

ICON plc

Raymond James – 32nd Annual Institutional Investors' Conference

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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.

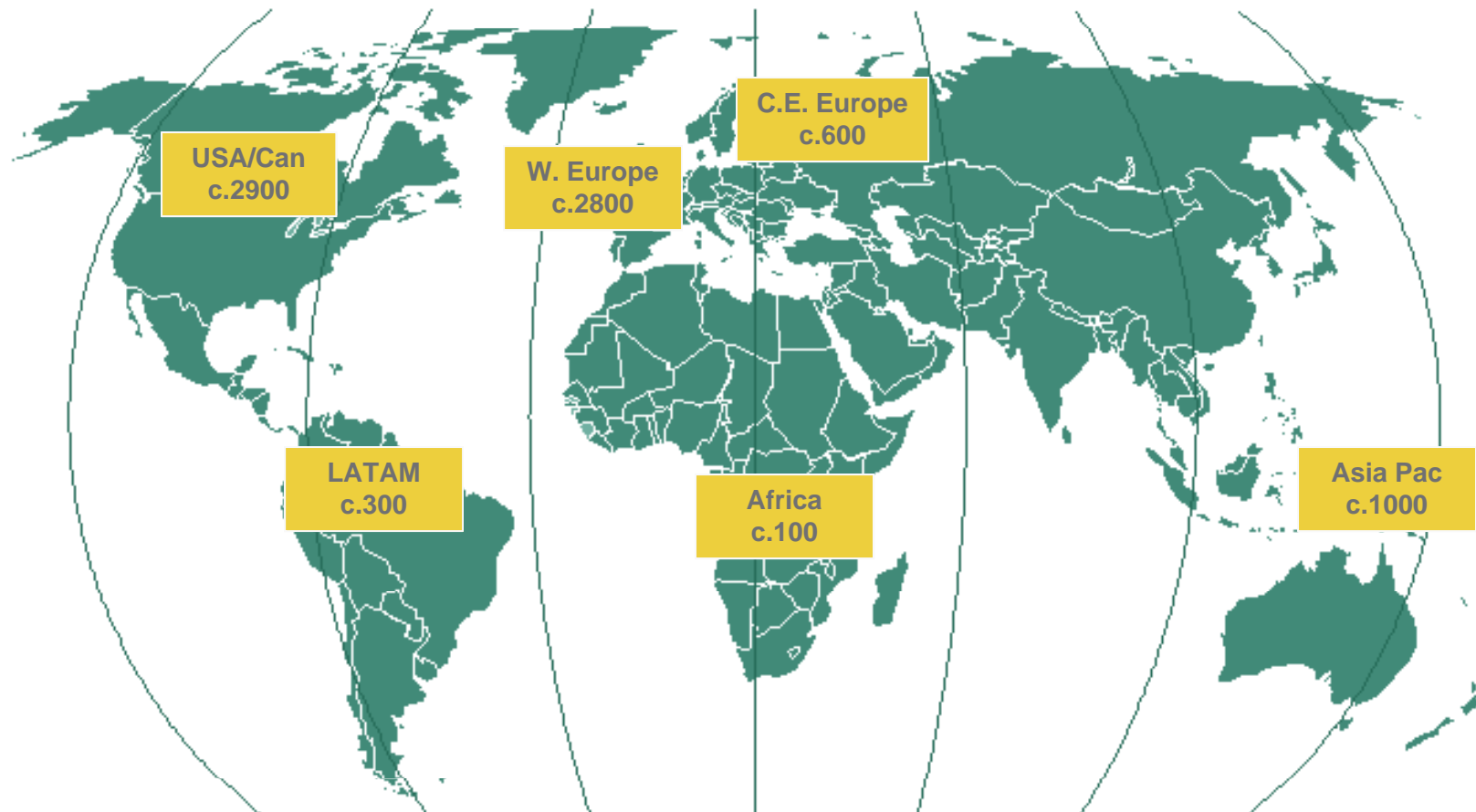
This presentation includes selected non-GAAP financial measures. For a presentation of the most directly comparable GAAP financial measures, please refer to the fourth quarter 09 press release consolidated income statement headed Consolidated Income Statements (US GAAP)



