

ICON plc

Jefferies – Global Healthcare Conference

Mr. Brendan Brennan

September 2011

Forward Looking Statements



Certain statements contained herein including, without limitation, statements containing the words “believes,” “anticipates,” “intends,” “expects” and words of similar import, constitute or may constitute forward-looking statements concerning the Group's operations, performance, financial condition and prospects. Because such statements involve known and unknown risks and uncertainties and depend on circumstances and events that may or may not occur in the future, actual results may differ materially from those expressed or implied by such forward-looking statements. Given these uncertainties and as forward looking statements are not guarantees of future performance, investors and prospective investors are cautioned not to place undue reliance on such forward-looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

This presentation includes selected non-GAAP financial measures. For a presentation of the most directly comparable GAAP financial measures, please refer to the fourth quarter 09 press release consolidated income statement headed Consolidated Income Statements (US GAAP)



ICON Today



- Top 4 late stage CRO
- One of the only truly global CROs
- Irish company, founded in Dublin 1990
- IPO1998.
- Primary listing NASDAQ. Secondary listing ISEQ.
- Revenue ~ \$1bn
- ~ 8000 staff worldwide, in 38 countries

ICON Group Structure



ICON's innovative services are offered through the expertise of our six global divisions.

**ICON
Central
Laboratories**



**ICON
Clinical
Research**



**ICON
Development
Solutions**



**ICON
Medical
Imaging**



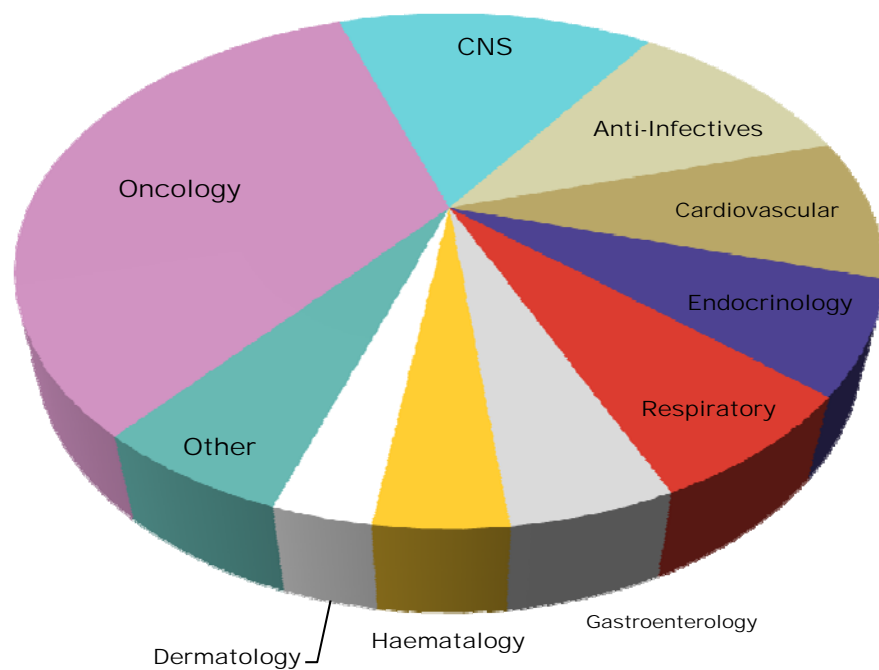
**ICON
Late Phase &
Outcomes
Research**



docs
The Power of People

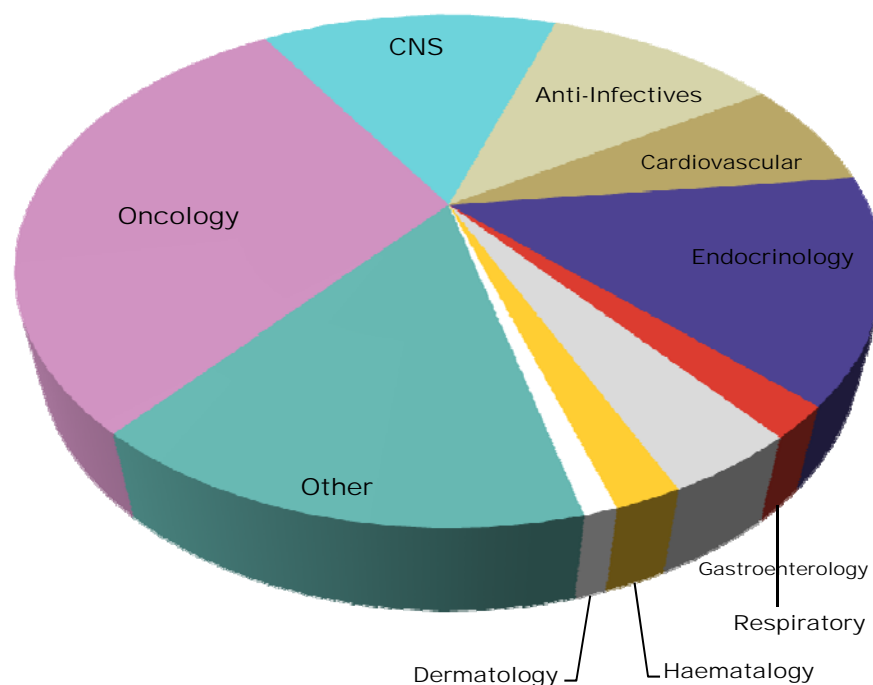


Drugs in Development by Indication (#compounds)



Source – R&D Directions 9th Annual Report

ICON Backlog by Indication (US\$)



ICON - Americas



USA

Philadelphia x2
Nashville
New York x3
Wilmington
Raleigh
Chicago x2
Houston
San Francisco
Baltimore
San Diego
San Antonio x2
Omaha
Morristown
Bethesda

