

Q4 2024 Earnings Call

February 6, 2025

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Safe Harbor Statement for Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including, without limitation, our first-quarter and full-year 2025 guidance. In this context, forward-looking statements often address expected future business and financial performance and financial condition, and often contain words such as "expect," "assume," "anticipate," "intend," "plan," "forecast," "believe," "seek," "see," "will," "would," "target," similar expressions, and variations or negatives of these words that are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Actual results may differ materially from our expectations due to a number of factors, including, but not limited to, the following: business disruptions caused by natural disasters, pandemics such as the COVID-19 (coronavirus) outbreak, including any variants, and the public health policy responses to the outbreak, and international conflicts or other disruptions outside of our control; most of our contracts may be terminated on short notice, and we may lose or experience delays with large client contracts or be unable to enter into new contracts; the market for our services may not grow as we expect; we may be unable to successfully develop and market new services or enter new markets; imposition of restrictions on our use of data by data suppliers or their refusal to license data to us; any failure by us to comply with contractual, regulatory or ethical requirements under our contracts, including current or future changes to data protection and privacy laws; breaches or misuse of our or our outsourcing partners' security or communications systems; failure to meet our productivity or business transformation objectives; failure to successfully invest in growth opportunities; our ability to protect our intellectual property rights and our susceptibility to claims by others that we are infringing on their intellectual property rights; the expiration or inability to acquire third party licenses for technology or intellectual property; any failure by us to accurately and timely price and formulate cost estimates for contracts, or to document change orders; hardware and software failures, delays in the operation of our computer and communications systems or the failure to implement system enhancements; the rate at which our backlog converts to revenue; our ability to acquire, develop and implement technology necessary for our business; consolidation in the industries in which our clients operate; risks related to client or therapeutic concentration; government regulators or our customers may limit the number or scope of indications for medicines and treatments or withdraw products from the market, and government regulators may impose new regulatory requirements or may adopt new regulations affecting the biopharmaceutical industry; the risks associated with operating on a global basis, including currency or exchange rate fluctuations and legal compliance, including anti-corruption laws; risks related to changes in accounting standards; general economic conditions in the markets in which we operate, including financial market conditions, inflation, and risks related to sales to government entities; the impact of changes in tax laws and regulations; and our ability to successfully integrate, and achieve expected benefits from, our acquired businesses. For a further discussion of the risks relating to our business, see the "Risk Factors" in our annual report on Form 10-K for the fiscal year ended December 31, 2023, filed with the Securities and Exchange Commission (the "SEC"), as such factors may be amended or updated from time to time in our subsequent periodic and other filings with the SEC, which are accessible on the SEC's website at www.sec.gov. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this presentation and in our filings with the SEC. We assume no obligation to update any such forward-looking statement after the date of this release, whether as a result of new information, future developments or otherwise.

Past Performance

In all cases where historical results are presented or past performance is described, we note that past performance is not a reliable indicator of future results and performance.

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Legal

Non-GAAP Information

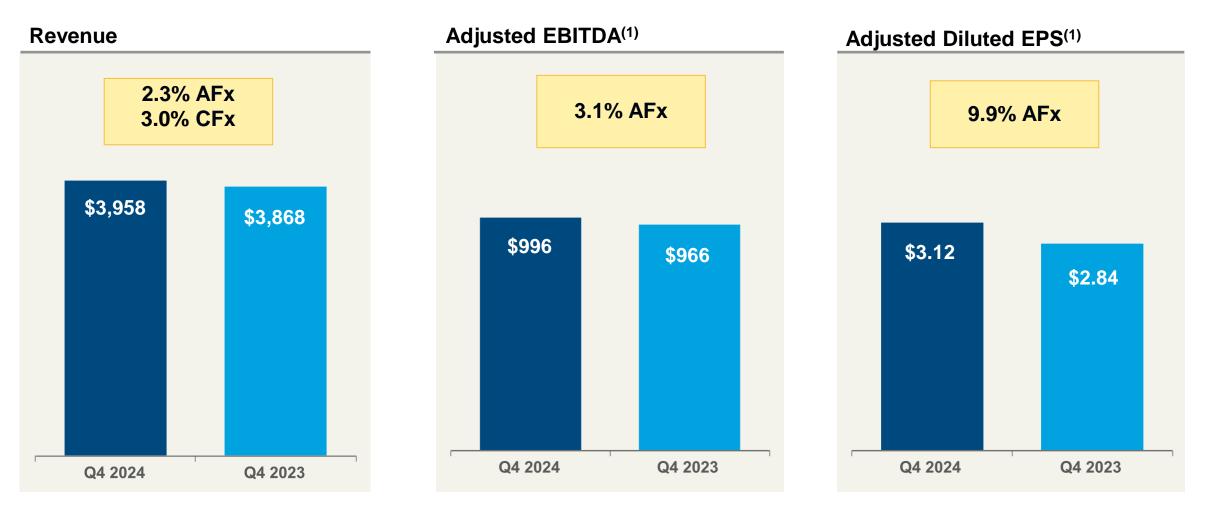
This presentation includes information based on financial measures that are not recognized under generally accepted accounting principles in the United States ("GAAP"), such as Adjusted EBITDA, Adjusted Net Income, Adjusted Diluted Earnings per Share, Gross Leverage Ratio, Net Leverage Ratio and Free Cash Flow. Non-GAAP financial measures are presented only as a supplement to the company's financial statements based on GAAP. Non-GAAP financial information is provided to enhance understanding of the company's financial performance, but none of these non-GAAP financial measures are recognized terms under GAAP, and non-GAAP measures should not be considered in isolation from, or as a substitute analysis for, the company's results of operations as determined in accordance with GAAP. The company uses non-GAAP measures in its operational and financial decision making, and believes that it is useful to exclude certain items in order to focus on what it regards to be a more meaningful indicator of the underlying operating performance of the business. For example, the company excludes all the amortization of intangible assets associated with acquired customer relationships and backlog, databases, non-compete agreements, trademarks and trade names from non-GAAP expense and income measures as such amounts can be significantly impacted by the timing and size of acquisitions. Although we exclude amortization of acquired intangible assets from our non-GAAP expenses, we believe that it is important for investors to understand that revenue generated from such intangibles is included within revenue in determining net income. As a result, internal management reports feature non-GAAP financial measures useful for the same reasons, although investors are cautioned that non-GAAP financial measures are not a substitute for GAAP disclosures.

