

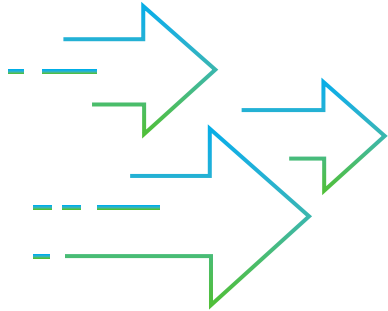
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FIRST QUARTER 2024

Earnings Conference Call Presentation

May 1, 2024

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

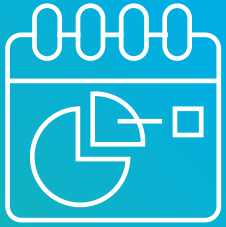
terminations or cancellations caused by competitors' protests of major contract awards received by us; our ability to generate revenue under certain of our contracts; any inability to attract, train or retain employees with the requisite skills, experience and security clearances; the loss of members 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, 2023, on Form 10-K, filed on February 14, 2024, 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

Record First Quarter Results

- Momentum continues with record first quarter results for revenue, adjusted EBITDA, adjusted EBITDA margin, contract awards and total backlog
- Record revenue of \$1.5B increases 31% year-over-year
- Record first quarter organic revenue growth of 29%, including four consecutive quarters with organic growth above 20%
- Net loss of \$107M due to a \$214M pre-tax charge related to a partial repurchase of 2025 convertible notes above par due to stock price appreciation
- Adjusted EBITDA of \$141M increases by 56% from prior year period
- Strong book-to-bill ratio of 1.4x on record contract awards of \$2.1B with 51% growth
- Record total backlog increases to \$9.0B
- Capitalizing on positive tailwinds impacting both segments - unprecedented global infrastructure spending and the increasing demand for national security solutions
- Increasing fiscal year 2024 guidance ranges for all financial metrics



Q1 2024 REVENUE

\$1.5 Billion

NET LOSS

\$107 Million

ADJUSTED EBITDA

\$141 Million

CASH FLOW USED IN OPERATIONS

\$63 Million

BOOK-TO-BILL RATIO

1.4x Trailing 12-months of 1.2x

STRONG BALANCE SHEET

Net Debt Leverage Ratio 1.6x

Q1 2024 KEY HIGHLIGHTS

Record start to the year

- Total revenue growth of 31% year-over-year; total organic growth of 29%
- Double-digit total revenue growth across all 4 business units and major geographies
- Four consecutive quarters with organic revenue growth >20%
- Adjusted EBITDA of \$141M, up 56% from Q1 2023
- Adjusted EBITDA margin expands to 9.2%, first quarter record

Continuing to win significant contracts and positioned for growth

- Record contract awards increased 51% year-over-year to \$2.1B
- Record total backlog of \$9.0B
- Three contract wins over \$100M
- 1.4x book-to-bill ratio with 1.4x in Federal Solutions and 1.3x in Critical Infrastructure
- 14 consecutive quarters with a C.I. book-to-bill of 1.0x or higher

Strong balance sheet

- Net debt leverage ratio of 1.6x and strong cash flow will enable Parsons to continue to make internal investments and accretive acquisitions to drive additional growth

