

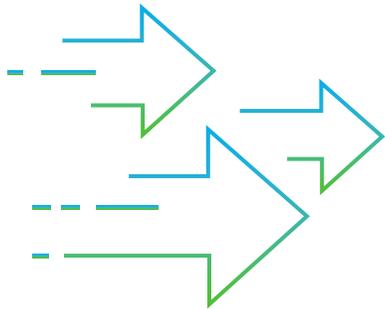


THIRD QUARTER 2021

Earnings Conference Call

November 3, 2021

FORWARD LOOKING STATEMENTS



This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements are based on our current expectations, beliefs, and assumptions, and are not guarantees of future performance. Forward-looking statements are inherently subject to uncertainties, risks, changes in circumstances, trends and factors that are difficult to predict, many of which are outside of our control. Accordingly, actual performance, results and events may vary materially from those indicated in the forward-looking statements, and you should not rely on the forward-looking statements as predictions of future performance, results or events. Numerous factors could cause actual future performance, results and events to differ materially from those indicated in the forward-looking statements, including, among others: the impact of COVID-19; any issue that compromises our relationships with the U.S. federal government or its agencies or other state, local or foreign governments or agencies; any issues that damage our professional reputation; changes in governmental priorities that shift expenditures away from agencies or programs that we support; our dependence on long-term government contracts, which are subject to the government's budgetary approval process; the size of addressable markets and the amount of government spending on private contractors; failure by us or our employees to obtain and maintain necessary security clearances or certifications; failure to comply with numerous laws and regulations; changes in government procurement, contract or other practices or the adoption by governments of new laws, rules, regulations and programs in a manner adverse to us; the termination or nonrenewal of our government contracts, particularly our contracts with the U.S. government; our ability to compete effectively in the competitive bidding process and delays,

contract terminations or cancellations caused by competitors' protests of major contract awards received by us; our ability to generate revenue under certain of our contracts; any inability to attract, train or retain employees with the requisite skills, experience and security clearances; the loss of members of senior management or failure to develop new leaders; misconduct or other improper activities from our employees or subcontractors; our ability to realize the full value of our backlog and the timing of our receipt of revenue under contracts included in backlog; changes in the mix of our contracts and our ability to accurately estimate or otherwise recover expenses, time and resources for our contracts; changes in estimates used in recognizing revenue; internal system or service failures and security breaches; and inherent uncertainties and potential adverse developments in legal proceedings including litigation, audits, reviews and investigations, which may result in material adverse judgments, settlements or other unfavorable outcomes. These factors are not exhaustive and additional factors could adversely affect our business and financial performance. For a discussion of additional factors that could materially adversely affect our business and financial performance, see the factors including under the caption "Risk Factors" in our Annual Report with the Securities and Exchange Commission pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934 for the fiscal year ended December 31, 2020 on Form 10-K, filed on February 24, 2021, and our other filings with the Securities and Exchange Commission. All forward-looking statements are based on currently available information and speak only as of the date on which they are made. We assume no obligation to update any forward-looking statement made in this presentation that becomes untrue because of subsequent events, new information or otherwise, except to the extent we are required to do so in connection with our ongoing requirements under federal securities laws.

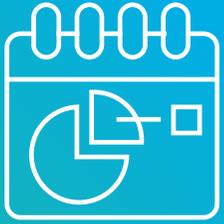


MAJOR MESSAGES

Good Q3 2021

Delivered on strategic and financial objectives established at the end of Q2 2021

- Strong sequential revenue growth
- Solid margins in both business segments
- Won significant contract awards
- Achieved record backlog
- Delivered critical program performance results
- Encouraged by strong hiring activity
- Continued to strengthen executive leadership team with two new business unit presidents
- Closed two important acquisitions
- Implemented \$100 million share repurchase program, while maintaining ample balance sheet flexibility to drive additional shareholder value
- Reiterated all 2021 guidance ranges



Q3 2021 REVENUE

\$956 Million

NET INCOME

\$19 Million

ADJUSTED EBITDA

\$84 Million

CASH FLOW FROM OPERATIONS

\$77 Million

BOOK-TO-BILL RATIO

1.1x Trailing 12-months of 1.3x

STRONG BALANCE SHEET

1.0x Net Debt Leverage Ratio

Q3 2021 KEY HIGHLIGHTS

Strong performance in line with Q2 stated strategic and financial objectives

- Sequential revenue growth of 9%; 7% organic
- Record backlog increased 10% year-over-year and > 2 years annual revenue
- AEBITDA margin of 8.8%; impacted by \$12.2M write-downs
- Solid cash flow
- Best hiring months in August, September, and October in last two years