CANADA

Montreal
Toronto
Vancouver

ARGENTINA

Buenos Aires

MEXICO

Mexico City

CHILE

Santiago

PERU

Lima

COLOMBIA

Bogota

BRAZIL

Sao Paulo

ICON - EMEA



IRELAND
Dublin (HQ)

United Kingdom
Manchester
Marlow
Southampton
Cambridge

GERMANY
Frankfurt x2
Munich
Hamburg
Berlin

FRANCE
Paris x2

NETHERLANDS
Amsterdam x2

SWEDEN
Stockholm x2

DENMARK
Copenhagen

FINLAND
Helsinki

SWITZERLAND
Zurich

South Africa
Johannesburg

ISRAEL
Tel-Aviv

LATVIA
Riga

RUSSIA
Moscow
Novosibirsk
(Inset)

HUNGARY
Budapest

SPAIN
Barcelona
Madrid

LITHUANIA
Vilnius

POLAND
Warsaw x2

CZECH REPUBLIC
Prague

UKRAINE
Kiev

ROMANIA
Bucharest

ITALY
Milan

ICON - Asia



The Market Opportunity



Drivers of growth for global CROs

Global R&D Spend

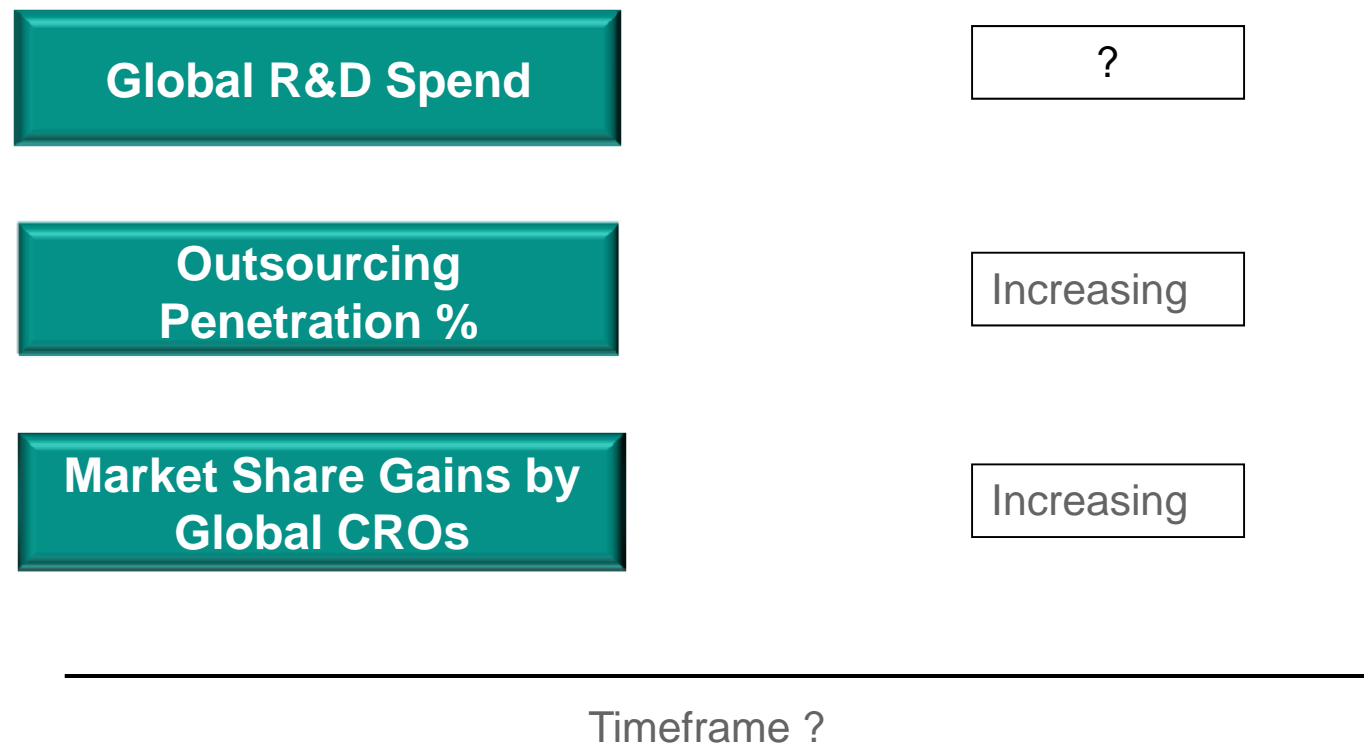
- ? Pharma R&D spend
- ? Health systems ability to pay
- ? Bio-tech funding

Outsourcing Penetration %

- ✓ Compounds in development
- ✓ Biosimilars
- ✓ Parallel markets
- ✓ Increased regulation
- ✓ Emerging pharmaceutical markets

