ICON plc

William Blair Growth Stock Conference

Mr Ciaran Murray, Chief Executive Officer, ICON Plc
12th June 2013

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 third quarter 2012 press release consolidated income statement headed Consolidated Income Statements (US GAAP)

ICON: *Well positioned for continued growth*

A Symbol of Excellence

Our history

- Founded 1990

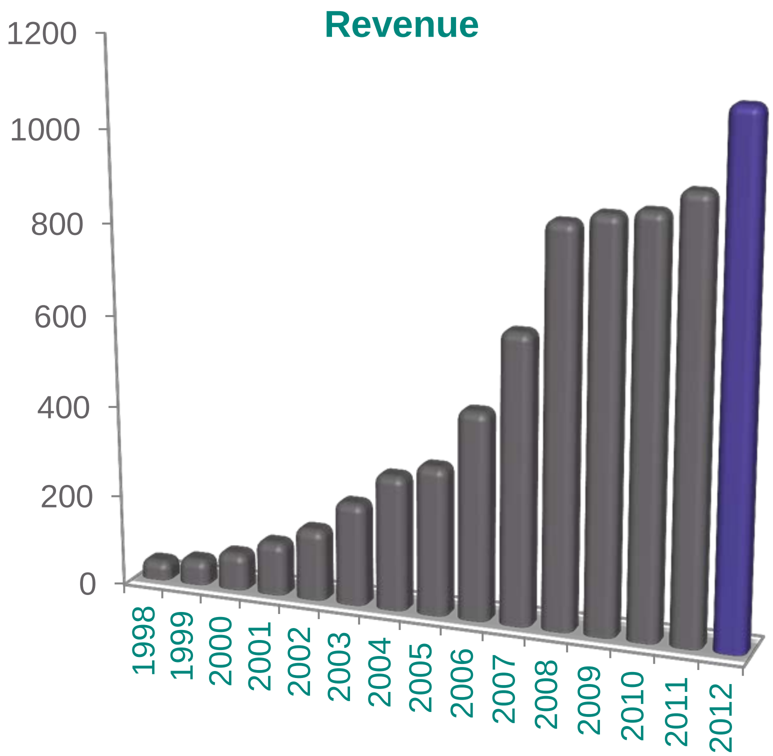
  Dublin, Ireland
- Listed on NASDAQ (1998)
- In 1998
  - $40M Revenue
  - 560 Employees
  - 11 offices in 8 countries

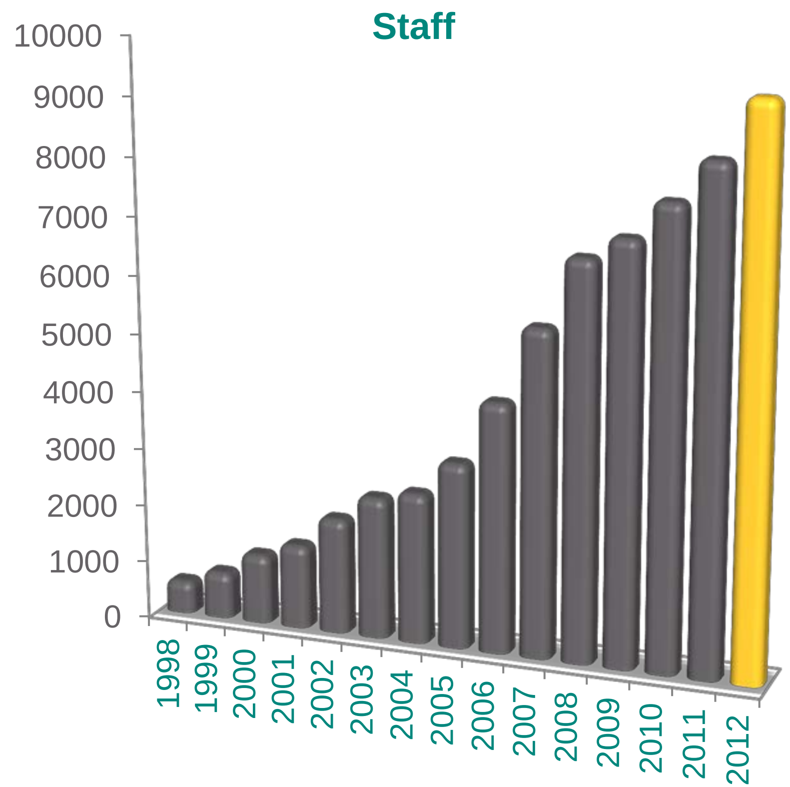
ICON today: A top tier global provider

- ~$1.12bn Revenue
- ~ 10,200 Employees
- 79 offices in 37 countries
- Full service portfolio
- Expertise in Strategic Partnerships
- Innovation leadership

