

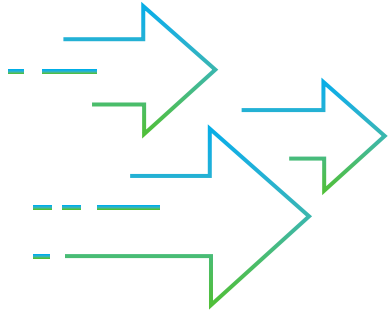


FIRST QUARTER 2022

Earnings Conference Call Presentation

May 4, 2022

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,

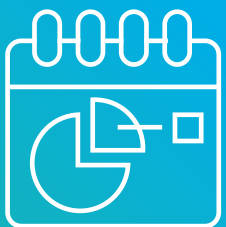
contract terminations or cancellations caused by competitors' protests of major contract awards received by us; our ability to generate revenue under certain of our contracts; any inability to attract, train or retain employees with the requisite skills, experience and security clearances; the loss of 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, 2021, on Form 10-K, filed on February 23, 2022, 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

Strong First Quarter 2022 Results

- Delivered strong Q1 2022 results and continued business momentum established in the second half of 2021
- Generated healthy organic growth in both business segments
- Reported highest first quarter adjusted EBITDA and operating cash flow since our IPO
- Continued strong hiring and retention
- Won large strategic contract awards
- Strong total and funded backlog
- Well-positioned in two growing, enduring, and complementary markets
- Robust balance sheet will enable ongoing organic and M&A investments
- ESG is interwoven within our core values, how we operate as a company and the portfolio we deliver to our customers



Q1 2022 REVENUE

\$949 Million

NET INCOME

\$21 Million

ADJUSTED EBITDA

\$74 Million

CASH FLOW USED IN OPERATIONS

\$26 Million

BOOK-TO-BILL RATIO

1.0x Trailing 12-months of 1.2x

STRONG BALANCE SHEET

1.0x Net Debt Leverage Ratio

Q1 2022 KEY HIGHLIGHTS

Strong Q1 2022 financial results

- Delivered strong results with organic growth in both segments
- Total revenue growth of 9% year-over-year; total organic growth of 6%
- Strong revenue driven by Critical Infrastructure organic growth of 8% and Federal Solutions organic growth of 4%
- Grew adjusted EBITDA 8% year-over-year
- Improved operating cash flow by \$40 million from the prior year period

Continuing to win large contracts and positioned for growth

- Three contract wins > \$100M
- 1.2x TTM book-to-bill ratio with 1.3x in Federal Solutions and 1.1x in Critical Infrastructure
- Hiring and retention momentum continued in Q1 2022
- Total backlog up 1% year-over-year and > 2 years of annual revenue
- Balanced portfolio across critical infrastructure and national security markets is a differentiator for Parsons

Strong balance sheet

- 1.0x net debt leverage will enable Parsons to make additional organic and M&A investments to drive growth and expand margins