ICON Today



Global Footprint



c.7700 FTES in 39 countries, 77 locations (31st November 2010)

Staff by Service Category



Pre-clinical	Phase I	Phase II	Phase III	Registration	Launch	Phase IV / Late Phase	Staff # Oct, 2010
Experimental Medicine and Regulatory Support							150
Phase I Clinic & Bioanalytical Laboratory							400
Trial Design, Trial Start-up, Project Management & Monitoring							4080
Medical Safety & Services							300
Data Management, EDC & Statistics							770
Interactive Technologies - e.g. IVRS, IWR, ePRO, eDiary							325
Health Economics, Outcomes Research & Patient Registries							225
Central Laboratory							550
Central Imaging Laboratory							200
Contract Staffing							700
Total							7,700

ICON - Asia



Global CROs: APAC



Australia		Malaysia		South Korea	
China		New Zealand		Taiwan	
India		Philippines		Thailand	
Indonesia		Singapore		Vietnam	
Japan					

Source: Based on ICON capabilities and other companies published office locations as per company websites

- Established presence in all Asian markets
- Two “strategic” relationships signed with major Asian Biopharma companies
- Partnership with Tigermed, the leading indigenous CRO in China
- Long established presence in Japan
- Leading position in Korea
- Three established central lab locations in Asia alone

