



WE'RE DIFFERENT

In pursuit of a better way.

Investor Presentation

May 2020

COMPANY OVERVIEW

WHO WE ARE

Committed to solving our customer's most vexing challenges with agile, technology-driven solutions.

A valued partner to our customers.

On a never-ending quest to answer the question, "Is there a better way?"

Drive value by disrupting the status quo.

As one of the World's Most Ethical Companies, we're a firm our customers can believe in.

PARSONS CORPORATION

Enabling a safer, smarter, and more interconnected world.

SEGMENTS



Federal Solutions

Technology-driven solutions for defense and intelligence customers

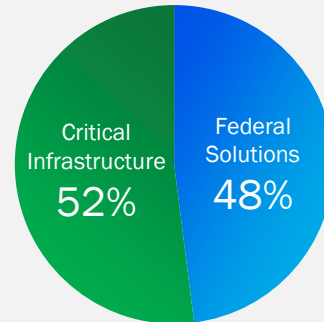


Critical Infrastructure

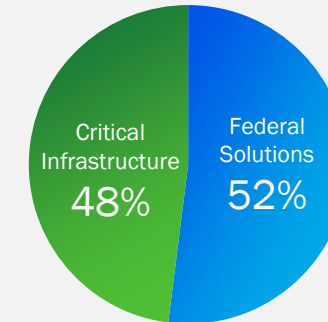
Engineered solutions for complex physical and digital infrastructure challenges

FINANCIAL SNAPSHOT

\$4B
FY 2019 Revenue



\$325M
FY 2019 Adjusted EBITDA



KEY FACTS AND FIGURES



75

Years of History



~16K

Employees



7%

PSN Organic Revenue Growth (Q1 2020 y/y)



11%

Federal Solutions Organic Revenue Growth (Q1 2020 y/y)