Increasing FY24 total revenue, adjusted EBITDA, and cash flow guidance

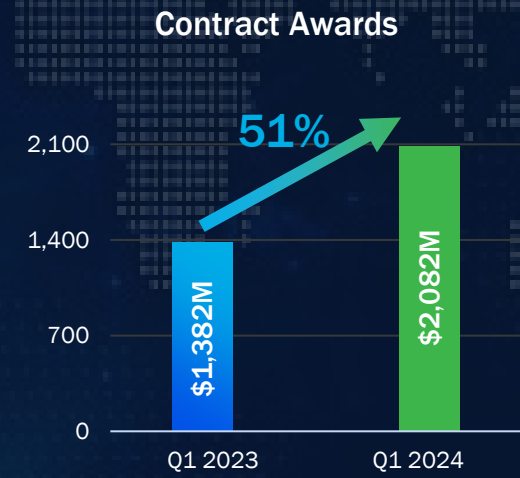
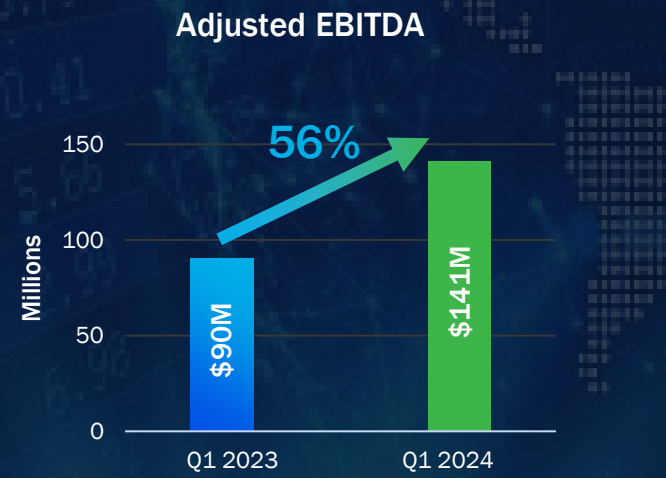
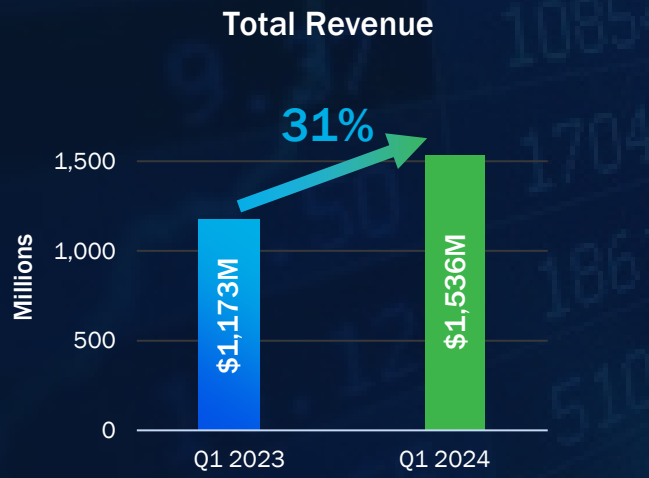


Q1 2024 FINANCIAL SUMMARY



Record quarterly revenue, adjusted EBITDA, adjusted EBITDA margin, contract awards, and total backlog

- Q1 2024 total revenue of \$1.5B increased 31% year-over-year
- Organic revenue growth of 29% year-over-year
- Adjusted EBITDA of \$141M increased 56% from prior year period; adjusted EBITDA margin increases to 9.2%
- Contract awards increased 51% to \$2.1B
- Total backlog increased 8% to \$9.0B from Q1 2023
- Q1 book-to-bill ratio of 1.4x; TTM ratio of 1.2x

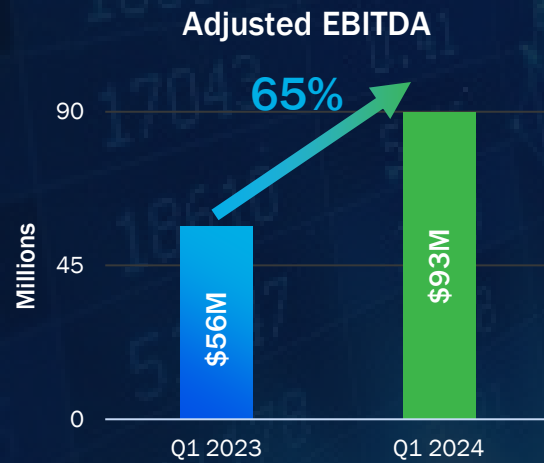
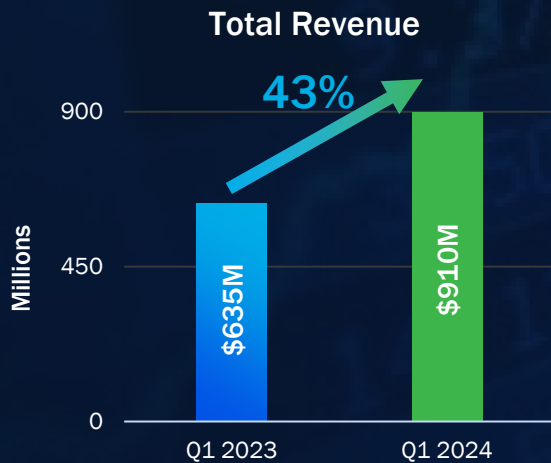


