

ICON plc  
Brendan Brennan, CFO

Jefferies 2017 Healthcare  
Conference

London, UK

15<sup>TH</sup>  
November  
2017

ICON  
A member of AstraZeneca

25 Years of  
Making a  
Difference

ICON has made a difference to patients around the world by accelerating the development of drugs and devices that have saved lives and improved quality of life. We have helped people treat cancer, manage diabetes, live longer with heart disease and cure life-threatening viruses.

25 YEARS  
OF  
SUCCESS

# Forward Looking Statement



Certain statements will be forward looking statements. Actual results may differ materially from those stated or implied by forward looking statements due to risks and uncertainties associated with the company's business and listeners are cautioned that forward looking statements are not guarantees of future performance. The company's filings with the Securities and Exchange Commission discuss the risks and uncertainties associated with the company's business.

This presentation includes selected non-GAAP financial measures. While non-GAAP financial measures are not superior to or a substitute for the comparable GAAP measures, we believe certain non-GAAP information is more useful to investors for historical comparison purposes. For a presentation of the most directly comparable GAAP financial measures, please refer to the latest Form 6-K (Unaudited) filed with the Securities and Exchange Commission.



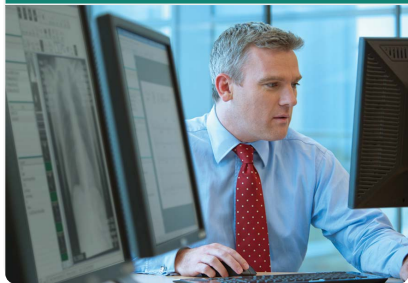
## 1: ICON Overview



# Comprehensive services across the product lifecycle



## Consulting Services



## Site and Patient Recruitment Services



## Clinical Research Services



## Early Phase Services



## Commercialization and Outcomes



## Laboratory Services



## Resourcing and FSP Services





# Comprehensive services across the product lifecycle



## Consulting Services

- Pre-clinical/Non-clinical
- Strategic Clinical Development
- Chemical & Manufacturing Controls (CMC)
- Business Process Improvement

## Site and Patient Recruitment Services

- ICON owned site networks
- Alliances with specialist site networks
- Enhanced site feasibility via access to EMR & data analytics
- Firecrest site & patient solutions

## Clinical Research Services

- Phase II-III Clinical Trials
- Project Management
- Clinical Risk Management
- Clinical & Data Operations
- Adaptive Design
- Medical Imaging
- Site & Patient Recruitment
- Scientific & Safety Operations
- Technology Services

## Early Phase Services

- Clinical Pharmacology
- Clinical R&D/Protocol Development
- PK & Biostatistics

## Commercialization and Outcomes

- Peri-approval & Observational Research
- Pricing & Market Access
- Health Economics
- Epidemiology
- Clinical Outcomes Assessment (COA & eCOA)
- Language Services
- Scientific Communications & Managed Markets
- Medical Device & Diagnostic Research
- Real World Evidence

## Laboratory Services

- Central Laboratories
- Bioanalytical LC-MS/MS
- Immunoassay
- Biomarkers

## Functional Services

- Functional Solutions
- Strategic Resourcing Solutions
- Government Services

# Differentiated solutions: Enabled by market leading technologies

Outstanding project teams & culture of **operational excellence**

**Applied Innovation** to reduce development time and cost

Industry **leading partnership models**

Global **therapeutic, scientific & regulatory** expertise

**Targeted data assets** address specific development challenges



## Technologies

### **FIRECREST**

Investigator & patient engagement

### **ICONIK**

Risk based monitoring

### **ADDPLAN®**

Adaptive trials

# Balance Sheet strength & flexibility to enhance growth

## Capital Allocation Priorities

### Internal Investment



**c\$20m**

p.a.

