

ICON plc
Steve Cutler CEO

William Blair Growth Stock
Conference

Chicago

14TH June
2017

ICON
A Matter of Experience

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 resist 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.

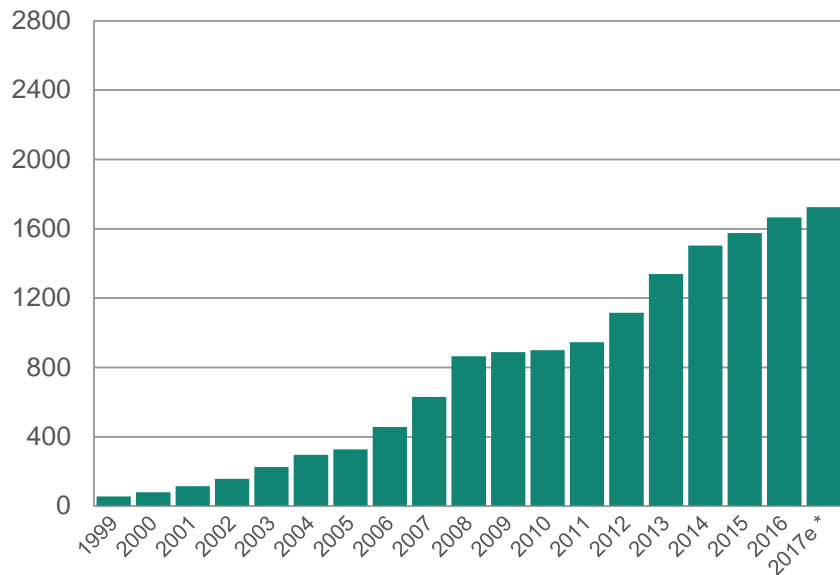
This presentation includes selected non-GAAP financial measures. While non-GAAP financial measures are not superior to or a substitute for the comparable GAAP measures, we believe certain non-GAAP information is more useful to investors for historical comparison purposes. For a presentation of the most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



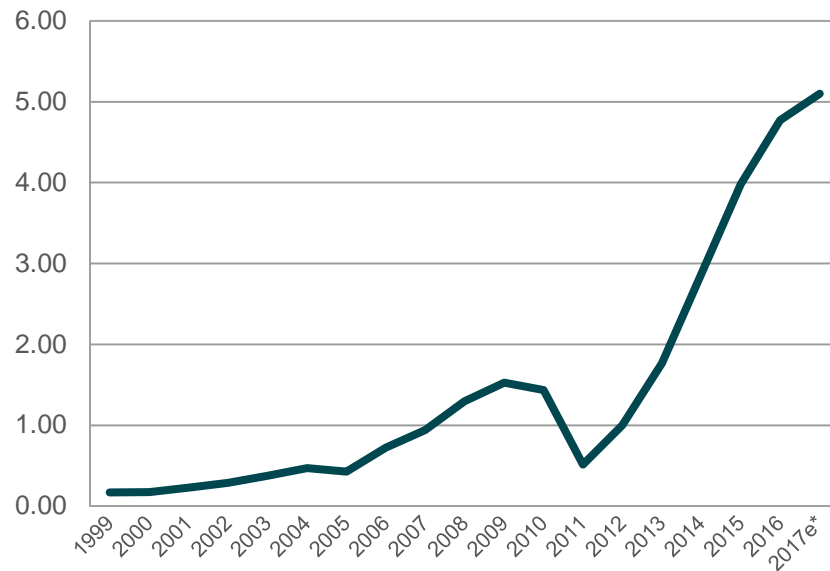
1: ICON Overview

A history of growth & delivering shareholder value

Annual Revenue (\$m)