BUSINESS SEGMENT SUMMARY



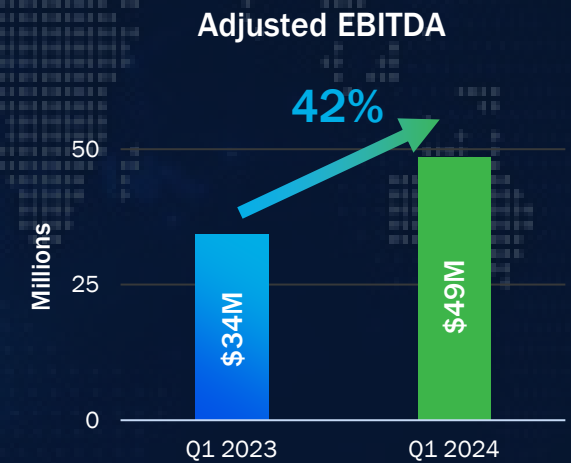
Federal Solutions

- Q1 2024 revenue increased 43% and 41% organically from Q1 2023
- Adjusted EBITDA of \$93M increased 65% from prior year period; adjusted EBITDA margin of 10.2%
- Book-to-bill ratio of 1.4x



Critical Infrastructure

- Q1 2024 revenue increased 16% and 15% organically from Q1 2023
- Adjusted EBITDA of \$49M increased 42% from prior year period; adjusted EBITDA margin of 7.7%
- Book-to-bill ratio of 1.3x





SIGNIFICANT CONTRACT WINS



Selected for
\$16B project

Selected by the Gateway Development Commission as the delivery partner on the \$16 billion Hudson Tunnel Project and the company plans to book its portion of this contract in the second quarter of 2024. This milestone project is supported by the bipartisan Infrastructure Investment and Jobs Act and is slated to receive nearly \$12 billion in Federal funding, the largest investment for a mass transit project in modern history. Over the last twelve months, Parsons has won three of the largest North America transportation wins in the company's history - the Hudson River Tunnel, JFK International Airport Roadways, and Newark Bay Bridge projects.



Awarded
\$970M

Option period awards totaling \$970 million with a confidential customer in the company's Federal Solutions segment.



Awarded
\$140M

Awarded two significant contracts in Saudi Arabia during the first quarter. The first was a new \$87 million three-year contract. This project is for the development of a luxury mountain tourism destination and the real estate development customer is owned by the Public Investment Fund of Saudi Arabia. The second award was a \$53 million contract for program management of Riyadh's road network. Following a record in 2023 of 33% organic growth, Parsons continues to win work in the Middle East as a result of its' trusted partner reputation.



Awarded
\$115M

Selected by the United States Department of Labor to assist with planning, management, and oversight of the Job Corps Facilities Program. Parsons is the sole awardee on the \$115 million contract of which it booked \$46 million in the first quarter of 2024. Parsons has performed project management on this contract since 2013.



SIGNIFICANT CONTRACT WINS (continued)



Awarded
\$1B ceiling

Parsons was one of two companies awarded a position on an IDIQ contract by the National Nuclear Security Administration's Office of Nuclear Smuggling Detection and Deterrence. This \$1 billion ceiling value contract to deploy global counter-nuclear smuggling systems represents new work and Parsons was already awarded two task orders for \$13 million. This strategic win is an important progression of the company's decades-long legacy of serving global and national non-proliferation security missions.