A Symbol of Excellence

A history of managing growth





An integrated full service portfolio

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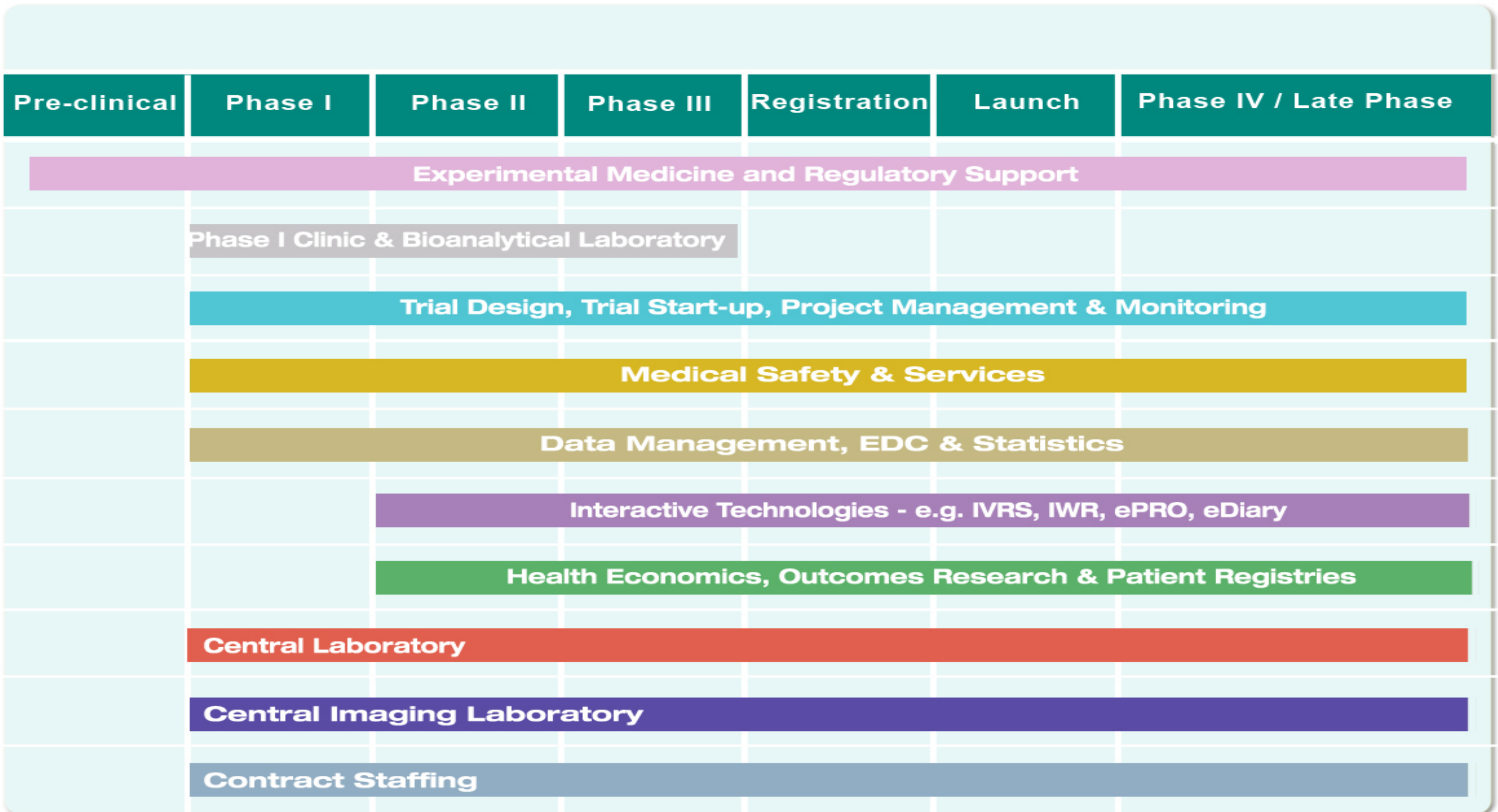
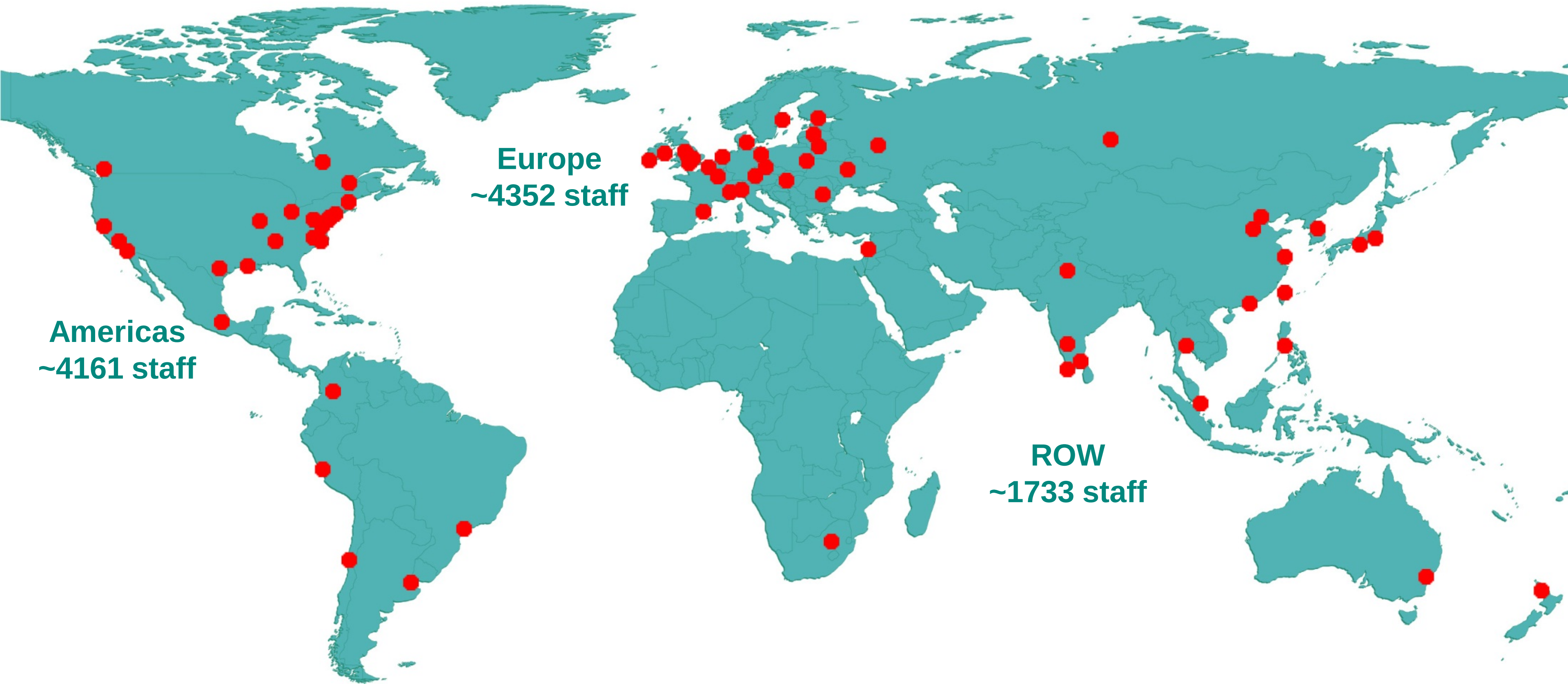
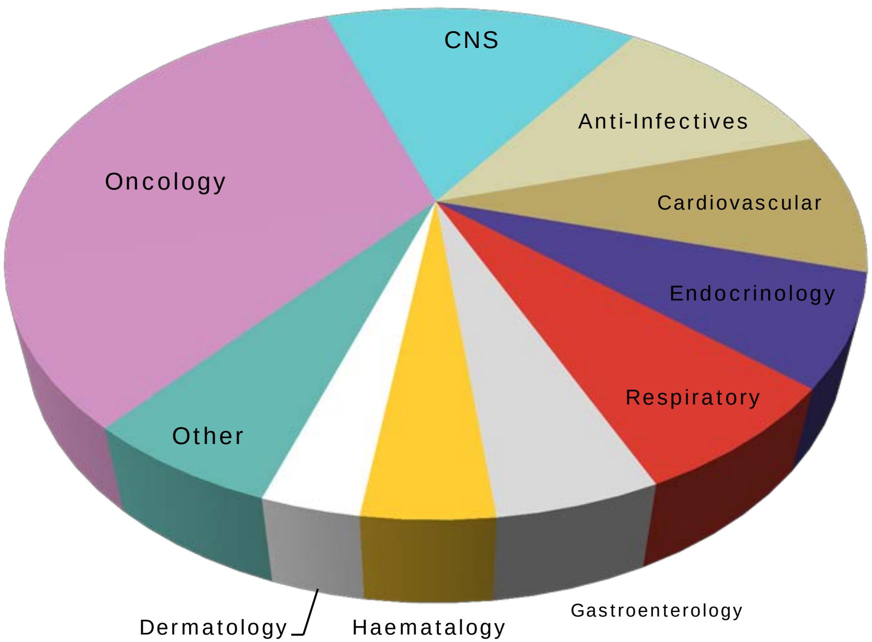