1.0X

TTM Book-to-Bill



\$7.8B

Backlog as of 3/31/2020



0.6X

Net Leverage as of 3/31/20

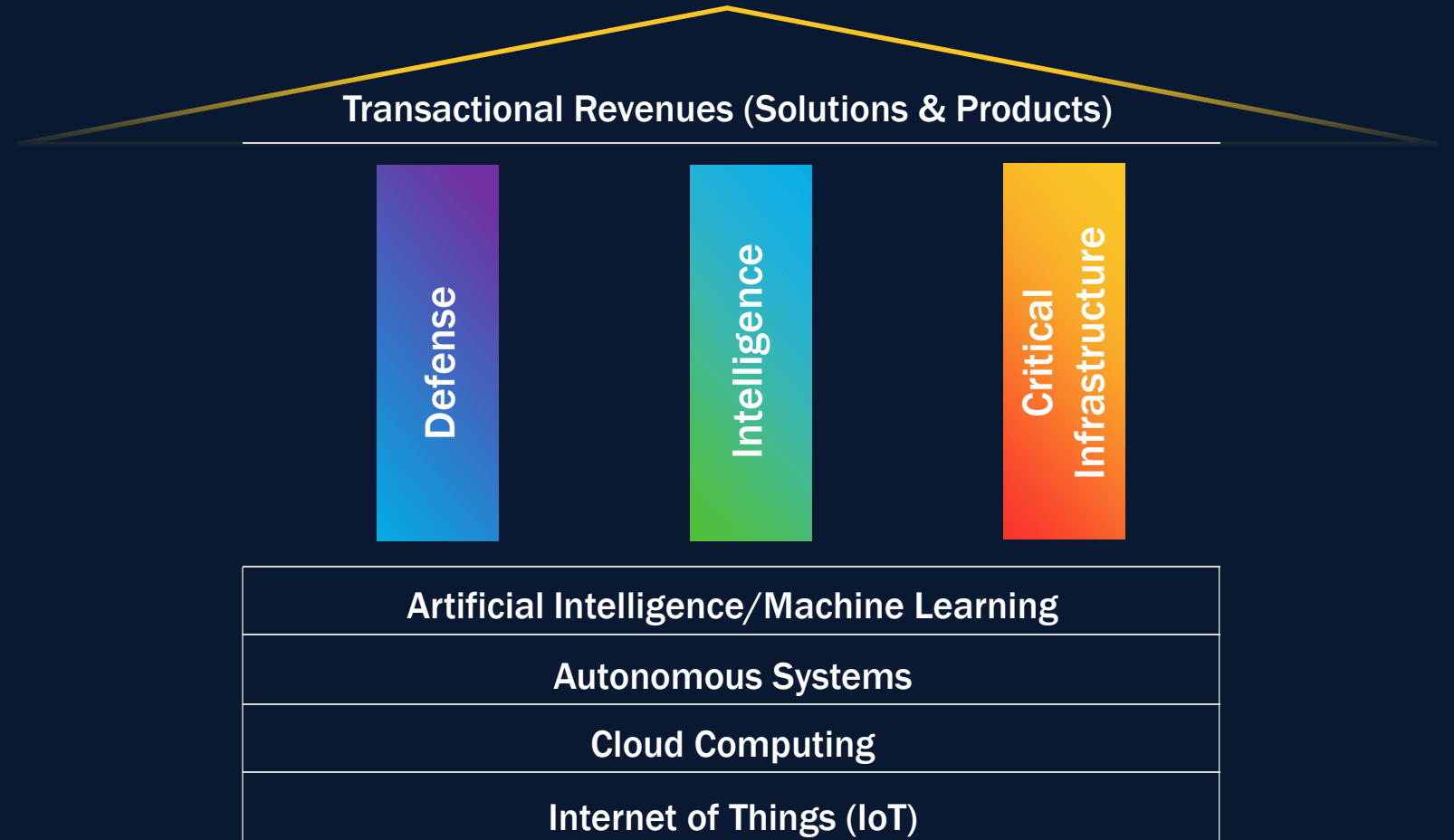
KEY INVESTMENT HIGHLIGHTS

Technology-Focused Solutions Drive Strong Performance



STRATEGY STATEMENT

“Parsons provides differentiated solutions composed of software, hardware, and services to support our customers’ missions.”



TECHNOLOGY-DRIVEN SOLUTIONS FOR DEFENSE AND INTELLIGENCE CUSTOMERS

Markets We Serve



Cyber and Intelligence

Full Spectrum Cyber Solutions
Actionable Intelligence,
Spatial and Signals Intelligence



Missile Defense and C5ISR

C5ISR
Missile Defense Systems
Big Data & Video Analytics
PUMA Labs Software Test Bed



Space and Geospatial Solutions

Small Satellite Launch Integration
Space Cyber & EW Resiliency
Space Situational Awareness
Geospatial Sensor Hardware and
Software Applications

Agile, Innovative and Disruptive

What Our Solutions Do

- Deliver hardware/software solutions that protect our Nation at the speed of war
- Provide actionable intelligence leveraging cyber, geospatial and signals intelligence, AI and big data analytics
- Protect national space / airspace
- Eliminate weapons of mass destruction
- Deliver and protect mission critical infrastructure

Representative Solutions

- Cybersecurity solutions including high speed processing, network visualization and vulnerability research & engineering
- RF spectrum collection, situation awareness, record and playback for actionable intelligence
- Geospatial collection systems and on-demand 3D processing to provide high resolution aerial imagery
- Space situational awareness and small satellite systems integration
- Missile defense systems engineering and integration including counter-Hypersonics
- Multi-domain command and control

ENGINEERED SOLUTIONS FOR COMPLEX PHYSICAL AND DIGITAL INFRASTRUCTURE CUSTOMERS

Markets We Serve



Connected Communities

Intelligent Transportation Systems
Hardware, Software & Services
Protection and Resiliency



Mobility Solutions

Complex Smart Infrastructure
Integrated Delivery
Full Service Highway, Bridge,
Rail, Tunnels



Engineered Systems

Program & Construction Mgt.
Chemical Warfare Munitions Solutions
Energy Conservation & Renewables

Agile, Innovative and Disruptive

What Our Solutions Do

- Design, develop and implement smart cities
- Improve management, efficiency and safety of transportation
- Deliver and protect mission critical infrastructure
- Optimize program management and capital project execution
- Improve our environment

Representative Solutions

- INTELLIGENT NETWORKS® platform to improve transportation safety and efficiency
- Communications based train control design
- Airports, bridges, tunnels, roads & highways, rail and transit engineering design
- Converged operational/information technology cybersecurity solutions
- Critical infrastructure resiliency

SOLVING TOUGH CHALLENGES WITH SMART TECHNOLOGIES

Delivering innovative technologies across segments.