Winning large contracts and positioned for growth

- Five contract wins > \$100M; a company quarterly record
- 1.3x TTM book-to-bill ratio with 1.4x in Federal Solutions and 1.2x in Critical Infrastructure
- Strengthened executive leadership team with two new business unit presidents
- Both segments positioned in growing, profitable markets

Capital deployment prioritized on strategic, accretive acquisitions

- BlackHorse Solutions awarded ACG growth company of the year
- BlackHorse Solutions positions Parsons at the critical intersection of cyber, electronic warfare and information operations
- Echo Ridge adds assured position, navigation and timing and software defined radio capabilities

Reiterated all fiscal year 2021 guidance metrics

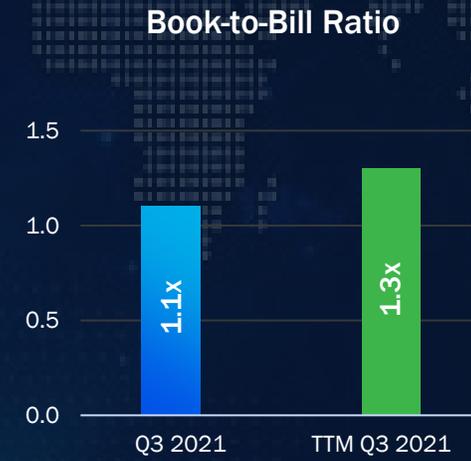


Q3 2021 FINANCIAL SUMMARY



Q3 2021: Strong sequential revenue and adjusted EBITDA growth; solid book-to-bill ratios

- Total revenue of \$956M increased 9% and 7% organically from Q2 2021
- Adjusted EBITDA margin increased 130 basis points to 8.8% from 7.5% in Q2 2021
- Net income and net income margin increased to \$19M and 2.0%, respectively
- Record total backlog increased 2% sequentially and 10% year-over-year
- Q3 book-to-bill ratio of 1.1x; TTM ratio of 1.3x





BUSINESS SEGMENT SUMMARY



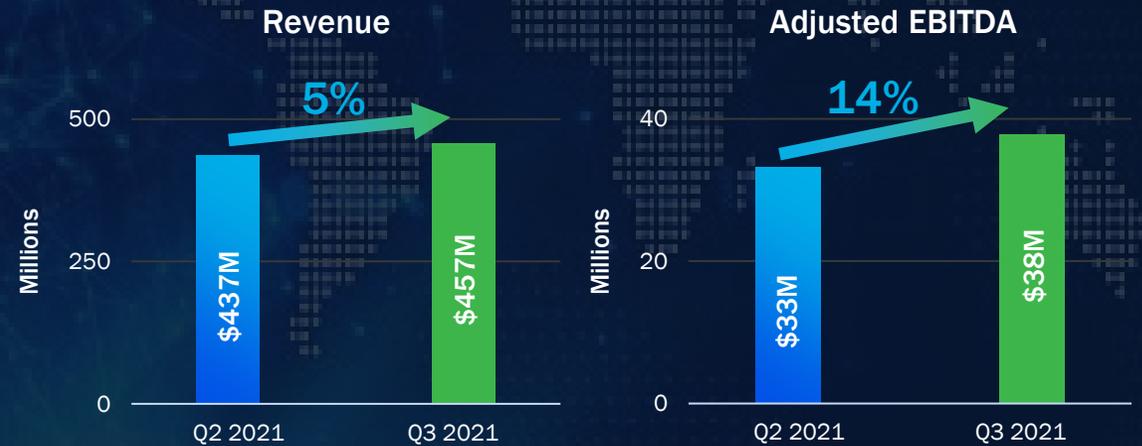
Federal Solutions

- Q3 2021 revenue increased 13% and 9% organically from Q2 2021
- Adjusted EBITDA margin increased 190 basis points to 9.3% from 7.4% in Q2 2021
- Book-to-bill ratio of 1.1x; TTM of 1.4x



Critical Infrastructure

- Q3 2021 revenue increased 5% from Q2 2021, all organic
- Adjusted EBITDA margin increased 70 basis points to 8.3% from 7.6%
- Book-to-bill ratio of 1.1x; TTM of 1.2x



Q3 2021 SIGNIFICANT CONTRACT WINS



Awarded
\$953M

Awarded a new single-award contract with a \$953 million ceiling value. Parsons will lead a talented industry team that will design, mature, procure, integrate, operate, and maintain Air Base Air Defense (ABAD) systems across the European and African continent areas of responsibility for the U.S. Air Forces.