Awarded
\$63M

Awarded a \$63 million contract by the U.S. Air Force Life Cycle Management Center of which the company booked \$44 million in the first quarter of 2024. The scope is for a directed energy laser system that has already neutralized more than 4,000 unexploded ordnance and allows for the precise detonation of submunitions, cluster and general bombs, land mines, and artillery shells. This is the first ground-based laser system in production and has been deployed in Iraq, Afghanistan, and the Indo-Pacific region, where it demonstrated 100% effectiveness.



Awarded
\$27M

Awarded a one-year base contract by the National Oceanic and Atmospheric Administration for system integration and cloud management services for the Traffic Coordination System for Space. The contract is valued at \$27 million of which the company booked the base value of \$16 million in the first quarter of 2024. Under this contract, Parsons will provide space situational awareness and space traffic coordination services to private and civil space operators. Parsons is now providing space situational awareness solutions to both commercial and DoD customers.



Additional Corporate Highlights



Named One of the World's Most Ethical Companies for 15 Consecutive Years

Named by Ethisphere as one of the 2024 World's Most Ethical Companies. The company has been honored with this recognition for 15 consecutive years.



Delivering Project Excellence

Parsons was recognized for delivering project excellence on three major infrastructure programs. Parsons Newark Liberty International Airport's Terminal A joint venture project was named the world's best new airport terminal by the global airport evaluation firm Skytrax. This project is just one of three North American airport terminals to receive a five-star rating from Skytrax. Additionally, the I-270 North Design Build Project, for which Parsons served as the primary consultant, was selected as one of the American Public Works Association's 2024 Transportation Projects of the Year. Finally, the American Council of Engineering Companies of New York recognized Parsons with the Empire award for the East Side Access project for its significant contributions to the growth, prosperity, and betterment of the community.



One of the Best Places to Work for Diversity, Equity, and Inclusion

The American Council of Engineering Companies of New York honored Parsons with The Community Builder award. This award recognizes companies for actively engaging with the community in their Diversity, Equity, Inclusion, and Belonging efforts, and leaving a lasting legacy of positive change and unity.



Recognized for Commitment to Diversity by Washington Business Journal

Parsons was recognized by the Washington Business Journal for its dedication to fostering diversity and inclusion within the company's organization and for having a substantial portion of females on its Board of Directors.



Honored as a top Best for Vets company by Military Times

Received the 2024 Gold Award for being a Military Friendly® employer. This prestigious award highlights an organization's commitment, effort, and success in creating sustainable and meaningful opportunity for the military community.

FISCAL YEAR 2024 GUIDANCE: INCREASING ALL GUIDANCE RANGES

	Current FY24 Guidance	Prior FY24 Guidance	FY24 Y/Y Growth at Mid-Point
Total Revenue	\$6.1 - \$6.4B	\$5.8 - \$6.0B	+15% (+14% organic)
Adjusted EBITDA	\$535 - \$575M	\$505 - \$545M	+19%
Cash Flow from Operations	\$380 - \$440M	\$350 - \$410M	1%*

*2024 free cash flow conversion is expected to be approximately 100% of adjusted net income

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 2024.



FISCAL YEAR 2024 GUIDANCE ASSUMPTIONS

- ~ 57% of total revenue to be generated from Federal Solutions segment at the mid-point
- Adjusted EBITDA margin of ~ 8.9% at the mid-point of the revenue guidance, up 40bps from 2023
- Net interest expense of ~ \$38M
- FY24 GAAP effective tax rate of ~ 20%; ~ 23% for the last nine months of FY24
- Net income attributable to noncontrolling interests of ~ \$57M
- Tax effect on adjustments ~ (-\$80M) for full-year
- Adjusted net income diluted share count of ~ 108M shares
- CapEx slightly less than ~ 1% of total revenue
- Equity-based compensation expenses of ~ \$46M
- D&A expenses of ~ \$92M, which includes ~ \$50M of acquisition-related amortization
- FY24 guidance includes ~\$12M of transaction and other expenses - does not include future acquisitions
- **Patterns:**
 - Revenue: consistent 10% quarterly year-over-year growth rates through the end of 2024
 - Adjusted EBITDA \$: expect Q2 2024 to be up ~ 10% from Q2 2023. From Q2 onward, we expect sequential improvements through Q4 to get to guidance mid-point
 - Operating Cash Flow: expect Q2 2024 to be greater than \$100M with sequential improvements in Q3 and then relatively flat in Q4, in line with the mid-point of guidance



