

Jefferies London Healthcare
ICON Plc
Brendan Brennan CFO

16th Nov 2016

ICON
A Symbol of Excellence

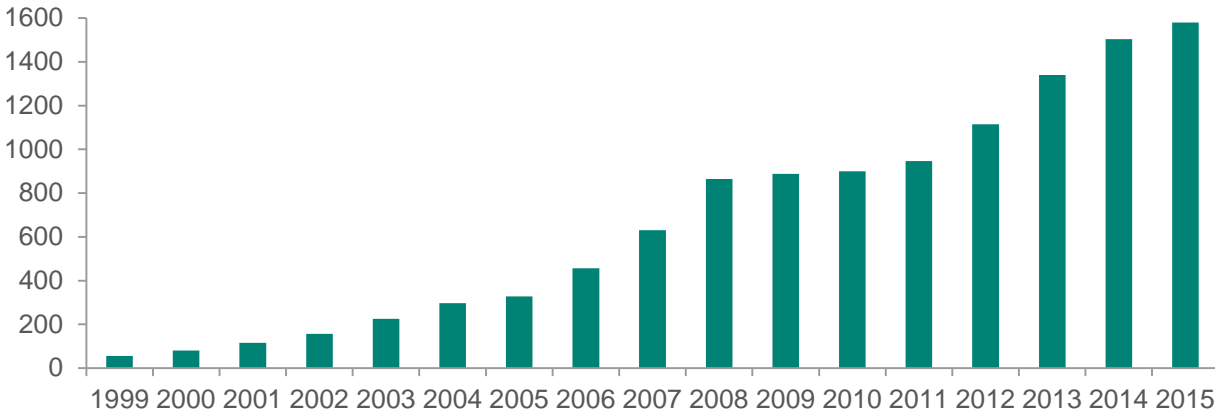
25 Years of
Making a
Difference

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.

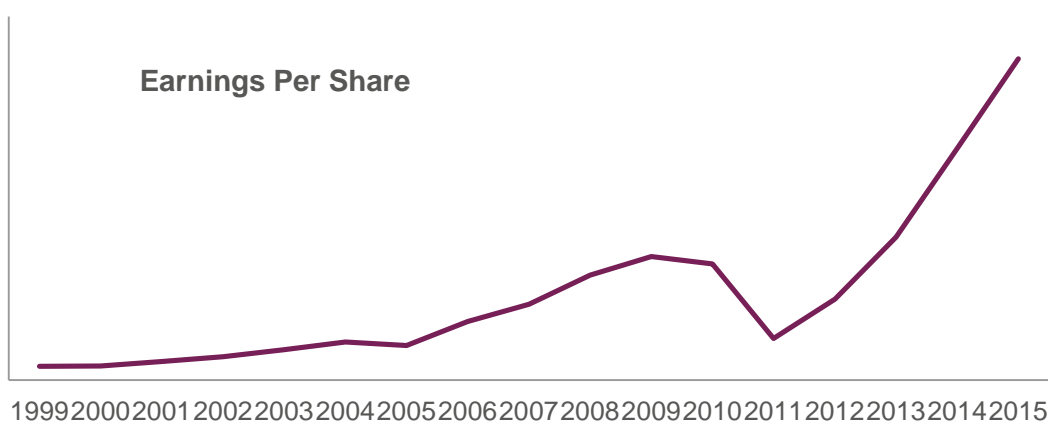
25 YEARS
OF
SUCCESS

ICON: A history of growth & delivering shareholder value

Annual Revenue (\$m)



Earnings Per Share



2016 Guidance

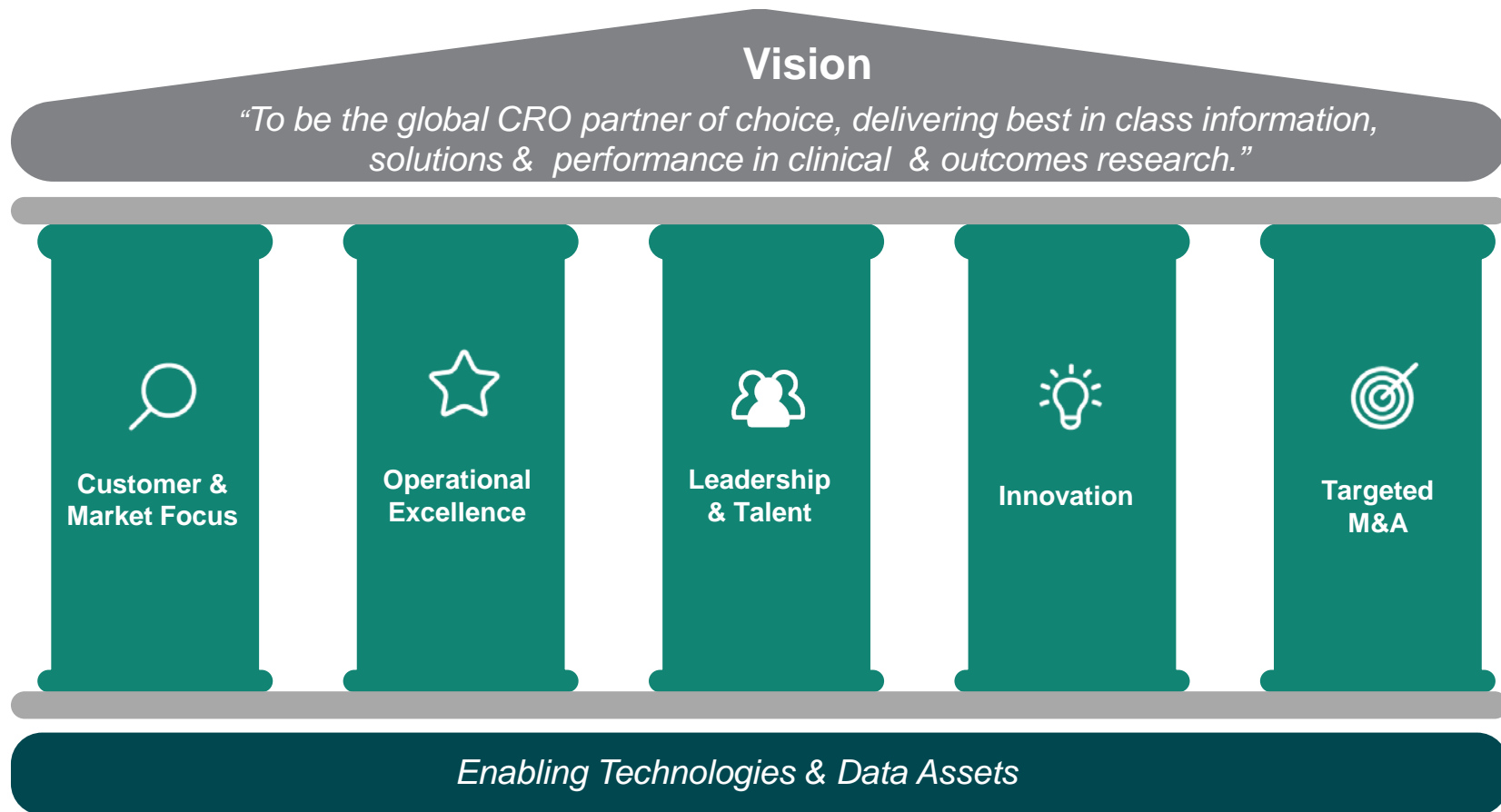
- Revenue \$1,665 - \$1,680m
+5.7% - 6.7%
- EPS \$4.60 - \$4.80
+15.6% - 20.6%

