



A Symbol of Excellence

ICON plc

Jefferies Healthcare
Mr Brendan Brennan
Chief Financial Officer, ICON Plc
3rd June 2014

Forward Looking Statement



Certain statements will be forward looking statements. 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 listeners are cautioned that forward looking statements are not guarantees of future performance. The company's filings with the Securities and Exchange Commission discuss the risks and uncertainties associated with the company's business.

This presentation includes selected non-GAAP financial measures. For a presentation of the most directly comparable GAAP financial measures, please refer to the press release statement headed Consolidated Income Statements (Unaudited) (US GAAP). 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.

ICON: A Market leader positioned for continued growth



A Symbol of Excellence



Our History

- Founded 1990 Dublin, Ireland
- Listed on NASDAQ (1998)
- In 1998
 - \$40M Revenue
 - 560 Employees
 - 11 offices in 8 countries
 - Phase II-III services



Well positioned for the future: ICON 2014

Global Scale

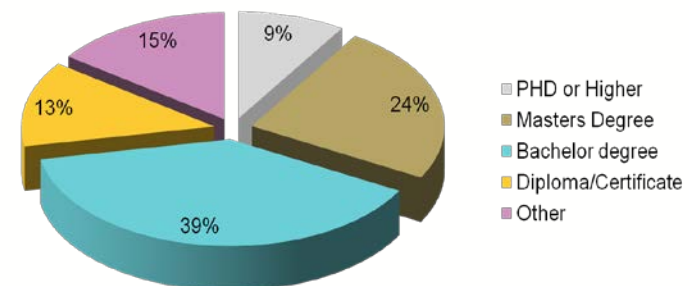
- c\$1.5bn revenue (midpoint FY 14 guidance)
- Over 11,000 employees 39 countries
- Strong and growing in emerging markets

Competitively Positioned

- Deep customer relationships
- Full service portfolio early phase to commercialisation
- Global Site and patient networks
- Innovation reducing development time and cost
- Global business model leveraging support costs

Depth of Talent

- Experienced management team
- High quality and highly educated staff
- Therapeutically aligned expertise
- Medical & Scientific Networks



Delivering through integrated global services

Early Phase Services



- Early Phase Clinical
- Scientific Services

Clinical Research Services



- Phase II-III Clinical trials
- Clinical & Data Operations
- Study Start Up
- Project Management & Feasibility
- Clinical Risk Management
- Scientific Operations
- Technology Solutions;
 - Medical Imaging
 - ICONIK
 - Firecrest

Commercialisation & Outcomes



- Peri-approval & Observational Research
- Pricing & Market Access
- Health Economics
- Patient Reported Outcomes
- Epidemiology
- Electronic Clinical Outcomes
- Language Services

Laboratory Services



- Global central laboratory dedicated to clinical trials
- Bioanalytical laboratory
- Biomarker Development

Resourcing & FSP Services



- Contract and permanent resourcing solutions
- Functional resourcing
- Executive Search
- Training & Development