Global execution capability



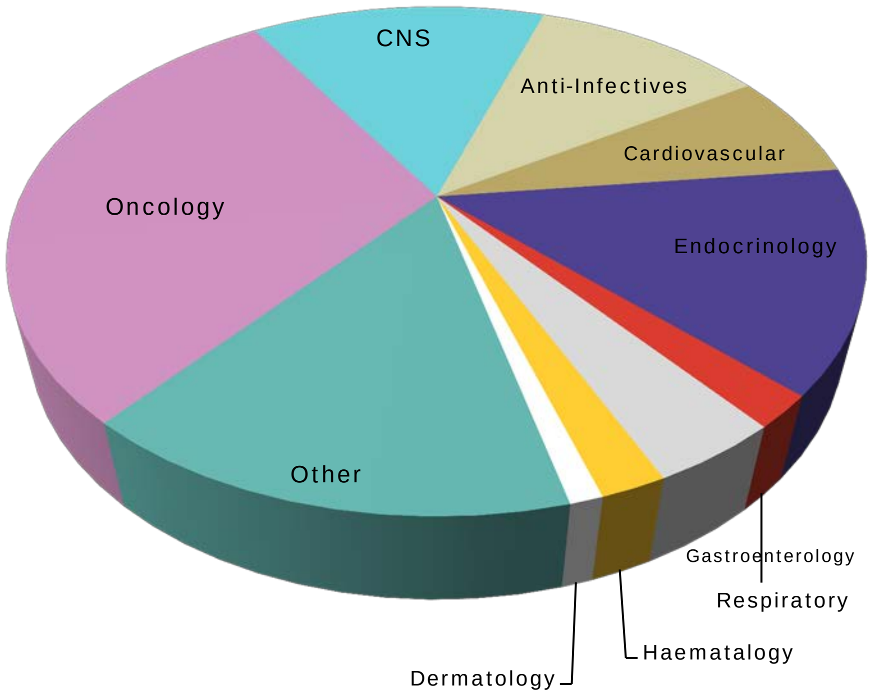
Therapeutically aligned expertise

Drugs in Development by Indication (#compounds)



Source – R&D Directions 9th Annual Report

ICON Backlog by Indication (US$)



Leadership in strategic partnerships

- Real world experience of all strategic models
  - Full service
  - FSP
  - Hybrid approaches: technology overlay
  - Asset transfer

Delivered through integrated global business units

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ICON Development Solutions

ICON Clinical Research

ICON Late Phase & Outcomes Research

ICON Central Laboratories

DOCS
Resourcing Excellence

ICON: *A clear strategy for an evolving market*

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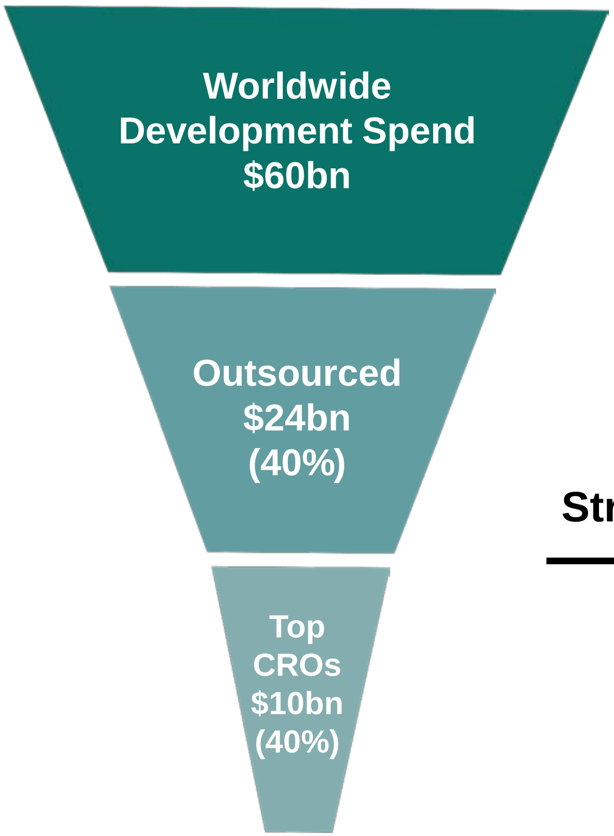
The drivers of market growth