Our solution provides mission management, strategic assessment, and situational awareness across domains to improve power protection.



Dfuze is a commercial off-the-shelf technology that enables video streaming feeds over Wi-Fi, 3G, 4G LTE, satellite, and other networks to multiple users and locations that exist within secure systems anywhere in the world.



ENVE is our cyber solution that analyzes network traffic and fingerprints devices—in real time.



ICS-512 is an autonomous collection system populating regionally specific survey settings based on the system's GPS location, surveys the environment, and records detected control channels' metadata and information.



ICS-Trilogy is a passive monitoring and active targeting tool for GSM, WCDMA, LTE, BlueTooth, TPMS and Wi-Fi that can provide full mobile device ID correlation.



NET, the most deployed traffic management software in the world, controls stoplights and intelligent signage on freeways and changes tolls in response to changes in traffic.



Knowtify® is a secure, web-based enterprise search, discovery, and analytics tool, developed to provide users with the means to find important information buried within both structured and unstructured data.



MAAPTK® is a planning tool created to modernize how missions are developed for inclusion into an Air Tasking Order (ATO).



The Parsons PPS high-speed packet processing solution can process up to 3.2Tbps of packet data, using a tiered architecture with advanced hardware offloading to provide scalability and redundancy.



Spectral imaging technology enables automated detection of humans and surface swimmers, reducing time needed by operators and analysts to review video screens while increasing the overall detection rate.



Our technology enables intelligence customers to analyze objects and movements from space and reduces or eliminates the need for infrastructure measurements and inspections.

SOLVING TOUGH CHALLENGES WITH SMART TECHNOLOGIES (CONT.)

Delivering innovative technologies across segments.



Our video analytics solution automates data analysis associated with massive volumes of motion imagery.

CIDNE

CIDNE transmits information to authorized groups who might not otherwise share data by providing a standardized reporting framework across intelligence and operations disciplines.



DXTRS provides training at the institution or Division/below unit level in dealing with intense situational challenges for leading tactical warfighting units during Full Spectrum Operations involving Major Combat Operations.



PlayMaker's modular Open Signal Processing Architecture allows for rapid implementation of new protocol demodulations and capabilities delivered through scheduled software updates.

LMSI

Parsons provides Multi-manifest Payload carriers and launch integration capabilities to operationalize access-to-space for small space vehicle systems.

Qp2

Qp2, an extremely versatile hand-held cellular protocol measurement tool, is available pre-installed on a Samsung GALAXY™ S7 handset and can operate on several other commercial handsets. Capabilities vary between various phone models.

RoMaN

Communications solution in support of rapid data delivery, utilizing state-of-the-art, low-cost equipment built to establish and maintain high-bandwidth, low-latency network infrastructure independent of physical location.

SURVEY

Our radio-frequency products provide Survey, Record & Playback, COMINT, and Identification capabilities.



The WBT-3002 is a fully self-contained RF recording and playback system which can record two 40 MHz sections of RF spectrum from 50 MHz to 6 GHz.

WebTAS®

The Web-enabled Temporal Analysis System (WebTAS®) Enterprise (WE) provides secure integration, visualization, analysis, and production of actionable information across disparate data sources, user communities, and missions.