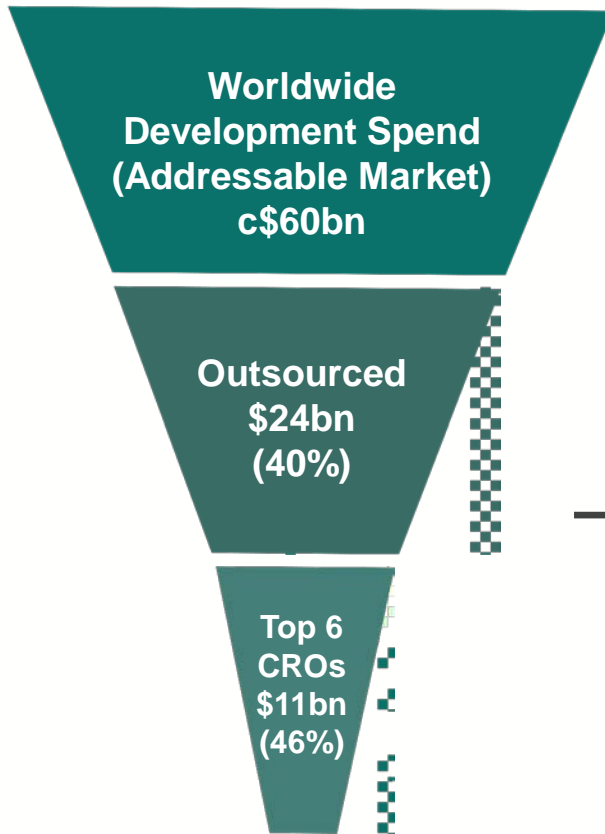
Global site and investigator networks

The Market Opportunity



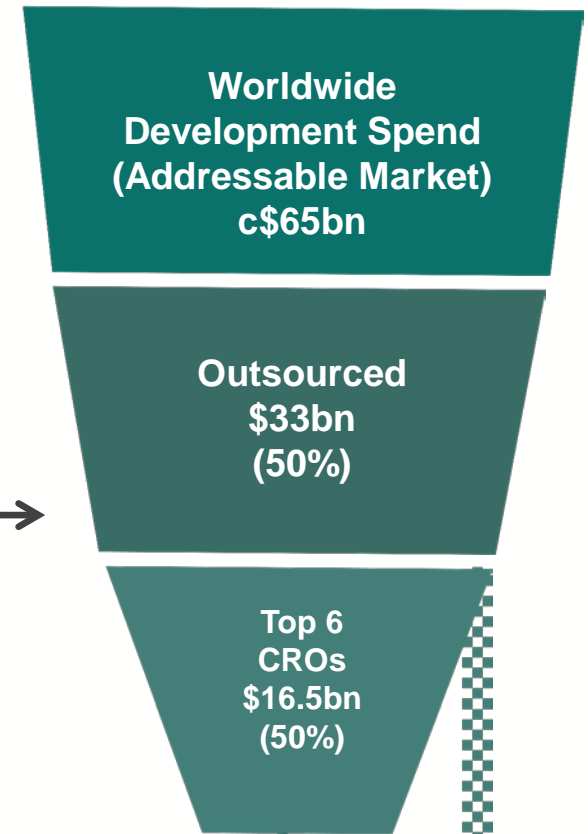
Drivers of Market Growth

Global Biopharma Outsourcing Current Estimate

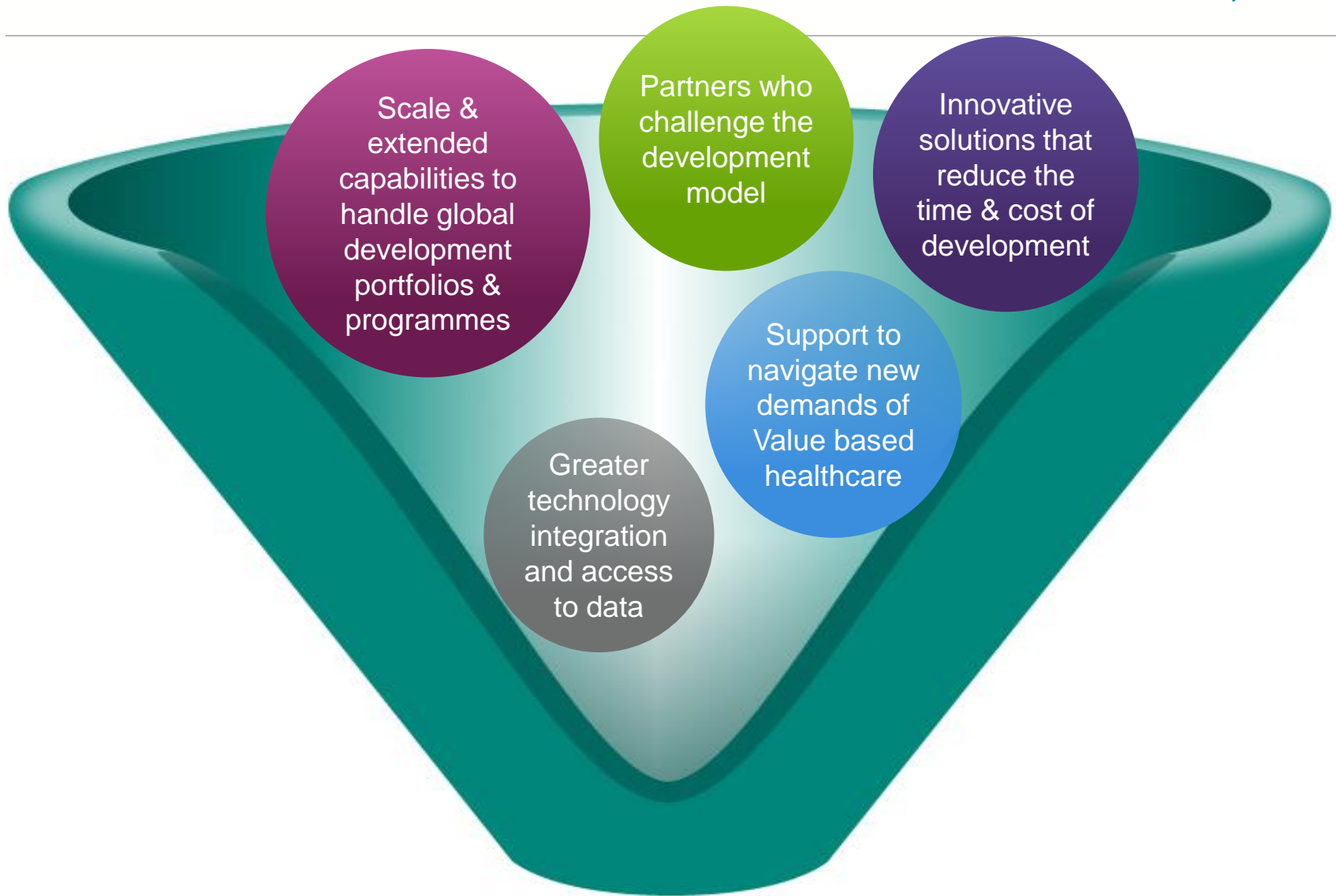


Customers seeking innovative ways to reduce time and cost of development cycle

Global Biopharma Outsourcing Future Estimate

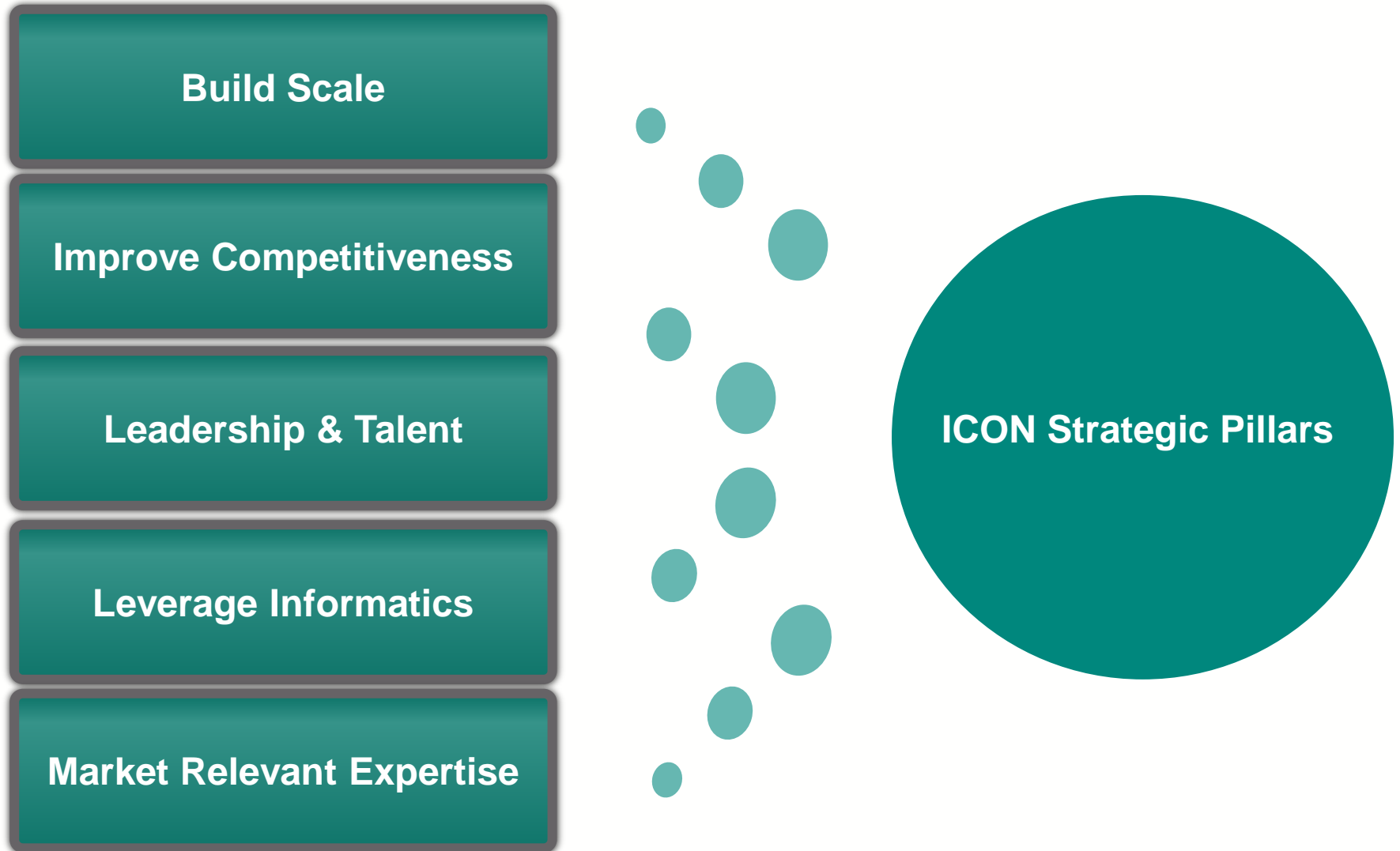


Customer expectations have changed



TRUSTED PARTNER

ICON Strategy supports this evolution



We are executing well against this strategy

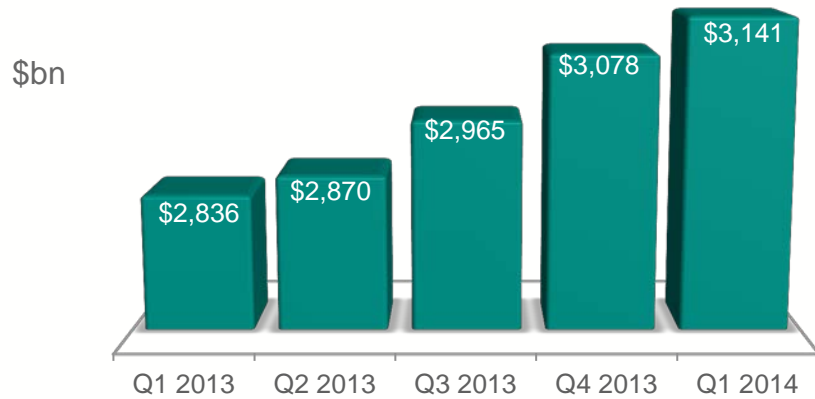
I C O N

A Symbol of Excellence

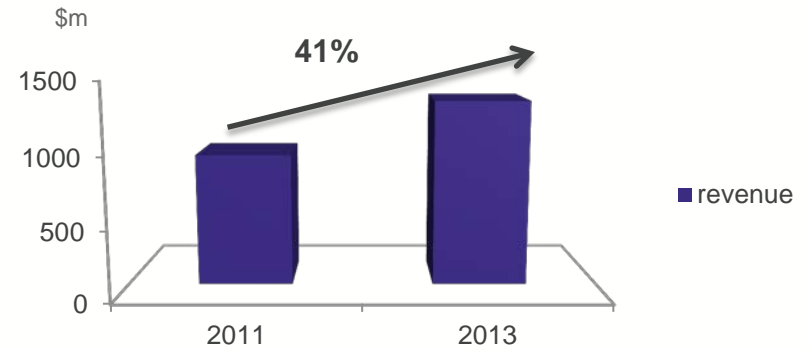


