



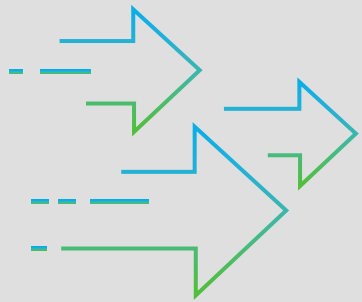
FIRST QUARTER 2025

Earnings Conference Call Presentation

April 30, 2025



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, 2024, on Form 10-K, filed on February 19, 2025, 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.

Q1 2025 HIGHLIGHTS

Strong financial performance across portfolio

- Record first quarter results for total revenue, net income, earnings per share, adjusted EBITDA, and adjusted EBITDA margin. Total and funded backlog are at all-time highs
- Adjusted EBITDA margin expands 40 basis points to 9.6%
- Strong book-to-bill ratio of 1.1x supported by a 1.4x ratio in the company's Critical Infrastructure segment
 - Critical Infrastructure book-to-bill >1.0x for 18 consecutive quarters
 - Five wins greater than \$100M; including one after quarter end
 - Strong contract win rate of 68%
- Low double-digit total revenue growth and organic growth of 7% excluding the company's confidential contract
- Acquired TRS group strengthening remediation and PFAS capabilities
- Best employee retention since 2020
- Reiterating fiscal year 2025 guidance





Q1 2025 REVENUE

\$1.6 Billion

NET INCOME

\$66 Million

ADJUSTED EBITDA

\$149 Million

CASH FLOW USED IN OPERATIONS

\$12 Million

BOOK-TO-BILL RATIO

1.1x **Trailing 12-months of 1.0x**

STRONG BALANCE SHEET

Net Debt Leverage Ratio 1.6x
TTM FCF conversion of 125%

Q1 2025 KEY HIGHLIGHTS

Strong start to the year with Q1 financial records

- Total revenue increased \$19M to \$1.6B
- Net income increased 67% to \$66M
- Adjusted EBITDA of \$149M; up 5% from Q1 2024
- Adjusted EBITDA margin expands 40 basis points to 9.6%

Continuing to win significant contracts and positioned for growth

- Record backlog increased \$42M to \$9.1B; 69% is funded, also a company record
- Approximately \$12B worth of contract wins that have not yet been booked into backlog
- Strong quarterly book-to-bill ratio of 1.1x and trailing 12-month book-to-bill ratio of 1.0x
- Five contract wins over \$100M; including one after quarter end
- \$55B pipeline that includes over 100 opportunities of contracts worth more than \$100M and 19 opportunities worth more than \$500M

Leveraging strong balance sheet to continue accretive acquisitions

- Net debt leverage ratio of 1.6x will enable Parsons to continue to make internal investments and accretive acquisitions to drive additional growth
- Closed strategic acquisition of TRS that enhances Parsons' environmental remediation capabilities in both operating segments and serves as a force multiplier for the company's industry-leading PFAS remediation solutions

Reiterating FY25 total revenue, adjusted EBITDA, and cash flow guidance



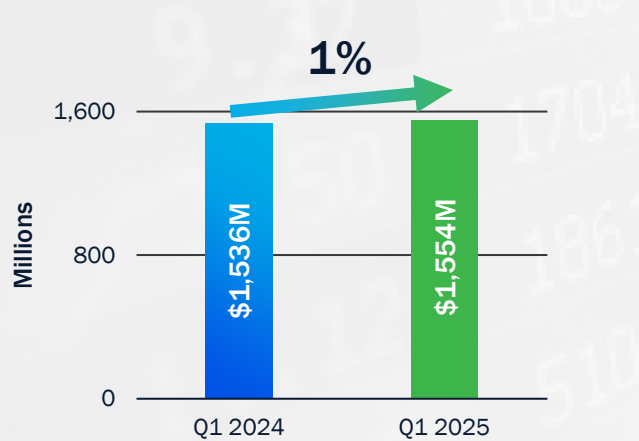
Q1 2025 FINANCIAL SUMMARY



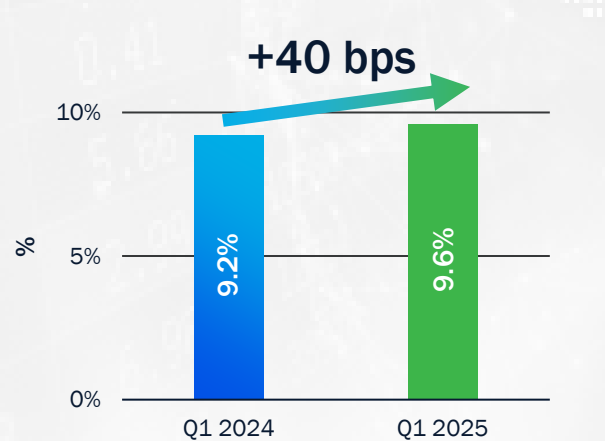
Record quarterly total revenue, net income, earnings per share, adjusted EBITDA, and adjusted EBITDA margin. All-time high total and funded backlog.

