

ICON plc

J.P. Morgan – 31st Annual Healthcare Conference

Mr. Ciaran Murray, CEO

8 January 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)

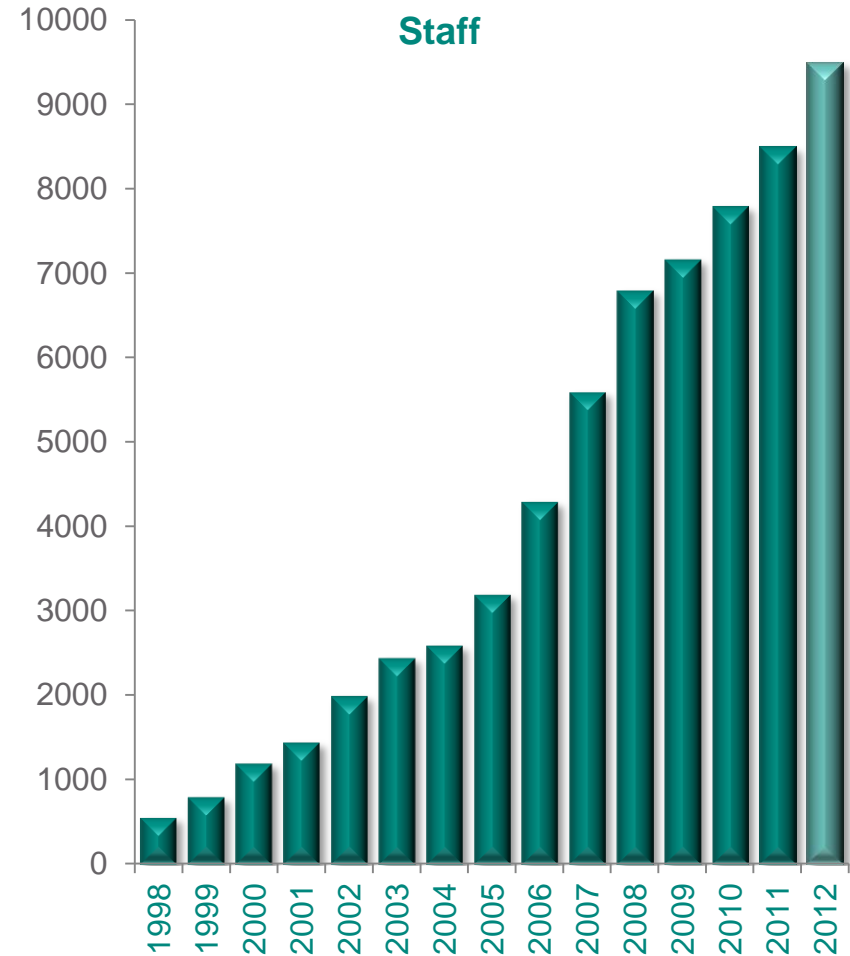
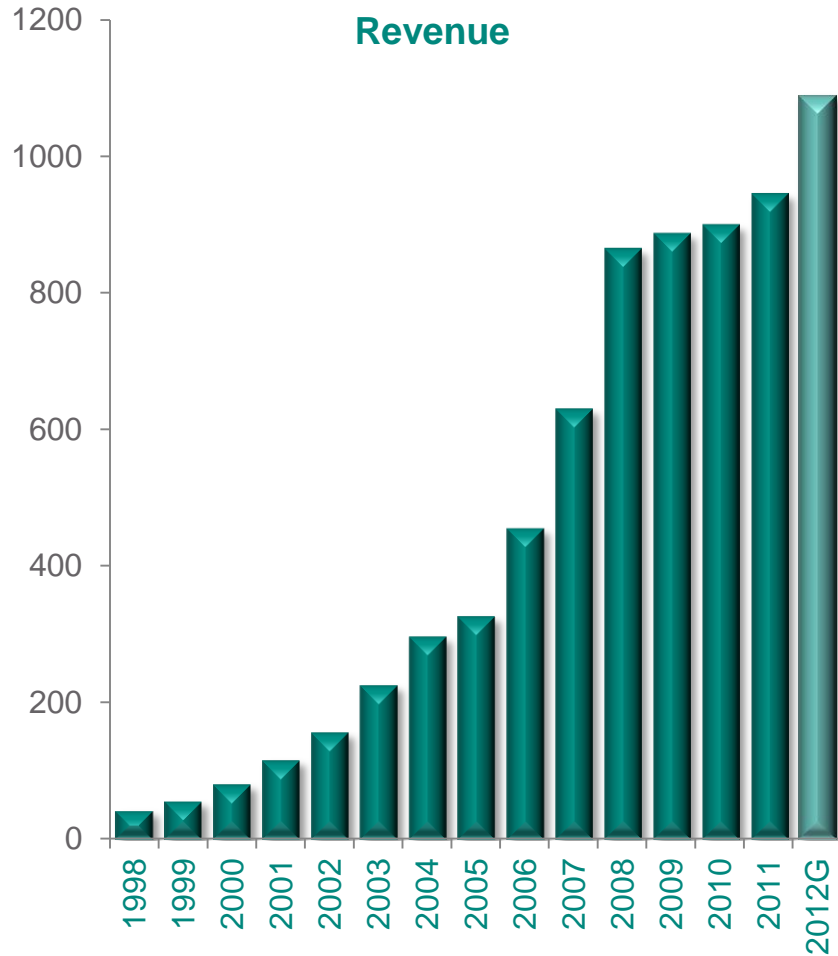
Our History



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



A History of Managing Rapid Growth



Source: Reported revenue as per company reports; 2012 represents mid point of guidance in place on 4/12/2012

ICON Today

ICON
A Symbol of Excellence

- ~\$1.1bn Revenue
- ~ 9,500 Employees
- 82 offices in 40 countries
- Top-tier provider global clinical programmes



Full service late stage service offering

ICON Development Solutions



ICON Clinical Research



ICON Late Phase & Outcomes Research



ICON Central Laboratories



ICON Development Solutions



ICON Clinical Research



ICON Late Phase & Outcomes Research



ICON Central Laboratories



- Early phase clinical development
- Bioanalytical – LC/MS/MS, Immunoassay and Biomarker
- Scientific services

ICON Clinical Research

ICON Development Solutions



ICON Late Phase & Outcomes Research



ICON Central Laboratories



- Phase II-III Clinical trials
- Medical, Safety & Reg Services
- Biostatistics and Data Mgt
- Interactive Technologies
 - Imaging
 - ICONIK
 - Firecrest

ICON Late Phase & Outcomes Research

ICON Development Solutions



ICON Clinical Research



ICON Central Laboratories



- Strategic and Scientific Consulting across the product lifecycle
- Translation Services
- Patient Reported Outcomes
- Peri and Post Approval Studies
- REMS