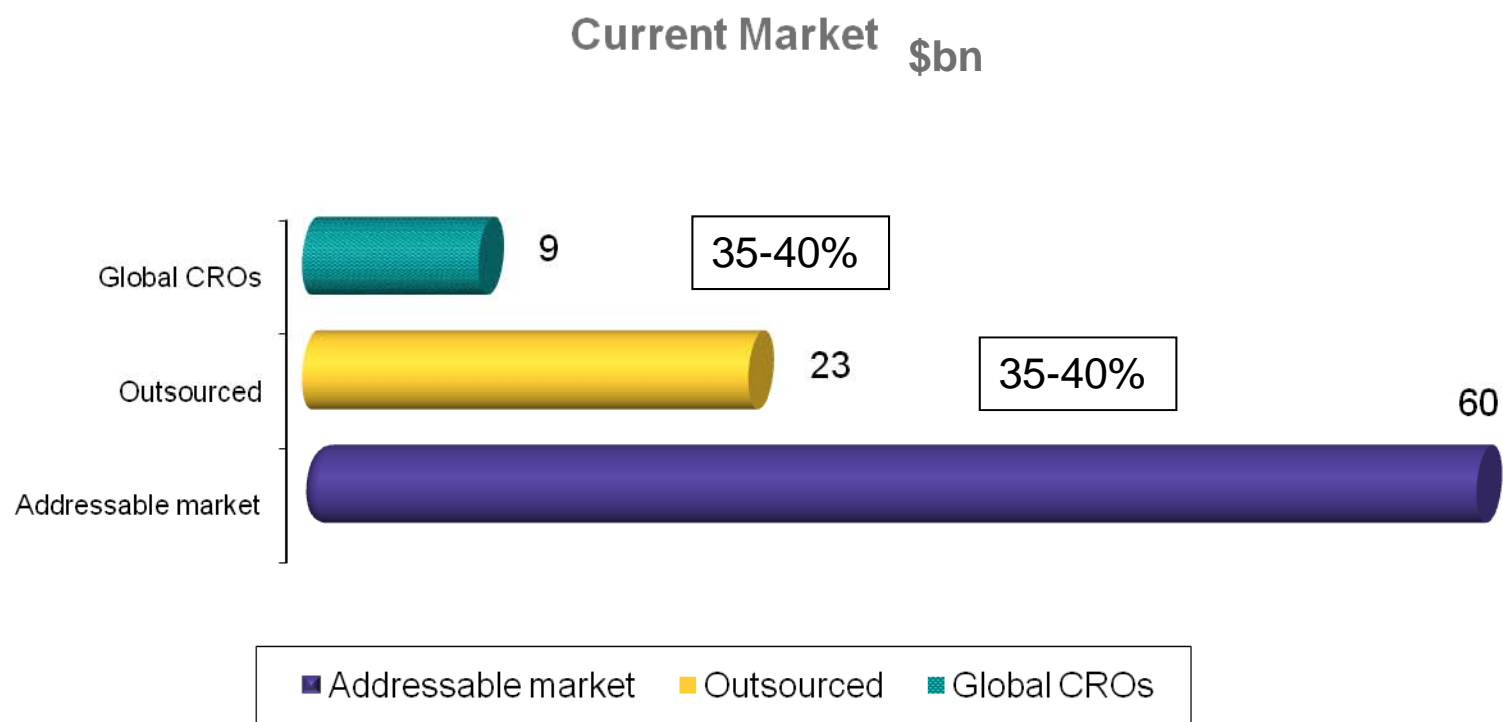
Market Share Gains by Global CROs

- ✓ Globalisation of trials
- ✓ Pharma M&A – cost agenda
- ✓ Strategic partnerships



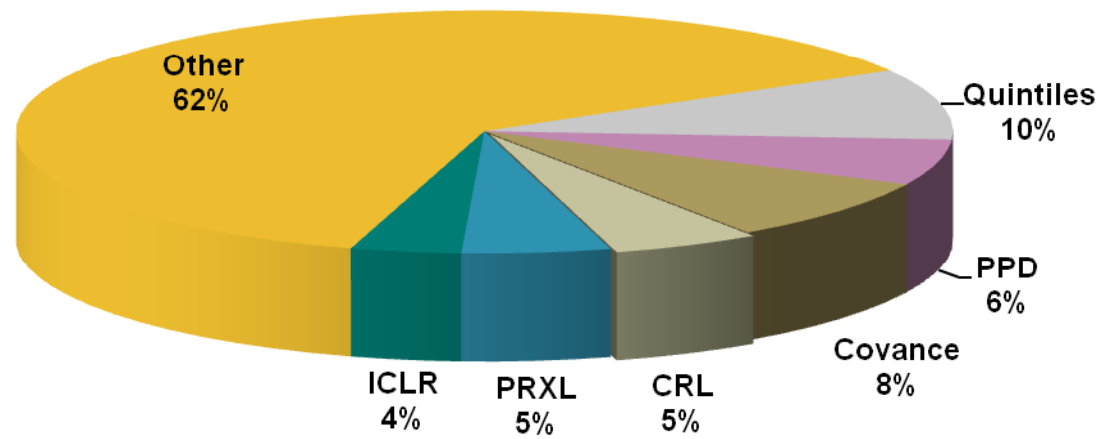
- Is growth in R&D spend the key driver of Global CRO growth?

Current Market estimate



Source: Based on estimates from IMS; Jeffries & Co; Goldman Sachs; Company reports

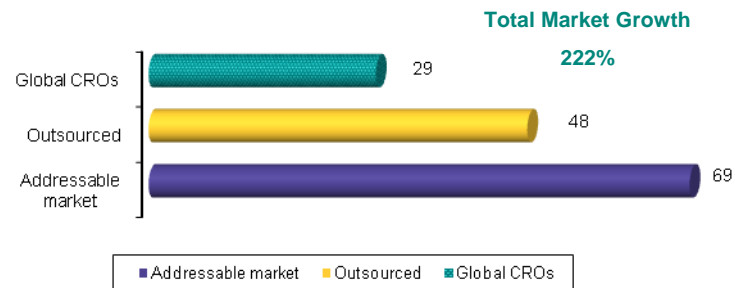
Market Share of the large Global CROs



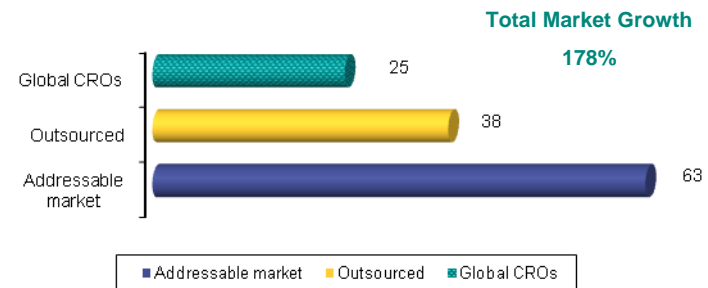
Source: Thomson Reuters, Company reports. Based on 2009 revenue of ICON, Quintiles (est), Covance, PPD, Charles River, and Parexel.