PROACTIVELY MANAGING COVID-19 ENVIRONMENT

COVID-19 Internal and External Operational Excellence



Internal

- Holding daily corporate response management team meetings since January
- Protecting the health and well-being of our employees
 - Produced and delivered over 1,000 3D-printed face masks to protect employees (and donate to health care providers)
 - Deployed IT equipment and now nearly 90% of staff is working remotely
 - Redeployed staff impacted by customer work requirements
 - Enhanced leave policies
 - Increased frequency for sanitizing facilities
- Virtualized our security operations center, enhanced our cybersecurity protections and ensured continuity of operations across the portfolio



External

- Programs have been largely classified as mission essential and obtained permission for remote work
- Continued to deliver on our customers' critical missions
- Second successful small satellite launch manifested with an Advanced Extremely High Frequency satellite
- Employees' outstanding performance recognized in response to work performed under COVID-19 challenges

PROACTIVELY PURSUING COVID-19 OPPORTUNITIES



COVID-19 Awards Post Q1 2020

- Providing personal protective equipment as-a-service for N95 mask decontamination
- Deployment of virtual transportation management centers



COVID-19 Solutions Organized into Four Categories

- Touchless screening solutions and virus testing
- Bio-surveillance
- Cyber Protection
- Digital Transformation



COVID-19 Example Solutions

- DetectWise™ suite of offerings will reinvent the entire passenger screening experience through system integration of best-of-breed emerging technologies, data analytics and AI. This suite of products includes a touchless health screening kiosk, mobile virus testing laboratory, and a decontamination facility
- With partners, developing scalable nationwide IT architectures for monitoring individuals tested for COVID-19, and a sensing solution to monitor and detect biohazards
- FS and CI Cybersecurity solutions have synergistic applications to healthcare industry

STRONG M&A TRACK RECORD

Disciplined M&A Process and Team

Strategy
 Focused on: Cyber, AI, Machine Learning, IoT and Smart Cities

Sourcing
 Robust M&A Pipeline

Financial
 High Growth, Profitable, Accretive Targets

Integration
 Cultural Fit

Management
 Management / Board Alignment

\$1.6B

Aggregate Purchase Price of Acquisitions

†Dollar values indicate the respective transaction values



★ Federal Solutions
 ★ Critical Infrastructure

OUR HIGHLY EXPERIENCED MANAGEMENT TEAM



Chuck Harrington
Chairman And
Chief Executive Officer



George Ball
Chief Financial Officer



Mike Kolloway
Chief General Counsel



Debra Fiori
Chief People Officer

Experienced management team members
with long tenures and exemplary records of
delivering stable performance through
diversified operations

- Average industry experience of 32 years
- Average tenure with Parsons of 17 years

Over 1,000 world-class project managers

- Extensive experience delivering technical assignments
on time and on budget



Carey Smith
President And Chief Operating Officer



Virginia Grebbien
Chief Corporate Affairs Officer



Gary Adams
Chief Risk Officer

CSR AND OPERATIONAL EXCELLENCE



23 SITES

World-class safety performance



TOP 10

Consistently recognized as a market leader



11 YEARS

Named one of the World's Most Ethical Companies® by the Ethisphere Institute (11 consecutive years)



Named to the CIO 100 list of the world's most innovative companies



TOP INNOVATOR

Inventive processes and unique solutions



MULTIPLE AWARDS

Delivering exceptional quality



TOP 50

Employer by STEM Workforce Diversity (fourth consecutive year)



TOP 50

Employer by *Woman Engineer*



TOP 50

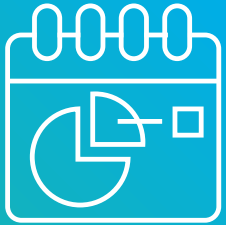
Employer by *Minority Engineer*



SAFETY AWARD

2019 recipient of the Robert W. Campbell Award for EHS Management

FINANCIAL HIGHLIGHTS



Q1 2020 REVENUE

\$971 Million

NET INCOME

\$13 Million

ADJUSTED EBITDA

\$60 Million

CASH FLOW USED IN OPERATIONS

\$119 Million

BOOK-TO-BILL RATIO

1.0x

STRONG BALANCE SHEET

0.6x Net Debt Leverage Ratio

Q1 2020 KEY TAKEAWAYS

Strong Revenue Results

- Revenue of \$971M, increased 7% year-over-year; driven by strong organic growth
 - Federal Solutions organic growth of 11%; second consecutive quarter of double-digit organic growth
 - Critical Infrastructure organic growth of 2.5%
- Net income up 33% to \$13M
- Adjusted EBITDA margin of 6.2%, exceeded company's internal plan; Q1 is historically the company's lowest margin quarter
- Q1 2020 book-to-bill ratio of 1.0x, driven by 1.3x in Federal Solutions