ICON Central Laboratories

ICON Development Solutions



ICON Clinical Research



ICON Late Phase & Outcomes Research



- Global central laboratory services dedicated exclusively to clinical trials

DOCS – Contract Staffing

ICON Development Solutions



ICON Clinical Research



ICON Late Phase & Outcomes Research

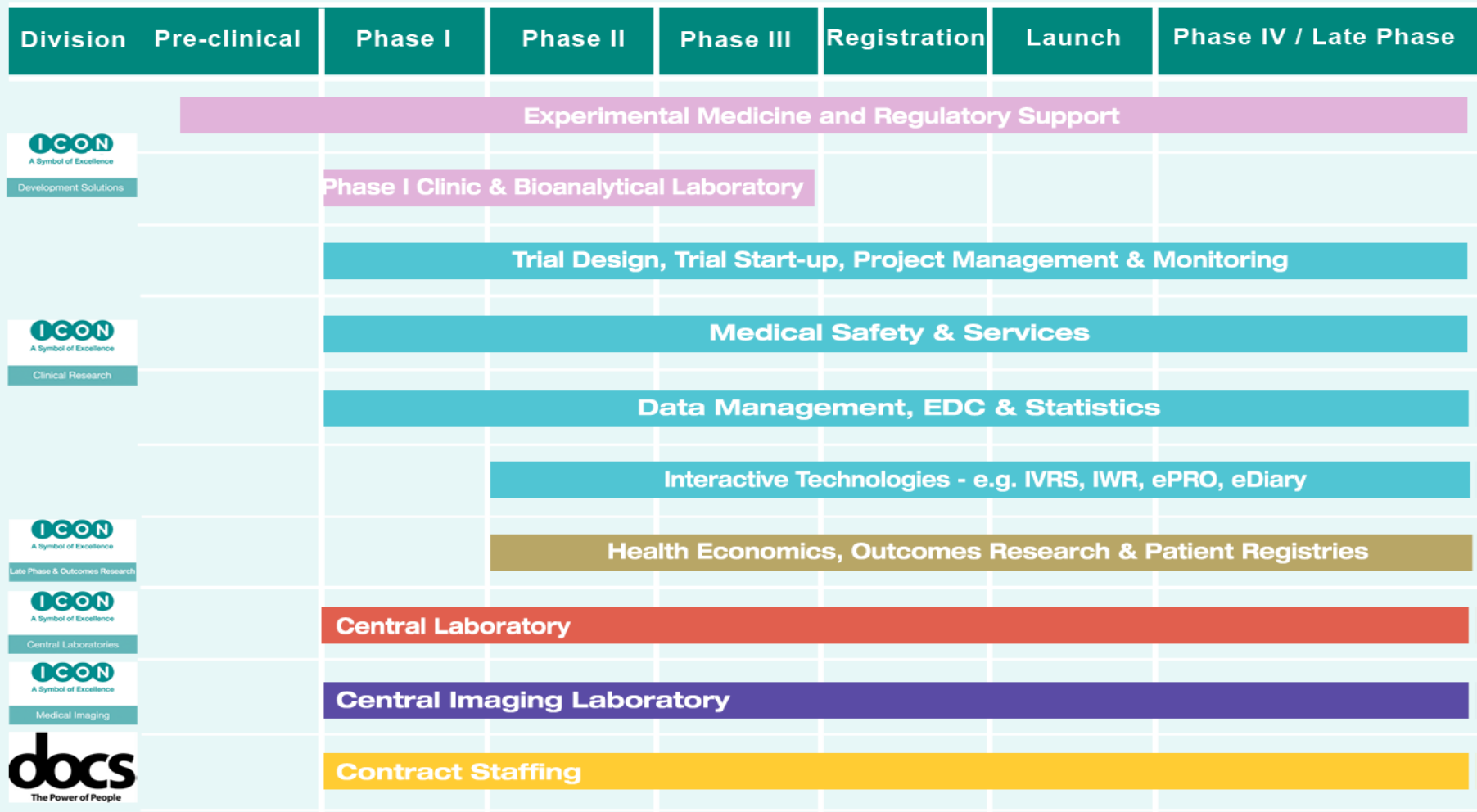


ICON Central Laboratories

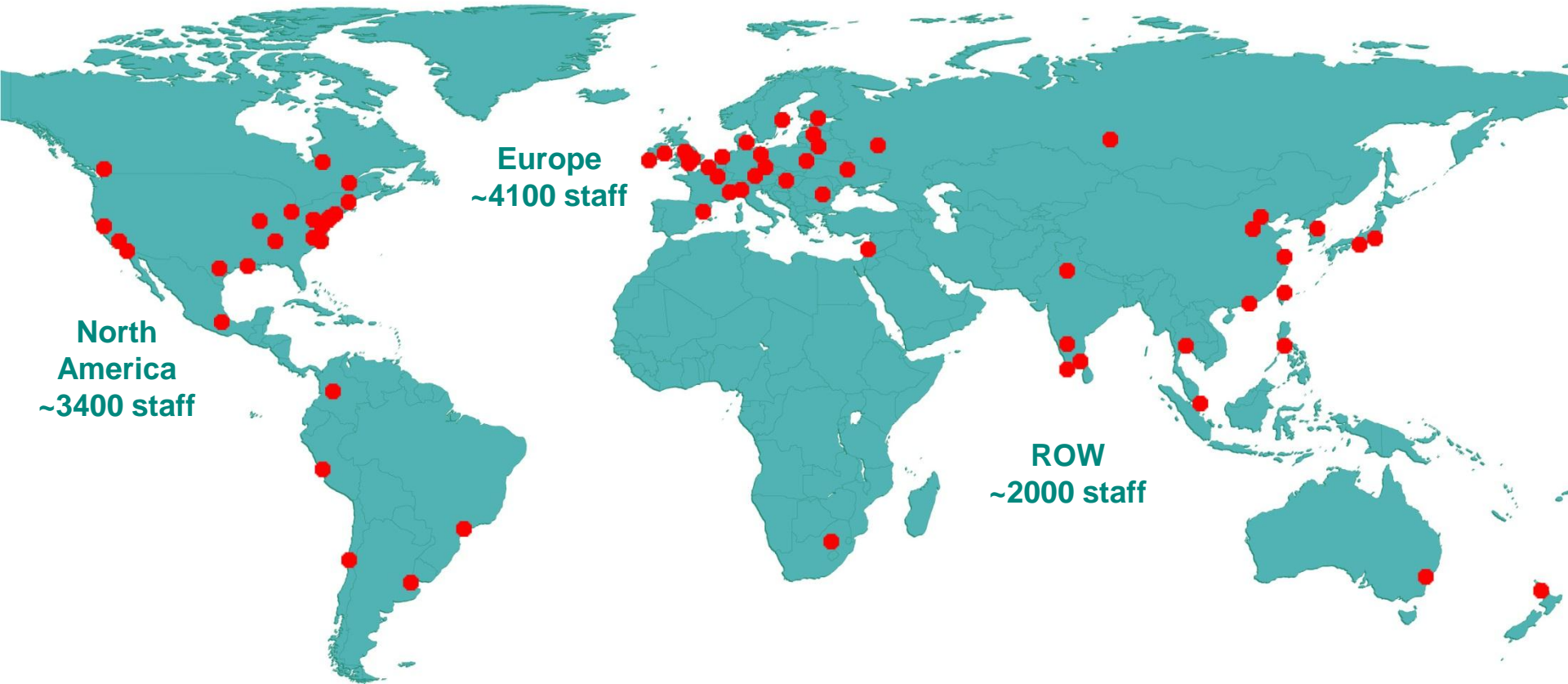


- Contract and permanent resourcing solutions
- Functional resourcing
- Executive Search
- Training & Development