Some Medium Term Market Scenarios

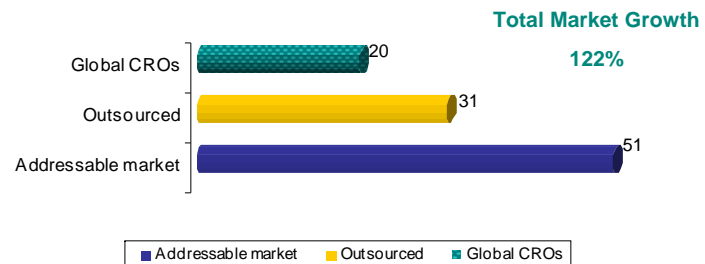
15% R&D growth, 70% outsourced, 60% to Global CROs



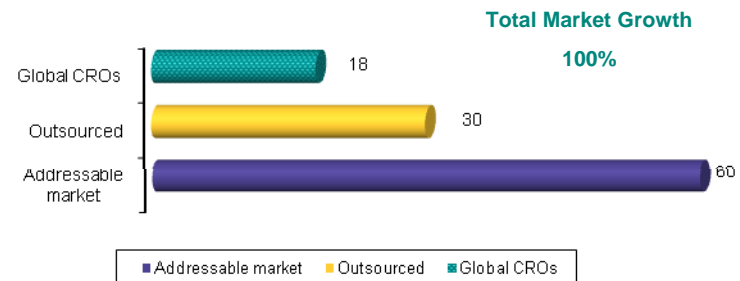
5% R&D growth, 60% outsourced, 60% to Global CROs



-15% R&D growth, 60% outsourced, 60% to Global CROs



No R&D Growth, 50% Outsourced, 60% to Global CROs



Third party validation that outsourcing is on the rise and that Global CROs gaining share



- “In our survey, 42% of respondents have altered their outsourcing strategy during the past two years. Nearly three-quarters of the respondents indicated the change is a move toward greater outsourcing. This reinforces our belief that the pharmaceutical industry is more fully embracing the use of CROs to help reduce drug development costs and increase speed of development.” (Jefferies, April 2011)
- “Bio/pharma clients may not see much room for budget increases in 2011, but they report a strong trend to outsourcing what is available. Clients of all sizes and domiciles report that outsourcing penetration is on the rise, from an average 37% in 2010 to 41% in 2011. This 11% growth in the outsourcing penetration rate is stronger than we have anticipated.” (Baird, April 2011)
- The new strategic partnership model does not substantially change the proportion of clinical trial implementation services that Pfizer outsources. Pfizer will retain scientific ownership of the clinical development process, and maintain strict oversight and quality standards relating to patient safety and regulatory compliance. “The two-partner model will simplify our processes, significantly reducing the number of external service providers we use for clinical trial execution, and clarify accountability in risk and quality management,” (Pfizer, May 2011)