Investing in critical areas that drive growth: Business Development, R&D, recruiting, retention, and training of our talented employees

Balanced portfolio continues to be a strength: financially stable government customers in both segments

Strategically maintained strong balance sheet: low leverage, over \$400M of undrawn revolver capacity, deep backlog leaves company well-positioned

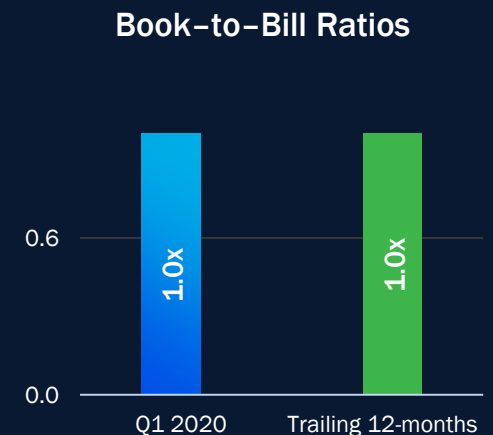
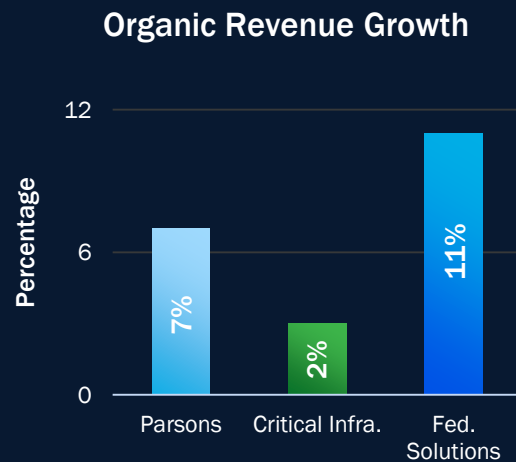
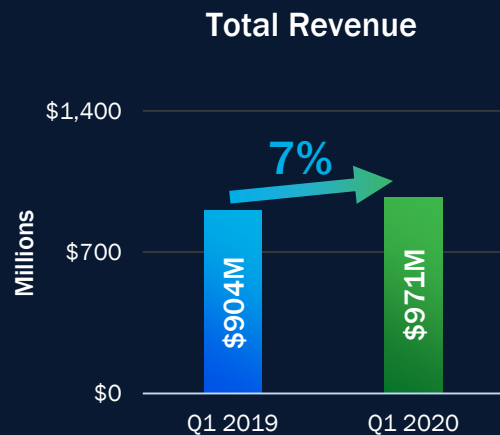
Reiterated all fiscal year 2020 guidance metrics