From Phase I through to Market Access

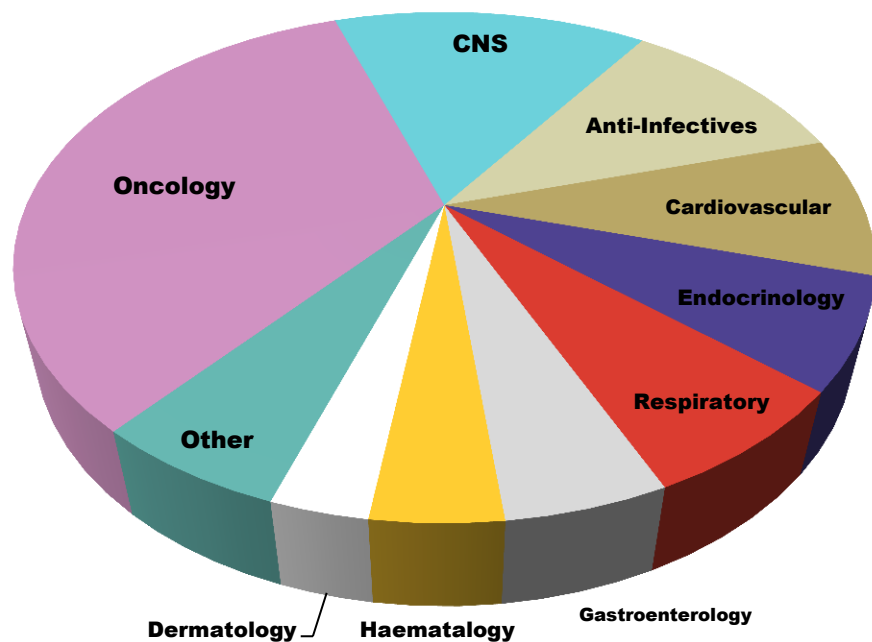


Global Expertise in Execution

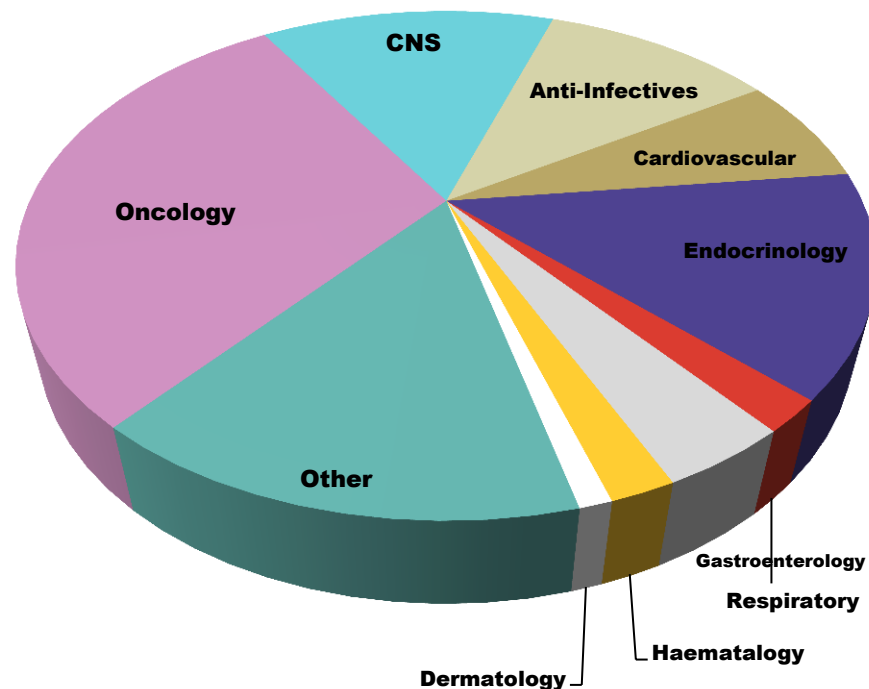


Therapeutically Aligned

Drugs in Development by Indication (#compounds)



ICON Backlog by Indication (US\$)



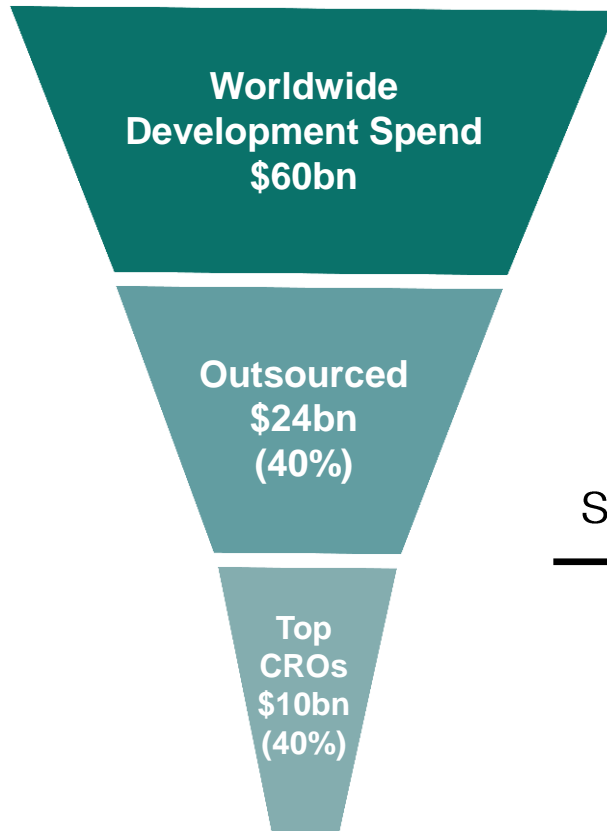
Source – R&D Directions 9th Annual Report



The Market Opportunity

The Drivers of Market Growth

Global Biopharma Outsourcing Current Estimate



Our customers are seeking more efficient ways to execute R&D due to:

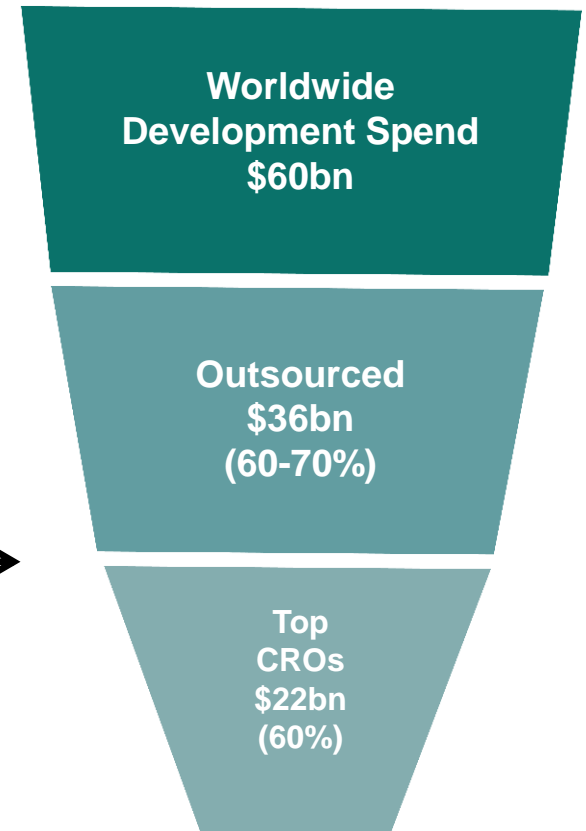
- Patent expiries
- Low R&D efficiency
- Globalisation of trials