**FIRECREST  
ICONIK  
ADDPLAN®**

### External Investment



**c\$790m**

on M&A  
since 2008

### Enhance Returns



**c\$816m**

share Repurchases  
since 2014





## 2: ICON Strategic Focus

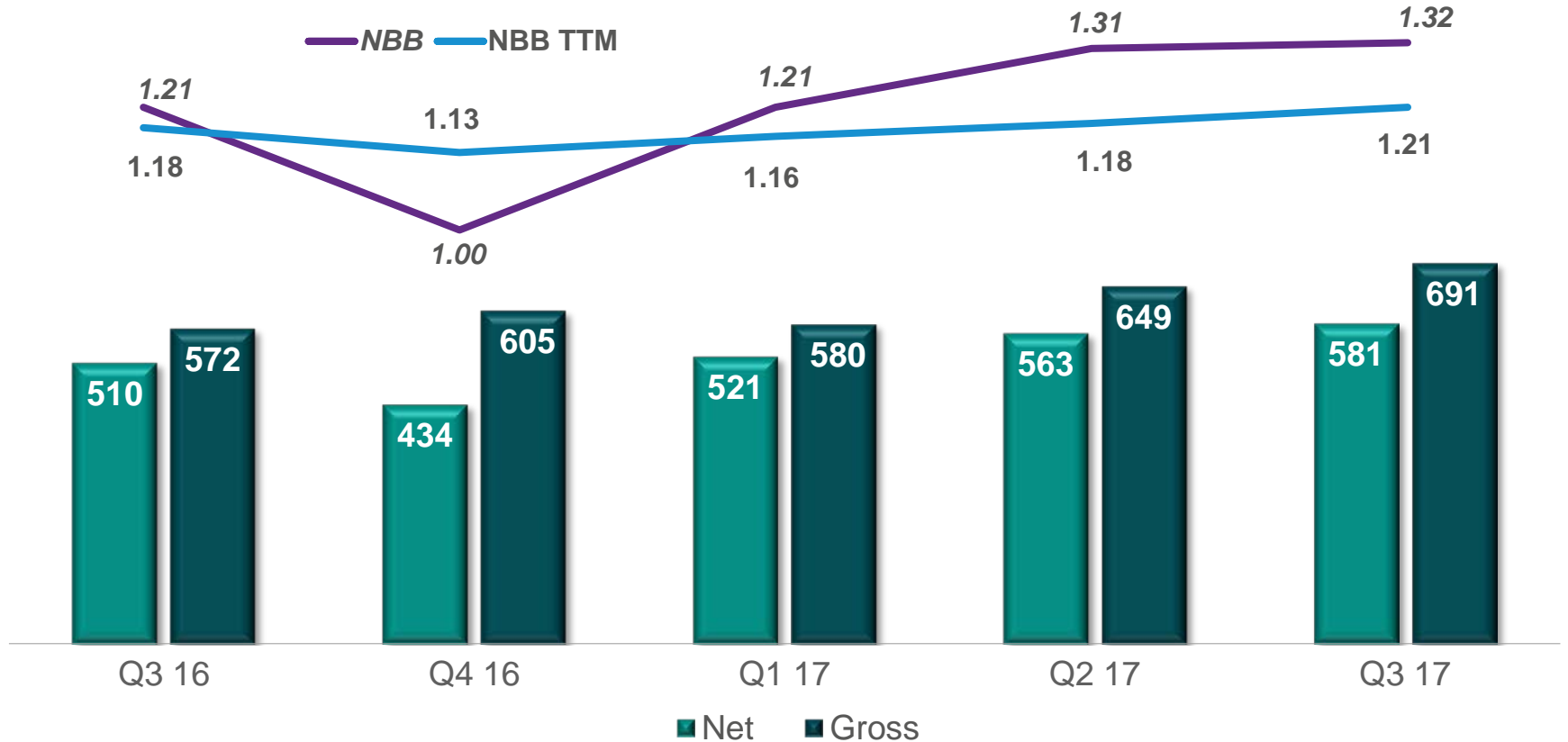
# ICON Strategic Pillars





### 3: Financial Performance

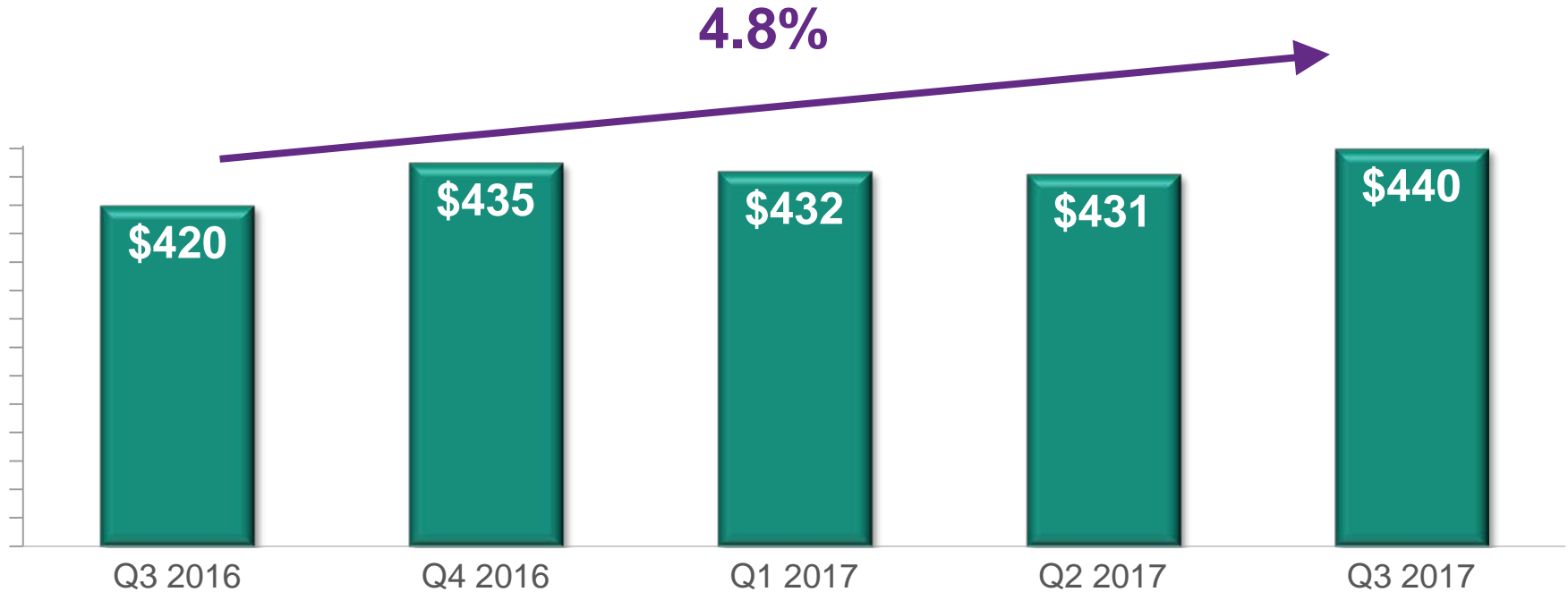
# Net Business Wins & Net Book to Bill Ratios