Building Scale: Organic growth and targeted M&A

Backlog Growth



Revenue Growth



Footprint Expansion

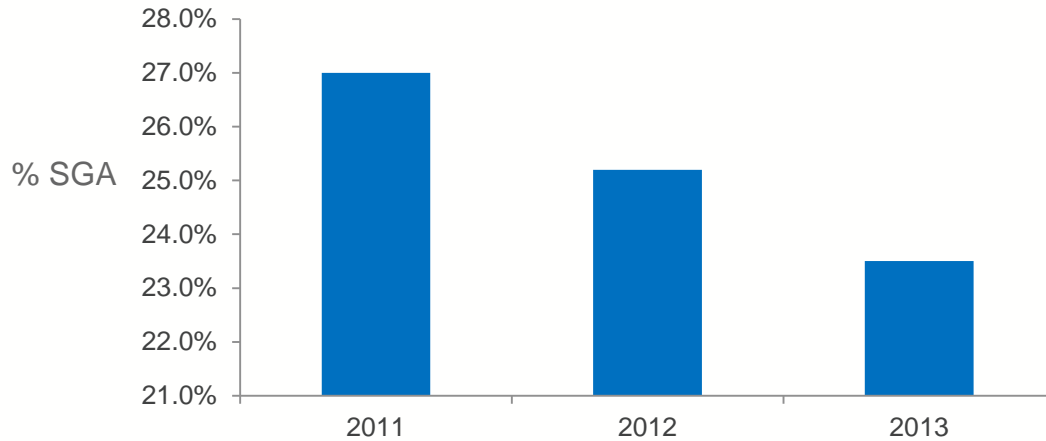


Targeted M & A

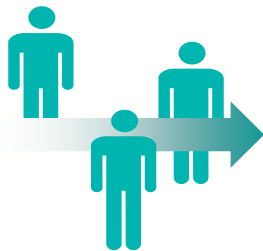


Improving competitiveness

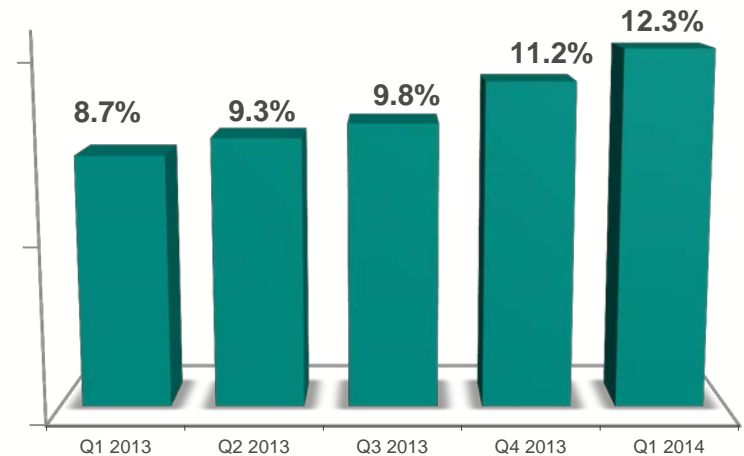
Global Business Model – leveraging SG&A



Flat efficient structure



Operating Margin Improvement



Developing our Leadership and Talent

Staff Development



Career Frameworks



Attracting Talent: *ICON/UCD Graduate Certificate in Clinical Research*



Overall reduction in staff turnover





- Risk Based Monitoring
- Safety Signals
- Labs Data



Increasing Firecrest Adoption

ADDPLAN[®]

Adaptive Trial Software