Q1 2020 FINANCIAL HIGHLIGHTS



Delivered Record First Quarter Revenue

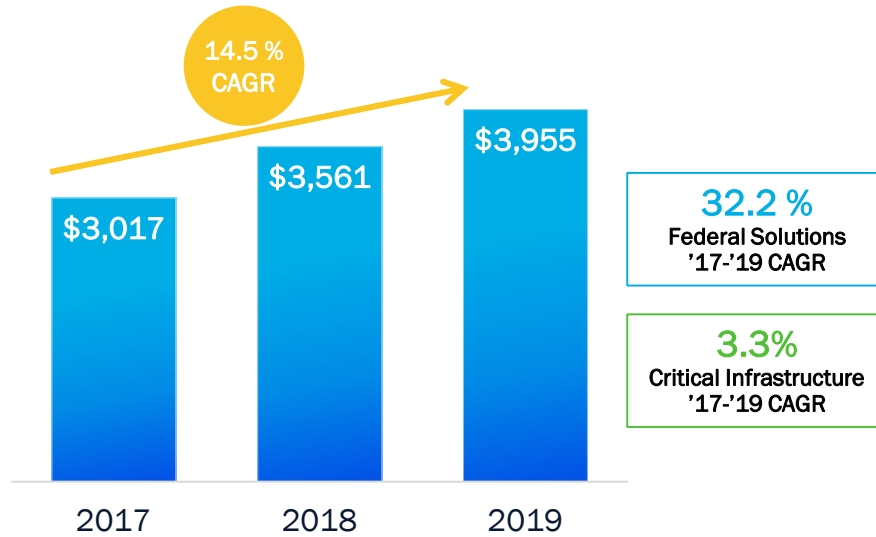
- Revenue increase driven primarily by organic growth in both Federal Solutions (FS) and Critical infrastructure (CI) segments
- Q1 2020 total organic revenue increased 7% year-over-year
- Net income increased 33% to \$13M; Adjusted EBITDA of \$60M, decreased 16% from Q1 2019
- Net income margin increased to 1.3%; Adjusted EBITDA margin of 6.2%, exceeded company's internal plan; Q1 historically is the company's lowest margin quarter
- Q1 2020 cash flow used in operating activities of \$119M; increase in outflow driven primarily by payment of previously disclosed legacy long-term incentive compensation plans linked to the company's share price. Impacted to a lesser degree by slower than anticipated collections in FS segment, and in the Middle East within CI segment
- Total backlog decreased 9% from Q1 2019
- Q1 2020 book-to-bill ratio of 1.0x; driven by FS of 1.3x



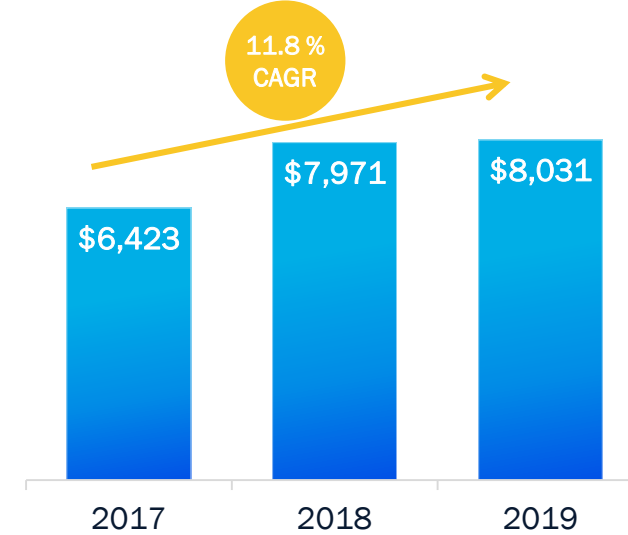
UNIQUE & ATTRACTIVE FINANCIAL PROFILE

(\$ in millions)

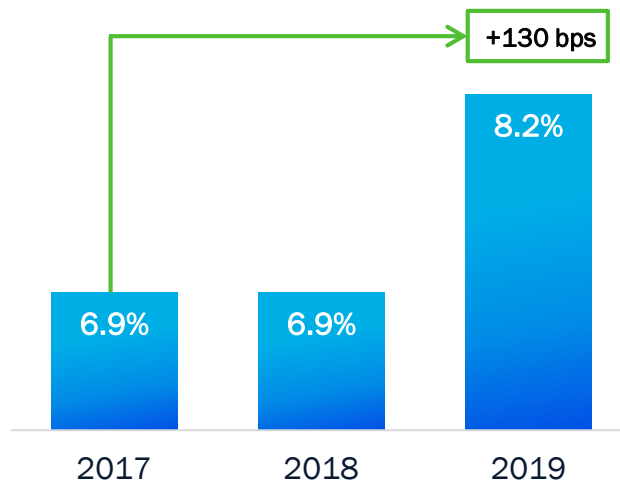
Robust Revenue Growth



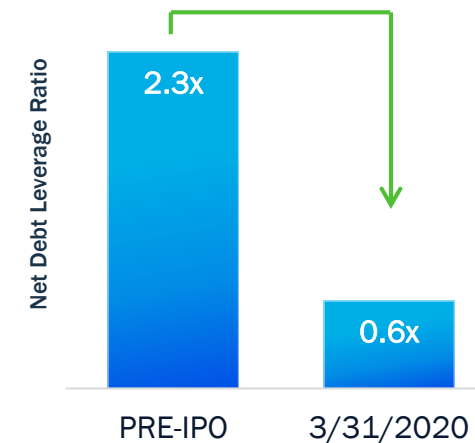
Strong Backlog



Adj. EBITDA Margin Expansion



Optimal Balance Sheet to Fuel Future Growth



CAPITAL ALLOCATION FRAMEWORK

We are focused on driving shareholder value and maintaining balance sheet flexibility.