Reiterating all fiscal year 2022 guidance metrics



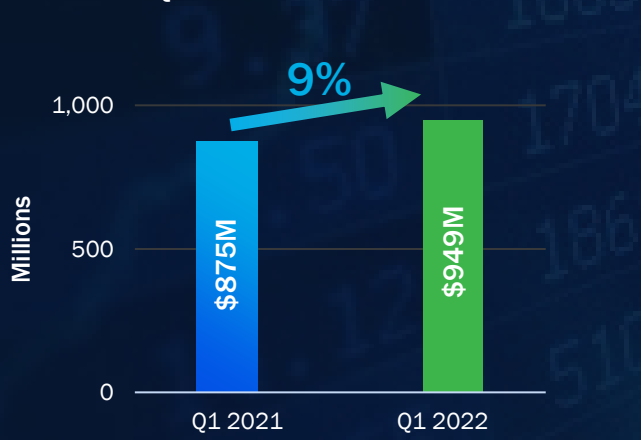
Q1 2022 FINANCIAL SUMMARY



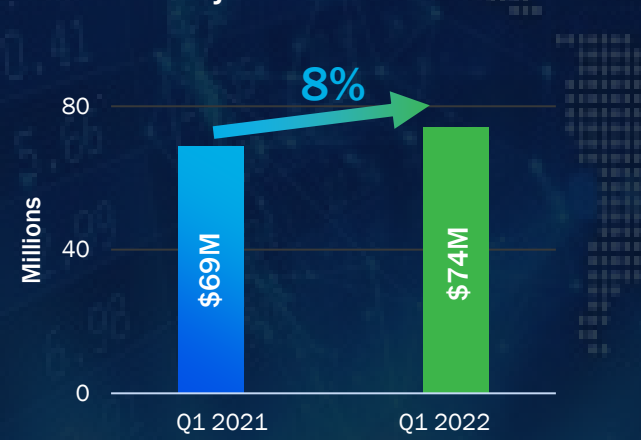
Strong Q1 2022 revenue and adjusted EBITDA growth, solid Q1 bookings drive strong TTM book-to-bill ratio

- Q1 2022 total revenue of \$949M increased 9% year-over-year and 6% organically from Q1 2021
- Adjusted EBITDA of \$74M increased 8% from prior year period
- Net income increased 129% year-over-year to \$21M
- Total backlog increased 1% year-over-year to \$8.2B
- Q1 book-to-bill ratio of 1.0x; TTM ratio of 1.2x

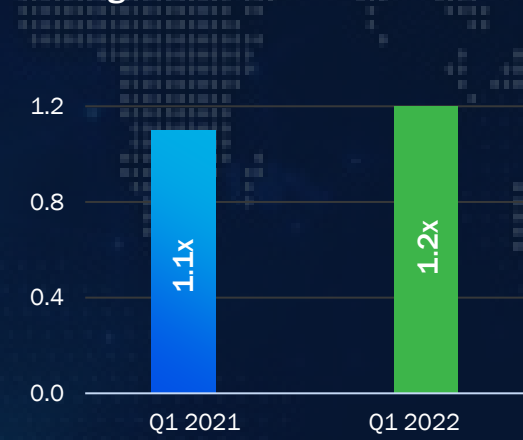
Q1 2022 Total Revenue



Adjusted EBITDA



Trailing 12-Month Book-to-Bill Ratio





BUSINESS SEGMENT SUMMARY



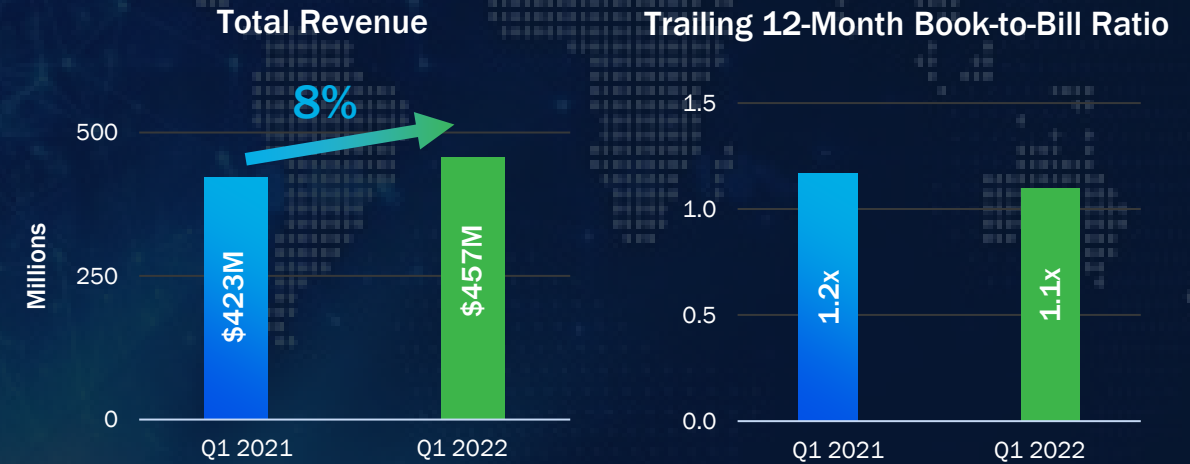
Federal Solutions

- Q1 2022 revenue increased 9% and increased 4% organically from Q1 2021
- Adjusted EBITDA increased 33% to \$43M; adjusted EBITDA margin increased to 8.7%
- Book-to-bill ratio of 0.9x; TTM of 1.3x



Critical Infrastructure

- Q1 2022 revenue increased 8% (all organic) from Q1 2021
- Adjusted EBITDA decreased 14% to \$31M; adjusted EBITDA margin decreased to 6.9%
- Book-to-bill ratio of 1.0x; TTM of 1.1x





SIGNIFICANT CONTRACT WINS



Awarded
\$118M

Awarded an option year exercise for \$118 million by the U.S. General Services Administration under the Combatant Commands Cyber Mission Support contract. Under this contract which represents new work, Parsons will be researching, developing, testing, and evaluating tailored cyber solutions for cyberspace operations, advanced concepts and technologies, and integrating operational platforms.