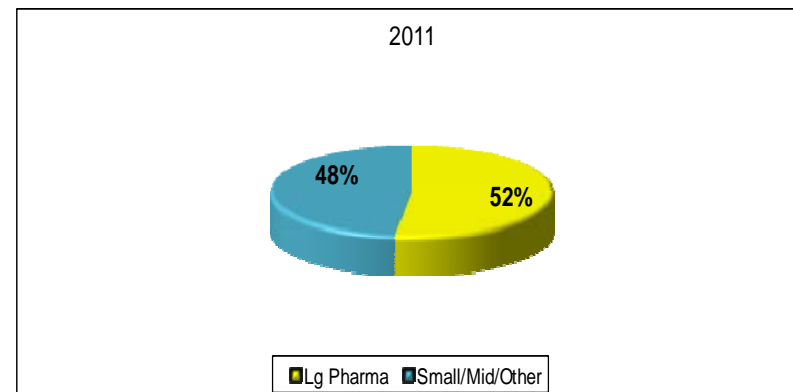
ICON Strategic Direction

ICON
A Symbol of Excellence

Our Strategic Focus

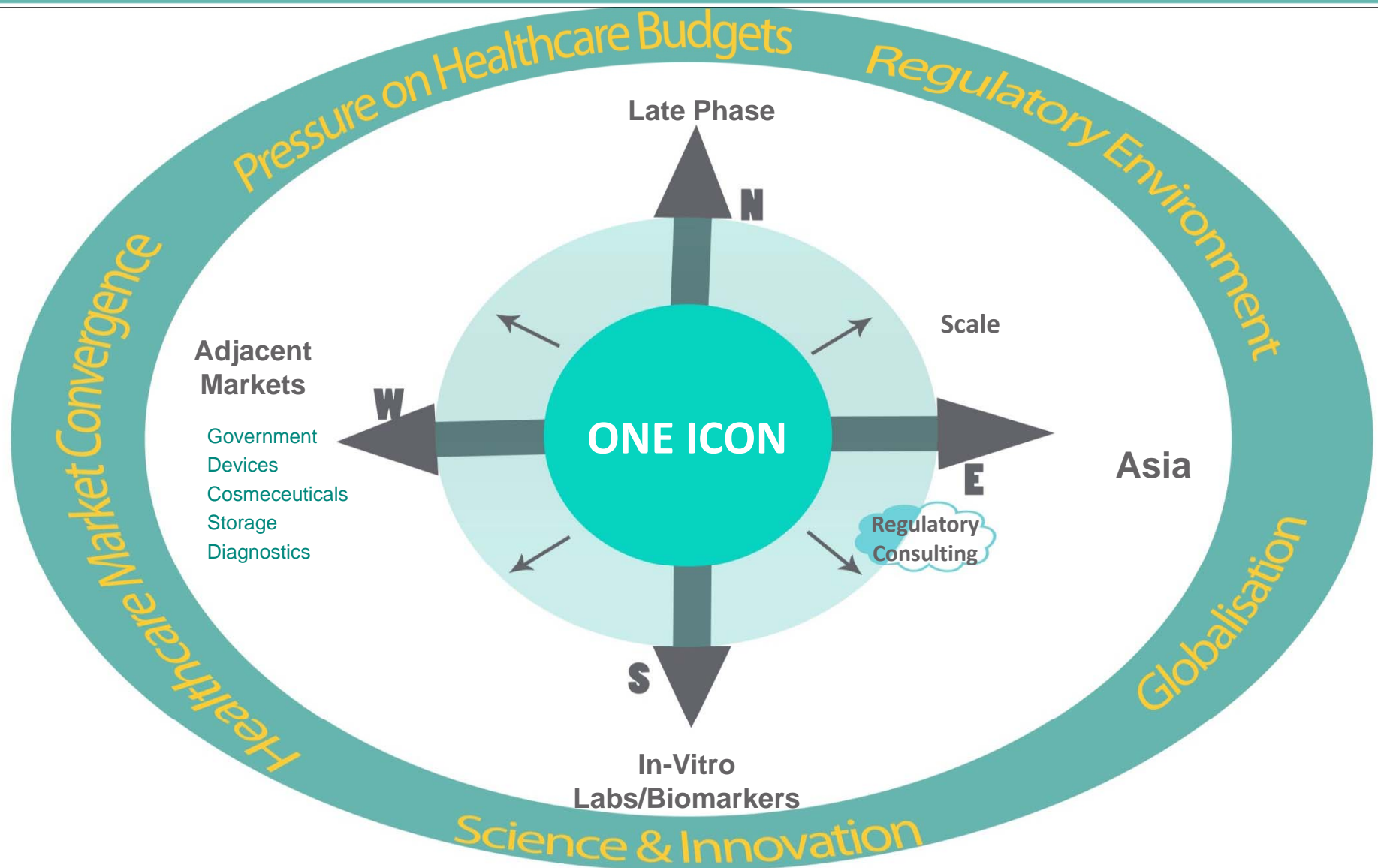


- Continue to win our share and more of strategic deals
 - Recent selection by Pfizer a significant validation
 - Announced BMS has selected ICON early phase clinical in August 2011
- Leverage our existing strength in small to mid size bio-pharma



2007 figures based on full year revenue breakdown by client type; 2011 figures based on Q1 revenue by client type

The Compass



Firecrest Clinical - July 2011

- Market-leading provider of technology solutions that boost investigator site performance and study management

Oxford Outcomes - January 2011

- Leading international health outcomes consultancy

Timaq Medical Imaging (May 2010) &

Beacon Bioscience Inc (remaining 30% Jan 2009)

- Creating a world class global medical imaging division

Veeda Labs (July 2009) & Prevalere (Nov 2008)

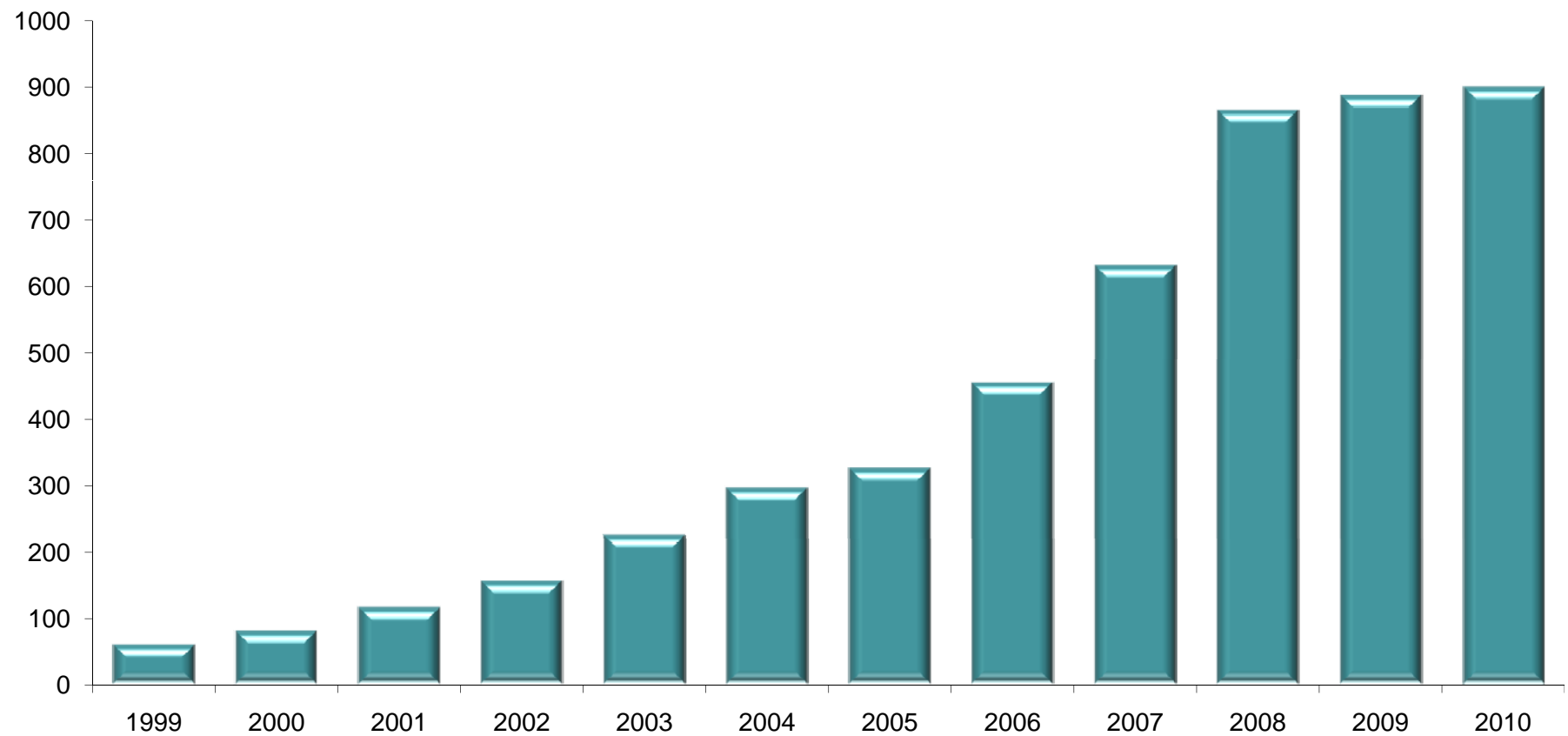
- Providing global bio-analytical capabilities