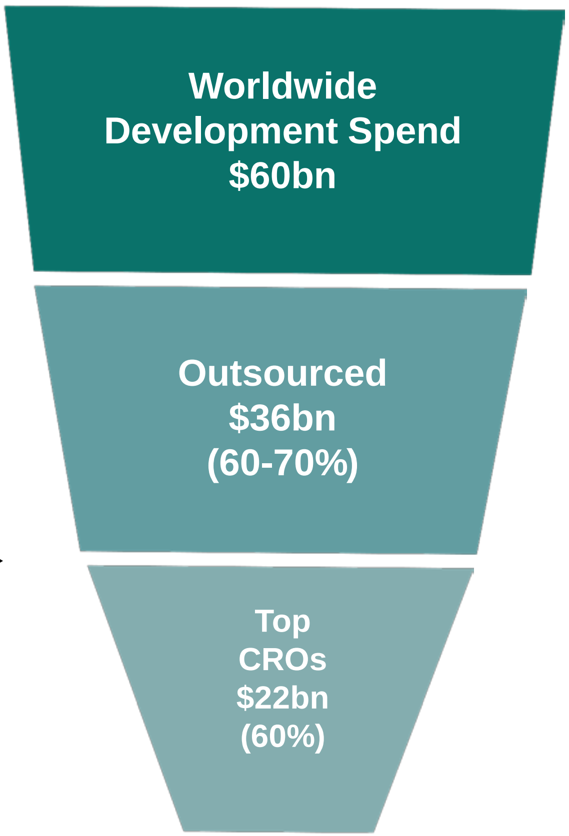
Global Biopharma Outsourcing Current Estimate



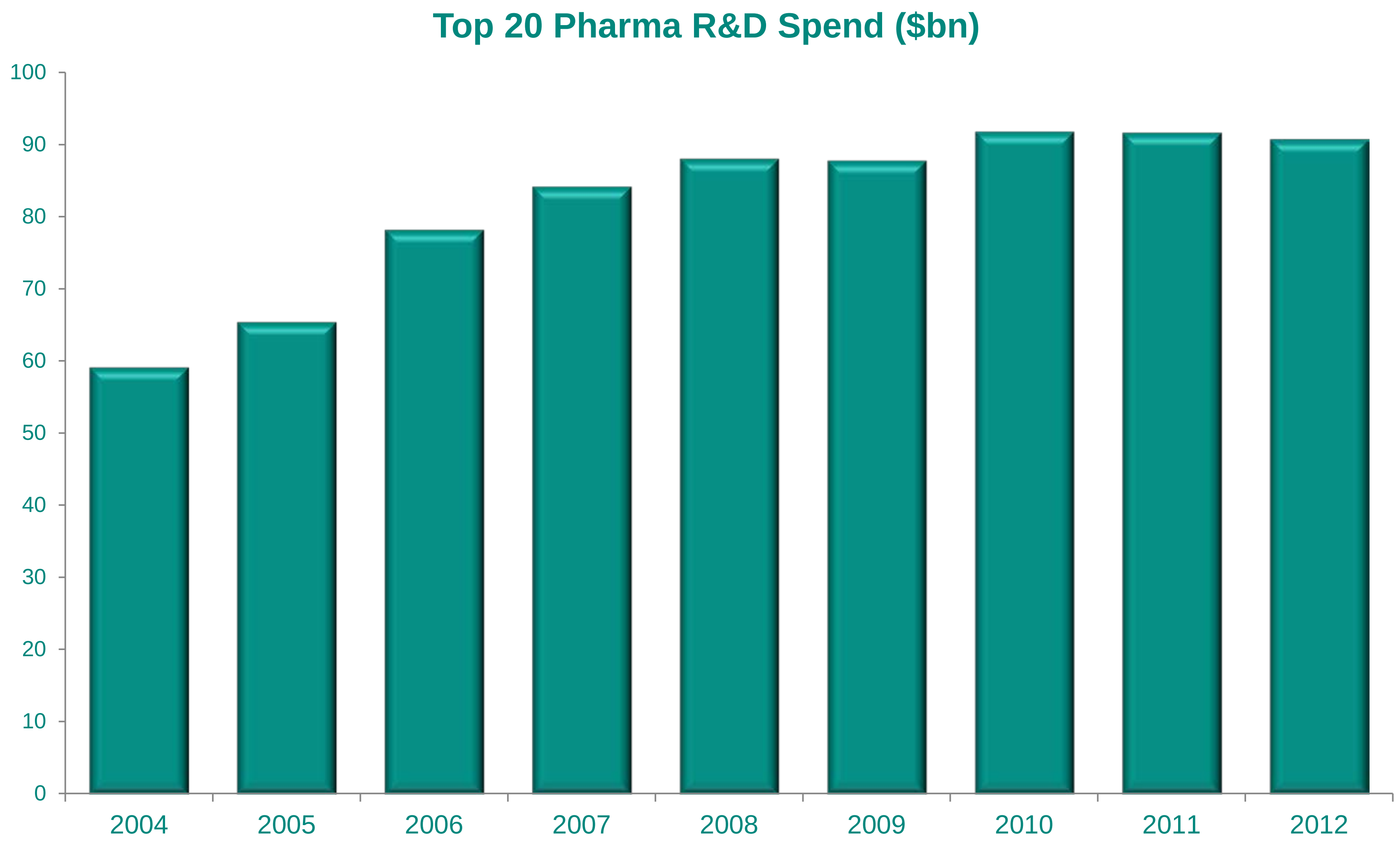
Our customers are seeking more efficient ways to execute R&D due to:
- •Patent expiries
- •Low R&D efficiency
- •Globalisation of trials