Awarded
\$116M

Received \$116 million of contract growth on Parsons' Federal Aviation Administration (FAA) program for modernizing the U.S. National Airspace System and supporting the FAA's funding increase as part of the Infrastructure Investment and Jobs Act (IIJA). This contract is a representative example of the complementary nature of our federal solutions and critical infrastructure segments



Awarded
\$100M

Awarded a new task order to provide testing solutions in response to the COVID-19 pandemic at Department of Homeland Security Immigration and Customs Enforcement facilities across the U.S. This award has a potential total ceiling value, including surge capacity, of more than \$100 million.



Awarded
\$75M+

Won two Middle East contracts worth a combined value of over \$75 million related to Saudi Arabia's Vision 2030 to redefine urban living and Industrial Cities within the Kingdom.



Awarded
\$149M

After the first quarter closed, we received a \$149 million contract value increase on a program management contract for the Riyadh Metro program, which is largest metro system development project in the world.



Awarded
\$75M

After the end of Q1 2022, awarded a \$75 million task order contract by a rail customer for a series of infrastructure projects. Parsons remains a leader in the rail transit sector, and the company is pleased to see the strong investments in the future of our nation's rail system in the Infrastructure Investment and Jobs Act.

ESG Highlights



PFAS Partnership with Battelle

Announced that the company has entered into a collaborative agreement with Battelle Memorial Institute to combine Parsons' unique per- and polyfluoroalkyl substances (PFAS) investigation approach and tools with Battelle's patented PFAS analytical and site investigation tools and technologies.



Top 50 Employer by Minority Engineer Magazine

Recognized as a top 50 employer by Minority Engineer Magazine. This publication selects the top companies in the country for which they would most like to work or whom they believe would provide a positive working environment for engineers who are members of minority groups.



One of the Best Places to Work for LGBTQ+ Equality

Recognized by the Human Rights Campaign with a perfect score on their 2022 Corporate Equality Index (CEI) for active support and inclusion of the lesbian, gay, bisexual, transgender, and queer (LGBTQ+) community. Parsons' efforts in exceeding all of the CEI's criteria earned a 100 percent ranking and the designation as one of the Best Places to Work for LGBTQ+ Equality.



Recognized for Attracting, Hiring, and Promoting Growth Opportunities for Minorities

Recognized by The American Council of Engineering Companies of New York for our initiatives that attract, hire, and promote personal and professional growth opportunities for women, people of color, LGBTQ+ persons and other underrepresented people in the engineering industry in New York.



Named One of the World's Most Ethical Companies for 13 Consecutive Years

Named by Ethisphere as one of the 2022 World's Most Ethical Companies. The company has been honored with this recognition for 13 consecutive years.

REITERATING FISCAL YEAR 2022 GUIDANCE

	2021 Actuals	2022 Guidance	Growth at Mid-Point
Total Revenue	\$3.66B	\$3.7 - \$3.9B	+4% (2% organic)
Adjusted EBITDA	\$310M	\$315 - \$345M	+6.5% (20 bps)
Cash Flow from Operations	\$206M	\$240 - \$280M	+26%

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 2022.