Awarded
\$556M

Awarded a \$556 million contract with a classified customer, securing a critical recompet.



Awarded
\$145M

Awarded a new \$145 million contract by the Department of the Army, US Army Corps of Engineers Norfolk District, to develop a facility to treat hazardous energetic waste streams from the Radford Army Ammunition Plant.



Awarded
\$139M

Awarded a \$139 million option year contract by the Space and Missile Systems Center for satellite operations, prototyping and integration for support and delivery, network, infrastructure, hardware, and architecture solutions.



Awarded
\$126M

Awarded a new \$126 million contract with Saudi Arabia's Ministry of Housing to provide program management services for the development of affordable housing.

ADDITIONAL CORPORATE AND ESG HIGHLIGHTS



Hiring New Strategic Leadership Talent

Added several strategic hires to the company's executive leadership team including a talented Chief Human Resources Officer, a recognized growth executive to run the company's Connected Communities business unit, and a proven performer in driving organic growth to run the Engineered Systems business unit.



Expanding Capital Allocation

Announced the company's Board of Directors authorized the repurchase of up to \$100 million of the company's common stock. During the 2021 third quarter, the company repurchased approximately 245,000 shares for an aggregate purchase price of \$8.7 million.



Demonstrating Project Excellence

Announced that the company's Salt Waste Processing Facility program was recognized as a finalist for 2021 project of the year by the Project Management Institute. The PMI Project of the Year Award recognizes large and complex projects that best deliver superior performance of project management practices, superior organizational results, and positive impacts on society for projects greater than \$75 million.



Long-standing Commitment to ESG Initiatives

Parsons raised money to support families of U.S. fallen military men and women. The company's employees also created web sites for the 48in48 social justice event for nonprofits founded and run by black, indigenous, and people of color. Parsons also opened the National Intelligence Small Business Center in Annapolis Junction, Maryland to continue to strengthen the company's support for small businesses, foster its mentor/protégé programs and more.



REITERATING FISCAL YEAR 2021 GUIDANCE

	FY21 Guidance
Total Revenue	\$3.6 billion to \$3.7 billion
Adjusted EBITDA	\$295 million to \$315 million
Cash Flow from Operating Activities	\$195 million to \$215 million

Net income guidance is not presented as the company believes volatility associated with interest, taxes, depreciation, amortization and other matters affecting net income, including but not limited to one-time and nonrecurring events and impact of M&A, will preclude the company from providing accurate net income guidance for fiscal year 2021.



FISCAL YEAR 2021 GUIDANCE ASSUMPTIONS

- ~ **51% - 52%** of total revenue to be generated from Federal Solutions segment at the midpoint
- Adjusted EBITDA margin of ~ **8.4%** at the midpoint of revenue
- Net interest expense of ~ **\$18M**
- GAAP effective tax rate of ~ **25-26%**
- Adjusted net income diluted share count of ~ **103M shares**
- Capital expenditures less than ~ **1%** of total revenue
- Equity-based compensation expenses of ~ **\$22M**
- Depreciation and amortization expenses of ~ **\$143M**, which includes ~ **\$103M** of acquisition-related amortization
- FY21 guidance includes ~**\$16m** of transaction and other expenses, including BlackHorse and Echo Ridge, but does not include additional acquisitions



APPENDIX: SUPPLEMENTAL MATERIALS

ADJUSTED EBITDA RECONCILIATION

PARSONS CORPORATION

Non-GAAP Financial Information

Reconciliation of Net Income to Adjusted EBITDA

(in thousands)

	Three Months Ended		Nine Months Ended	
	September 30, 2021	September 30, 2020	September 30, 2021	September 30, 2020
Net income attributable to Parsons Corporation	\$19,358	\$40,658	\$35,099	\$76,930
Interest expense, net	3,987	5,387	13,188	13,144
Income tax provision (benefit)	9,165	16,017	18,378	32,992
Depreciation and amortization (a)	37,232	30,952	106,540	95,442
Net income attributable to noncontrolling interests	7,411	5,862	17,711	15,086
Equity-based compensation (b)	3,224	(991)	15,125	4,142
Transaction-related costs (c)	2,537	2,411	9,269	11,937
Restructuring (d)	357	365	507	1,475
Other (e)	1,121	140	3,001	1,310
Adjusted EBITDA	\$84,392	\$100,801	\$218,818	\$252,458

