



42nd Annual William Blair Growth Stock Conference

Syneos Health

June 6, 2022

Forward Looking Statement

Except for historical information, all of the statements, expectations, and assumptions contained in this presentation are forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995, including Syneos Health, Inc.'s (the Company") projected annual adjusted EBITDA margin expansion, the expected role of the Company's Medical Affairs offering in driving growth, and 2022 strategy, including capital deployment priorities. Actual results might differ materially from those explicit or implicit in the forward-looking statements. Important factors that could cause actual results to differ materially include, but are not limited to: risks associated with the COVID-19 pandemic; the Company's potential failure to generate a large number of new business awards and the risk of delay, termination, reduction in scope, or failure to go to contract of our business awards; the Company's potential failure to convert backlog to revenue; fluctuations in the Company's operating results and effective income tax rate; the impact of potentially underpricing the Company's contracts, overrunning our cost estimates, or failing to receive approval for or experiencing delays with documentation of change orders; cyber-security and other risks associated with the Company's information systems infrastructure; changes and costs of compliance with regulations related to data privacy; concentration of the Company's customers or therapeutic areas; the risks associated with doing business internationally, including risks related to the war in Ukraine; challenges by tax authorities of the Company's intercompany transfer pricing policies; the Company's potential failure to successfully increase its market share, grow its business, and execute its growth strategies; the Company's ability to effectively upgrade its information systems; the Company's failure to perform its services in accordance with contractual requirements, regulatory standards, and ethical considerations; risks related to the management of clinical trials; the need to hire, develop, and retain key personnel; the impact of unfavorable economic conditions, including the uncertain international economic environment, changes in foreign currency exchange rates; effective income tax rate fluctuations; the Company's ability to protect its intellectual property; risks related to the Company's acquisition strategy, including its ability to realize synergies; the Company's relationships with customers who are in competition with each other; any failure to realize the full value of the Company's goodwill and intangible assets; risks related to restructuring; the Company's compliance with anti-corruption and anti-bribery laws; the Company's dependence on third parties; potential employment liability; impacts from increasing focus on environmental sustainability and social initiatives; the Company's ability to utilize net operating loss carryforwards and other tax attributes; downgrades of the Company's credit ratings; competition in the biopharmaceutical services industry; outsourcing trends and changes in aggregate spending and research and development budgets; the impact of, including changes in, government regulations and healthcare reform; intense competition faced by our customers from lower cost generic products and other competing products; the Company's ability to keep pace with rapid technological change; the cost of and the Company's ability to service its substantial indebtedness; other risks related to ownership of the Company's common stock; and other risk factors set forth in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2021 as updated by the Company's other SEC filings, copies of which are available free of charge on the Company's website at investor.syneoshealth.com. The Company assumes no obligation and does not intend to update these forward-looking statements, except as required by law.

SYNH: The Only Fully Integrated Biopharmaceutical Solutions Organization Purpose Built to Accelerate Customer Success

INCREASINGLY COMPLEX ENVIRONMENT REQUIRES INNOVATIVE SOLUTIONS

EVOLVING MARKET DEMANDS

Rapid Innovation
Regulatory Complexity
Market Access Hurdles
DCT and Home Healthcare
Earlier Commercial Consideration