Strategic Partnership Models

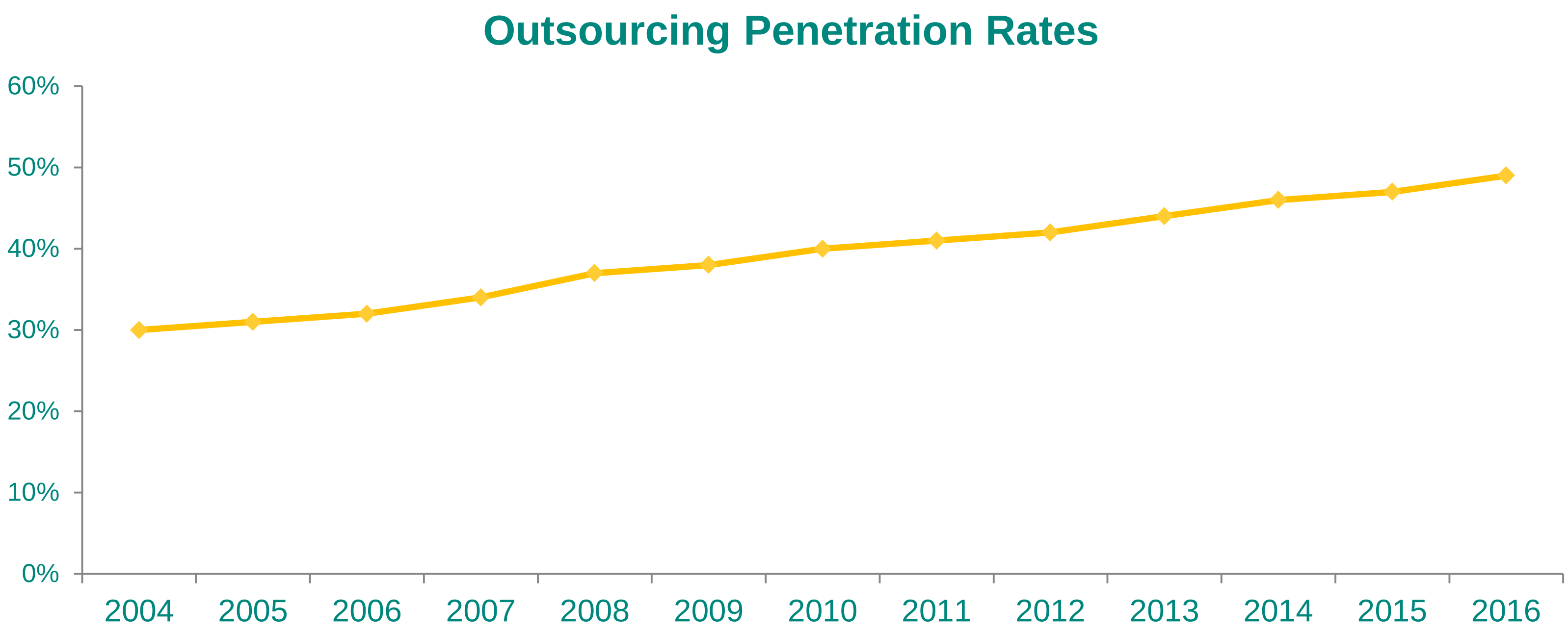
Global Biopharma Outsourcing Future Estimate



Top 20 pharma R&D spending



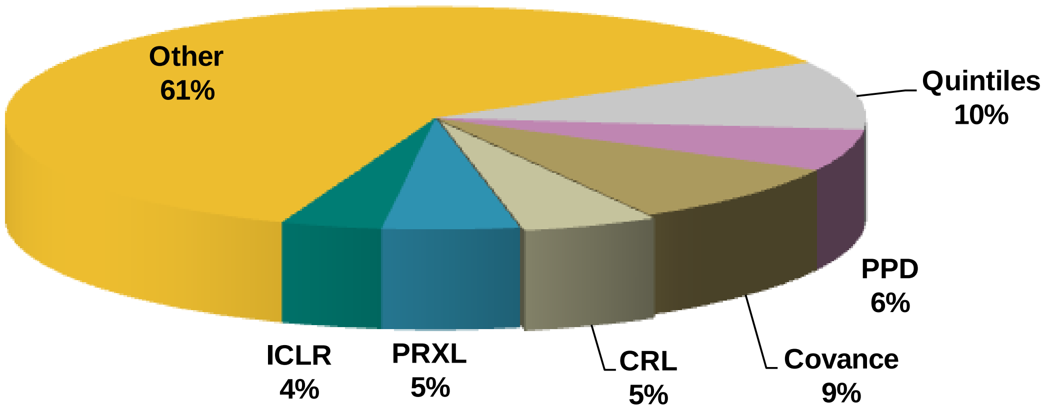
Outsourcing penetration increasing



Source: Wells Fargo analysis and estimates

"Based on our current and past survey results, large pharma respondents are outsourcing the least … , and not surprisingly, they indicated they plan to increase outsourcing the most over the next few years. We believe these factors bode well for CROs, particularly those geared toward large pharma sponsors and offering a broad range of development capabilities." (William Blair , Survey of Pharma and Biotech Sponsors, Oct 2012)

Consolidation of a fragmented market



"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)

Source: Jefferies market analysis

Strategic partnerships evolving

Key Components

- Executive oversight
- Reduced numbers of partners
- Relationships at all levels
- Pipeline visibility; efficient deployment of resources
- Risk/Performance-based component
- Significant resources invested by both partners

Partnerships

We have a clear plan to capitalise on growth opportunities

ICON
A Symbol of Excellence

- **Build Scale**
- **Improve Quality & Competitiveness**
- **Leadership & Talent**
- **Leverage Informatics**
- **Enhance Expertise**

ICON Strategic Pillars

And we are executing against this plan.