- Continue to strengthen and differentiate the core
- ICONIK - Advanced Informatics
- Biomarkers (incl. Imaging)
- Late phase (ILPHOR division)
- One ICON / Operational Excellence

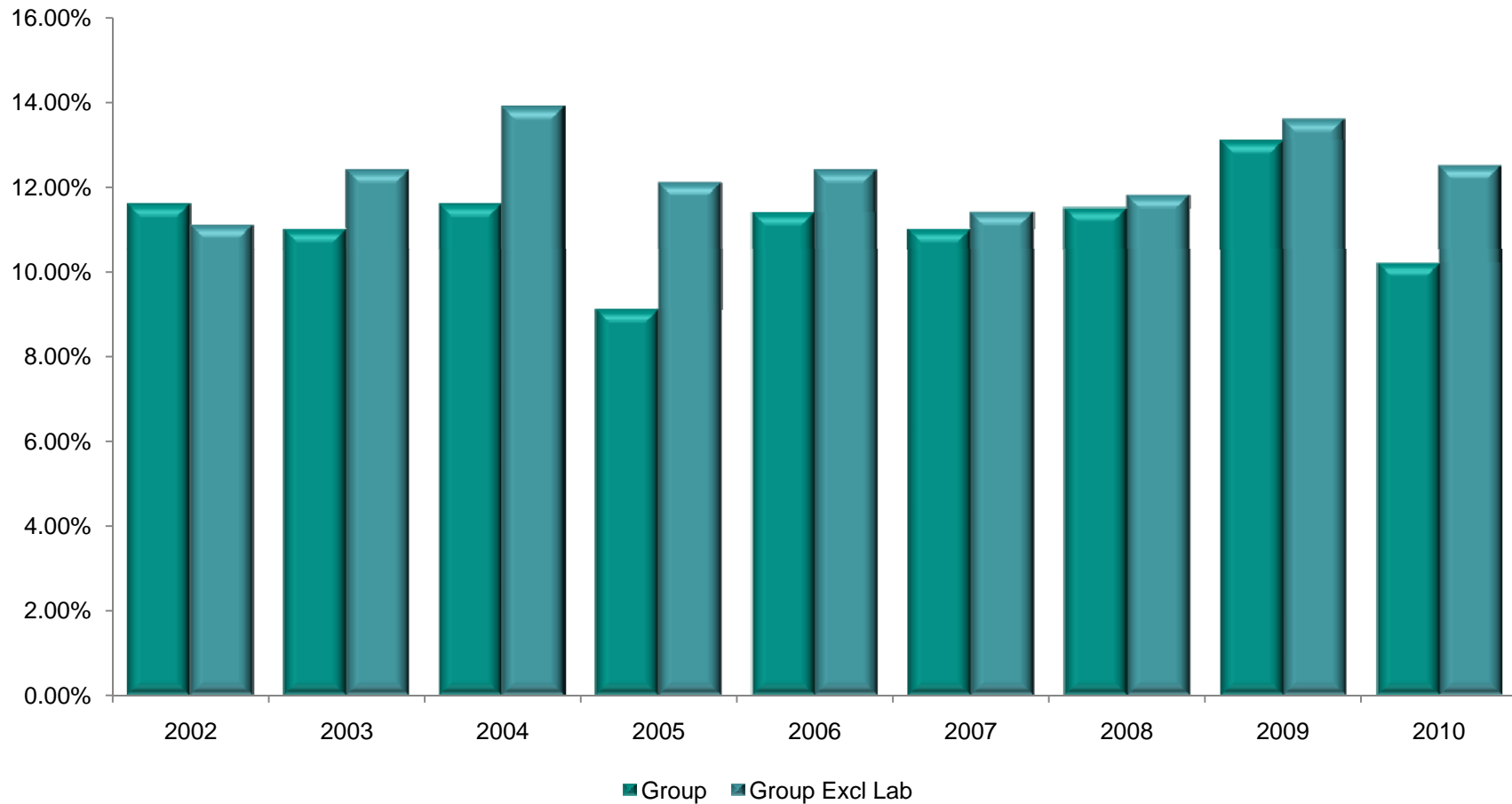


Financials

ICON Plc Revenue (\$m) 1999 - Today



ICON Plc Operating Margin 2002 - Today