The Market Opportunity



Long Term Drivers of Growth



Drivers of growth for global CROs

Global R&D Spend

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

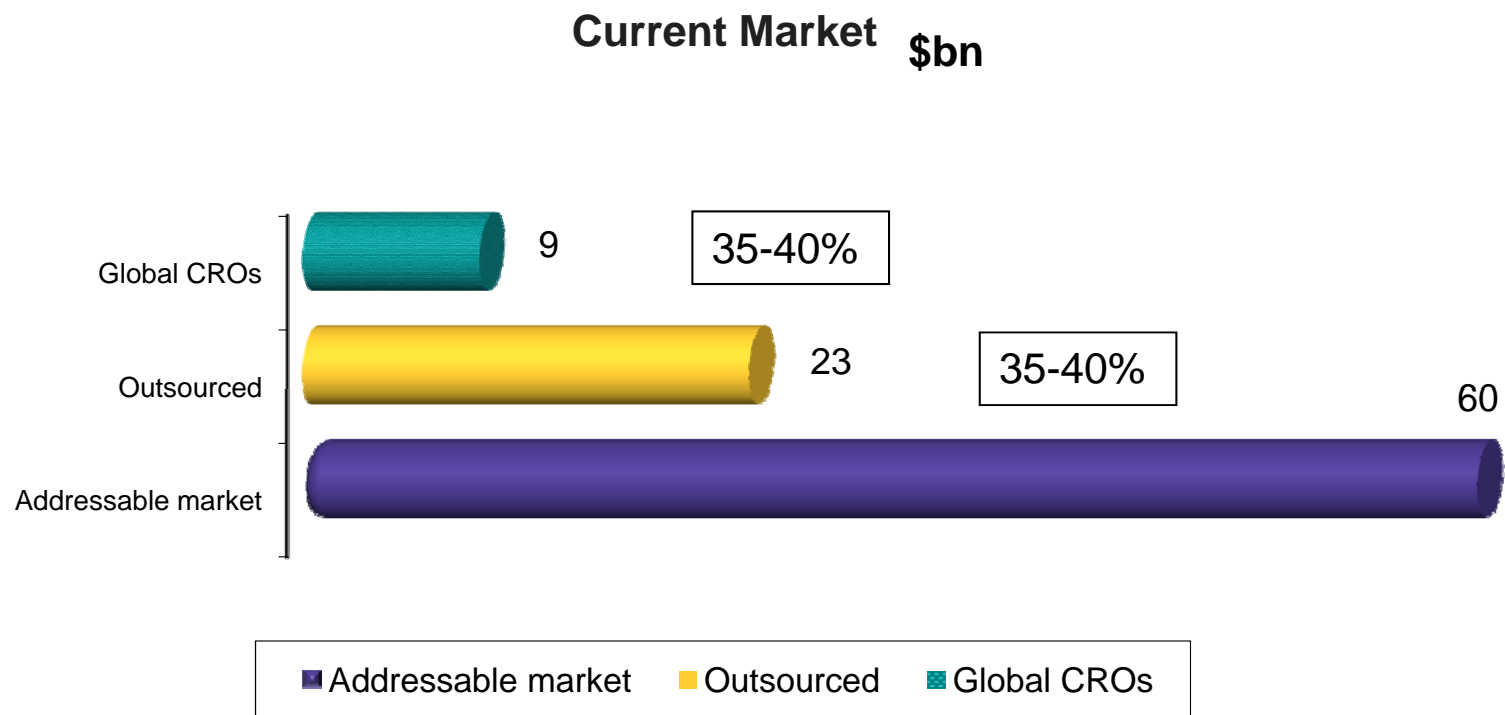
Outsourcing Penetration %

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

Market Share Gains by Global CROs

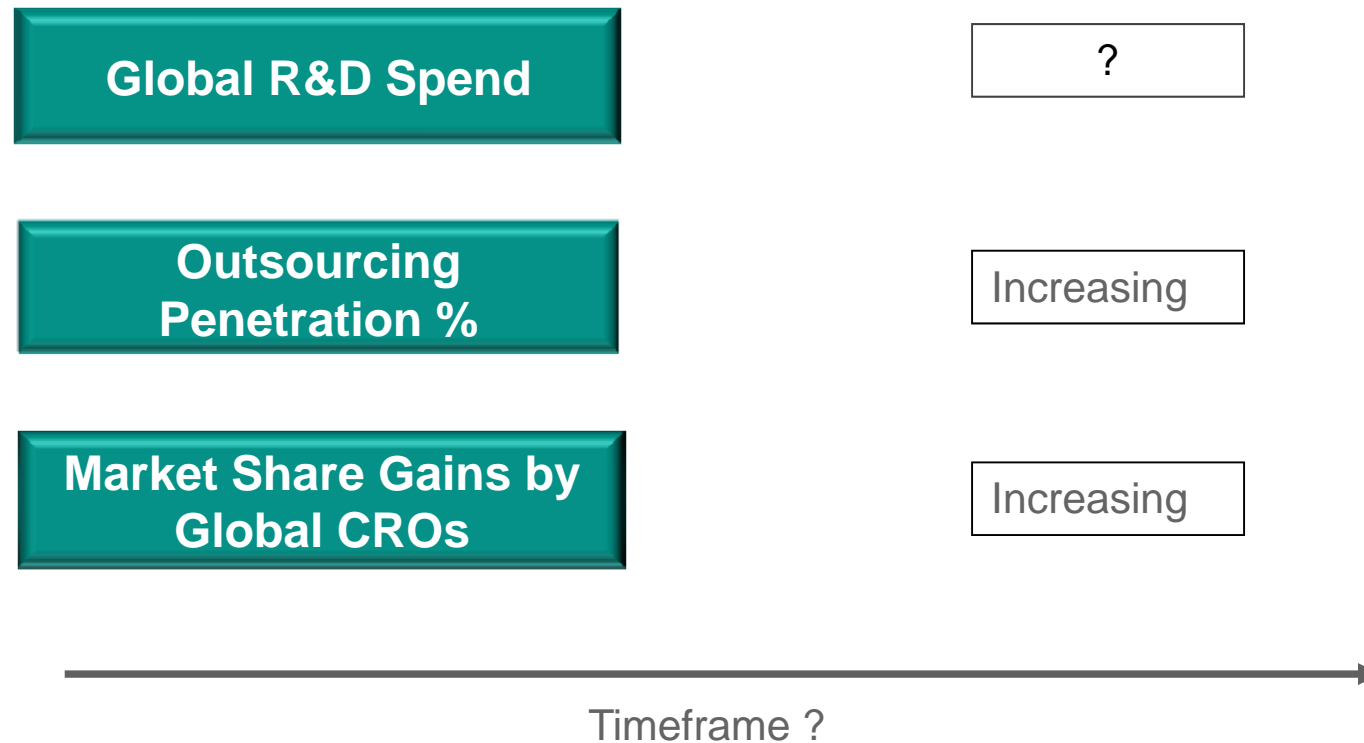
- ✓ Globalisation of trials
- ✓ Pharma M&A – cost agenda
- ✓ Strategic partnerships