ICON 2016: Well positioned for growth

- **Execution capabilities in 70 locations across the globe**
- **Comprehensive services** across the product lifecycle
- **Differentiated technology** solutions
- **Targeted data** collaborations & analytics expertise
- **Balance sheet strength** giving investment flexibility



ICON: A Clear & Consistent Strategy



Focus for Differentiation:

Reducing development time & Cost & Demonstrating Product value

vi: Disruptive Technologies; Wearables



i: Trial Planning

iii: Site & Patient Recruitment

v: Real World Data

ii: Trial Design

iv: Efficient Trial Delivery



Balance Sheet Strength & flexibility to support growth

Capital Allocation Priorities

Internal Investment

ICONIK FIRECREST ADDPLAN®

c\$20m p.a.

External Investment

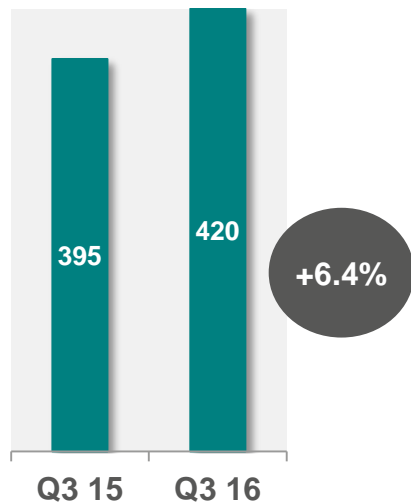
c\$650m on M&A since 2008

Enhance Returns

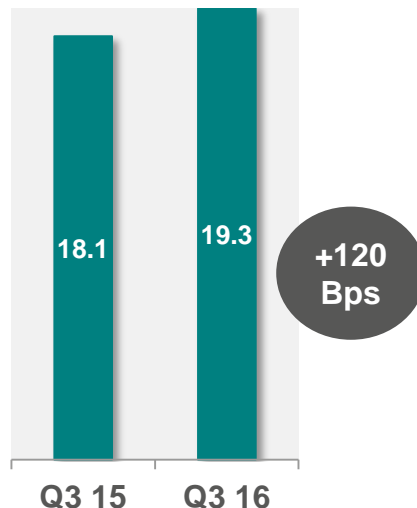
c\$630m share Repurchases since 2014

Q3 2016 Good Performance Across All Measures

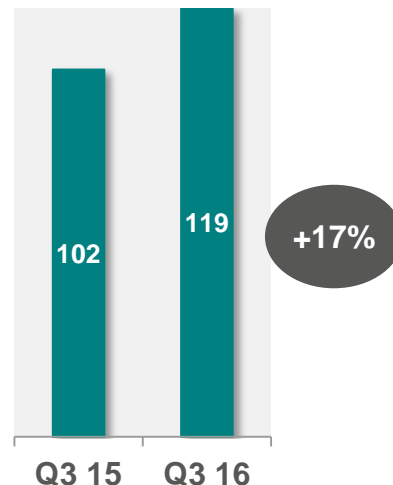
Revenue



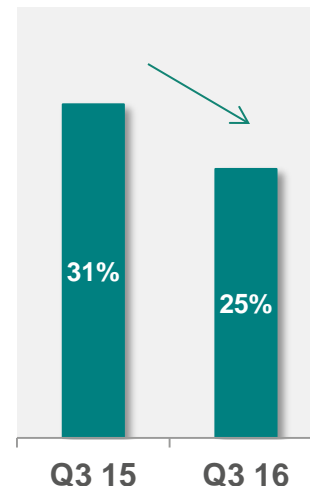
Operating Margin



EPS (cent)



Top Customer Concentration



Net Book to Bill
1.21

Backlog c\$4.25 m
+12% YOY

Summary

- A history of Growth & Strong Financial Performance
- Well positioned for future
- Clear & Consistent Strategy
- Focused on differentiation that will support growth
- Financial strength & flexibility to support growth plans