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Build Scale

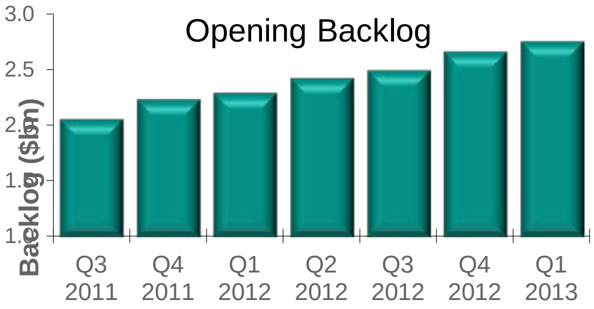
Improve Quality & Competitiveness

Leadership & Talent

Leverage Informatics

Enhance Expertise

Strategic Partnerships



Targeted M &A

CLINFORCE

BeijingWits

And we are executing against this plan

Build Scale

Improve Quality & Competitiveness

Leadership & Talent

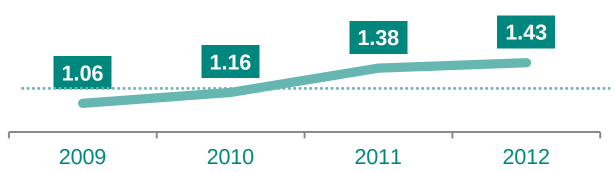
Leverage Informatics

Enhance Expertise

SG &A

"ICON Wins Clinical Research Team of the Year at the Annual Scrip Awards For Second Consecutive Year"

TTM Book to Bill



And we are executing against this plan

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Build Scale

Improve Quality & Competitiveness

Leadership & Talent

Leverage Informatics

Enhance Expertise

ICON Business Academy

Professional Certificate
International Business

Graduate Certificate in Clinical Research

And we are executing against this plan

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- **Build Scale**
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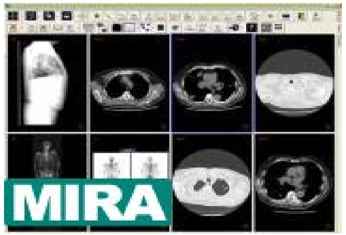
Firecrest
everything else is obsolete

ICONIK
Immediate Knowledge



And we are executing against this plan

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Build Scale

Improve Quality & Competitiveness

Leadership & Talent

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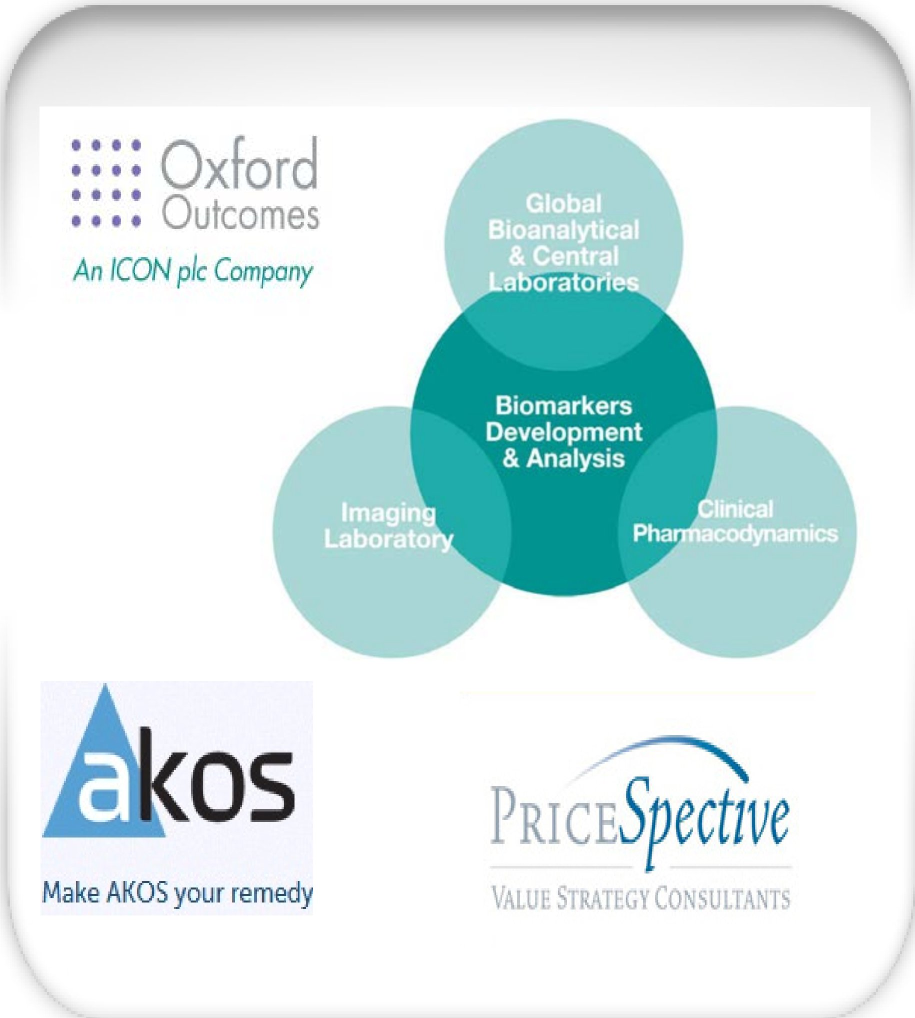
Enhance Expertise



