

UBS Global Healthcare Conference, 19th May 2015
ICON Plc
Brendan Brennan CFO



Delivering Superior Operating & Financial Performance



- Attractive industry backdrop
- ICON well positioned to capitalize
- Industry leading performance
- Balance sheet strength and flexibility

Proven, experienced team to continue to drive superior performance

Attractive Industry Backdrop

- Changing, positive pharma trends
- Growth in R&D spend and increasing outsourcing
- Overall market growing 5% - 6% per year
- Potential for larger CRO's to outgrow market by gaining share
- ICON well positioned to capitalise on growth



Source:; BCG market model, ICON Company estimates

ICON Well Positioned

- Global scale and full service portfolio
- Industry leading partnerships models
- Differentiated technology and analytics
- Leader in outcomes research & real world evidence
- Outstanding medical and scientific expertise
- Experienced management- track record of delivering shareholder value



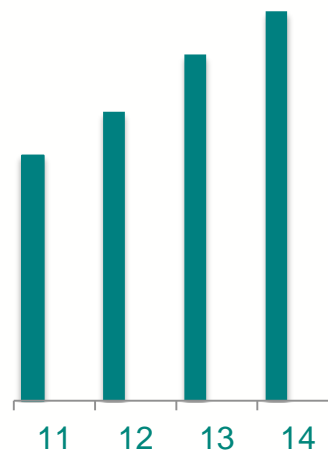
Industry Leading Performance Metrics



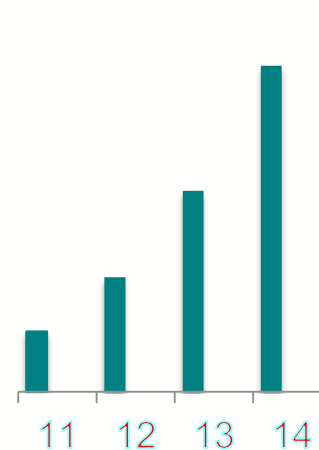
Proven Track Record: CAGR 2011-14

- Revenue :+17%
- Operating Income : + 75%
- Earnings Per Share: +78%

Revenue



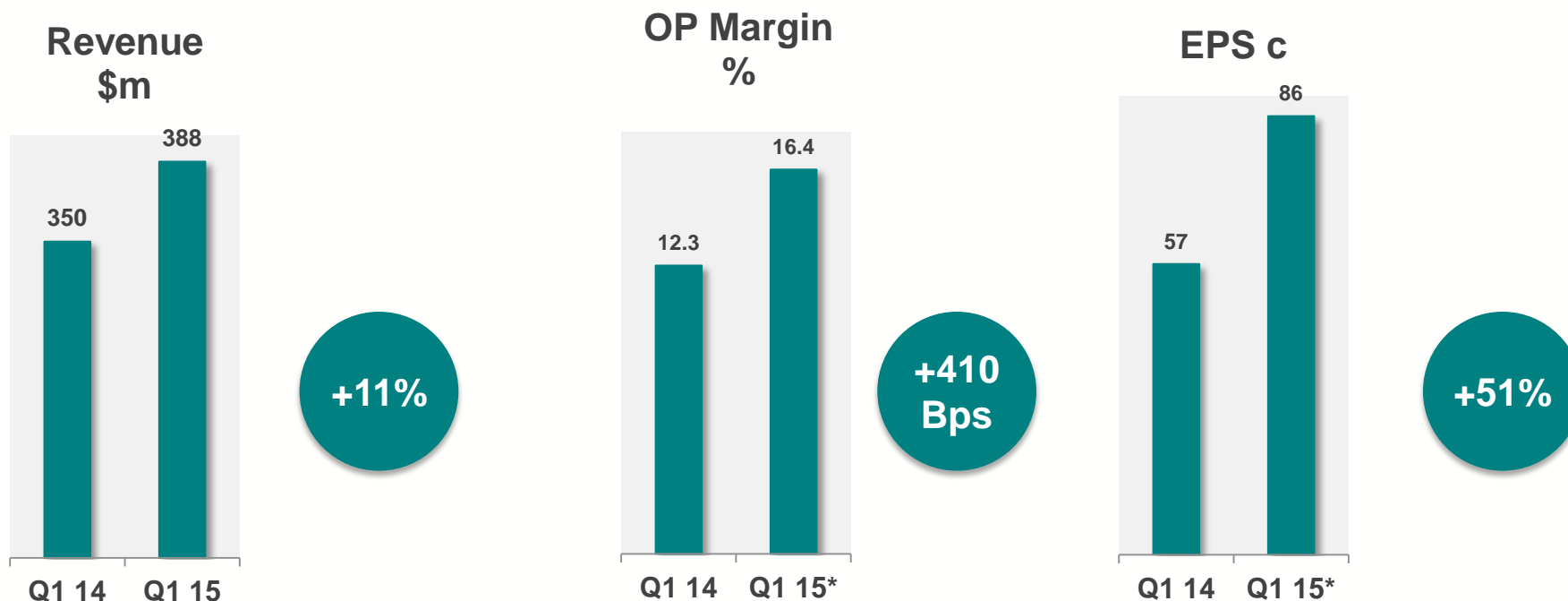
Operating Income



Driving Superior Future Performance

- Target operating margin 15-17%
- 2015 EPS Guidance: \$3.60- \$3.70 (+25% to +29%)

Q1 15 | Solid Performance Across All Measures



* Excludes one time Fx Revaluation Gain

TTM Net Book to
Bill 1.21

Backlog c\$3.6 m

Capital Allocation Priorities

Internal Investment

Drive efficiencies / differentiation

External Investment

Strategic bolt-on acquisitions

Enhance Returns

Share buybacks

Balance Sheet strength gives flexibility to support growth



Capital Allocation Priorities

Internal Investment



External Investment

C\$550m on M&A since 2008



Enhance Returns

- 2014- \$140m share repurchase
- 2015- Additional repurchase to reduce impact of dilution,

- Industry leader strongly positioned in a growing market
- Track record of delivering growth and shareholder value
- Strong margin improvement : 15% - 17% target
- Continued focus on customer diversification
- Balance sheet strength and flexibility to drive enhanced returns