Organic Growth

- Continue to invest in targeted technologies and high-growth, higher-margin customer markets
- Build on success of cross-selling services and solutions to grow recurring revenue with core customers
- Continuously enhance margin and return profile through operational enhancements and portfolio shaping



M&A

- Continue to transform business through selective high-growth, technology-focused acquisitions
- Drive accretive returns through a disciplined approach



Balance Sheet Flexibility

- Robust balance sheet and strong free cash flow enables dry powder for M&A
- Committed to maintaining Investment Grade profile over the long-term

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, 2020 | March 31, 2019 |
| Net income attributable to Parsons Corporation | \$12,973 | \$9,741 |
| Interest expense, net | 3,794 | 7,815 |
| Income tax provision (benefit) | 5,084 | 1,886 |
| Depreciation and amortization (a) | 32,409 | 30,591 |
| Net income attributable to noncontrolling interests | 1,398 | 3,645 |
| Equity based compensation (b) | (7,721) | 3,850 |
| Transaction-related costs (c) | 12,011 | 9,355 |
| Restructuring (d) | (33) | 2,218 |
| Other (e) | 581 | 2,923 |
| Adjusted EBITDA | \$60,496 | \$72,024 |

(a) Depreciation and amortization for the three months ended March 31, 2020 and March 31, 2019 is \$27.4 million and \$24.8 million, respectively in the Federal Solutions Segment and \$5.0 million and \$5.8 million, respectively in the Critical Infrastructure Segment.

(b) Reflects equity-based compensation costs primarily 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

| | Three Months Ended | |
|--|--------------------|-----------------|
| | March 31, 2020 | March 31, 2019 |
| Federal Solutions Adjusted EBITDA attributable to Parsons Corporation | \$31,617 | \$40,599 |
| Federal Solutions Adjusted EBITDA attributable to noncontrolling interests | 92 | 126 |
| Federal Solutions Adjusted EBITDA including noncontrolling interests | \$31,709 | \$40,725 |
| Critical Infrastructure Adjusted EBITDA attributable to Parsons Corporation | 27,357 | 27,676 |
| Critical Infrastructure Adjusted EBITDA attributable to noncontrolling interests | 1,430 | 3,623 |
| Critical Infrastructure Adjusted EBITDA including noncontrolling interests | \$28,787 | \$31,299 |
| Total Adjusted EBITDA including noncontrolling interests | \$60,496 | \$72,024 |

RECONCILIATION OF 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, 2020 | March 31, 2019 |
| Net income attributable to Parsons Corporation | \$12,973 | \$9,741 |
| Acquisition related intangible asset amortization | 22,699 | 20,906 |
| Equity based compensation (a) | (7,721) | 3,850 |
| Transaction-related costs (b) | 12,011 | 9,355 |
| Restructuring (c) | (33) | 2,218 |
| Other (d) | 581 | 2,923 |
| Tax effect on adjustments | (7,568) | (488) |
| Adjusted net income attributable to Parsons Corporation | 32,942 | 48,505 |
| Adjusted earnings per share: | | |
| Weighted-average number of basic shares outstanding | 100,670 | 78,161 |
| Weighted-average number of diluted shares outstanding | 100,899 | 78,161 |
| Adjusted net income attributable to Parsons Corporation per basic share | \$0.33 | \$0.62 |
| Adjusted net income attributable to Parsons Corporation per diluted share | \$0.33 | \$0.62 |

(a) Reflects equity-based compensation costs primarily related to cash-settled awards.

(b) 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.

(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.