic and inorganic growth

Revenue  
\$bn



ASC 605 basis

ASC 606 basis

- Early Clinical & Bioanalytical Solutions
- Clinical Development
- Laboratory & Imaging Solutions
- Commercialisation & Outcomes
- Site & Patient Solutions
- Bioanalytical & Immunoassay Laboratory

Note: 2021+ figures reflect acquisition of PRA Health Sciences from July 1, 2021 \*\*2024 reflects mid-point guidance

# Created significant value since combination with PRA Health Sciences



Accelerated delivery of \$150m cost synergy goal



Adjusted EBITDA margin expansion in excess of mid-term target



Notable success in winning new and expanding existing strategic alliances



Achievement of <2.5x target leverage ratio ahead of initial timeline

## Issue ratings (Moody's / S&P)

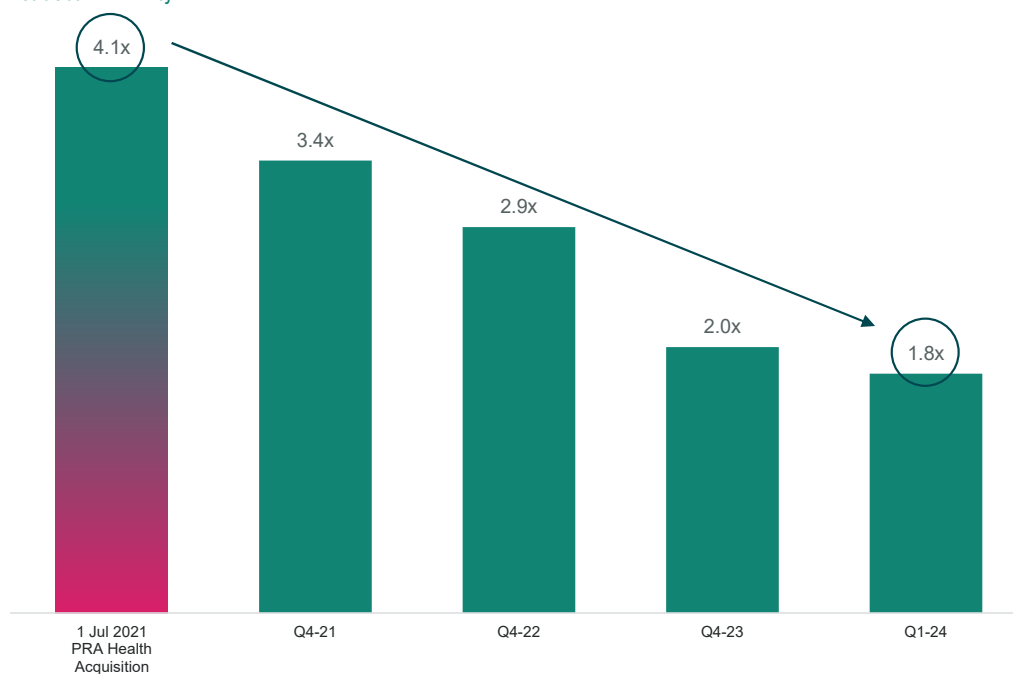
Ba1 / BB+

Upgraded to investment grade

Baa3 / BBB-

## Net leverage

Net debt / TTM Adj. EBITDA <sup>(1)(2)(3)</sup>



### Notes:

1. Net debt is defined as the principal amount (without adjustment for deferred financing costs or original issue discount) of total debt minus cash and cash equivalents
2. Adjusted EBITDA for periods prior to Q4-23 includes up to \$150m of unrealized cost savings and synergies net of amounts actually realised during such period
3. 1 Jul 2021 and Q4-21 TTM Adjusted EBITDA includes EBITDA for PRA Health pre-acquisition



## Further advancing our strong financial position with successful bond offering

### Inaugural \$2bn SEC bond offering in April

- Proceeds allocated to repayment of senior secured term loan B
- Strong investor interest with initial order book of c\$15bn (7.5 x)
- Follows successful repricing of Term Loan B
- Secures net interest savings of c\$110m for 2024
- Provides capital flexibility

### Current capital structure details

Facility		Rate	\$m
Secured Term Loan B	Floating	SOFR + 200bps	976
Secured HY Bond	Fixed	2.88%	500
Secured SSN 3 year	Fixed	5.81%	750
Secured SSN 5 year	Fixed	5.85%	750
Secured SSN 10 year	Fixed	6.00%	500
		*5.84% Blended rate based on current SOFR	3,476

## Flexible capital deployment to continue value generation

### Leverage

- Successful return to Investment grade rating in late 2023
- Facilitated successful refinancing in Q2 2024
- Targeted leverage up to 2.5x

### Share Repurchase

- Opportunistic approach to share repurchases where value accretive

**Strong free cash flow generation, deployed to create value**

### M&A

- Site & patient solutions
- Late phase & RWE
- Lab services
- Specialist functions & therapeutic areas