Strategic Partnership Models

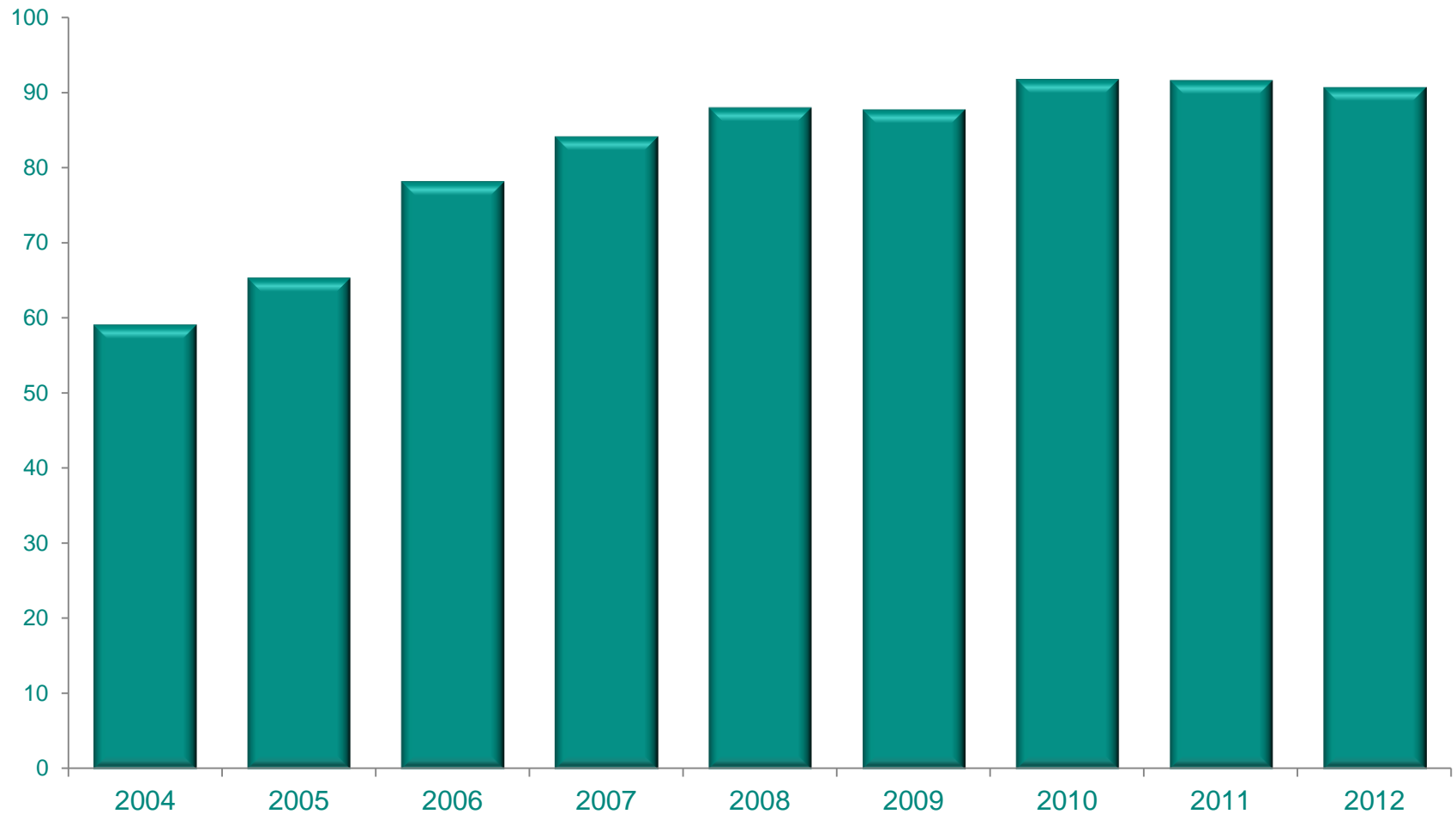


Global Biopharma Outsourcing Future Estimate

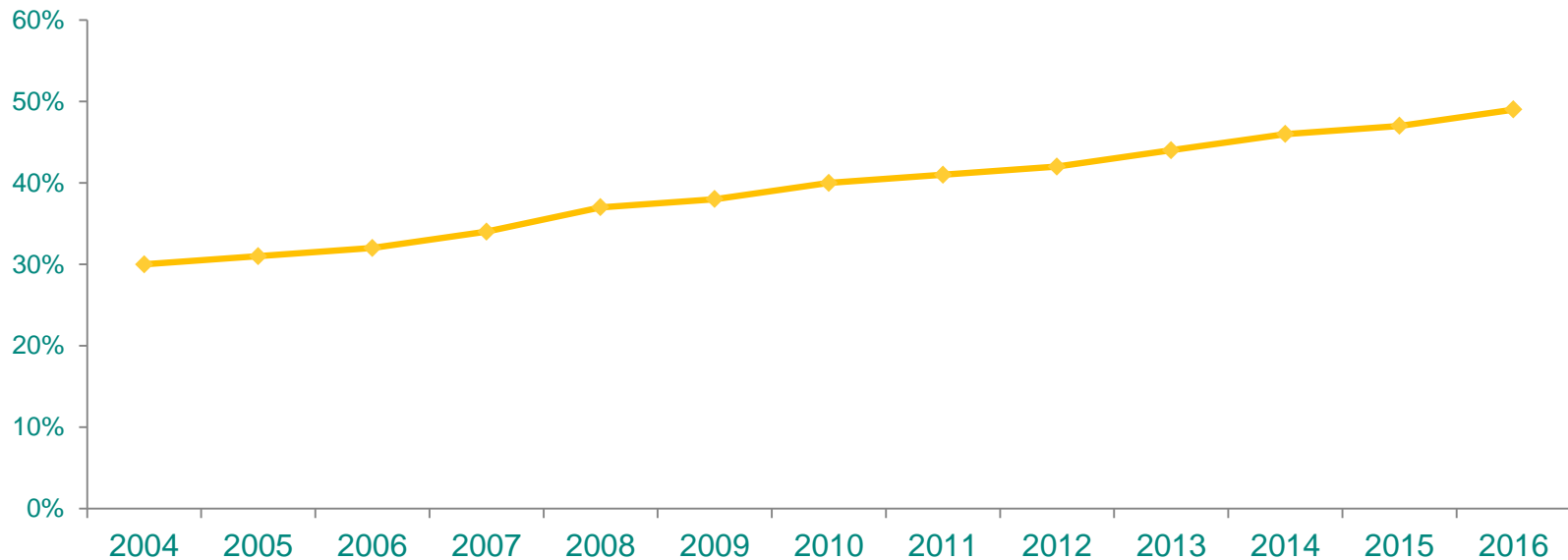


Top 20 Pharma R&D Spending

Top 20 Pharma R&D Spend (\$bn)



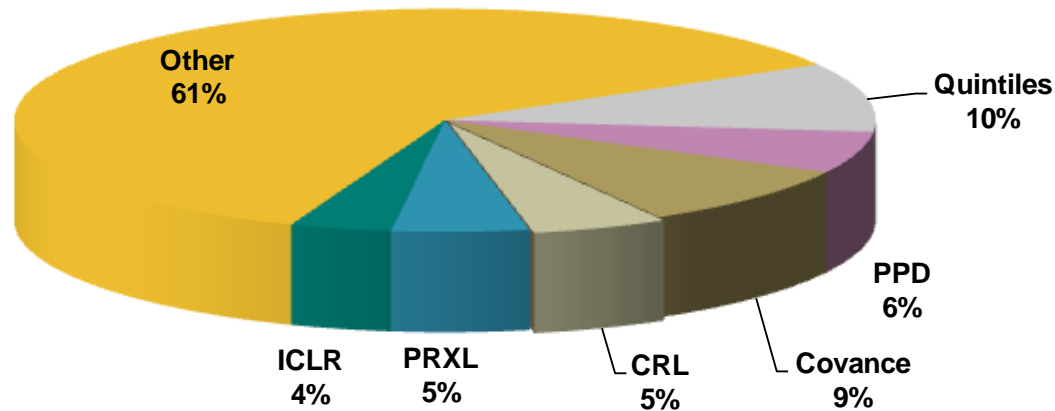
Outsourcing Penetration Rates



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 , Results From Our Ninth 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)

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



ICON – Our Value Proposition

ICON
A Symbol of Excellence

Differentiating ICON - Our Value Proposition

Vision:

“To be the global CRO partner of choice for the Biopharma & medical device industry by delivering best in class information, solutions and performance in clinical and outcomes research”

Delivering Sustainable Value

Sponsor

ICON

Investigator

Change Management



Operational Efficiency



Excellence in Patient Recruitment

Scale

- Build Strategic Relationships
- Global Footprint
- Local Expertise
- Proactive change mgt