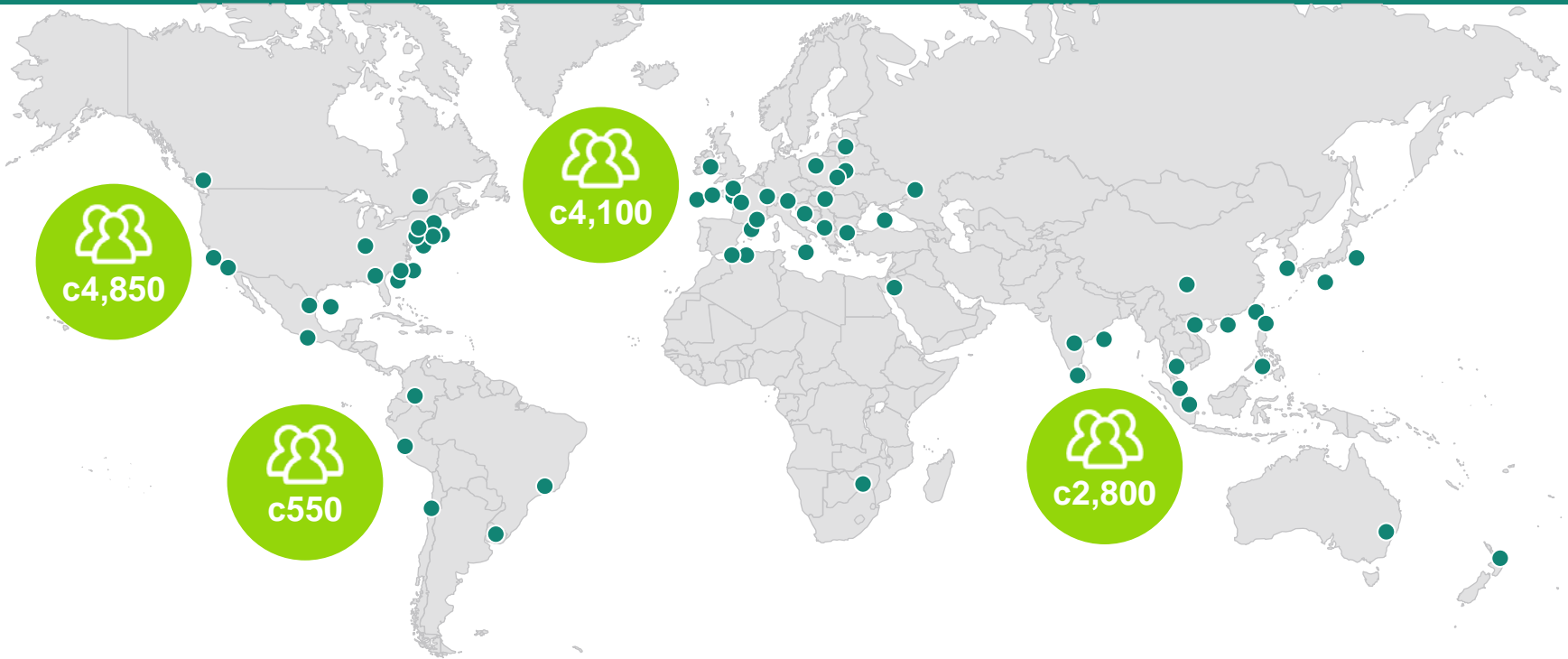


Earnings Per Share



* midpoint guidance

A global platform & execution capability

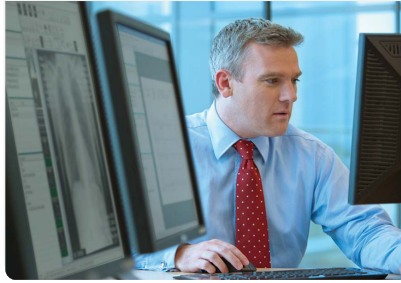


Established footprint across 38 countries providing access to patients and execution capability