### Capital Expenditure

- Focused capital investment to:
  - Create value for our customers
  - Bring continued excellence in efficiency in operational delivery
  - Supporting our lab and early phase businesses

# Delivering value through our global business services model



## Approach

Core competency developed in applying consistent procedures, processes, and systems across support functions

*Embedded in the culture of our organisation*



## Core Elements of Delivery

Consistent IT platforms

Right person, right location

Centralised functions

Best in class data and technology

Zero-based budgeting process



## Further efficiencies through continued evolution of model

Digital transformation

Hub location strategy

*Driven by advances in technology, talent and location optimisation*

*Delivers tangible outcomes*



Best in class margin profile



Leverages combined expertise and capability at a global level



Establishes long-term competitive advantage

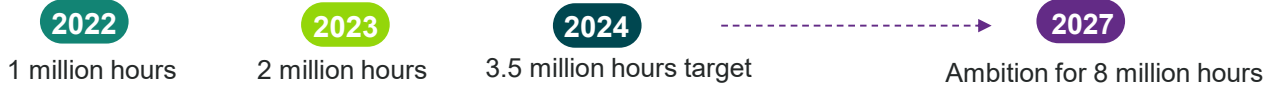
# Additional opportunity ahead from digital transformation



## Robotic Process Automation (RPA) and AI enablement

RPA Example initiatives & resulting savings	Internal employee training reporting and compliance	10,000 hrs/month
	Serious Adverse Event (SAE) Reconciliation	1,000 hrs/month
	Site budget tracking and updating	c1,000 hrs/month

## Continued progression in our targets for total savings across organization



## Leading to sustainable growth in the future

### Mid-term Financial Targets (2025 – 2027)



#### Revenue Growth

**Revenue Growth:**  
**7-10%**

*3 yr CAGR: 2024 - 2027*

- CRO Market Growth: c5-6%
- Market share gains: c1-2%
- M&A contribution: c1-2% p.a.



#### 2027 Adjusted EBITDA

**2027 Adjusted EBITDA Margin:**  
**22.5%**

- Adjusted Gross Margin target: 30-30.5%
- Adjusted SG&A: 7.5 - 8% of revenue



#### Adjusted EPS Growth

**Adjusted EPS Growth:**  
**Low-mid teens%**

*3 yr CAGR: 2024 - 2027*

- Tax Rate: Effective tax rate of c.16.5%
- Capital expenditure: \$220m - \$250m by 2027
- Optimised debt structure: Up to 2.5x Net Debt / Adjusted EBITDA ratio
- Opportunistic share buy back

## 2024 Updated Financial Guidance & Outlook

	FY2023	FY2024 Guidance	<i>% increase</i> (FY2024 Guidance vs. FY2023 Actuals)
<b>Revenue</b>	\$8,120m	\$8,480m - \$8,720m	4.4% - 7.4%
<b>Adjusted EPS*</b>	\$12.79	\$14.75 - \$15.25	15.3% - 19.2%

### Key Assumptions for FY2024 Guidance

- Effective tax rate of 16.5%
- Excludes share repurchase activity
- Excludes additional M&A
- Free Cash Flow target of c\$1.1bn
- Adjusted EBITDA\* margin expansion of c50bps over FY2023
- Total interest expense in the range of \$200-210m
- Total capital expenditure spend in the range of \$150-200m

\*Adjusted EBITDA and adjusted EPS exclude amortization, stock compensation, restructuring, FX and transaction-related / integration-related costs (including transaction related financing costs)

Note: Adjusted EBITDA and adjusted EPS are non-GAAP financial measures. Refer to "Forward Looking Statement" at the beginning of this presentation for a discussion of our non-GAAP financial measures

## In Closing

1

The CRO market is healthy with scientific, medical and technological innovation converging to drive growth opportunities

2

Our leading scaled offering uniquely positions us to deliver accelerated growth

3

ICON is innovating across our business to meet evolving customer needs more efficiently and effectively