Current Market estimate



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

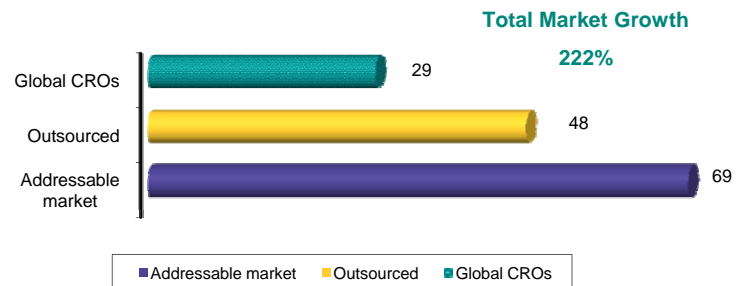
Market Opportunities



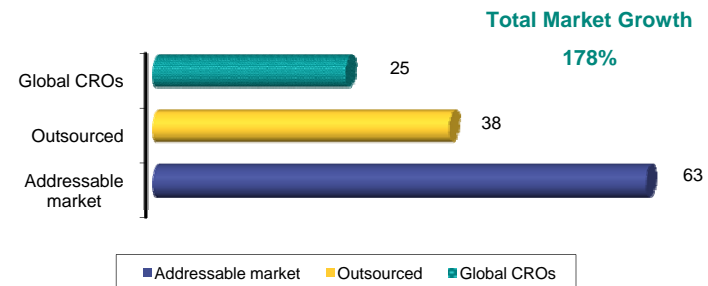
- Is growth in R&D spend the key driver of Global CRO growth?

Some Medium Term Market Scenarios

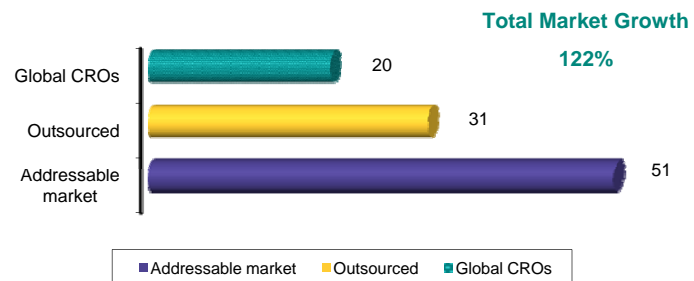
15% R&D growth, 70% outsourced, 60% to Global CROs



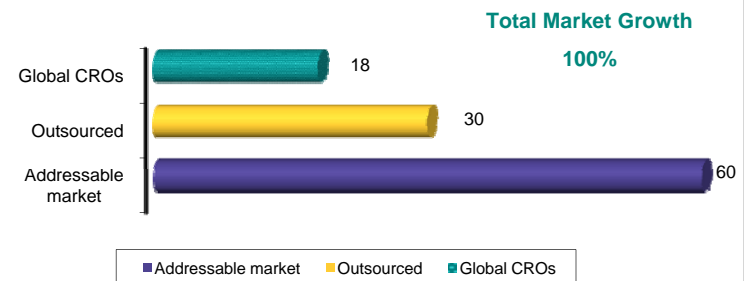
5% R&D growth, 60% outsourced, 60% to Global CROs



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



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





ICON Strategic Direction

ICON
A Symbol of Excellence

Our Strategic Imperatives



- Continue to win our share and more of strategic deals
- Leverage our existing strength in small to mid size bio-pharma
- Late phase
- APAC
- Advanced Informatics
- OneICON / Operational Excellence
- Biomarkers