Increasing Quality Cost Competitiveness

- Operational Efficiency - enabled by technology & productivity
- Outstanding quality and consistency in service delivery

Leadership Talent

- Best people and best in class people practices
- Talent acquisition, mgt and dev
- Scientific collaboration (ARO)

Leveraging Technology

- Information Leadership & aligned process e.g Smart Monitoring
- Innovative technology to change drug dev outcomes (ICONIK, Firecrest etc)

Enhanced Expertise

- Build service range
- Late Phase
- Regulatory
- Drug Dvmt Mindset & capabilities
- Biomarkers
- Patient Access

Scale



Competitiveness



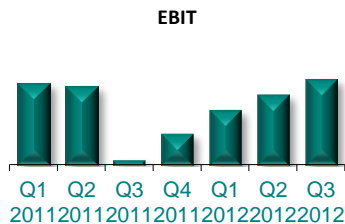
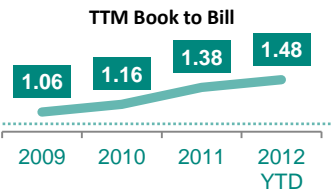
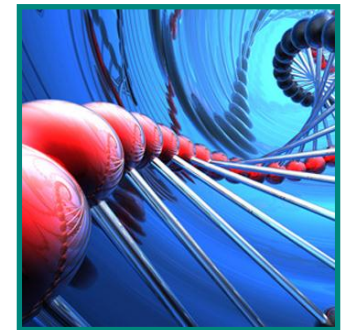
Talent



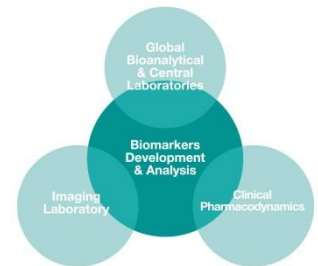
Leveraging Technology



Expertise



Firecrest
everything else is obsolete



Oxford Outcomes
An ICON plc Company

PRICE SPECTIVE
VALUE STRATEGY CONSULTANTS

Market Leading Technology

Firecrest
everything else is obsolete

Market leader in technology solutions that boost investigator site performance, protocol compliance, study management and trial efficiency

ICONiK
Immediate
Knowledge

ICON's information platform that delivers clinical trials faster, safer and more efficiently through single view of real time trial information



MIRA - ICON's best in class Imaging system. Provides functionality for imaging data management, clinical data management, image analysis, project management and document management

- Providing the tools to enable smart early decisions
 - Biomarkers
 - Bio-analysis
 - Imaging
 - Clinical pharmacodynamics
 - Regulatory expertise
- Combined with the early introduction of:
 - Clinical trial modelling
 - Pharmaco- economics
 - Market access expertise
- Drives decisions based on ROI

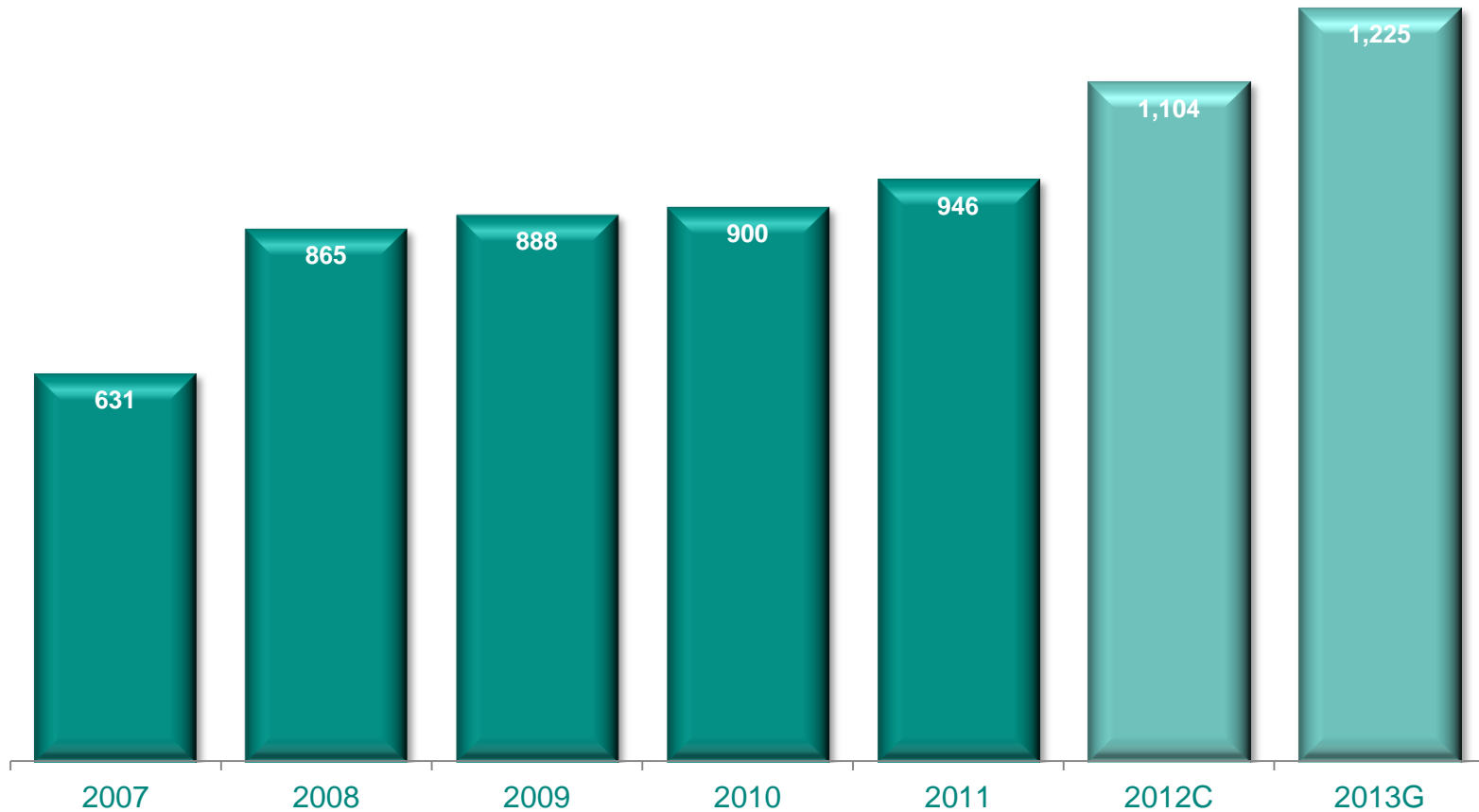
- Real world experience of all strategic models
 - Full service
 - FSP
 - Hybrid approaches; technology overlay
 - Asset transfer