Comprehensive services across the product lifecycle



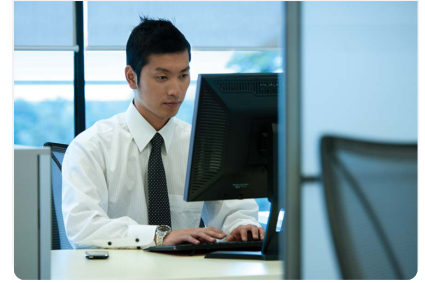
Consulting Services



Site and Patient Recruitment Services



Clinical Research Services



Early Phase Services



Commercialisation 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

Commercialisation 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\$650m

on M&A
since 2008

Enhance Returns



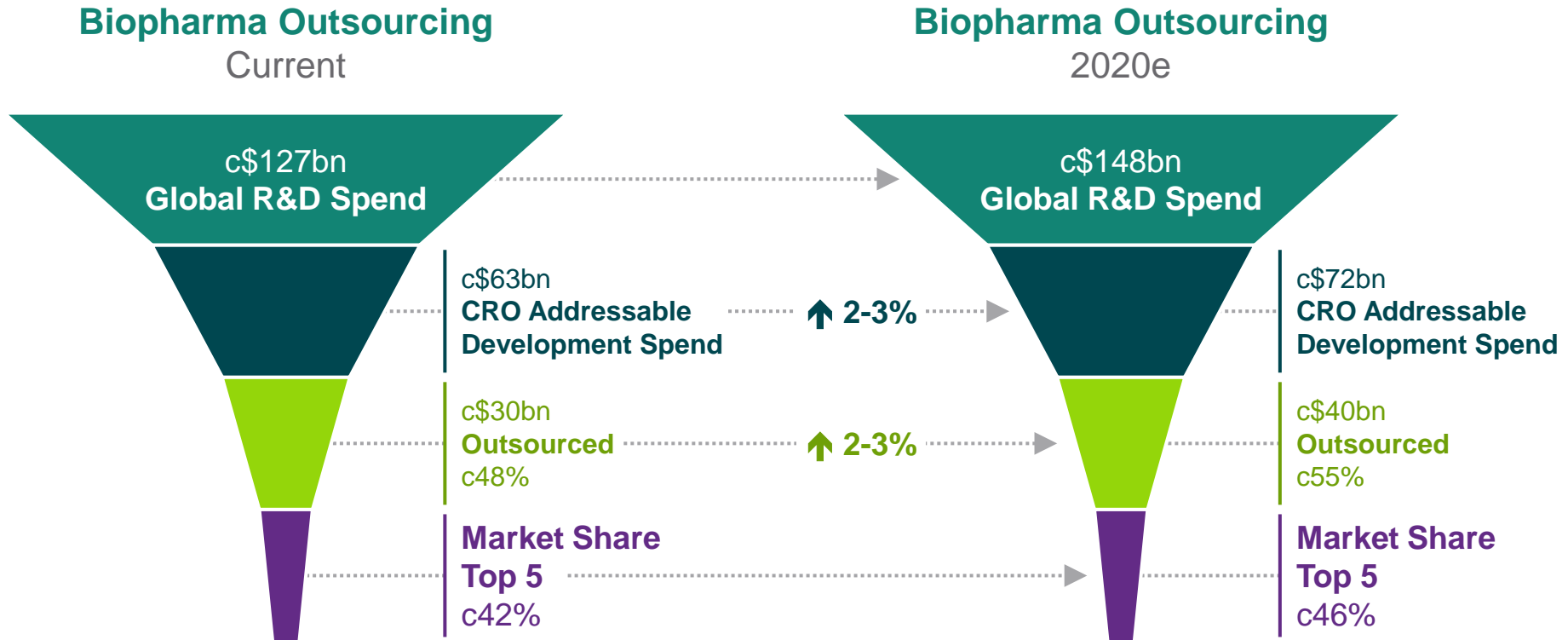
c\$816m

share Repurchases
since 2014



2: Market Trends and Opportunity

Specific CRO Market Drivers: Fundamentals Remain Healthy



Where will this market growth come from?



Market Segments

Mid-sized, Specialty, Biotech fastest growth

Large Pharma slower growth but biggest outsourced segment

Medical Devices small but niche growth opportunity



Outsourcing models

Growth expected across all outsourcing models:

- Strategic partnerships
- Functional Service models evolve
- Transactional services still important



Services

Growth across all phases of development

Service sub-segments with above average growth

- Late Phase observational studies
- Medical Affairs/Market Access Consulting
- Pharmacovigilance