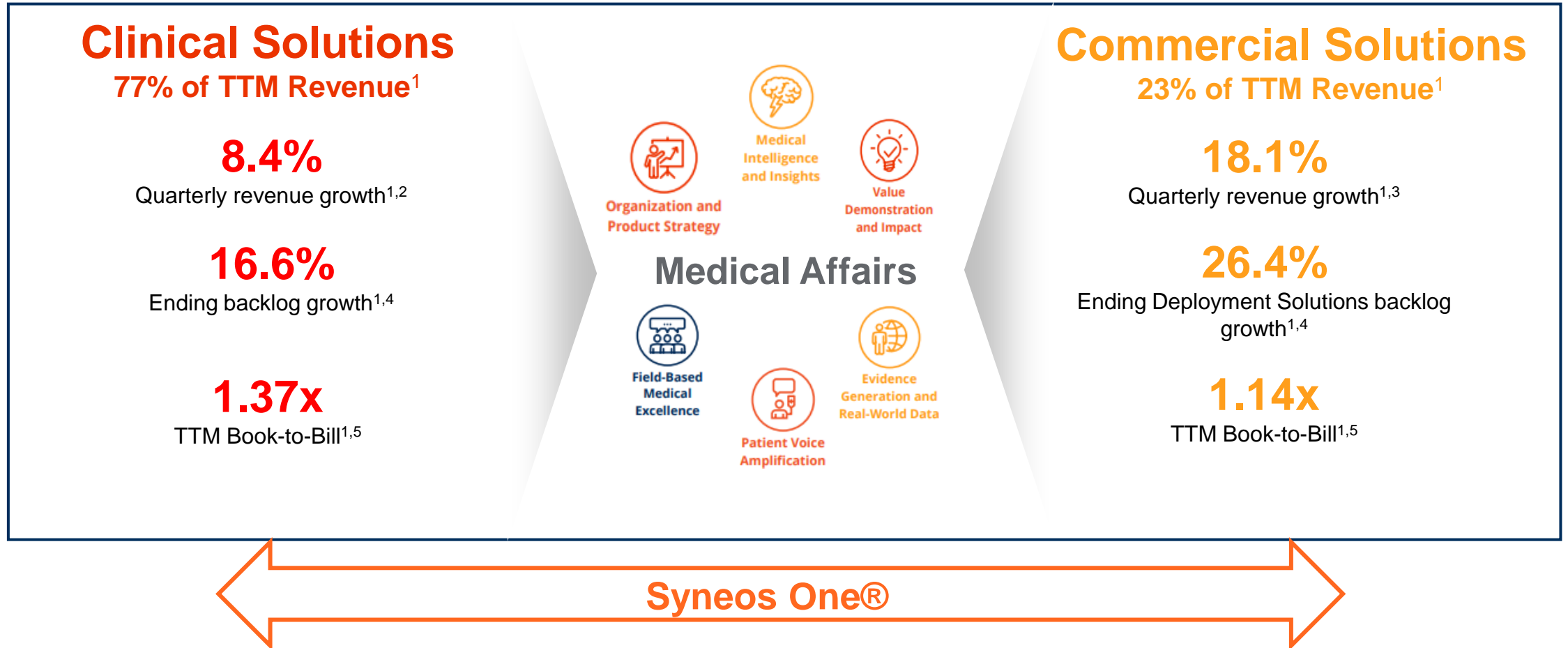
SYNEOS HEALTH SOLUTIONS

Integrated
Insights-Driven
Patient-Centric Approach
Value and Access
Fit for Purpose

SHORTENING THE DISTANCE FROM LAB TO LIFE®.

Product Development Model and Mindset Accelerates Success

Seamlessly Delivering Insights-Driven, Integrated Solutions



1. As of March 31, 2022
2. Excluding a \$11.8M foreign currency headwind, Clinical Solutions revenue growth was 9.6% for the first quarter of 2022.
3. Excluding a \$2.2M foreign currency headwind, Commercial Solutions revenue was 18.9% for the first quarter of 2022.
4. Excluding reimbursable out-of-pocket expenses
5. TTM book-to-bill represents net new business awards, excluding reimbursable out-of-pocket expenses, divided by revenue, excluding reimbursable out-of-pocket expenses.

Driving Long-Term Revenue Growth

Executing the Syneos Health Value Creation Plan

Penetrate Large Pharma

- **~23%** Top 50 clinical ending backlog growth¹
- Increasing interest in the value of **Commercial applied within Clinical**
- **Expanding existing relationships** and breaking into new accounts
- **Won** new Top 10 preferred provider relationship in Q1 2022

High-Growth SMID & Emerging Biopharma

- **>30% SMID revenue growth²** across Clinical and Commercial
- **Synteract** acquisition expands support to emerging biopharma
- Pre-revenue biotech represents **~13% of ending backlog** at March 31, 2022

Innovative Solutions

- **First 2 Commercial Launches** of Syneos One assets underway
- Integrating intelligence with **Kinetic**, our modern customer engagement capability
- Full-service **Medical Affairs solution**, including high-growth RWE services

M&A Growth Catalysts

- **StudyKIK** enhances patient enrollment and engagement capabilities
- **RXDataScience** brings advanced analytic solutions across the product development spectrum
- **Illingworth** combines technology and home healthcare enhancing **Decentralized Solutions**

Syneos One[®] Driving Pipeline Growth and Differentiation

Fully Integrated Product Development Solution Ideal for SMID Market Looking to Retain Asset Control