(a) Depreciation and amortization for the three and nine months ended September 30, 2021 is \$32.4 million and \$92.6 million, respectively, in the Federal Solutions Segment and \$4.8 million and \$14.0 million, respectively in the Critical Infrastructure Segment. Depreciation and amortization for the three and nine months ended September 30, 2020 is \$25.7 million and \$80.1 million, respectively in the Federal Solutions Segment and \$5.3 million and \$15.4 million, respectively in the Critical Infrastructure Segment.

(b) Includes compensation related to cash-settled awards.

(c) Reflects costs incurred in connection with acquisitions, initial public offering, and other non-recurring transaction costs, primarily fees paid for professional services and employee retention.

(d) Reflects costs associated with and related to our corporate restructuring initiatives.

(e) Includes a combination of gain/loss related to sale of fixed assets, software implementation costs, and other individually insignificant items that are non-recurring in nature.

ADJUSTED EBITDA ATTRIBUTABLE TO NCI

PARSONS CORPORATION

Non-GAAP Financial Information

Computation of Adjusted EBITDA Attributable to Noncontrolling Interests

(in thousands)

	Three Months Ended		Nine Months Ended	
	September 30, 2021	September 30, 2020	September 30, 2021	September 30, 2020
Federal Solutions Adjusted EBITDA attributable to Parsons Corporation	\$46,481	\$45,874	\$110,963	\$125,191
Federal Solutions Adjusted EBITDA attributable to noncontrolling interests	78	62	232	210
Federal Solutions Adjusted EBITDA including noncontrolling interests	\$46,559	\$45,936	\$111,195	\$125,401
Critical Infrastructure Adjusted EBITDA attributable to Parsons Corporation	30,371	48,856	89,845	111,732
Critical Infrastructure Adjusted EBITDA attributable to noncontrolling interests	7,462	6,009	17,778	15,325
Critical Infrastructure Adjusted EBITDA including noncontrolling interests	\$37,833	\$54,865	\$107,623	\$127,057
Total Adjusted EBITDA including noncontrolling interests	\$84,392	\$100,801	\$218,818	\$252,458

ADJUSTED NET INCOME ATTRIBUTABLE TO PARSONS

PARSONS CORPORATION

Non-GAAP Financial Information

Reconciliation of Net Income Attributable to Parsons Corporation to Adjusted

Net Income Attributable to Parsons Corporation

(in thousands, except per share information)

	Three Months Ended		Nine Months Ended	
	September 30, 2021	September 30, 2020	September 30, 2021	September 30, 2020
Net income attributable to Parsons Corporation	\$19,358	\$40,658	\$35,099	\$76,930
Acquisition related intangible asset amortization	27,039	20,881	76,048	65,707
Equity-based compensation (a)	3,224	(991)	15,125	4,142
Transaction-related costs (b)	2,537	2,411	9,269	11,937
Restructuring (c)	357	365	507	1,475
Other (d)	1,121	877	3,001	2,047
Tax effect on adjustments	(8,595)	(6,660)	(25,967)	(22,251)
Adjusted net income attributable to Parsons Corporation	45,041	57,541	113,082	139,987
Adjusted earnings per share:				
Weighted-average number of basic shares outstanding	102,478	100,737	102,464	100,700
Weighted-average number of diluted shares outstanding (e)	103,230	101,115	103,101	101,022
Adjusted net income attributable to Parsons Corporation per basic share	\$0.44	\$0.57	\$1.10	\$1.39
Adjusted net income attributable to Parsons Corporation per diluted share	\$0.44	\$0.57	\$1.10	\$1.39

(a) Includes compensation related to cash-settled awards.

(b) Reflects costs incurred in connection with acquisitions and other non-recurring transaction costs, primarily fees paid for professional services and employee retention.

(c) Reflects costs associated with and related to our corporate restructuring initiatives

(d) Includes a combination of gain/loss related to sale of fixed assets, software implementation costs, and other individually insignificant items that are non-recurring in nature.

(e) Excludes dilutive effect of convertible senior notes due to bond hedge.