Regions

Growth across all regions

West Europe and North America set to remain largest single markets

Faster growth rate expected in APAC



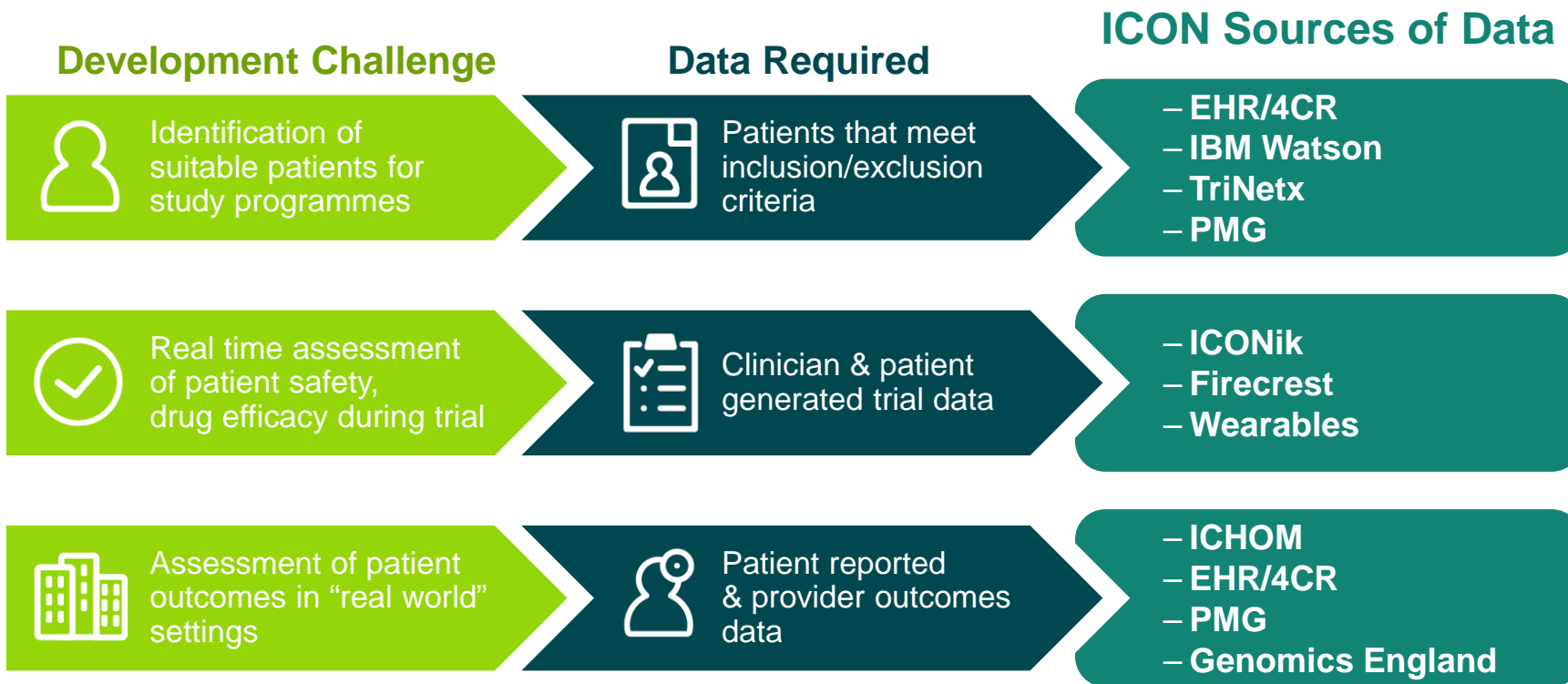
3: ICON Strategic Focus

ICON Strategic Pillars



ICON's Enabling Data Strategy

Applying targeted data assets **that address specific development challenges**