~\$875M

TTM Gross Awards Contribution¹

**COLLABORATION DRIVING
INNOVATION**

Full Development Operating Model

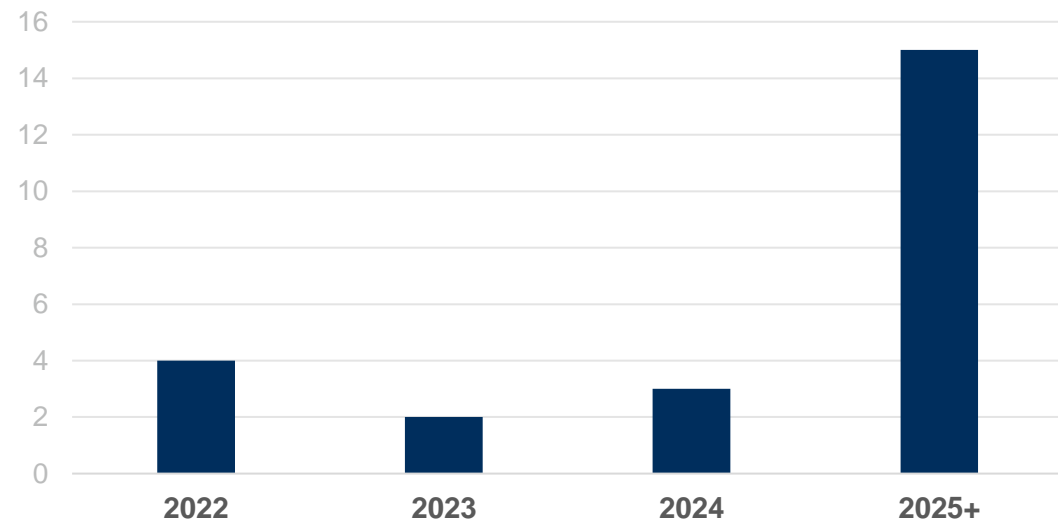
Transformational Design

End-to-End Predictive Analytics

~\$4.0B

Total Potential Lifetime Value¹

**PIPELINE OF 24+ POTENTIAL ASSET LAUNCHES
IMPROVES LONG-TERM COMMERCIAL VISIBILITY**



Building the Recognized Brand in Medical Affairs Solution Design

High-Value, Underpenetrated Capabilities Unlock New Avenues for Growth

EVOLVING REGULATORY LANDSCAPE

Increasing complexity of specialized therapies

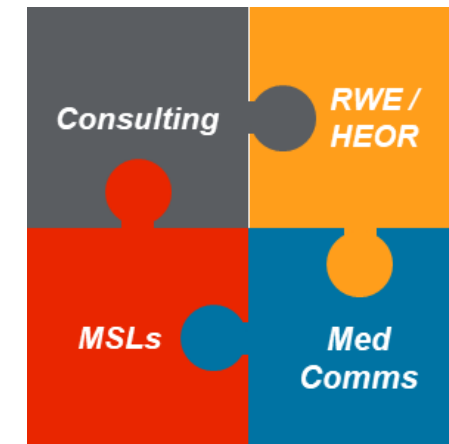
Increased demand for real world evidence