The non-GAAP financial measures are not presented in accordance with GAAP. Please refer to the appendix of this presentation for reconciliations of non-GAAP financial measures contained herein to the most directly comparable GAAP measures. Our first-quarter and full-year 2025 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. For the same reasons, the company is unable to address the probable significance of the unavailable information. Such items include, but are not limited to, acquisition related expenses, restructuring and related expenses, stock-based compensation and other items not reflective of the company's ongoing operations.

Non-GAAP measures are frequently used by securities analysts, investors and other interested parties in their evaluation of companies comparable to the company, many of which present non-GAAP measures when reporting their results. Non-GAAP measures have limitations as an analytical tool. They are not presentations made in accordance with GAAP, are not measures of financial condition or liquidity and should not be considered as an alternative to profit or loss for the period determined in accordance with GAAP or operating cash flows determined in accordance with GAAP measures are not necessarily comparable to similarly titled measures used by other companies. As a result, you should not consider such performance measures in isolation from, or as a substitute analysis for, the company's results of operations as determined in accordance with GAAP.

4th Quarter Results

\$M, except per share data



Dollars are at actual foreign exchange rates. AFx is actual currency. CFx is constant currency. (1) See reconciliation of non-GAAP items in the Appendix.



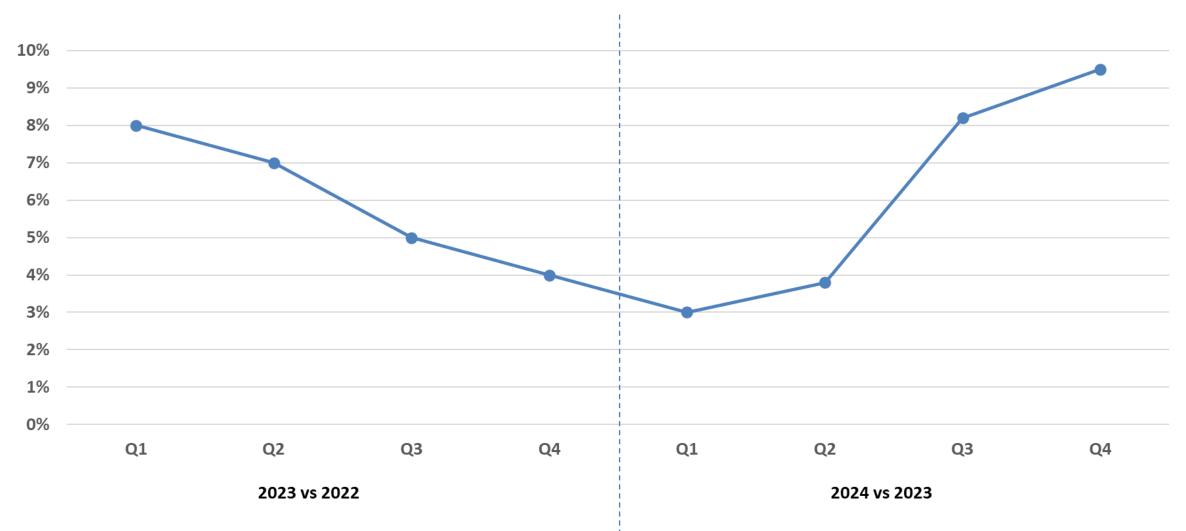
4th Quarter and Full-Year Revenue

\$M

	Q4				Full Year					
	2024	2023	VPY% AFx	VPY% CFx	2024	2023	VPY% AFx	VPY% CFx		
Technology & Analytics Solutions	\$1,658	\$1,531	8.3%	9.5%	\$6,160	\$5,862	5.1%	5.7%		
Research & Development Solutions	\$2,123	\$2,151	(1.3)%	(1.0)%	\$8,527	\$8,395	1.6%	2.0%		
Contract Sales & Medical Solutions	<u>\$177</u>	<u>\$186</u>	(4.8)%	(3.2)%	<u>\$718</u>	<u>\$727</u>	(1.2)%	1.4%		
Revenue	\$3,958	\$3,868	2.3%	3.0%	\$15,405	\$14,984	2.8%	3.4%		

2023/2024 TAS Growth Trend

CFx ex-COVID





4th Quarter and Full-Year Profit

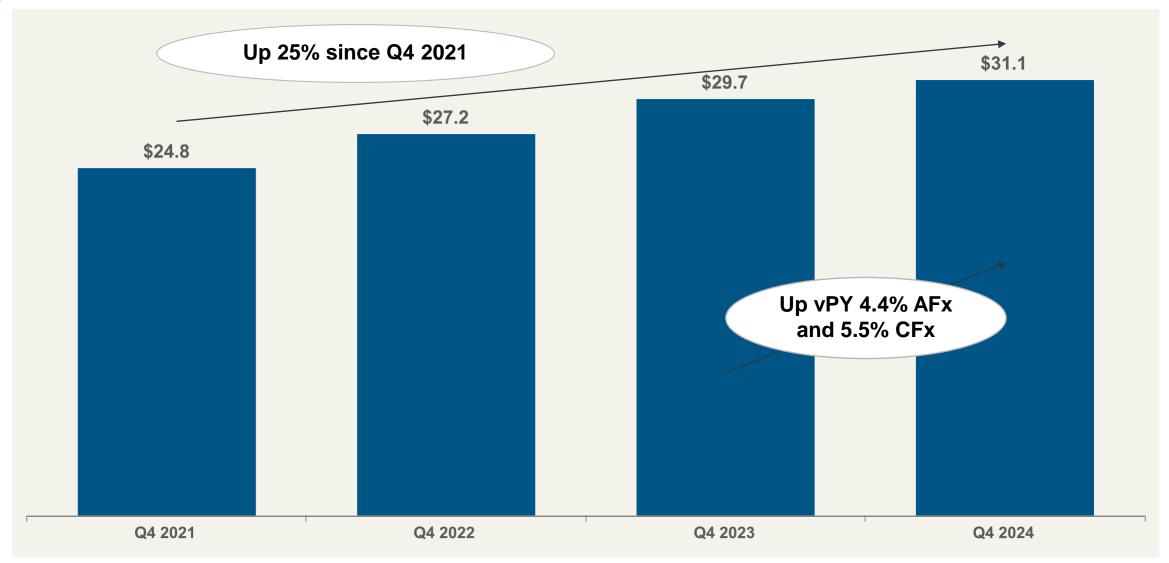
\$M, except per share data

	Q	4	Full	Year
	2024	2023	2024	2023
Adjusted EBITDA ⁽¹⁾	\$996	\$966	\$3,684	\$3,569
Net Income	\$437	\$469	\$1,373	\$1,358
Diluted Earnings per Share	\$2.42	\$2.54	\$7.49	\$7.29
Adjusted Net Income ⁽¹⁾	\$564	\$523	\$2,042	\$1,901
Adjusted Diluted Earnings per Share ⁽¹⁾	\$3.12	\$2.84	\$11.13	\$10.20



R&D Solutions Backlog

\$B







4th Quarter Balance Sheet and Cash Flow Items and Metrics

Cash & Cash Equivalents	\$1,702
Gross Debt	\$13,983
Net Debt	\$12,281
Gross Leverage Ratio ⁽¹⁾	3.80x
Net Leverage Ratio ⁽¹⁾	3.33x
Net Cash Provided by Operating Activities	\$885
Capital Expenditures	\$164
Free Cash Flow ⁽²⁾	\$721