APPENDIX: SUPPLEMENTAL MATERIALS



ADJUSTED EBITDA RECONCILIATION

PARSONS CORPORATION

Non-GAAP Financial Information

Reconciliation of Net (Loss) Income to Adjusted EBITDA

(in thousands)

	Three Months Ended	
	March 31, 2024	March 31, 2023
Net (loss) income attributable to Parsons Corporation	\$(107,355)	\$25,553
Interest expense, net	11,846	5,665
Income tax (benefit) expense	(32,234)	11,503
Depreciation and amortization (a)	24,531	28,359
Net income attributable to noncontrolling interests	15,243	9,723
Equity-based compensation	12,656	6,703
Loss on extinguishment of debt	211,018	-
Transaction-related costs (b)	2,886	1,618
Restructuring (c)	-	546
Other (d)	2,502	721
Adjusted EBITDA	\$141,093	\$90,391

(a) Depreciation and amortization for the three months ended March 31, 2024, is \$19.8 million in the Federal Solutions Segment and \$4.8 million in the Critical Infrastructure Segment. Depreciation and amortization for the three months ended March 31, 2023, is \$24.0 million in the Federal Solutions Segment and \$4.4 million in the Critical Infrastructure Segment.

(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.



ADJUSTED EBITDA ATTRIBUTABLE TO NCI

PARSONS CORPORATION

Non-GAAP Financial Information

Computation of Adjusted EBITDA Attributable to Noncontrolling Interests

(in thousands)

	Three Months Ended	
	March 31, 2024	March 31, 2023
Federal Solutions Adjusted EBITDA attributable to Parsons Corporation	\$92,541	\$56,148
Federal Solutions Adjusted EBITDA attributable to noncontrolling interests	49	85
Federal Solutions Adjusted EBITDA including noncontrolling interests	\$92,590	\$56,233
Critical Infrastructure Adjusted EBITDA attributable to Parsons Corporation	32,963	24,357
Critical Infrastructure Adjusted EBITDA attributable to noncontrolling interests	15,540	9,801
Critical Infrastructure Adjusted EBITDA including noncontrolling interests	\$48,503	\$34,158
Total Adjusted EBITDA including noncontrolling interests	\$141,093	\$90,391



ADJUSTED NET INCOME ATTRIBUTABLE TO PARSONS

PARSONS CORPORATION

Non-GAAP Financial Information

Reconciliation of Net (Loss) Income Attributable to Parsons Corporation to

Adjusted Net Income Attributable to Parsons Corporation

(in thousands, except per share information)

	Three Months Ended	
	March 31, 2024	March 31, 2023
Net (loss) income attributable to Parsons Corporation	\$(107,355)	\$25,553
Acquisition related intangible asset amortization	13,708	18,009
Equity-based compensation	12,656	6,703
Loss on extinguishment of debt	211,018	-
Transaction-related costs (a)	2,886	1,618
Restructuring (b)	-	546
Other (c)	2,502	721
Tax effect on adjustments	(60,606)	(7,349)
Adjusted net income attributable to Parsons Corporation	74,809	45,801
Adjusted earnings per share:		
Weighted-average number of basic shares outstanding	106,037	104,805
Weighted-average number of diluted shares outstanding (d)	107,539	105,837
Adjusted net income attributable to Parsons Corporation per basic share	\$0.71	\$0.44
Adjusted net income attributable to Parsons Corporation per diluted share	\$0.70	\$0.43

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

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

(c) 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.

(d) Excludes dilutive effect of convertible senior notes due 2025 due to bond hedge.