Financials

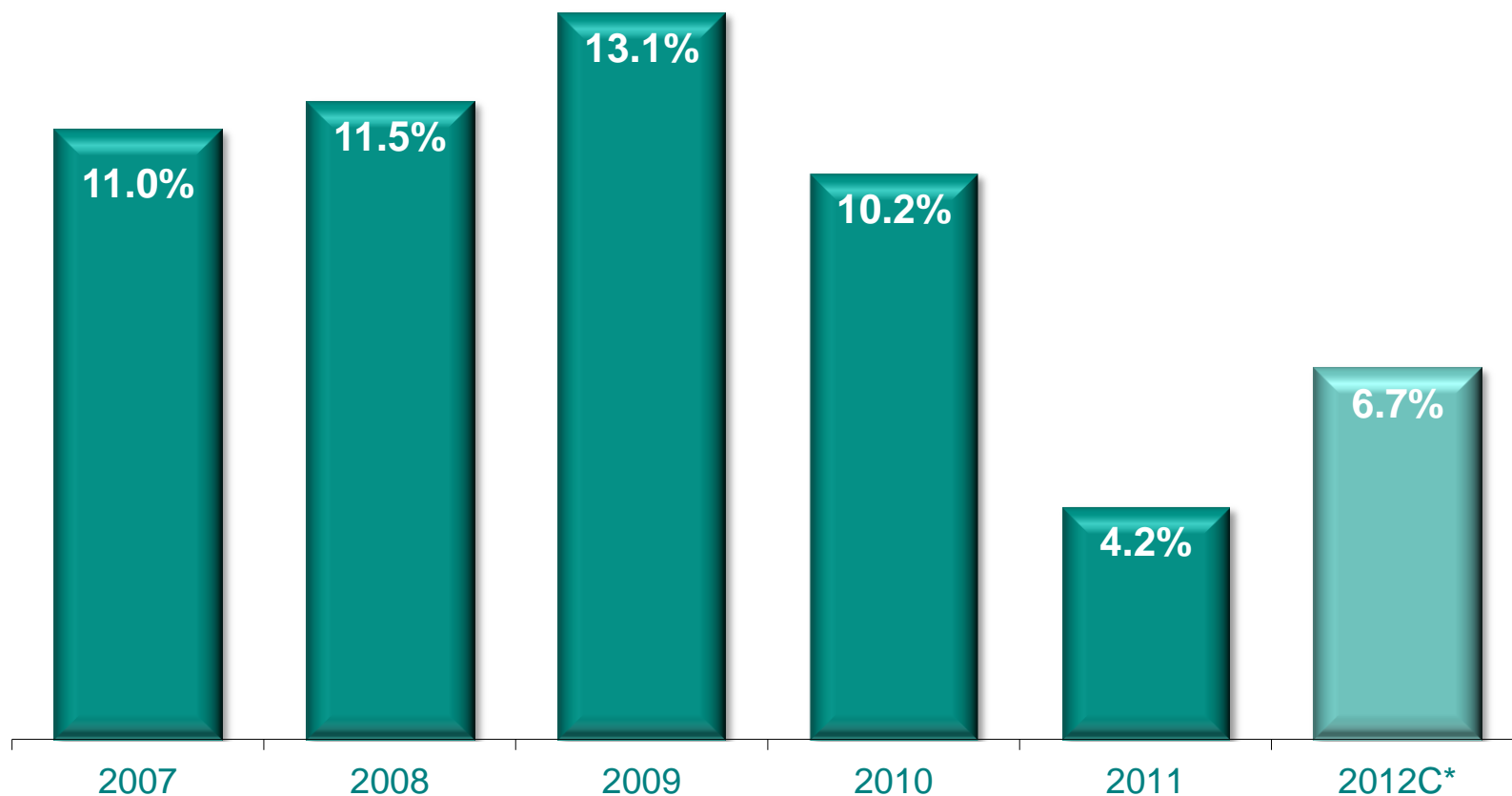


Revenue (\$m)



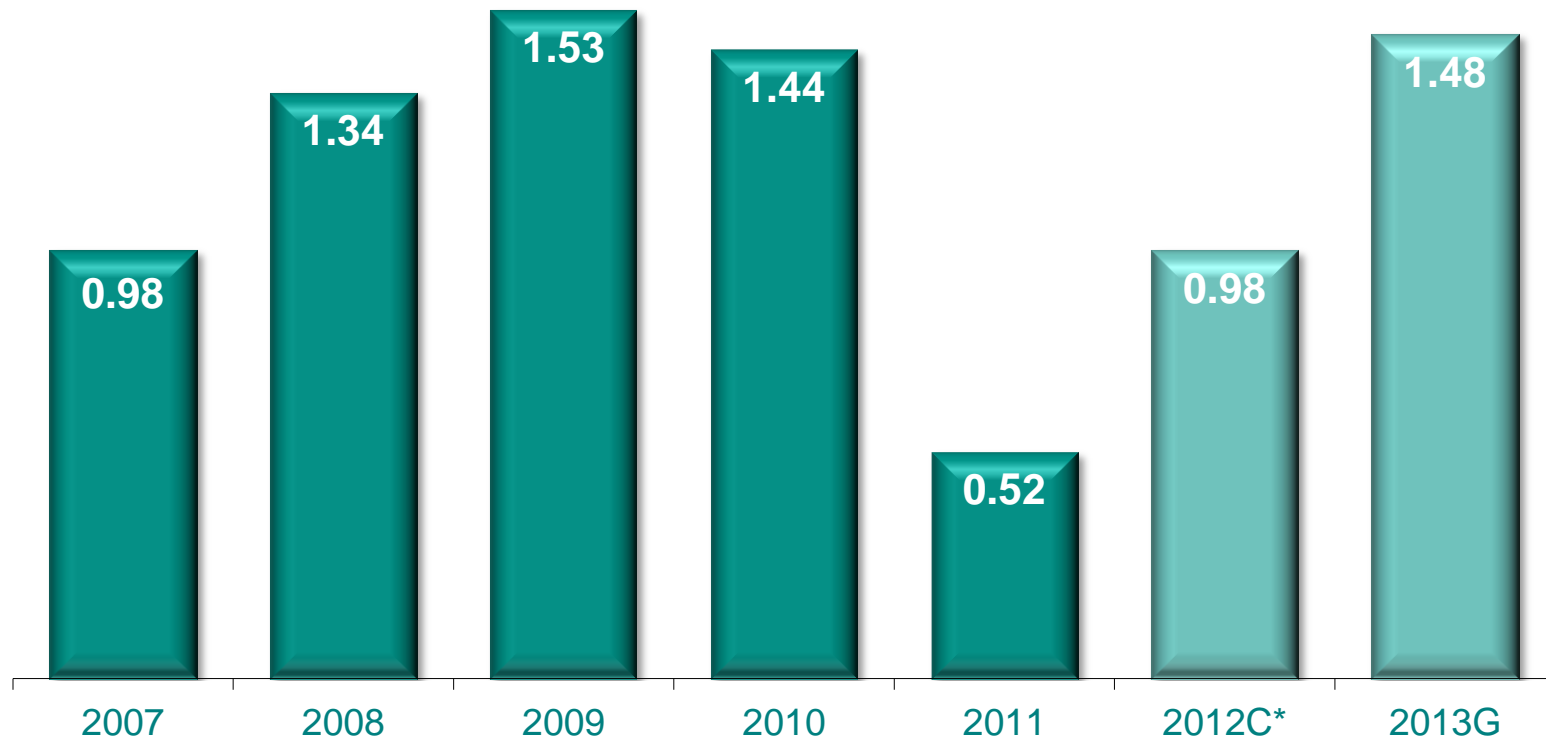
Source: Reported revenue as per company reports; 2012 represents Consensus estimates according to Thomson as at 19/12/2012 and 2013 represents mid point of guidance issued on 3/12/2012

Operating Margin (excludes restructuring)