1. Calculated using last twelve months Adjusted EBITDA.

2. See reconciliation of non-GAAP items in the Appendix.



Full-Year 2025 Guidance

\$M, except per share data

Revenue \$15,725 – \$16,125

Adj. EBITDA \$3,765 - \$3,885

Adj. Diluted EPS \$11.70 - \$12.10



Full-Year 2025 Segment Revenue Guidance





Q1 2025 Guidance

\$M, except per share data

Revenue \$3,740 - \$3,790

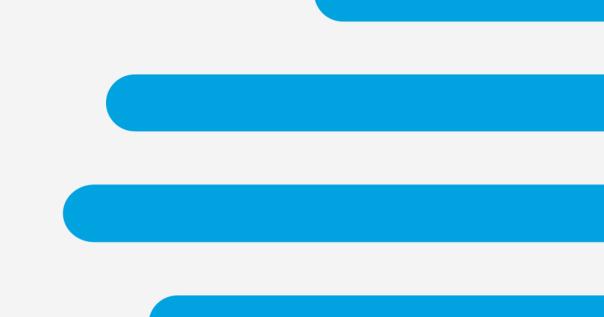
Adj. EBITDA \$870 - \$890

Adj. Diluted EPS \$2.60 - \$2.70





Q&A



Net Income to Adjusted EBITDA Reconciliation

	Three Months Ended December 31,				Twelve Months Ended December 31,			
(in millions)	2024		2023		2024			2023
Net Income	\$	437	\$	469	\$	1,373	\$	1,358
Provision for (benefit from) income taxes (1)		112		(102)		301		101
Depreciation and amortization		303		316		1,114		1,125
Interest expense, net		160		169		623		636
(Income) loss in unconsolidated affiliates		(5)		6		(5)		_
Stock-based compensation		48		45		206		217
Other income, net (2)		(74)		(40)		(63)		(132)
Loss on extinguishment of debt				6		·		6
Restructuring and related expenses (3)		7		24		106		126
Acquisition related expenses		8		73		29		132
Adjusted EBITDA	S	996	\$	966	\$	3,684	\$	3,569

⁽¹⁾ Three and Twelve months ended December 31, 2023 include a \$125M tax benefit due to an internal legal entity restructuring.

(2) Reflects certain non-operating income items, revaluations of contingent consideration and certain non-recurring expenses.

⁽³⁾ Reflects restructuring costs as well as accelerated expenses related to lease exits.

Net Income to Adj. Net Income and Per Share Data Reconciliation

	Three Months Ended December 31,			Twelve Months Ended December 31,				
(in millions, except per share data)		2024		2023		2024		2023
Net Income	\$	437	\$	469	\$	1,373	\$	1,358
Provision for (benefit from) income taxes ⁽¹⁾		112		(102)		301		101
Purchase accounting amortization (2)		138		149		539		560
(Income) loss in unconsolidated affiliates		(5)		6		(5)		—
Stock-based compensation		48		45		206		217
Other income, net ⁽³⁾		(74)		(40)		(63)		(132)
Loss on extinguishment of debt		—		6		—		6
Restructuring and related expenses (4)		25		34		124		136
Acquisition related expenses		8		73		29		132
Adjusted Pre Tax Income	\$	689	\$	640	\$	2,504	\$	2,378
Adjusted tax expense		(125)		(117)		(462)		(477)
Adjusted Net Income	\$	564	\$	523	\$	2,042	\$	1,901
Adjusted earnings per share attributable to common stockholders:								
Basic	\$	3.15	\$	2.88	\$	11.26	\$	10.34
Diluted	\$	3.12	\$	2.84	\$	11.13	\$	10.20
Weighted average common shares outstanding:								
Basic		178.9		181.9		181.3		183.8
Diluted		180.8		184.3		183.4		186.3

⁽¹⁾ Three and Twelve months ended December 31, 2023 include a \$125M tax benefit due to an internal legal entity restructuring; the benefit is excluded from Adjusted tax expense.

⁽²⁾ Reflects all the amortization of acquired intangible assets.

⁽³⁾ Reflects certain non-operating income items, revaluations of contingent consideration and certain non-recurring expenses.

⁽⁴⁾ Reflects restructuring costs as well as accelerated expenses related to lease exits and asset abandonments.



Operating Cash Flow to Free Cash Flow Reconciliation

	Three Mo	onths Ended	Twelve Months Ende		
(in millions)	Decemb	December 31, 2024			
Net Cash provided by Operating Activities	\$	885	\$	2,716	
Acquisition of property, equipment and software		(164)		(602)	
Free Cash Flow	\$	721	\$	2,114	



Leverage Ratios

(in millions)	
Gross Debt, net of Unamortized Discount and Debt Issuance Costs, as of December 31, 2024	\$ 13,983
Net Debt as of December 31, 2024	\$ 12,281
Adjusted EBITDA for the twelve months ended December 31, 2024	\$ 3,684
Gross Leverage Ratio (Gross Debt/LTM Adjusted EBITDA)	 3.80x
Net Leverage Ratio (Net Debt/LTM Adjusted EBITDA)	 3.33x