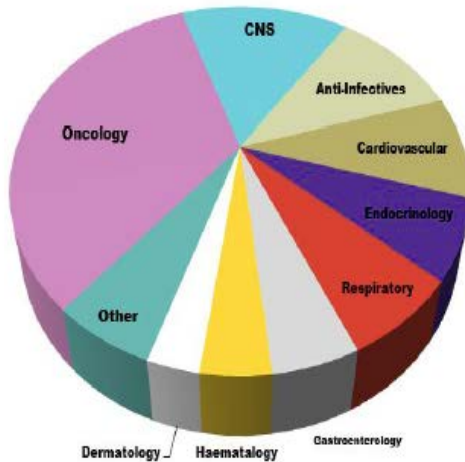
ICON Chair of
Data Analytics



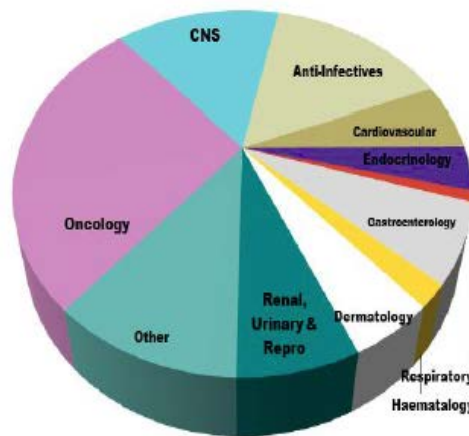
Market leading imaging technology

Continued enhancement of TA Expertise

Drugs in Development by Indication (#compounds)



ICON Backlog by Indication (US\$)



Targeted M&A in areas of customer need



Agreement Signed 29TH March,
Deal Closed May 7th

- **What do they bring**
 - **Adaptive trials:** 160+ adaptive trials, innovation centre, adaptive trial methodologies , proprietary software used by FDA, EMA & PMDA
 - **Japan:** Niphix -oncology focused
 - **Medical Devices:** 11 of top 20 device companies, 600+ device trials
 - **Mid-tier and biotech customers**