Our strategy is delivering: *Financial performance*

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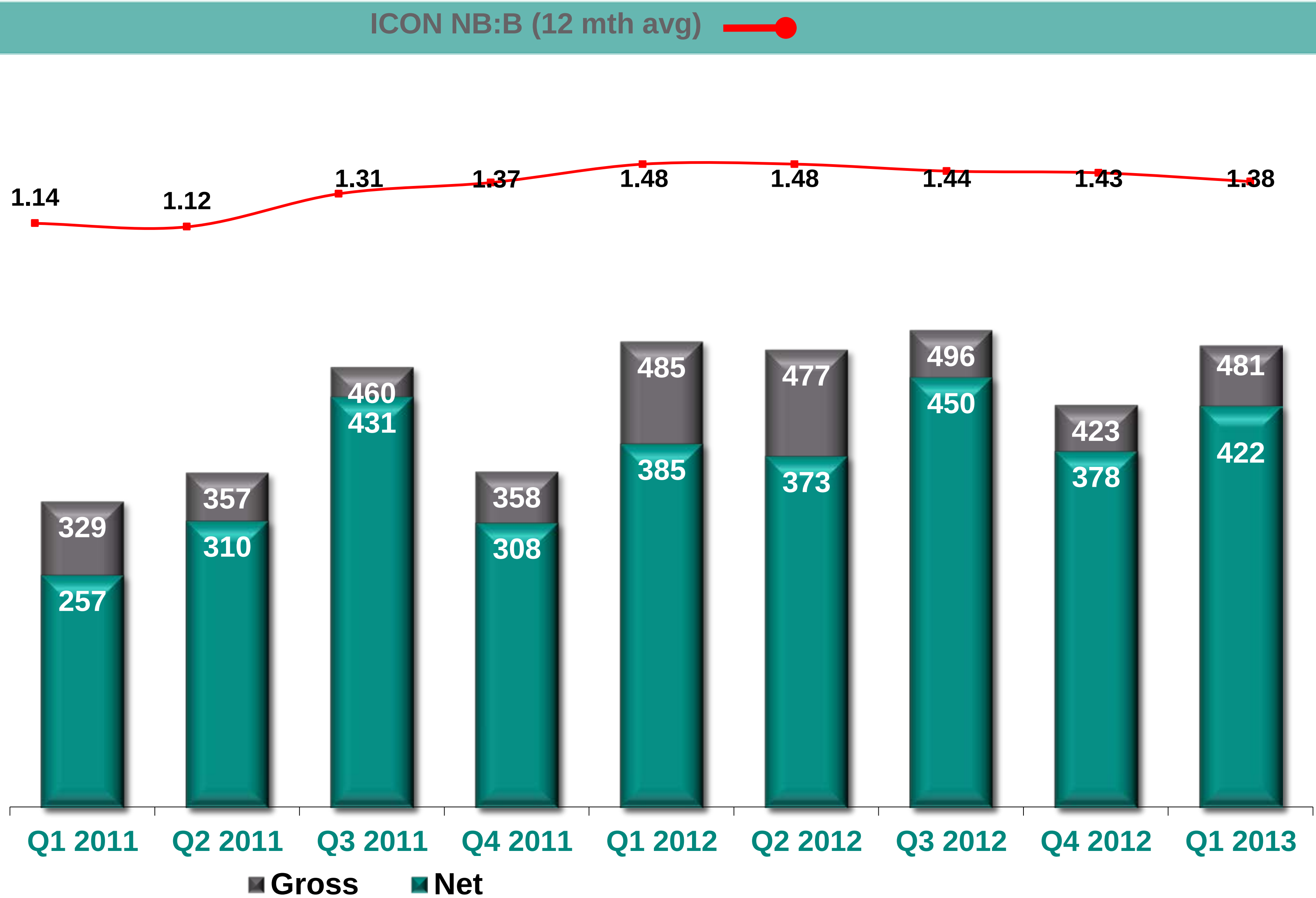
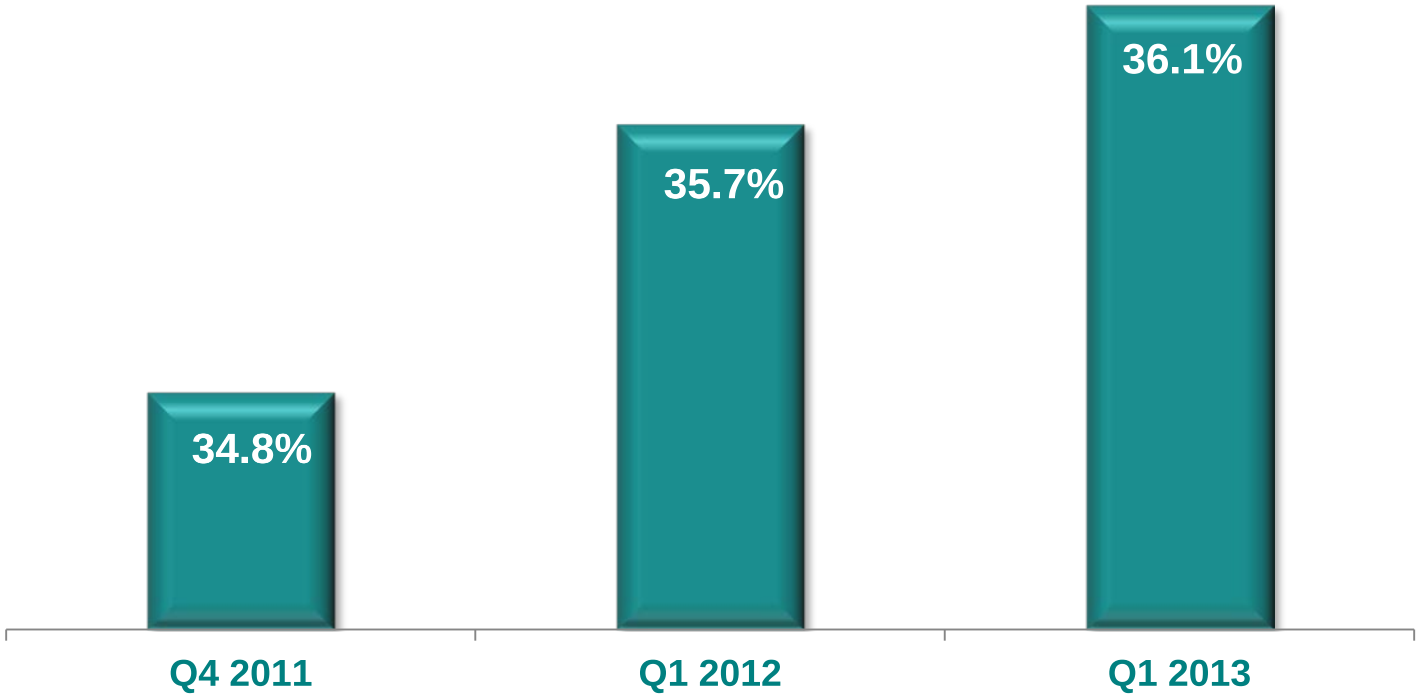
New business wins and net book to bill