Further Investment for 2011 and beyond



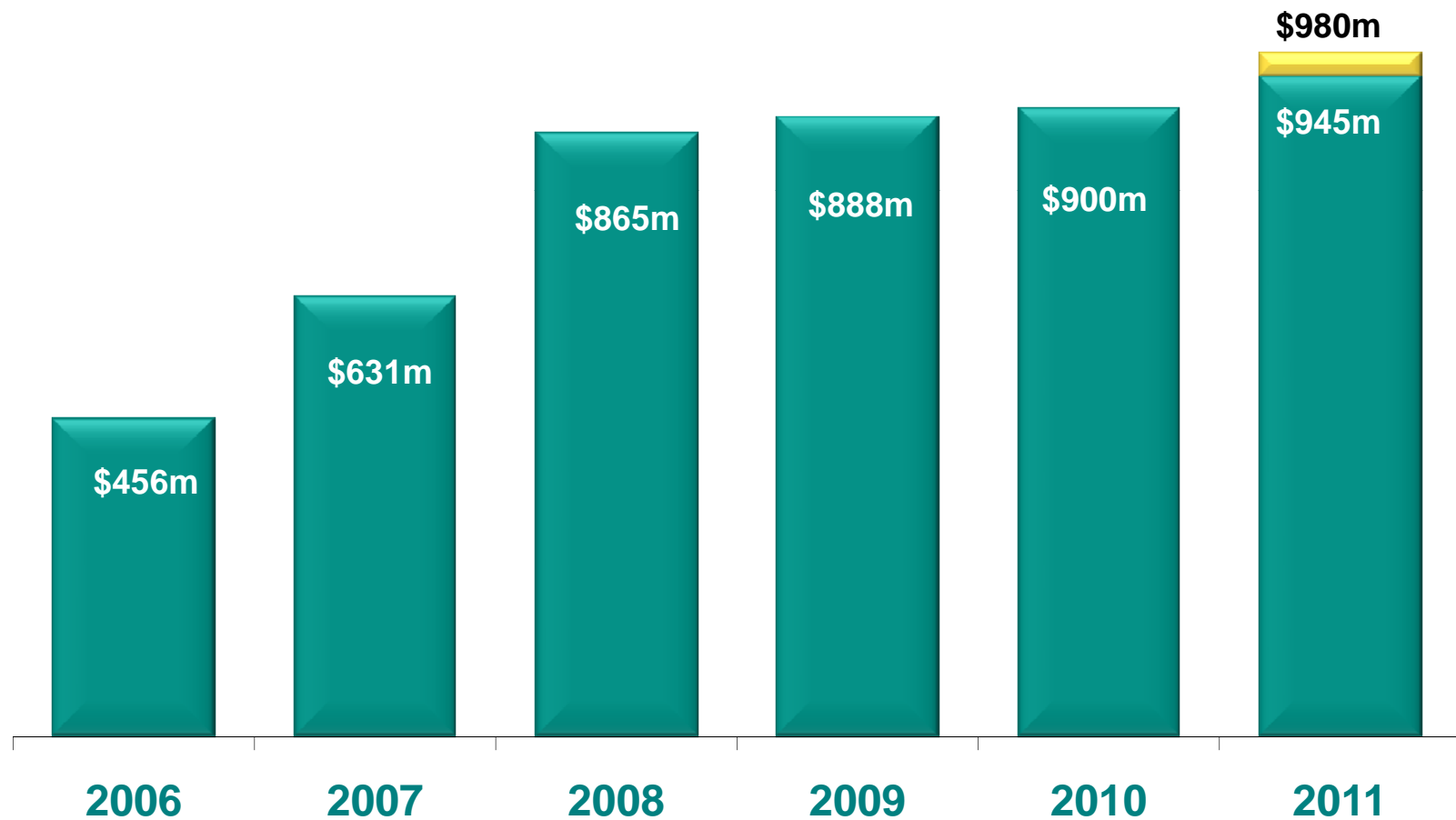
- **Clinical business**
 - Continue to increase scale
 - Asia Pacific
 - Investment in expertise
- **Information & Management Systems**
 - Invest to ensure we have tools to support strategic relationships and operational excellence
- **Biomarkers/Imaging/Bioanalytics**
 - Build or buy capabilities
- **Late Stage / Consulting Services**
 - Develop and expand new division through organic expansion, hiring and acquisition