Initial conversations with
ICON customers positive

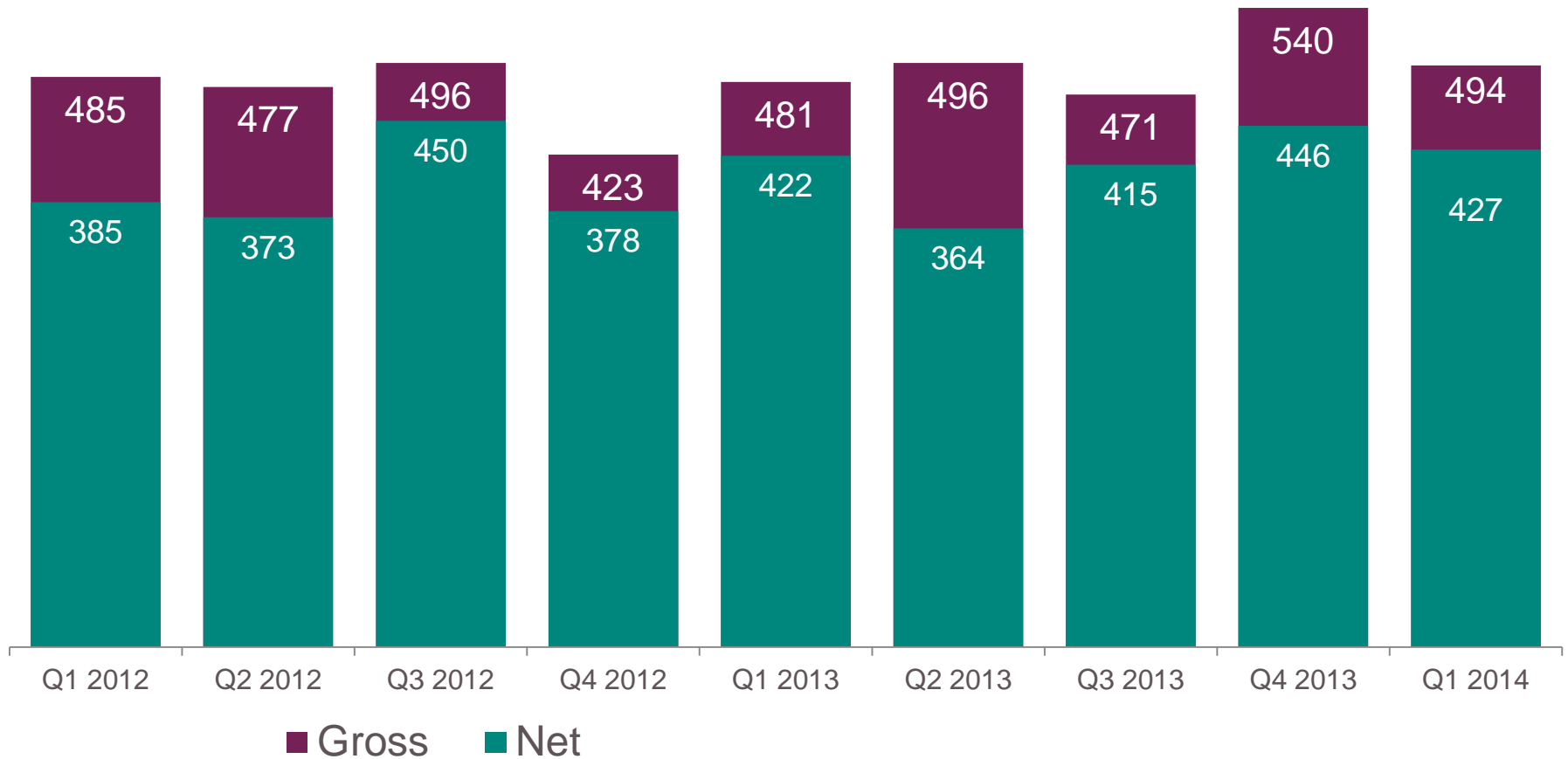


Our strategy is delivering: Financial Performance

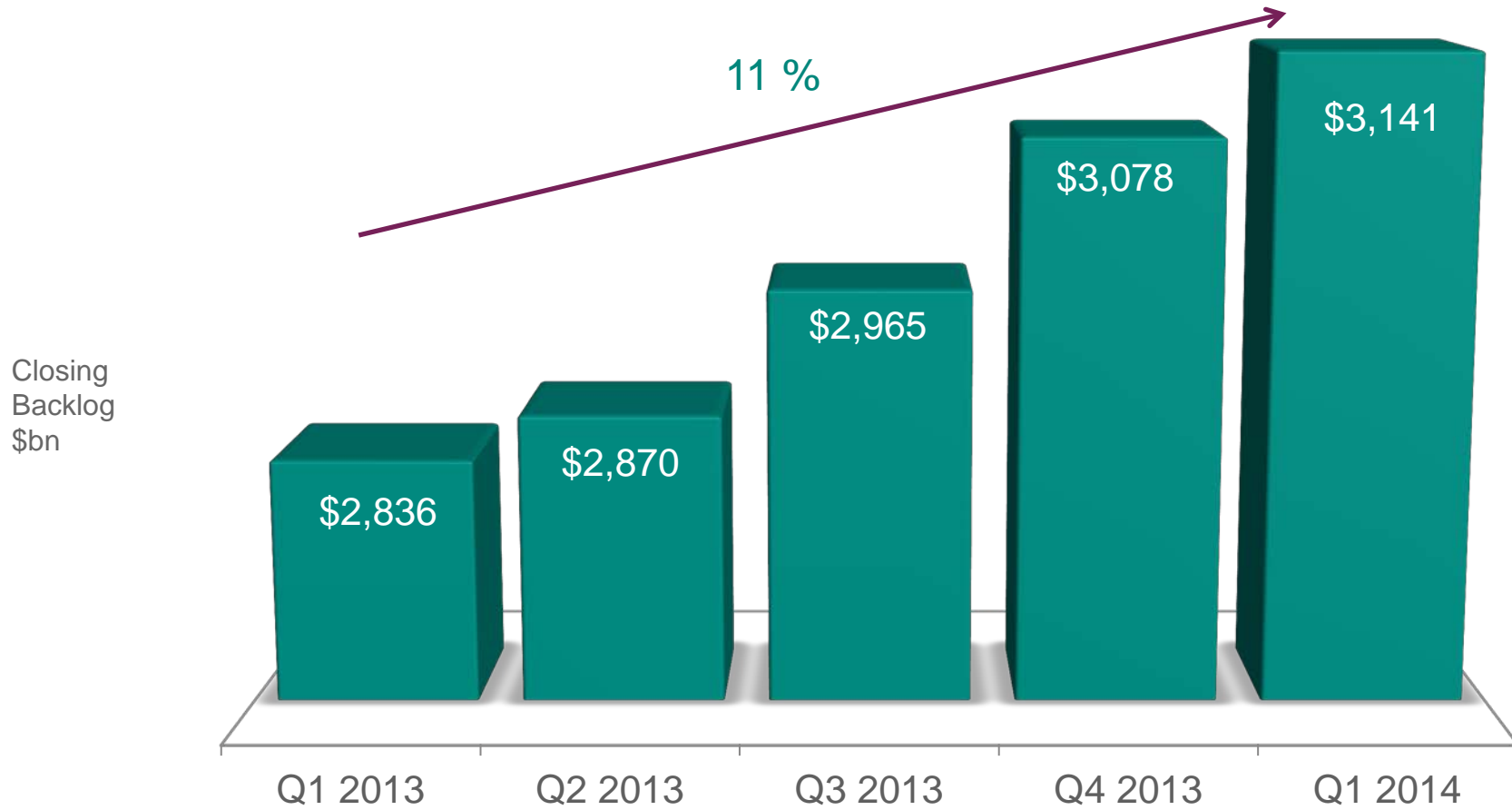


New Business Wins

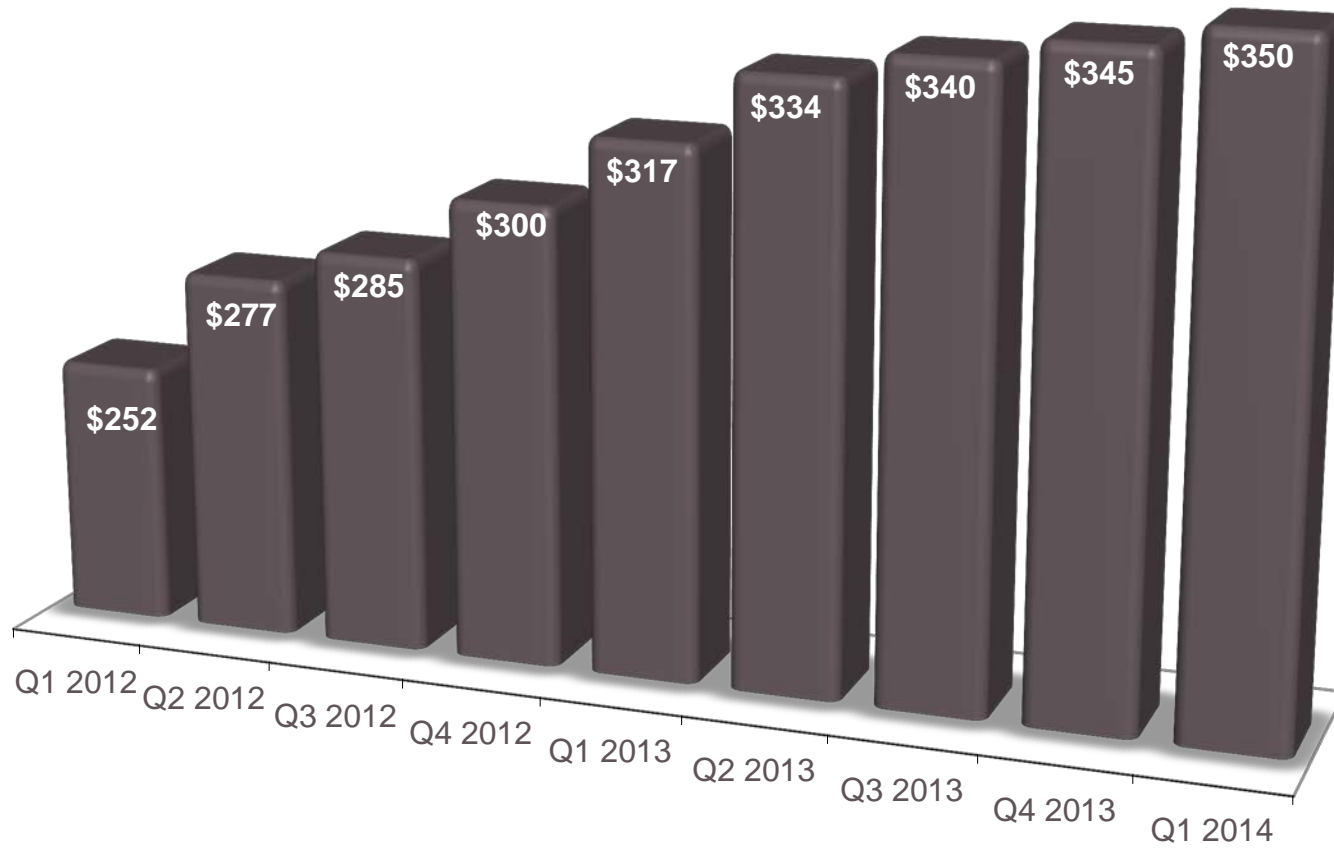
Trailing 12mth Net book to bill 1.22x



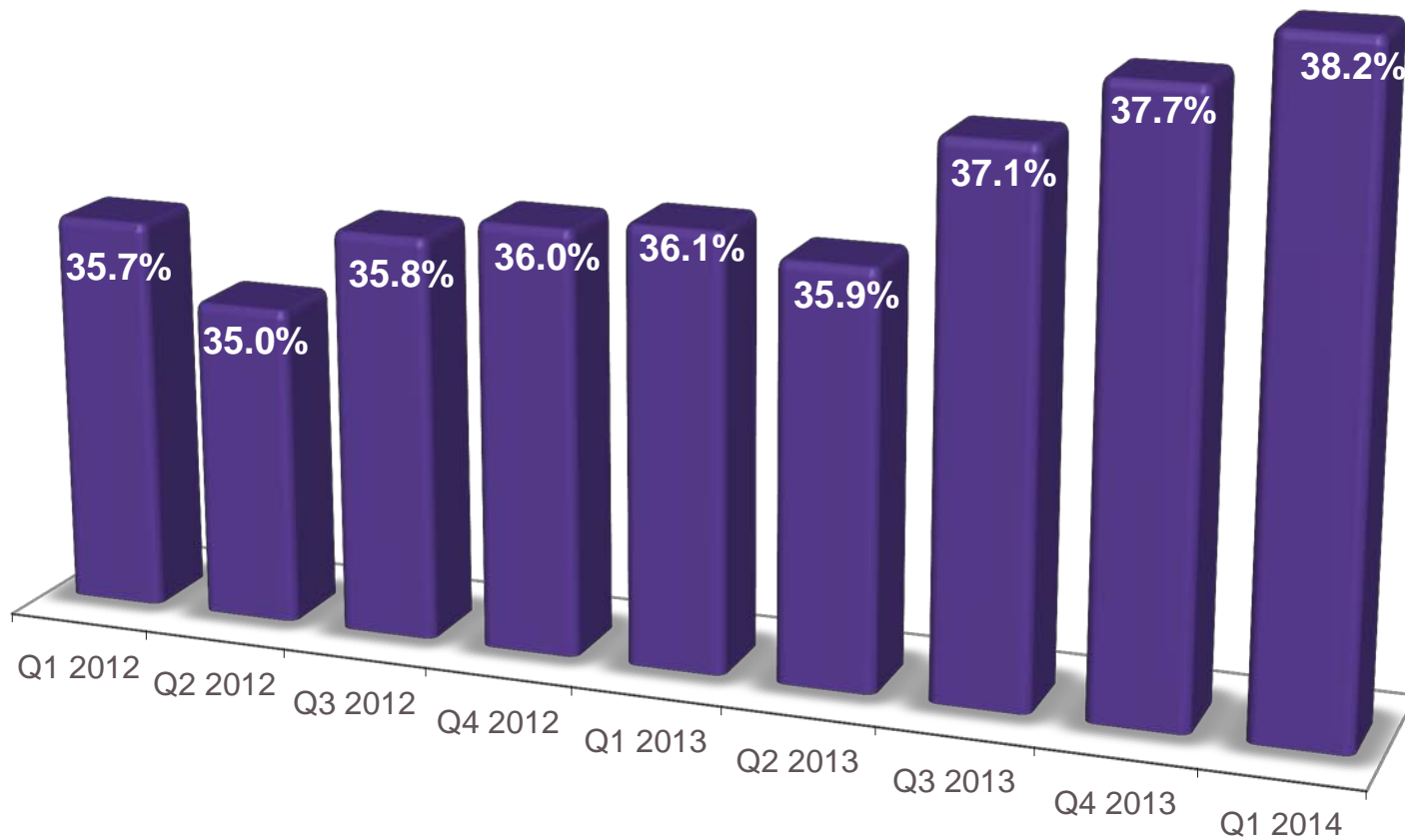