Opening backlog and burn rate

Net revenue growth ($m)

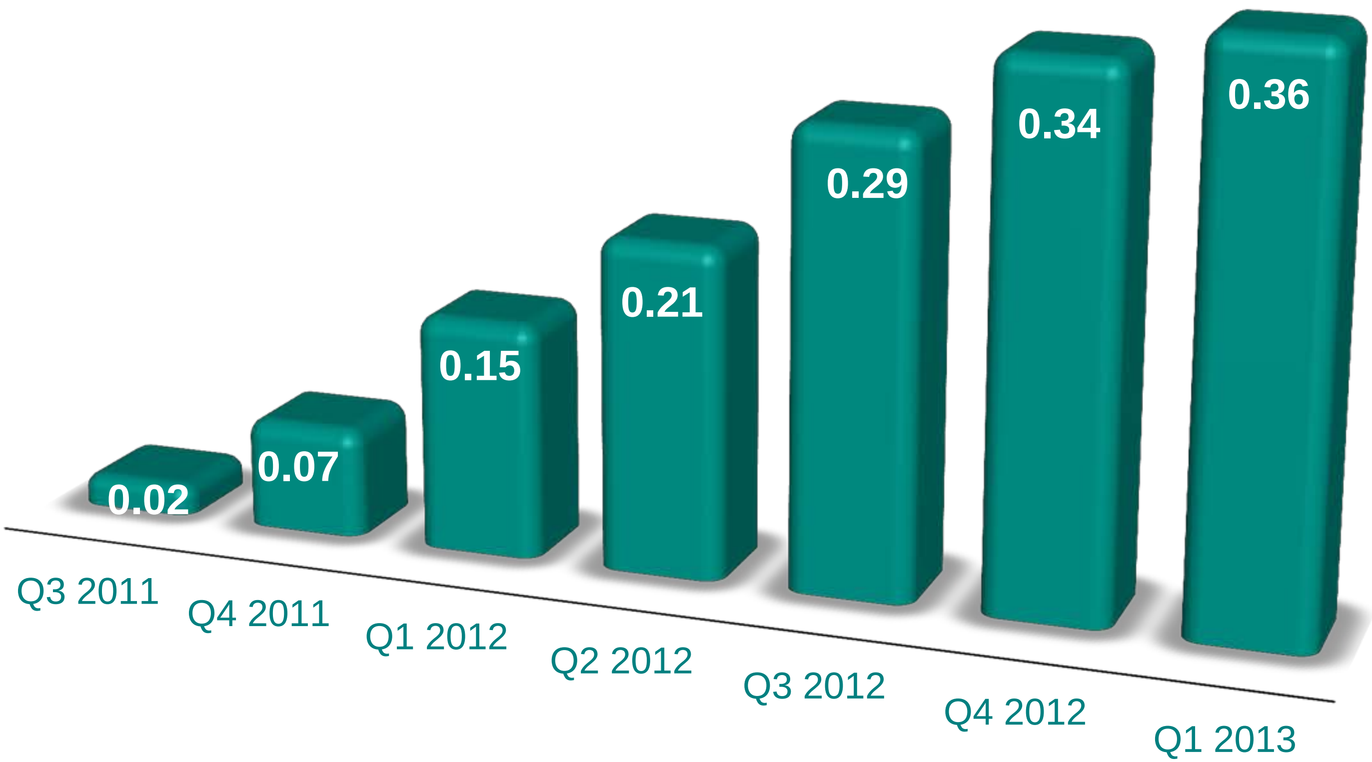
Gross margin expansion



Operating margin expansion

Operating margins for Q2 2012 and Q1 2013 have been adjusted to exclude restructuring and other items of $5.6m and $4.4m respectively

Earnings per share*



* 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

Outlook

Guidance for 2013

	Revenue Range	EPS Range
FY 2013	**$1,258-$1,292 m**	**$1.44-$1.60**

Representing:

- 12%-15% top line growth from 2012
- 44-60% EPS growth from 2012

Summary

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Investment case summary

- Outsourcing Increasing – Global players to benefit
- ICON well positioned to capitalise on future spending trends
  - A top global clinical CRO , excellent reputation
  - Experienced management team
  - Clear strategy and focus on execution
  - Deep customer relationships
  - Quality of staff
- Strong balance sheet enabling investment in differentiating core business and areas of future growth
- Continuing margin recovery with top line growth