ICON'S Enabling M&A Strategy

A history of M&A to enhance service capabilities & global reach

2008-2016: c\$650m Investment

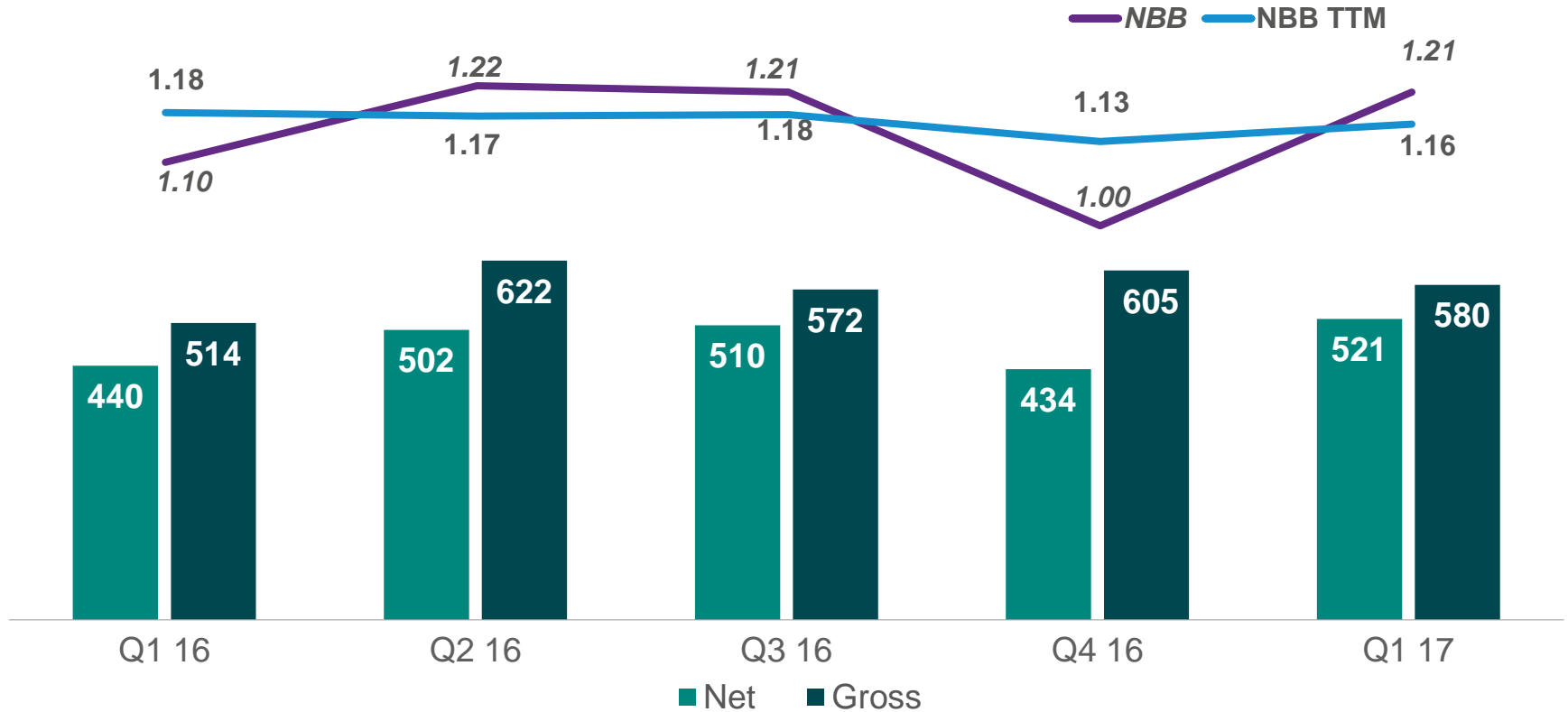
M&A: Potential Future Areas

- Patient Engagement/Access
- Niche Therapeutic Areas
- Targeted Geographic Expansion (APAC)
- Late Phase Services
- Medical Devices
- Enhanced Data Services