Backlog Growth



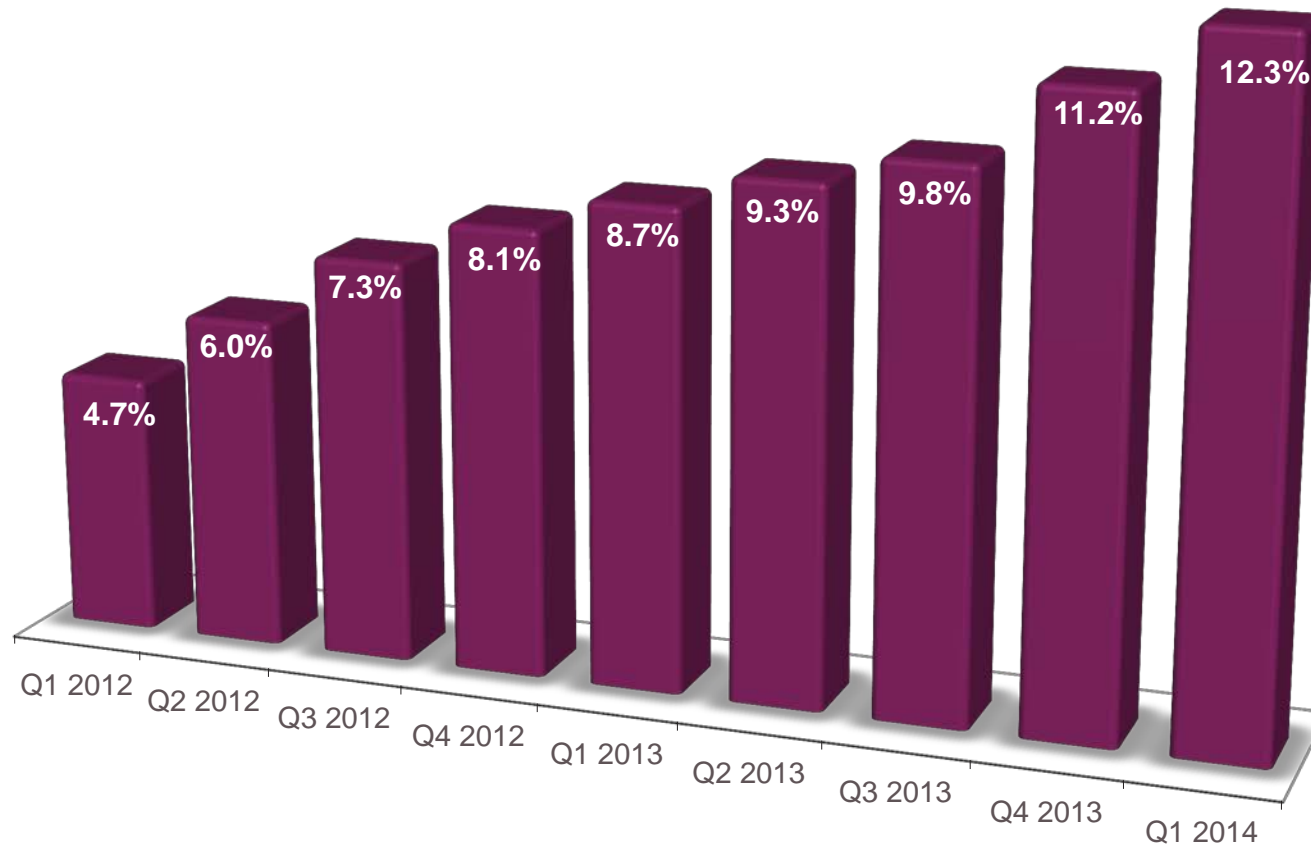
Net Revenue Growth



Gross Margin Expansion

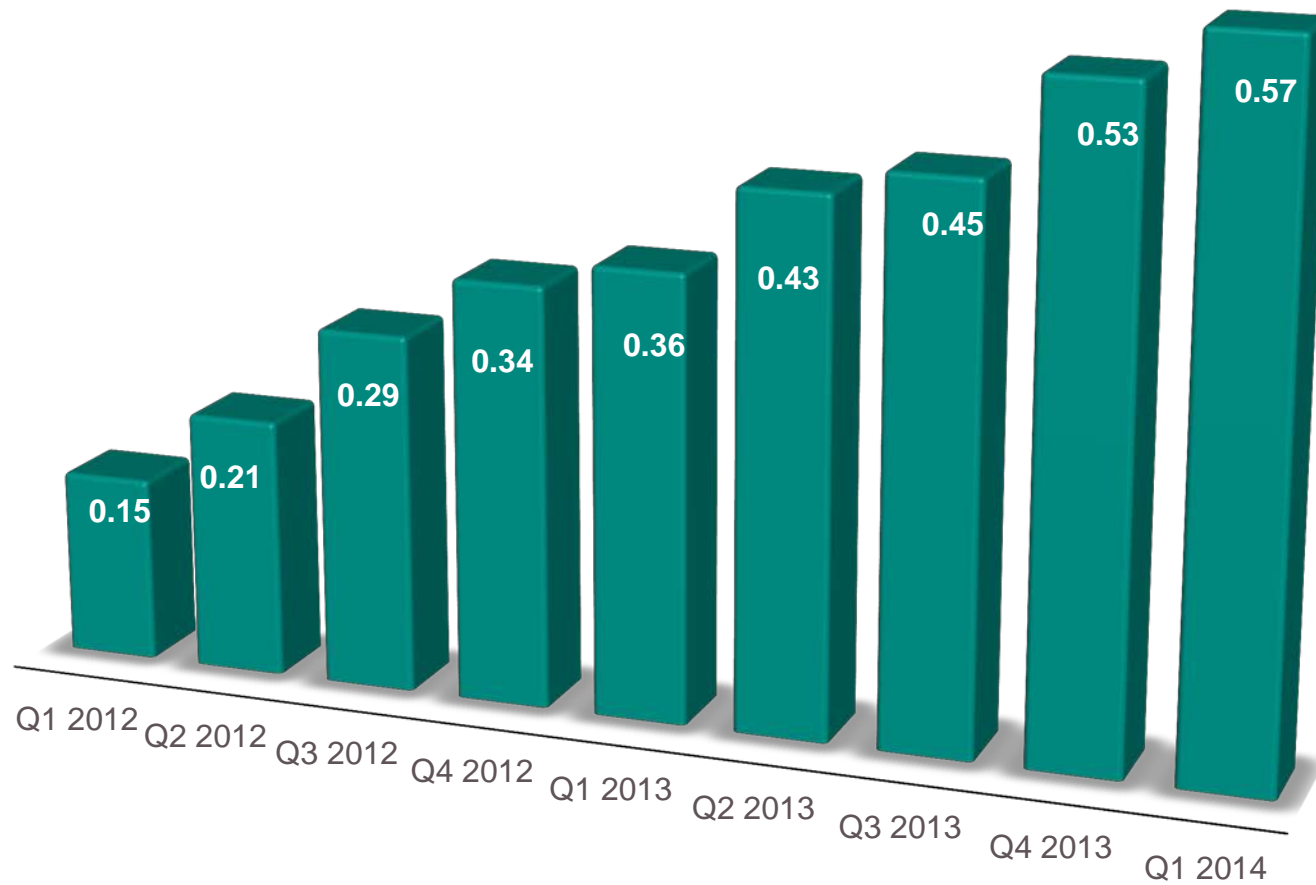


Operating Margin Expansion *



*Operating margins for Q1 2013 and Q2 2013 have been adjusted to exclude restructuring and other items of \$4.4m and \$4.6m respectively.

Earnings per share growth*



* EPS for Q2 2012 and Q1 2013 have been adjusted to exclude charges of \$5.6m and \$ 4.4m respectively in relation to restructuring and other items net of associated tax benefits

Revised Guidance for 2014



	Revenue Range	EPS Range
Previous	\$1,415- \$1,465m	\$2.05- \$2.20
Updated	\$1,480- \$1,540m	\$2.30- \$2.40

Summary



Summary

- A track record of success
- Outsourcing- still headroom to grow & global players benefiting
- **ICON Well positioned**
 - A Clear strategy that is delivering
 - Experienced team focused on execution
 - Deep and evolving customer partnerships
 - Innovative solutions increasing the ROI of R&D