- Q1 2025 total revenue of \$1,554M increased 1% from Q1 2024
- Total revenue excluding the company's confidential contract increased 11% and 7% organically
- Adjusted EBITDA of \$149M increased 5% from prior year period
- Adjusted EBITDA margin expands 40 bps to 9.6%
- Q1 2025 book-to-bill ratio of 1.1x

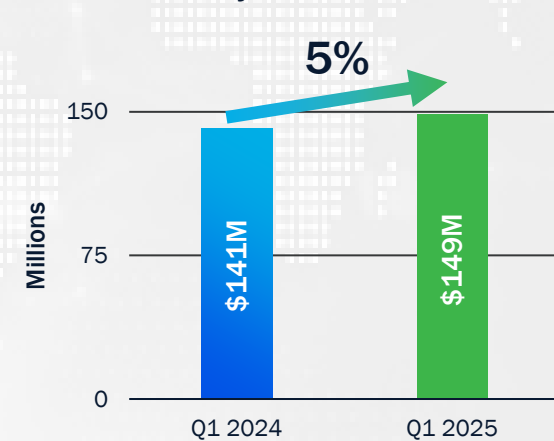
Q1 2025 Total Revenue



Adjusted EBITDA Margin



Adjusted EBITDA

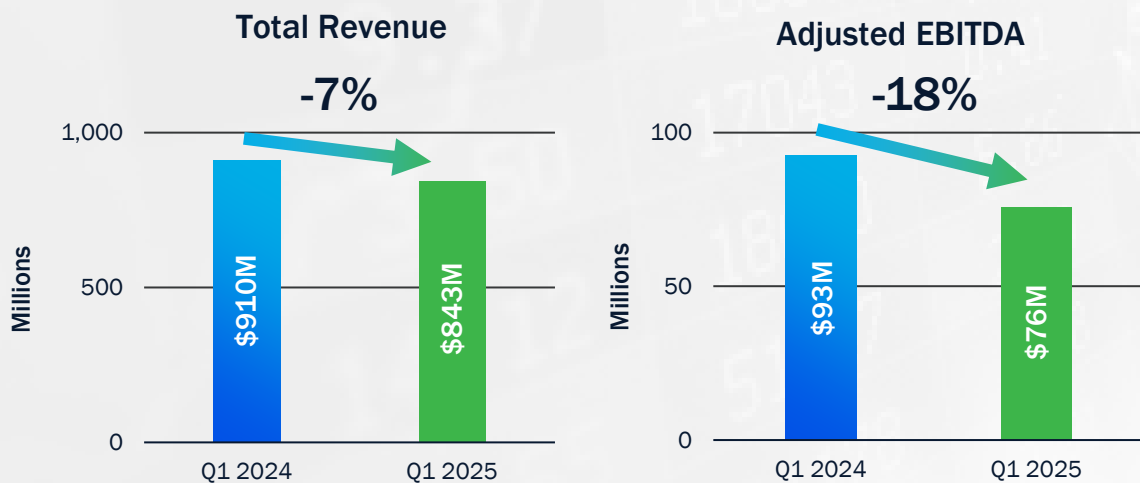


BUSINESS SEGMENT SUMMARY



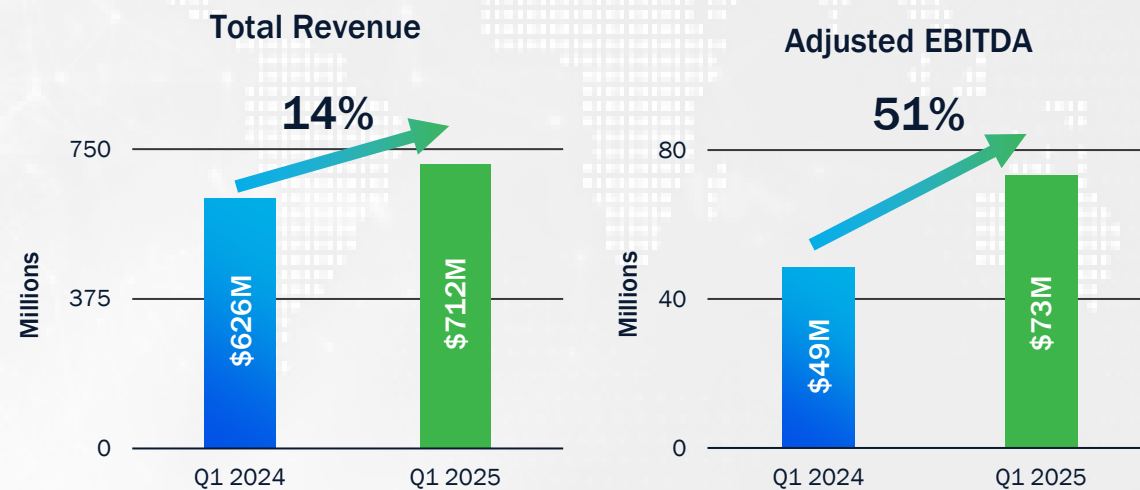
Federal Solutions

- Q1 2025 total revenue of \$843M decreased 7% from prior year period
- Q1 2025 revenue growth of 8% and 6% on an organic basis excluding the company's confidential contract
- Adjusted EBITDA of \$76M decreased 18% from Q1 2024 due to lower volume on the company's confidential contract



Critical Infrastructure

- Q1 2025 revenue increased 14% and 8% organically from Q1 2024
- Adjusted EBITDA of \$73M increased 51% from prior year period
- Q1 2025 adjusted EBITDA margin of 10.3%
- Book-to-bill ratio of 1.4x



TWO INDUSTRY-LEADING SEGMENTS WITH UNIQUELY SYNERGISTIC PORTFOLIO



Federal



Critical Infrastructure



**Federal Solutions +
Critical Infrastructure**

Strategy	Create an exquisite non-traditional company that delivers operationally relevant cyber, space and missile defense solutions to outpace near peer threats	Leverage reputation, brand, design & engineering, and program management expertise to capitalize on unprecedented infrastructure spend	Capitalize on unique segment synergies and exploit digital technology for transformative solutions
Differentiation	<ul style="list-style-type: none"> ▪ Technology leader in: <ul style="list-style-type: none"> ▪ AI/ML ▪ Cyber ▪ Signals intelligence ▪ Missile defense engineering and integration ▪ Information operations ▪ Electronic security ▪ Biometrics ▪ Space domain awareness ▪ CUAS 	<ul style="list-style-type: none"> ▪ Top 3 in 3 Engineering News Record rankings in U.S. and #1 program manager in the Middle East ▪ Leader in “hard” infrastructure – roads & highways, bridges, airports and rail and transit ▪ AI-enabled project delivery 	<ul style="list-style-type: none"> ▪ Domain knowledge of infrastructure plus cyber/physical protection ▪ Federal and airport aviation expertise ▪ Global re-build experience ▪ Worldwide events management for over a decade
Growth Drivers	<ul style="list-style-type: none"> ▪ Offensive/defensive cyber ▪ Electronic warfare ▪ Ground-based intercontinental ballistic missile infrastructure ▪ Border security ▪ Munitions plant modernization 	<ul style="list-style-type: none"> ▪ Current U.S. infrastructure funding peak in 2028 with six-eight year tail ▪ New U.S. surface transportation bill with “hard” infrastructure priority ▪ MEA infrastructure peak in 2032 ▪ Intelligent infrastructure ▪ GCC population growth and diversification 	<ul style="list-style-type: none"> ▪ Critical infrastructure protection of transportation, utilities, water and facilities ▪ Defense and security spending in the Middle East ▪ FAA and airport modernization ▪ PFOS/PFAS peak in 2032 ▪ INDO Pacific



SIGNIFICANT CONTRACT WINS

Awarded \$243M

Awarded an option year totaling \$243 million on a General Services Administration contract. This is for both new and continuing defense work delivering global quick reaction capabilities that leverage advanced technology solutions across the all-domain battlespace. This award is part of Parsons' cyber & intelligence end market, which continues to achieve double-digit revenue growth after two years with growth of more than 20%.

Awarded \$232M

Received \$232 million in option year funding from a confidential customer in the company's critical infrastructure protection market.

Awarded \$200M+

Awarded a follow-on program and construction management contract in Dubai valued at over \$200 million. In the UAE, Parsons is seeing continued growth in both its transportation and urban development markets.