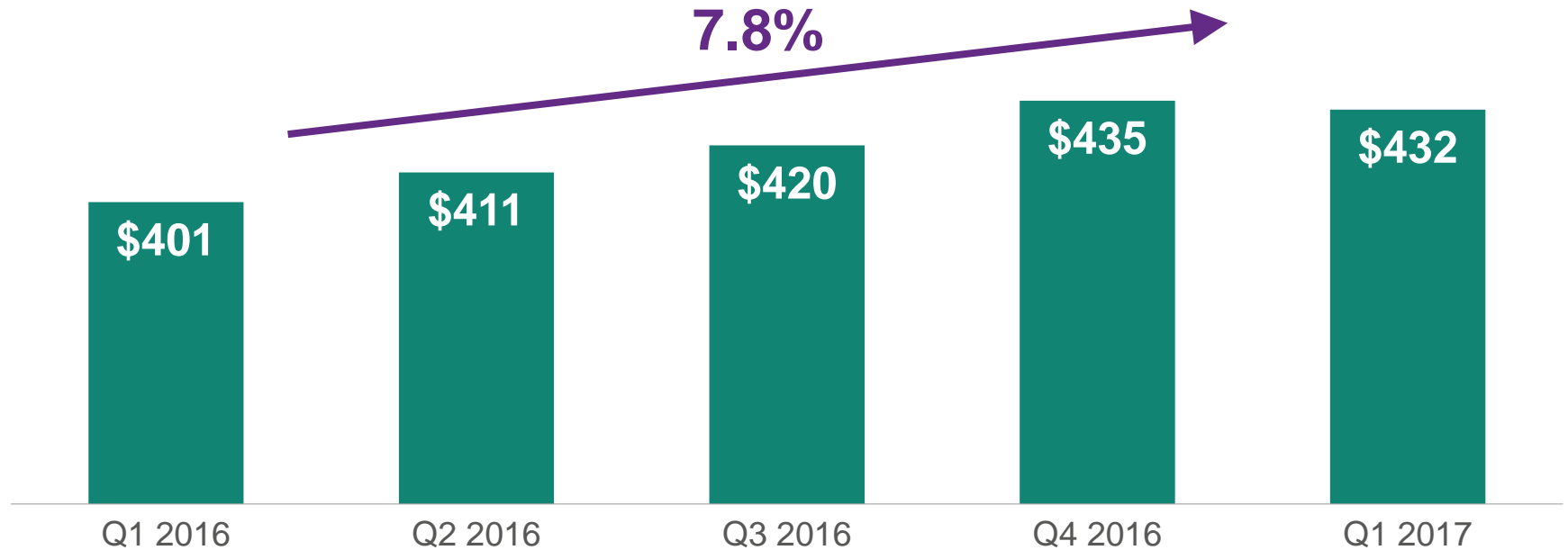
4: Financial Performance

Net Business Wins & Net Book to Bill Ratios

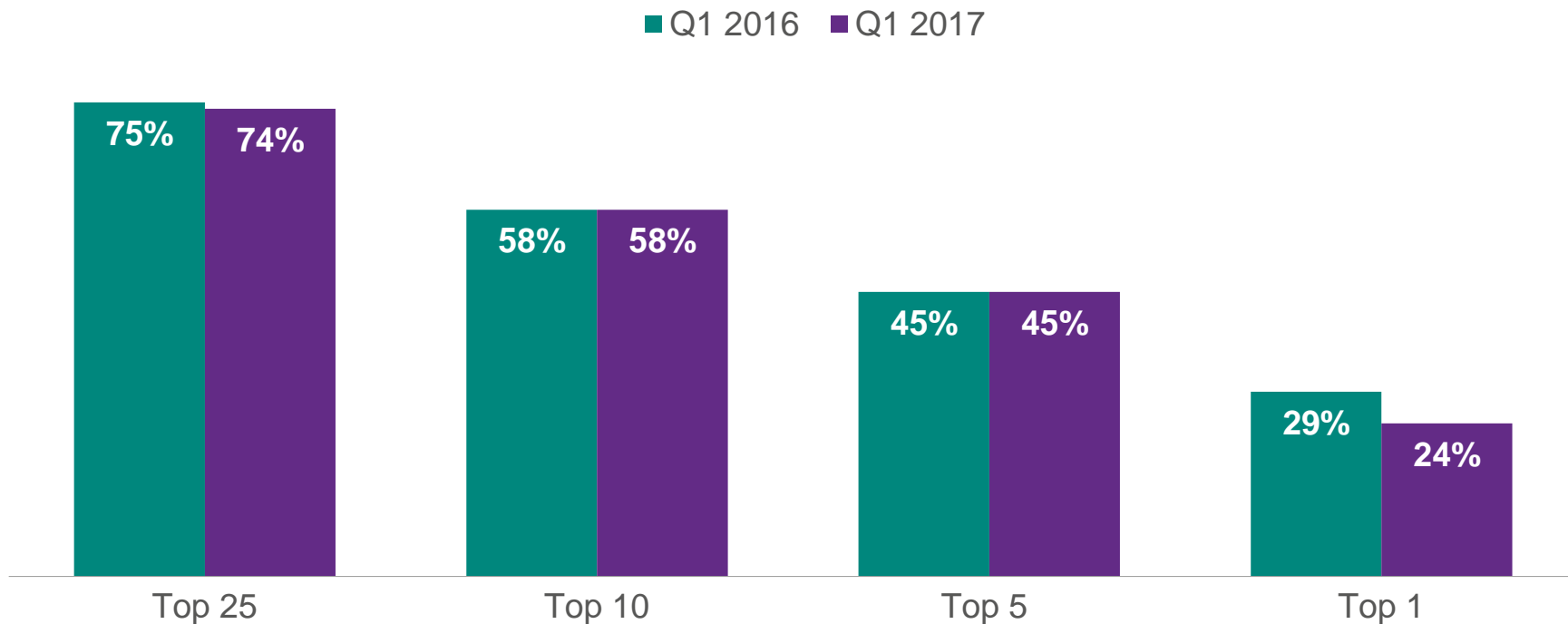


Quarterly Net Revenue

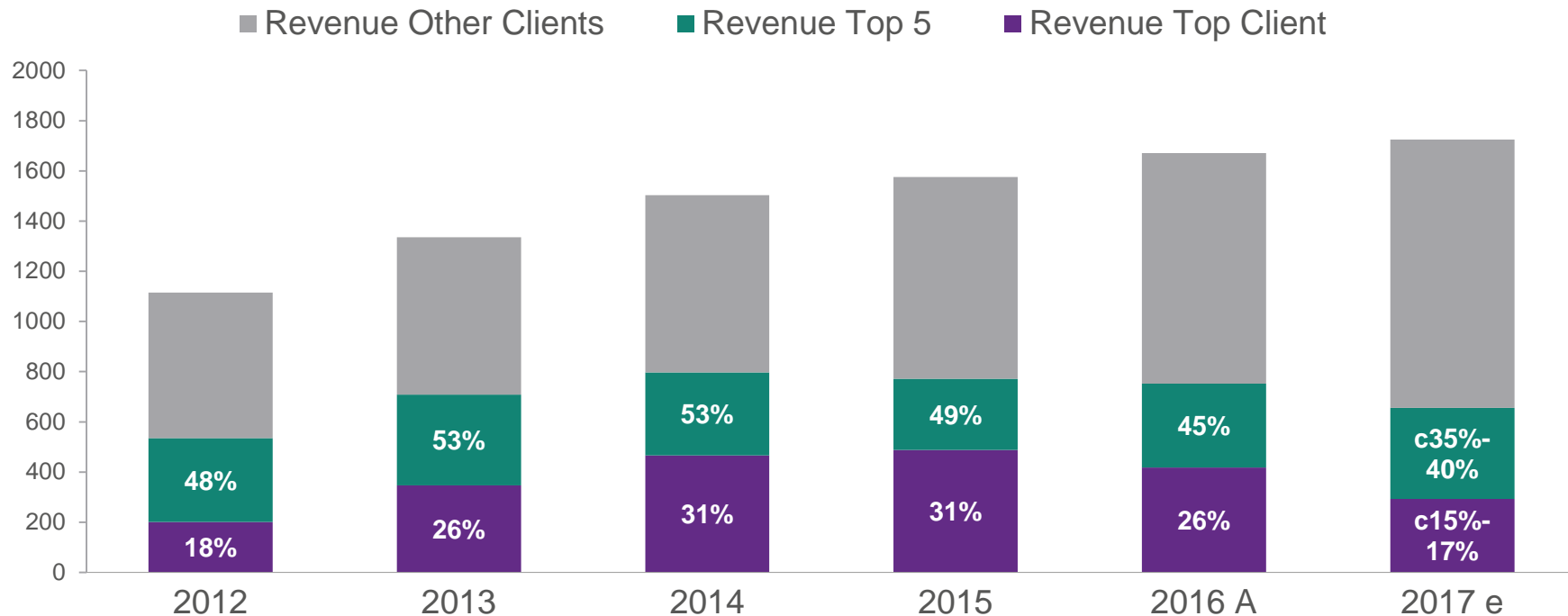
\$'m



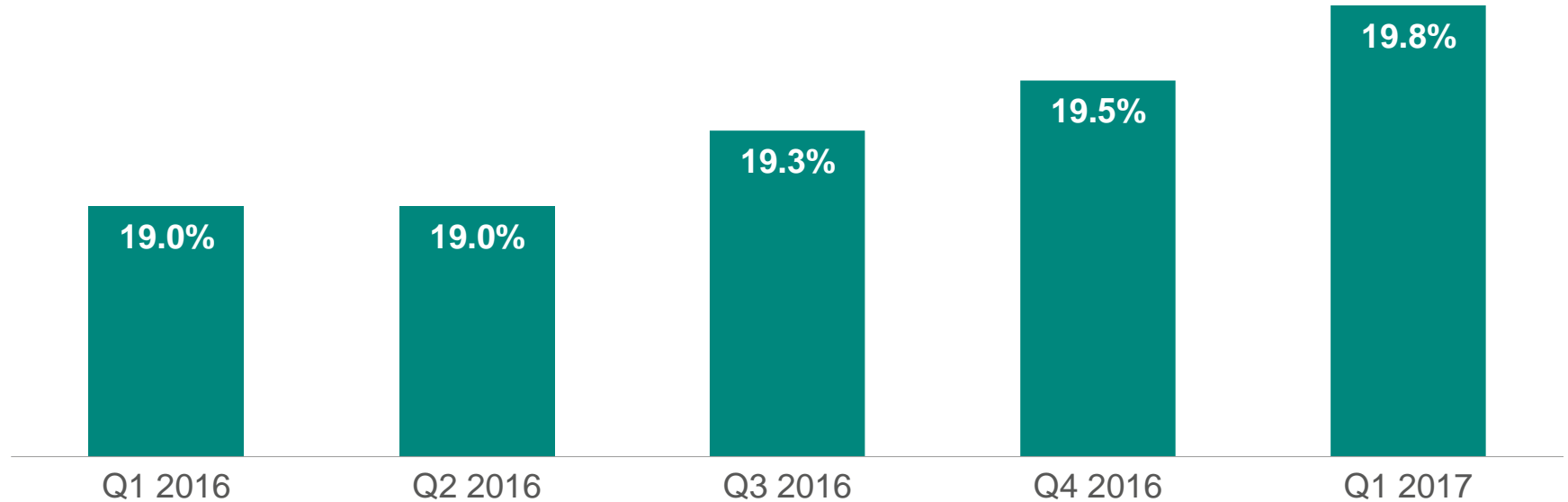