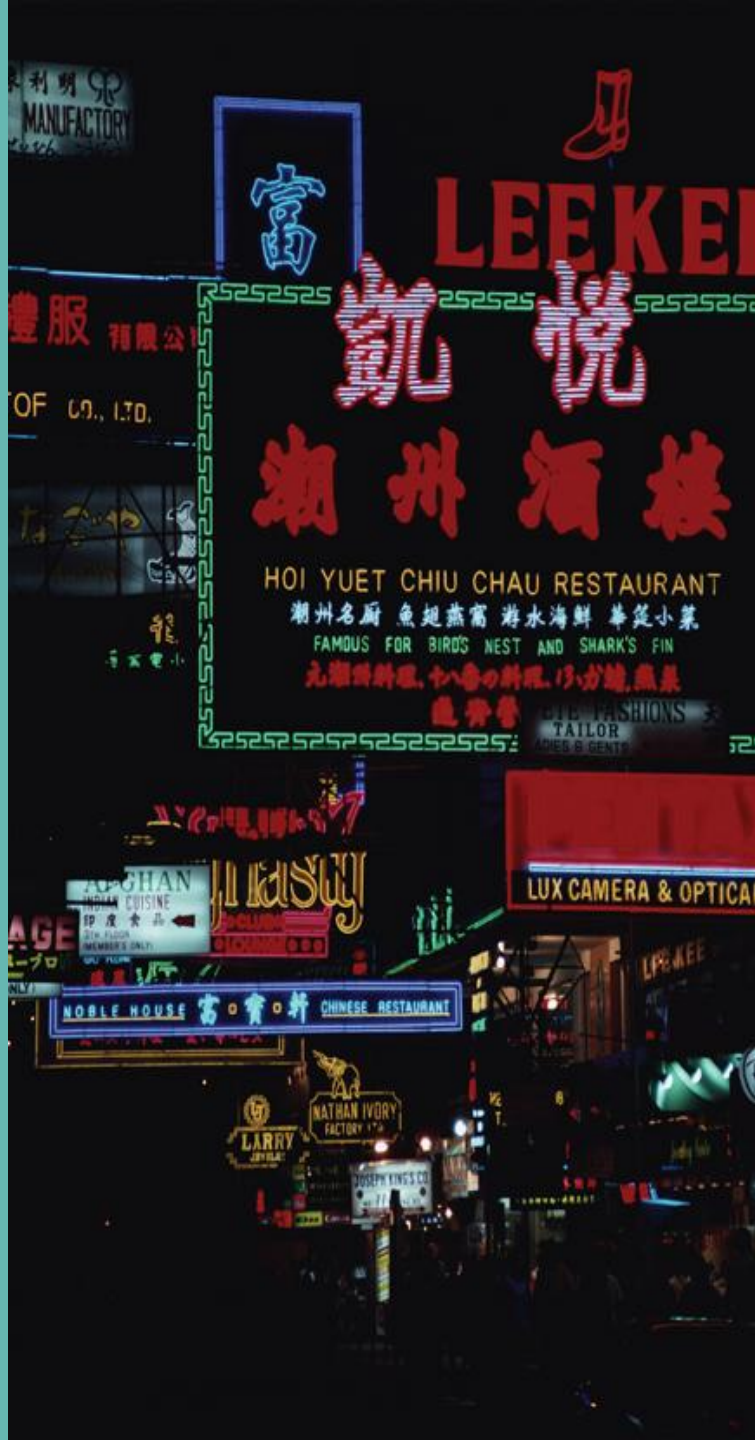
Source: * represents market consensus, Thomson Reuters as at 19/12/2012

EPS (adjusted \$)



Source: Reported revenue as per company reports; 2012 represents Consensus estimates according to Thomson as at 19/12/2012 and 2013 represents mid point of guidance issued on 3/12/2012

Looking Ahead

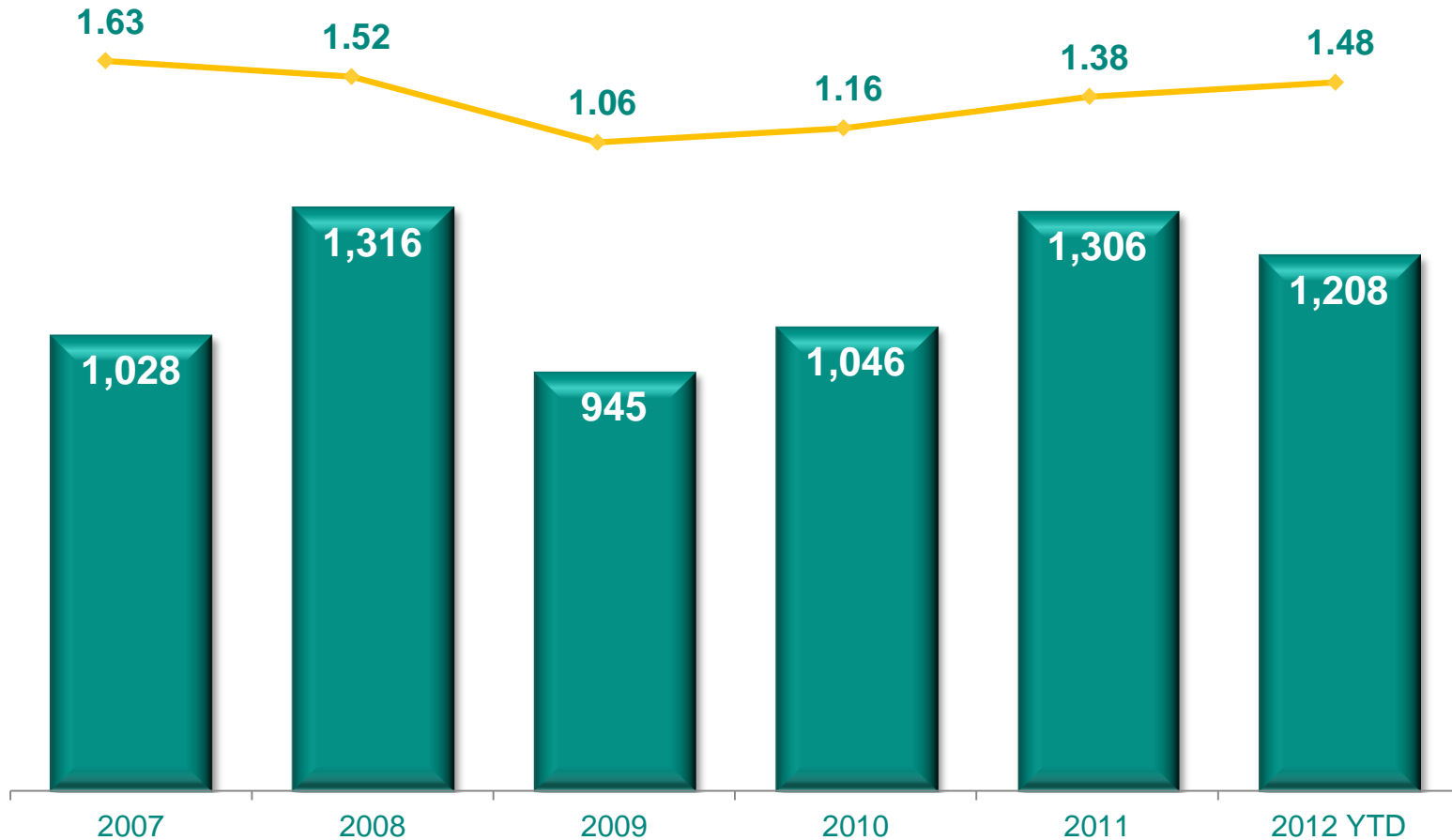


	Revenue	EPS
	Range	Range
FY 2013	\$1,210-\$1,240m	\$1.40-\$1.55



Representing:

- 10%-12% top line growth from consensus forecast for 2012
- 43-58% EPS growth from consensus forecast for 2012