FISCAL YEAR 2022 GUIDANCE ASSUMPTIONS

- ~ **52%** of total revenue to be generated from Federal Solutions segment at the mid-point
- Adjusted EBITDA margin of ~ **8.7%** at the mid-point of the revenue guidance, up 20bps from 2021
- Net interest expense of ~ **\$16M**
- GAAP effective tax rate of ~ **25%**
- Adjusted net income diluted share count of ~ **105M** shares, includes share repurchases of ~ **\$50M**
- Capital expenditures ~ **1%** of total revenue
- Equity-based compensation expenses of ~ **\$29M**
- Depreciation and amortization expenses of ~ **\$105M**, which includes ~ **\$63M** of acquisition-related amortization
- FY22 guidance includes ~**\$8M** of transaction and other expenses from prior acquisitions, but **does not include future acquisitions**
- **Patterns:**
 - **Revenue:** in Q2 and Q3 2022, we expect low single-digit revenue growth year-over-year and then down sequentially in Q4 due to seasonality
 - **Adjusted EBITDA:** we expect year-over-year growth of 10%-15% in Q2 and Q3 2022 and then down sequentially in Q4
 - **Operating Cash Flow:** we expect sequential improvements throughout the year



APPENDIX: SUPPLEMENTAL MATERIALS



ADJUSTED EBITDA RECONCILIATION

PARSONS CORPORATION

Non-GAAP Financial Information Reconciliation of Net Income to Adjusted EBITDA

(in thousands)

	Three Months Ended	
	March 31, 2022	March 31, 2021
Net income attributable to Parsons Corporation	\$20,667	\$9,039
Interest expense, net	3,873	4,443
Income tax provision (benefit)	8,119	5,375
Depreciation and amortization (a)	30,509	34,673
Net income attributable to noncontrolling interests	3,176	4,975
Equity-based compensation (b)	3,898	6,980
Transaction-related costs (c)	2,398	2,646
Restructuring (d)	213	77
Other (e)	1,395	491
Adjusted EBITDA	\$74,248	\$68,699

(a) Depreciation and amortization for the three months ended March 31, 2022, is \$26.2 million in the Federal Solutions Segment and \$4.3 million in the Critical Infrastructure Segment. Depreciation and amortization for the three months and year ended March 31, 2021, is \$30.1 million in the Federal Solutions Segment and \$4.6 million in the Critical Infrastructure Segment.

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

(c) Reflects costs incurred in connection with acquisitions 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	
	March 31, 2022	March 31, 2021
Federal Solutions Adjusted EBITDA attributable to Parsons Corporation	\$42,638	\$31,982
Federal Solutions Adjusted EBITDA attributable to noncontrolling interests	117	75
Federal Solutions Adjusted EBITDA including noncontrolling interests	\$42,755	\$32,057
Critical Infrastructure Adjusted EBITDA attributable to Parsons Corporation	28,315	31,657
Critical Infrastructure Adjusted EBITDA attributable to noncontrolling interests	3,178	4,985
Critical Infrastructure Adjusted EBITDA including noncontrolling interests	\$31,493	\$36,642
Total Adjusted EBITDA including noncontrolling interests	\$74,248	\$68,699



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	
	March 31, 2022	March 31, 2021
Net income attributable to Parsons Corporation	\$20,667	\$9,039
Acquisition related intangible asset amortization	20,090	24,524
Equity-based compensation (a)	3,898	6,980
Transaction-related costs (b)	2,398	2,646
Restructuring (c)	213	77
Other (d)	1,395	491
Tax effect on adjustments	(6,672)	(8,820)
Adjusted net income attributable to Parsons Corporation	41,989	34,937
Adjusted earnings per share:		
Weighted-average number of basic shares outstanding	103,769	102,376
Weighted-average number of diluted shares outstanding (e)	104,548	102,949
Adjusted net income attributable to Parsons Corporation per basic share	\$0.40	\$0.34
Adjusted net income attributable to Parsons Corporation per diluted share	\$0.40	\$0.34

(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.

PARSONS CORPORATION

Historical Quarterly Revenue by New Business Units
(in thousands)

	March 31, 2022	December 31, 2021	September 30, 2021	June 30, 2021	March 31, 2021
Revenue					
Defense & Intelligence	\$346,233	\$351,089	\$343,151	\$308,389	\$311,102
Engineered Systems	145,396	142,926	156,140	134,286	140,967
Federal Solutions revenues	491,629	494,015	499,291	442,675	452,069
Mobility Solutions	294,786	293,498	293,799	295,825	281,596
Connected Communities	162,654	163,155	162,960	140,856	141,032
Critical Infrastructure revenues	457,440	456,653	456,759	436,681	422,628
Total Revenue	\$949,069	\$950,668	\$956,050	\$879,356	\$874,697