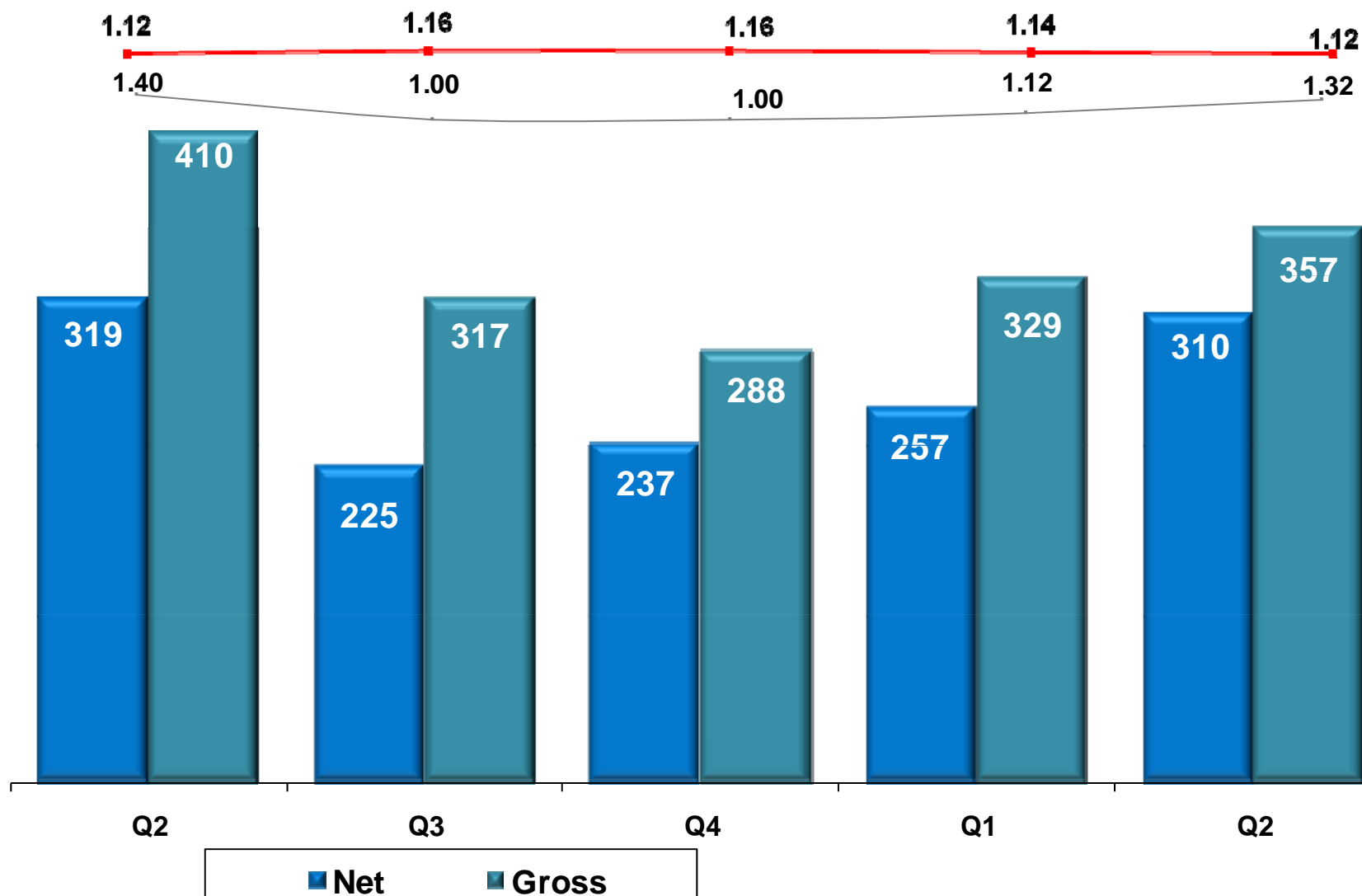


New Business Wins and Net Book to Bill Ratios

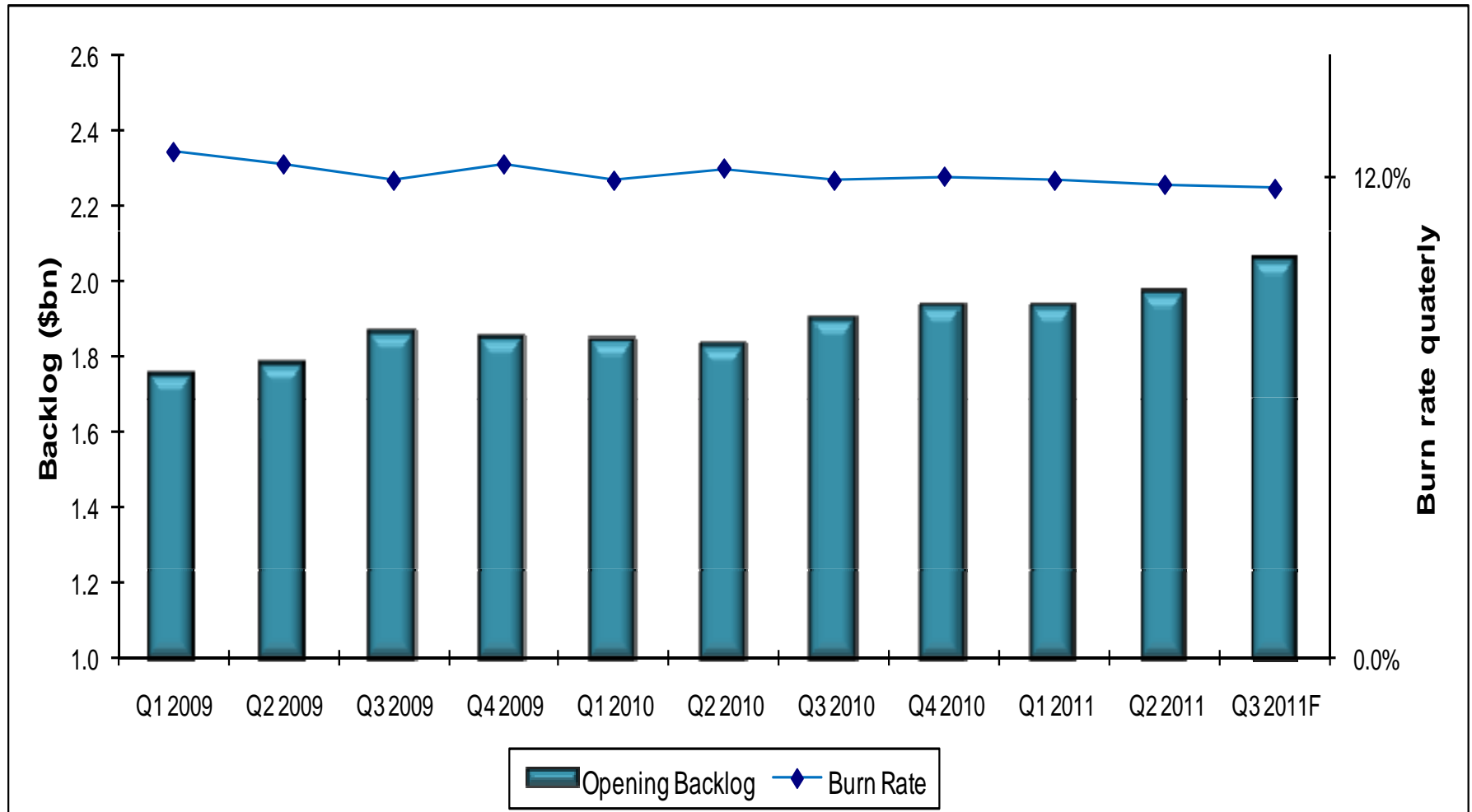


ICON NB:B (Quarterly)

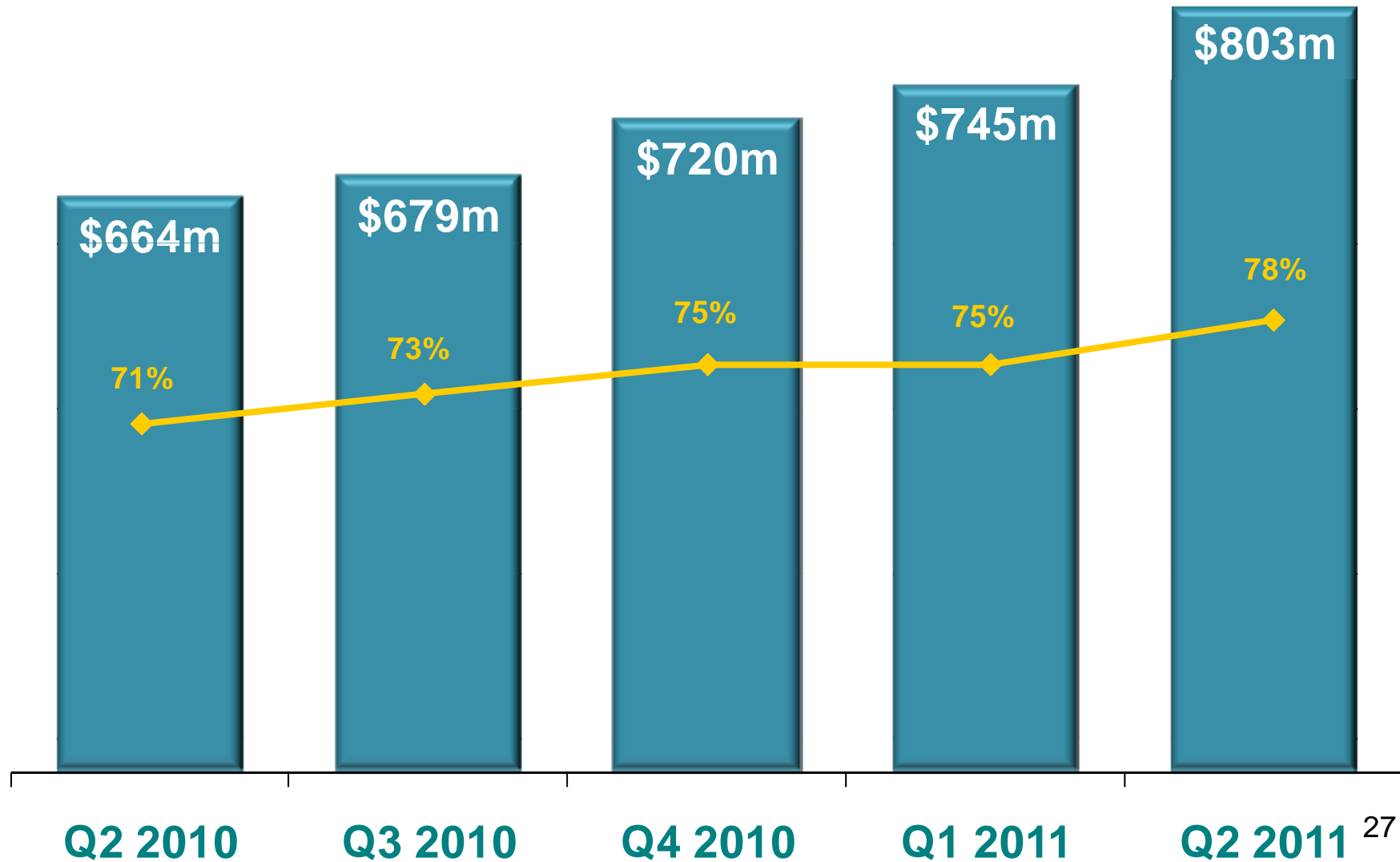
ICON NB:B (12 mth avg)



Backlog and Burn Rate



Backlog forecast to be earned in the next 12 months (US\$ & % of total forecasts)





Summary

- Outsourcing Increasing – Global players to benefit
- Top Global Clinical CRO - #4
- Deep customer relationships
- Quality of staff
- Experienced Management team
- Excellent Reputation
- Outstanding record of growth
- Strong balance sheet