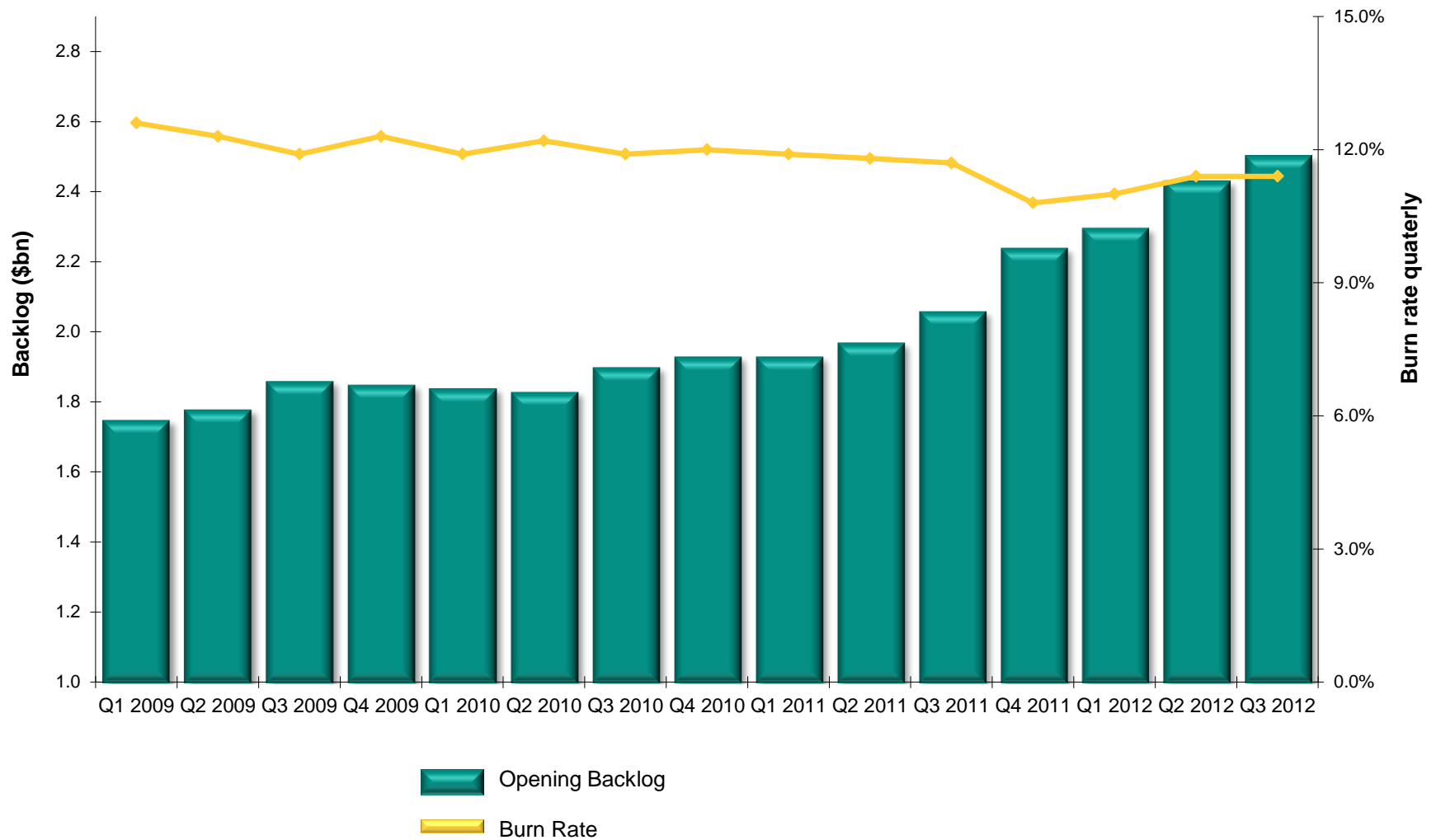
Business Wins



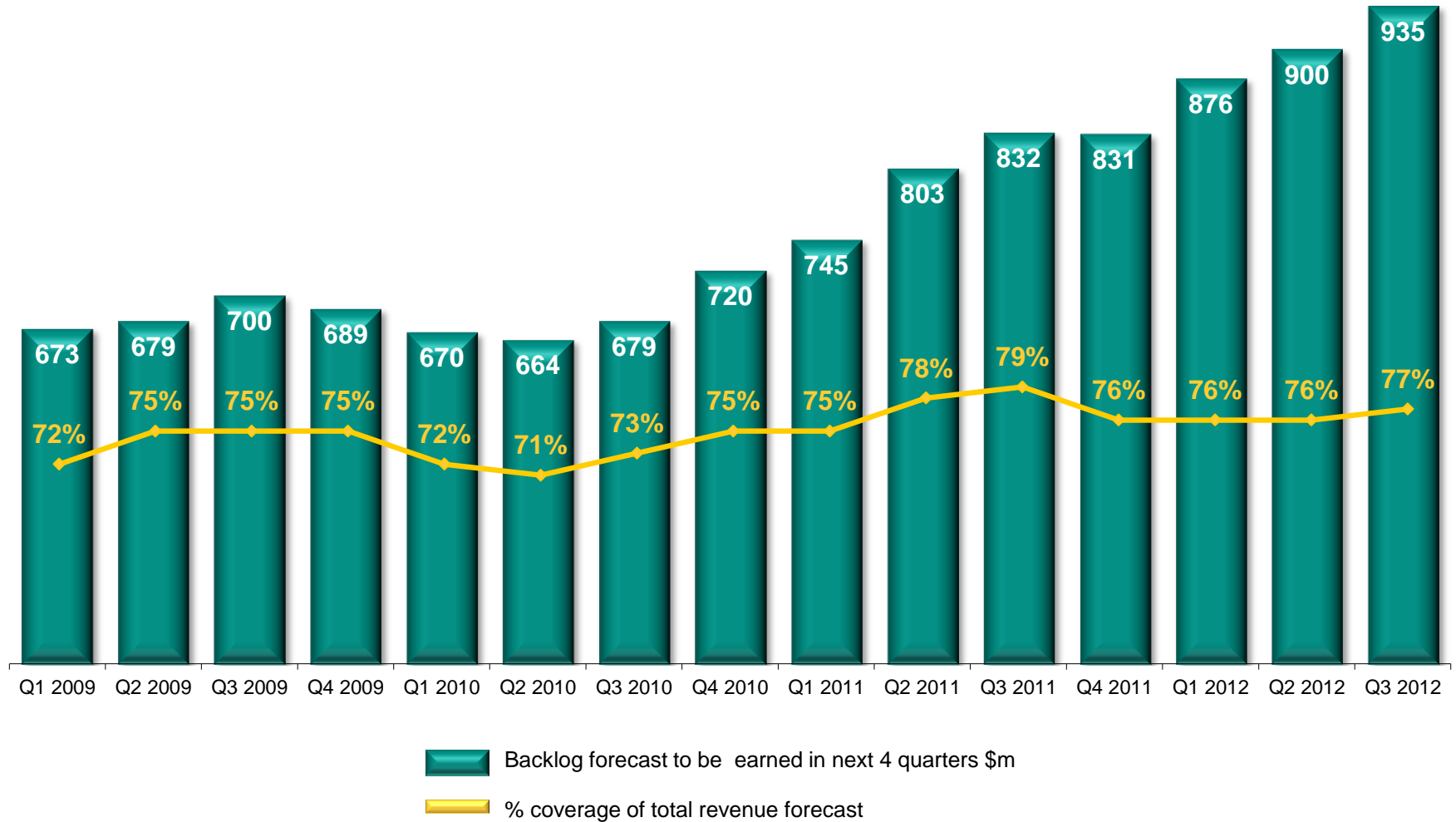
On track to record highest ever gross and net business wins in 2012

 Net new Business wins (\$m)
 TTM Book to Bill

Supported by Backlog Growth ...



... and Revenue Coverage





Summary

- Outsourcing Increasing – Global players to benefit
- Top Global Clinical CRO - #4
- Deep customer relationships
- Excellent reputation
- Quality of staff
- Experienced Management team
- Strong balance sheet has allowed investment in differentiating our core business and in areas of future growth
- Well positioned to capitalise on future spending trends
- Margin recovery with top line growth
- Change to full listing on NASDAQ from ADR on 4 February 2013