Client Concentration: % Revenue



Reducing customer revenue concentration

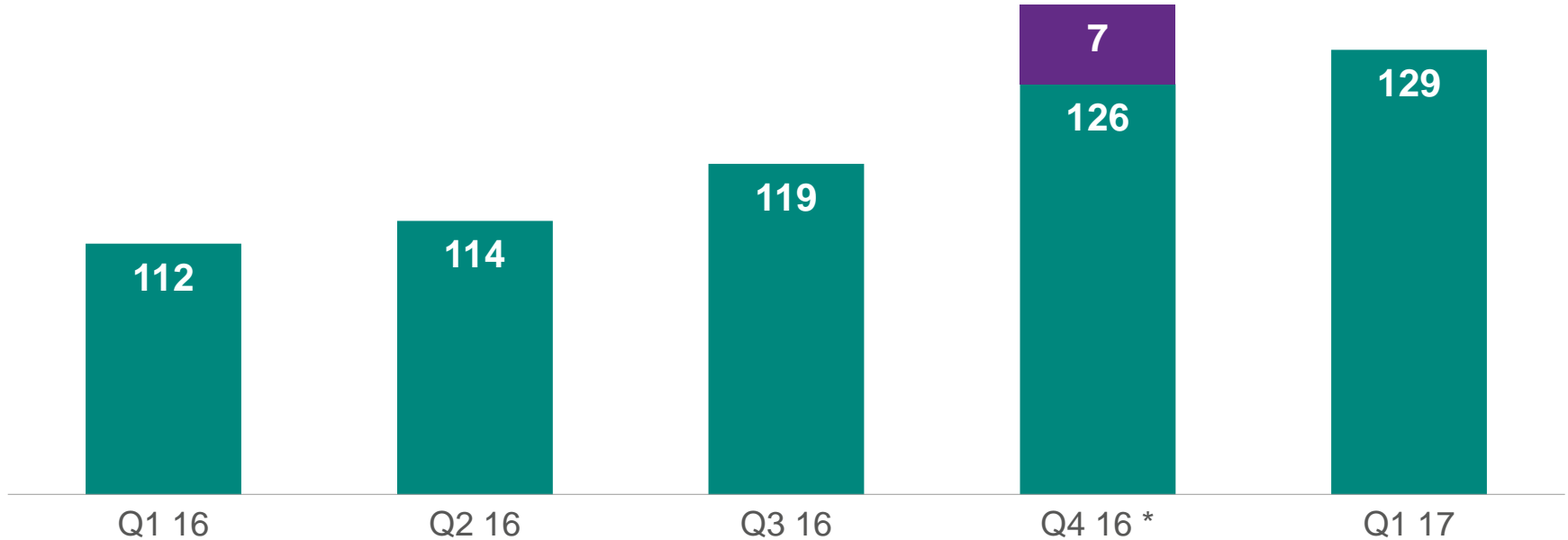


Quarterly Operating Margin



Earnings per share

cent



* Includes circa 7c Tax Upside

Financial Guidance Ranges Full Year 2017

	Range	% Increase
Revenue	\$1,700m – \$1,750m	▲ 2% – 5%
EPS	\$5.06 – \$5.26	▲ 6% – 10%

Investment Summary

Guiding growth for 2017



Revenue
+2 to +5%



EPS
+6 to +10%



Top customer
concentration
reducing to
c15-17 %

- 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