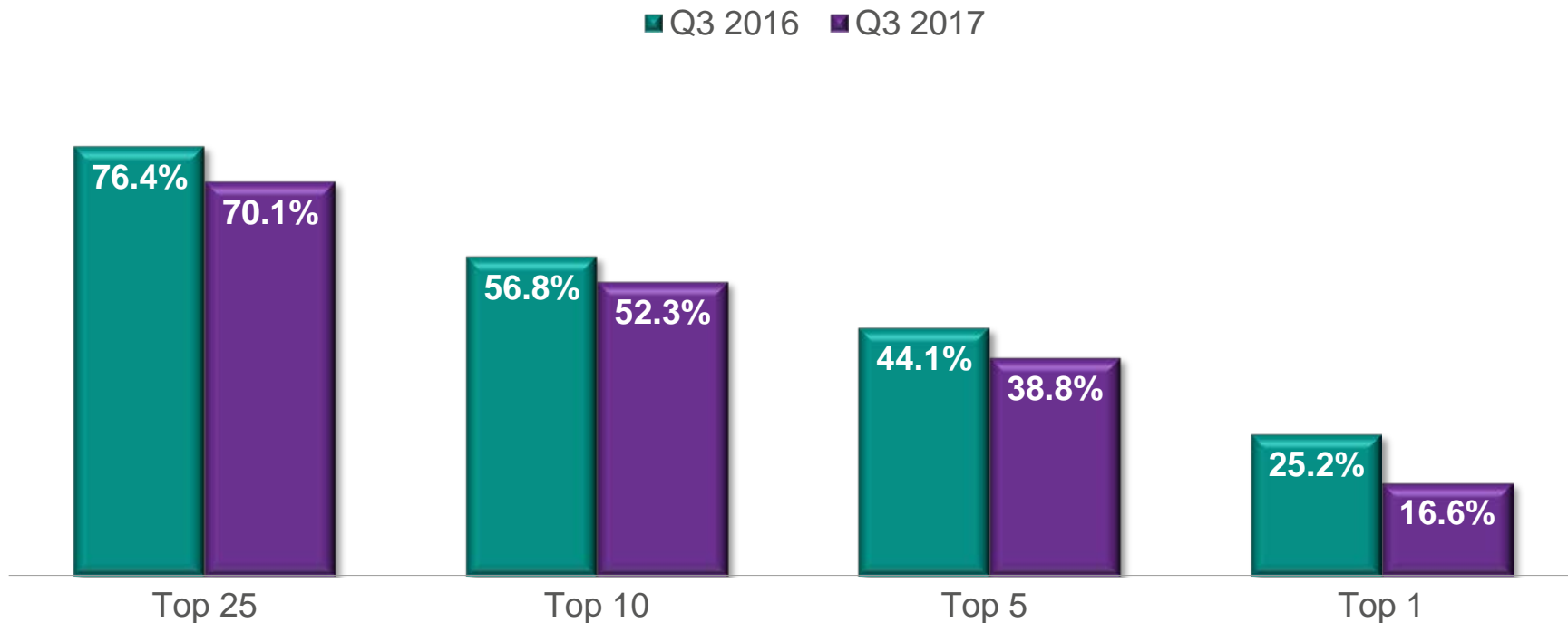
# Quarterly Net Revenue

\$'m

4.8%



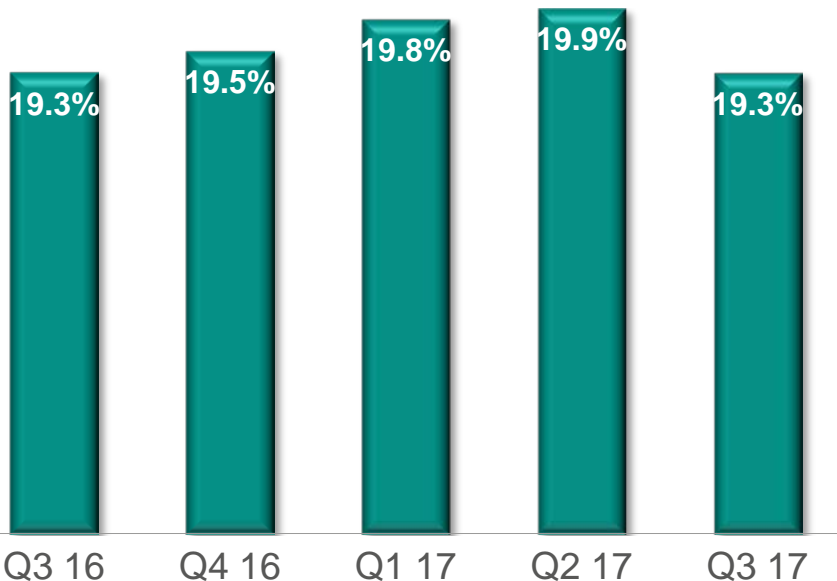
# Client Concentration: % Revenue



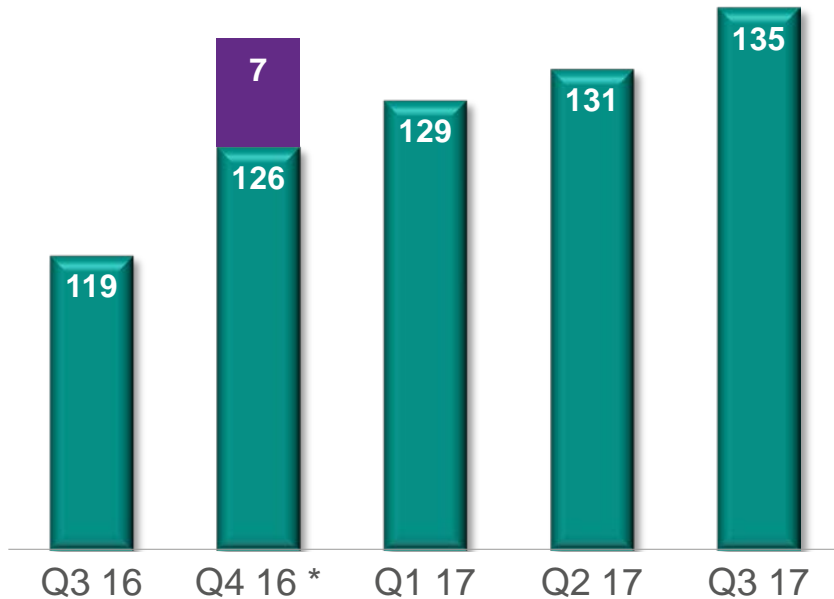


# Quarterly Operating Margin and Earnings per share

Quarterly Operating Margin



Earnings Per Share (Cents)



\* Includes circa 7c Tax Upside

# Financial Guidance Ranges Full Year 2017

	Range	% Increase
Revenue	\$1,740m – \$1,770m	▲ 4.4% – 6.2%
EPS	\$5.30 – \$5.40	▲ 11.1% – 13.2%

# Investment Summary

## Guiding growth for 2017



Revenue

**+4.4 to +6.2%**



EPS

**+11.1 to +13.2%**



Top customer  
concentration  
reducing to

**c18 %**

- ICON with scale, capabilities & people to capitalize on favorable market trends
- Innovation focus in areas of differentiation that enhance ROI of R&D
- Clear strategy of organic growth supported by targeted M&A
- Financial strength & flexibility to support growth plans