- One ICON
- Agility
- Six Sigma

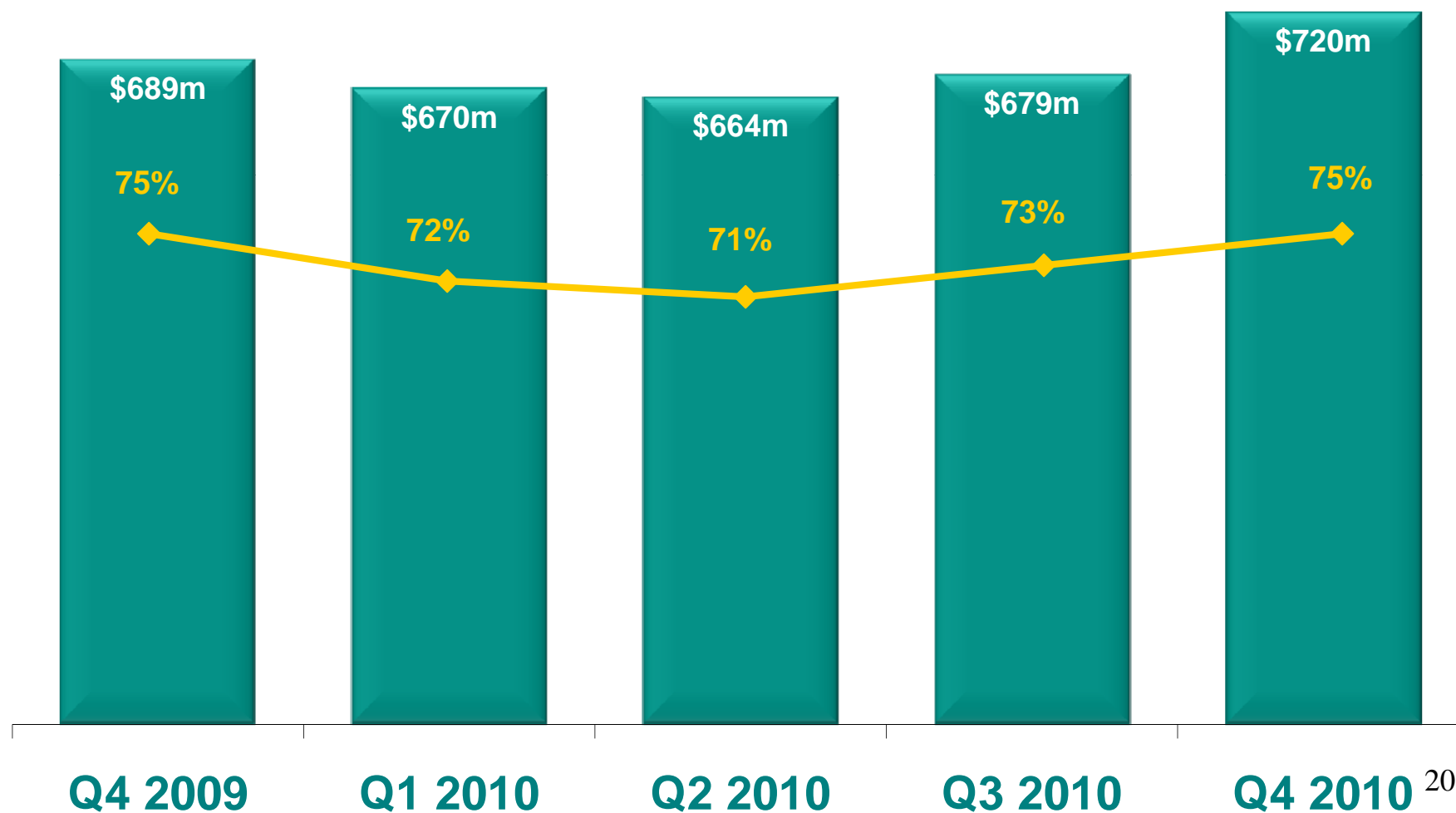


Financials

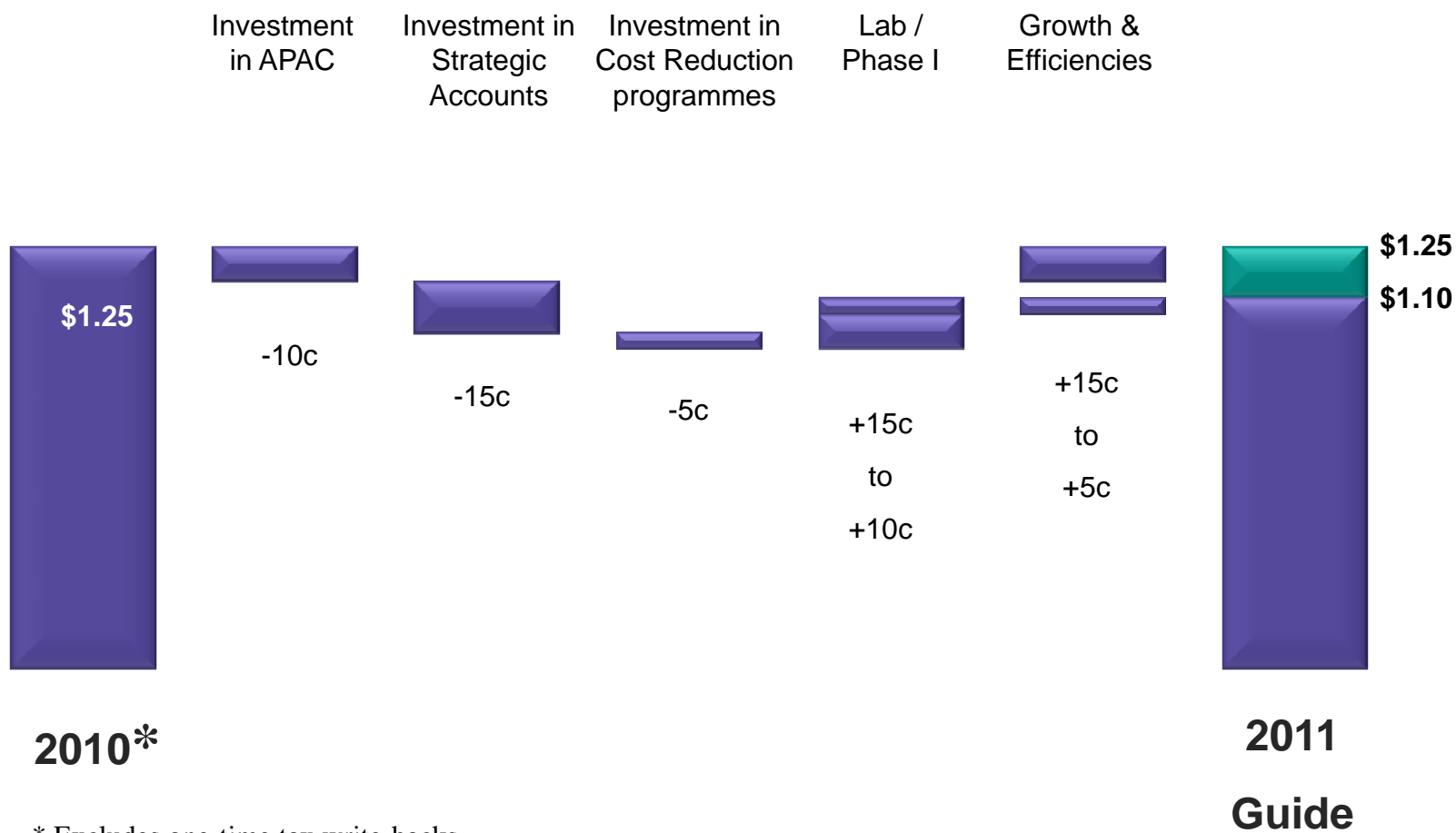
Revenue Guidance



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



EPS Guidance





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