## Appendix



# 1. Reconciliation of non-GAAP measures (Adjusted EBITDA)

Reconciliation of Non-GAAP Measures: Adjusted EBITDA					
\$m	2019	2020	2021	2022	2023
<b>Net income/(loss) attributable to the Group</b>	<b>374</b>	<b>332</b>	<b>153</b>	<b>505</b>	<b>612</b>
Net income/(loss) attributable to non-controlling interest	2	1	-	-	-
Share of losses from equity method investments	-	0	2	3	-
Income tax expense	51	48	41	59	12
Net interest expense	6	10	182	227	332
Depreciation and amortization	62	66	315	570	586
Stock-based compensation expense <sup>(a)</sup>	27	28	61	70	56
Foreign currency losses/ (gains), net <sup>(b)</sup>	1	6	(14)	(26)	13
Restructuring <sup>(c)</sup>	-	18	31	31	45
Transaction and integration related costs <sup>(d)</sup>	-	(1)	198	40	44
Oncacare (gain) <sup>(e)</sup>	-	-	-	-	(6)
<b>Adjusted EBITDA</b>	<b>522</b>	<b>509</b>	<b>970</b>	<b>1,480</b>	<b>1,694</b>
<b>Adjusted EBITDA Margin %</b>					
Revenue	2,806	2,797	5,481	7,741	8,120
Adjusted EBITDA	522	509	970	1,480	1,694
<i>Adjusted EBITDA Margin %</i>	<i>18.6%</i>	<i>18.2%</i>	<i>17.7%</i>	<i>19.1%</i>	<i>20.9%</i>

## 2. Reconciliation of non-GAAP measures (Adjusted SG&A)

Reconciliation of Non-GAAP Measures: Adjusted SG&A										
\$m	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>SG&amp;A attributable to the Group</b>	<b>336</b>	<b>327</b>	<b>326</b>	<b>324</b>	<b>326</b>	<b>337</b>	<b>342</b>	<b>585</b>	<b>779</b>	<b>769</b>
Stock-based compensation expense	(10)	(15)	(18)	(13)	(15)	(12)	(18)	(41)	(47)	(29)
Foreign currency (losses) /gains, net	6	4	(2)	(8)	4	(1)	(6)	14	26	(13)
Oncacare gain	-	-	-	-	-	-	-	-	-	6
<b>Adjusted SG&amp;A</b>	<b>332</b>	<b>315</b>	<b>305</b>	<b>303</b>	<b>315</b>	<b>324</b>	<b>318</b>	<b>558</b>	<b>757</b>	<b>733</b>
<i>Adjusted SG&amp;A %</i>	<i>16.4%</i>	<i>14.6%</i>	<i>12.9%</i>	<i>12.6%</i>	<i>12.1%</i>	<i>11.5%</i>	<i>11.4%</i>	<i>10.2%</i>	<i>9.8%</i>	<i>9.0%</i>

### 3. Reconciliation of non-GAAP measures (Adjusted EPS and Free Cash Flow)

Reconciliation of Non-GAAP Measures: EPS					
\$m (except share and per share data)	2019	2020	2021	2022	2023
<b>Net income/(loss) attributable to the Group</b>	<b>374</b>	<b>332</b>	<b>153</b>	<b>505</b>	<b>612</b>
Income tax expense	51	48	41	59	12
Amortization	16	19	240	463	460
Stock-based compensation expense <sup>(a)</sup>	27	28	61	70	56
Foreign currency losses/ (gains), net <sup>(b)</sup>	1	6	(14)	(26)	13
Restructuring <sup>(c)</sup>	-	18	31	31	45
Transaction and integration related costs <sup>(d)</sup>	-	(1)	198	40	44
Transaction-related financing costs <sup>(f)</sup>	-	-	87	18	16
Oncacare (gain) <sup>(e)</sup>	-	-	-	-	(6)
Adjusted tax expense <sup>(g)</sup>	(56)	(59)	(131)	(192)	(194)
<b>Adjusted net income</b>	<b>412</b>	<b>392</b>	<b>666</b>	<b>969</b>	<b>1,058</b>
Diluted weighted average number of Ordinary Shares outstanding	54,333,461	53,283,585		82,468,363	82,717,640
<b>Adjusted diluted net income per Ordinary Share</b>	<b>7.58</b>	<b>7.36</b>	<b>9.65</b>	<b>11.75</b>	<b>12.79</b>

Reconciliation of Non-GAAP Measures: Free cash flow					
\$m	2019	2020	2021	2022	2023
<b>Net cash provided by operating activities</b>	<b>413</b>	<b>568</b>	<b>829</b>	<b>563</b>	<b>1,161</b>
Purchase of property, plant and equipment	(51)	(51)	(94)	(142)	(141)
<b>Free cash flow</b>	<b>362</b>	<b>517</b>	<b>735</b>	<b>421</b>	<b>1,020</b>

Note: 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

## 4. Reconciliation of non-GAAP measures notes

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- 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 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 as well as reviewing its global office footprint and optimizing its locations to best fit the requirements of the company.
- d) Transaction and integration related costs include expenses/credits associated with our acquisitions and any other costs incurred directly related to the integration of these acquisitions.
- e) On April 20, 2023, the Company completed the purchase of the majority investor's 51% majority voting share capital of Oncacare Limited ("Oncacare"). This gave rise to an acquisition-related gain of \$6.2 million. This gain was excluded from Adjusted EBITDA and Adjusted EPS.
- f) 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.
- g) Represents the tax effect of adjusted pre-tax income at our estimated effective tax rate.

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