Awarded \$125M

An additional \$125 million ceiling value modification was added to Parsons' cyber threat hunt forward program.



SIGNIFICANT CONTRACT WINS (CONTINUED)

Awarded \$95M

In space and missile defense, Parsons received a new \$95 million contract for operational fielding and sustainment of the US Air Force's Europe Air Defense Early Warning Capability to U.S. and NATO-partners across the European Command Area of Operations.

Awarded \$49M

Awarded a new five-year \$49 million mixed use urban development project that includes design and construction supervision in Saudi Arabia.

Awarded \$42M

Awarded a new \$42 million lead design contract for the proposed America's River Crossing project, a pivotal infrastructure project aimed at enhancing transportation connectivity and economic growth in the Memphis region. This contract win marks a significant milestone for Parsons, further solidifying its position as a leader in long-span bridge design.

Program Value \$1.5B

Awarded a seat on a \$1.5 billion IDIQ multiple award task order contract by the Air Force Civil Engineering Center to provide architect-engineer services addressing environmental issues, including emerging contaminants such as per- and polyfluoroalkyl substances. The contract includes a five-year base period and five one-year option periods, including an option to extend another six months.

Awarded \$138M

After the first quarter of 2025 ended, Parsons was awarded a new five-year single award task order for cyber assessment work with the Defense Threat Reduction Agency for a total ceiling value of \$138 million.



WINNING BUSINESS ACROSS SIX END MARKETS



Cyber & Intelligence

8-10%
Market CAGR

\$243M GSA option year
focused on near peer threat



Space & Missile Defense

7-8%
Market CAGR

\$95M Air Base Air Defense



Critical Infrastructure Protection

4-6%
Market CAGR

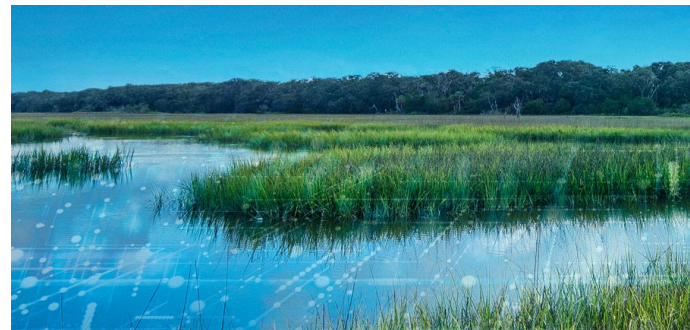
\$138M Defense Threat
Reduction Agency award



Transportation

8-10%
Market CAGR

\$42M I-55 Mississippi River
Bridge



Environmental Remediation

6-8%
Market CAGR

\$1.5B Air Force PFAS MATOC



Urban Development

5-7%
Market CAGR

\$49M Mixed Use Urban
Development Project



ADDITIONAL CORPORATE HIGHLIGHTS



Acquired TRS Group for Approximately \$37M

Parsons announced and closed its acquisition of TRS Group, an industry leader in PFAS, thermal, and holistic environmental remediation, having cleaned hazardous and toxic substances from soil, groundwater, and fire suppression systems for global clients. This \$37 million acquisition enhances Parsons' environmental remediation capabilities in both operating segments and serves as a force multiplier for the company's industry-leading PFAS remediation solutions.



Named One of the World's Most Ethical Companies for 16 Consecutive Years

Named by Ethisphere as one of the 2025 World's Most Ethical Companies. The company has been honored with this recognition for 16 consecutive years.



Parsons' Board Approves \$250 Million Share Repurchase Authorization

Parsons Board of Directors increased the company's stock repurchase authorization to \$250 million. During the first quarter of 2025, the company repurchased approximately 424,000 shares at an average price of \$58.95 for an aggregate purchase price of \$25 million. Inception to date, Parsons has repurchased approximately 2.1 million shares at an average price of \$48.98 for an aggregate purchase price of \$105 million. \$225 million of authorization remains under Parsons' current increased share repurchase program.



REITERATING FISCAL YEAR 2025 GUIDANCE

	2024 Actuals	2025 Guidance	Growth at Mid-Point
Total Revenue	\$6.8B	\$7.0 - \$7.5B	+7% (5% organic)
Adjusted EBITDA	\$605M	\$640 - \$710M	+12% (30 bps)
Cash Flow from Operations	\$524M	\$420 - \$480M	-14%*

*2025 free cash flow conversion is expected to be approximately 85% of adjusted net income

Top Line Drivers

- Ramp up of recent contract wins
- \$9.1B of total backlog (69% funded)
- ~\$12B in contract wins not included in total backlog
- Both segments poised for increased spending
- Hiring and retention momentum
- Low re-compete risk (less than 5%)
- Strong contract win rates
- On-contract growth
- Achieve planned run rate on confidential contract

Bottom Line Drivers

- Operating leverage – revenue outpacing cost growth
- Higher equity in earnings
- Supply vs. Demand in a growing global infrastructure spend
- Growth in high margin markets
- Bid discipline
- Strong program execution
- Potential accretive M&A
- Increased fixed price/ T&M contract mix

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 2025.



FISCAL YEAR 2025 GUIDANCE ASSUMPTIONS

- ~ 56% of total revenue to be generated from Federal Solutions segment at the mid-point
- Adjusted EBITDA margin of ~ 9.3% at the mid-point of the revenue guidance, up 30bps from 2024
- Net interest expense of ~ \$40M
- GAAP effective tax rate of ~ 22%
- Net income attributable to noncontrolling interests of ~ \$71M
- Tax effect on adjustments ~ (-\$30M) for full-year
- Adjusted net income diluted share count of ~ 108.5M shares
- CapEx of ~ \$70M (approximately 1% of total revenue)
- Equity-based compensation expenses of ~ \$43M
- D&A expenses of ~ \$111M, which includes ~ \$67M of acquisition-related amortization
- FY25 guidance includes ~\$17M of transaction and other expenses - does not include future acquisitions

PATTERNS

Revenue: approximately 8% sequential growth (Q1 2025 to Q2 2025) and then sequential revenue \$ increases through Q4 to get to guidance mid-point of \$7.25B

Adjusted EBITDA \$: expect Q2 2025 to be ~ 22% of 2025's full-year AEBITDA. From Q2 onward, we expect sequential improvements through Q4 to get to guidance mid-point of \$675M

Operating Cash Flow: expect Q2 2025 to be ~ 28% of 2025's full-year operating cash flow and then a sequential increase in Q3 2025; followed by a sequential seasonal decrease in Q4 2025 to get to guidance mid-point of \$450M



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, 2025	March 31, 2024
Net income attributable to Parsons Corporation	\$66,203	\$39,750
Interest expense, net	10,104	11,846
Income tax provision expense	18,977	13,324
Depreciation and amortization (a)	27,403	24,531
Net income attributable to noncontrolling interests	15,584	15,243
Equity-based compensation	7,103	12,656
Convertible debt repurchase loss	-	18,355
Transaction-related costs (b)	3,701	2,886
Other (c)	(299)	2,502
Adjusted EBITDA	\$148,776	\$141,093

(a) Depreciation and amortization for the three months ended March 31, 2025, is \$19.5 million in the Federal Solutions Segment and \$7.9 million in the Critical Infrastructure Segment. 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.

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

(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.



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, 2025	March 31, 2024
Federal Solutions Adjusted EBITDA attributable to Parsons Corporation	\$75,532	\$92,541
Federal Solutions Adjusted EBITDA attributable to noncontrolling interests	51	49
Federal Solutions Adjusted EBITDA including noncontrolling interests	\$75,583	\$92,590
Critical Infrastructure Adjusted EBITDA attributable to Parsons Corporation	58,187	32,963
Critical Infrastructure Adjusted EBITDA attributable to noncontrolling interests	15,006	15,540
Critical Infrastructure Adjusted EBITDA including noncontrolling interests	\$73,193	\$48,503
Total Adjusted EBITDA including noncontrolling interests	\$148,776	\$141,093



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, 2025	March 31, 2024
Net income attributable to Parsons Corporation	\$66,203	\$39,750
Acquisition related intangible asset amortization	16,381	13,708
Equity-based compensation	7,103	12,656
Convertible debt repurchase loss	-	18,355
Transaction-related costs (a)	3,701	2,886
Other (b)	(299)	2,502
Tax effect on adjustments	(8,541)	(15,050)
Adjusted net income attributable to Parsons Corporation	84,548	74,807
Adjusted earnings per share:		
Weighted-average number of basic shares outstanding	106,831	106,037
Weighted-average number of diluted shares outstanding (c)	108,468	107,539
Adjusted net income attributable to Parsons Corporation per basic share	\$0.79	\$0.71
Adjusted net income attributable to Parsons Corporation per diluted share	\$0.78	\$0.70

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

(b) 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.

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