Closer HCP and Payer interactions

Earlier and broader stakeholder education

Criticality of value-based data

MARKET LEADERSHIP OPPORTUNITY IN HIGH-GROWTH MARKET



Developing market with the opportunity to grow double-digits annually

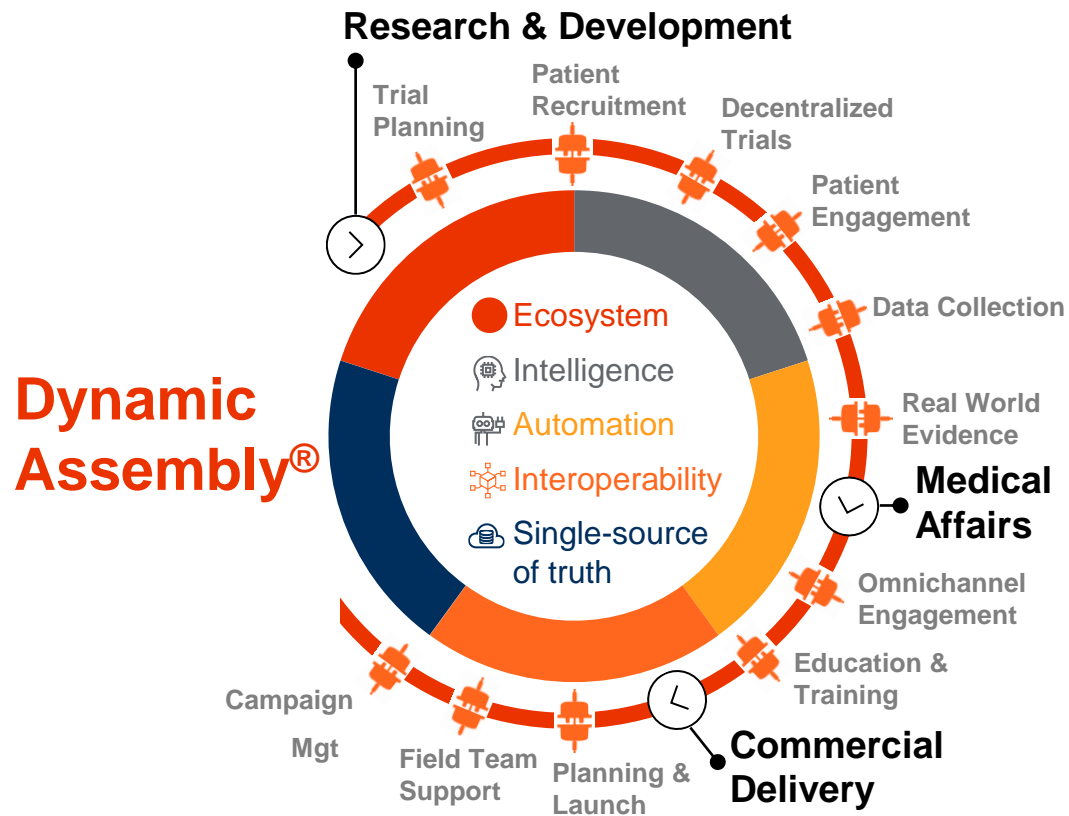
Our breadth of capabilities uniquely positions us to offer a **full-service Medical Affairs solution**

Dynamic Assembly® Accelerates Product Development

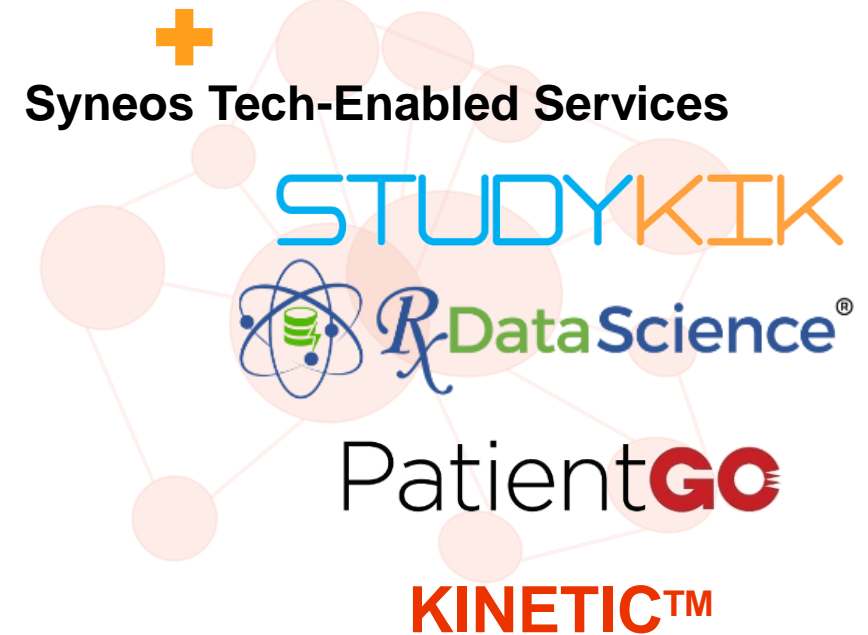
Unique Combination of Capabilities and Flexibility Creates a Competitive Advantage

FLEXIBLE FOUNDATIONAL TECHNOLOGY PLATFORM
ADDRESSES EVOLVING MARKET DEMANDS

COMBINING BEST OF BREED SOLUTIONS FROM
PARTNERS AND SYNEOS HEALTH



Curated Partner Ecosystem



Continuing to Expand ESG Emphasis in 2022

SELECT ESG HIGHLIGHTS



Environmental

- Committed to net zero carbon emissions by 2040 by signing The Climate Pledge



Social

- Adapting all processes and work to drive greater diversity in clinical trials
- Created Patient Voice Consortium to put patient perspectives at the forefront of innovation
- Implemented leader- and manager-focused workplace mental health training
- Continue support of eight Employee Resource Groups to drive engagement and talent development



Governance

- New Board Members increase Board diversity
- Phasing out classified Board of Directors

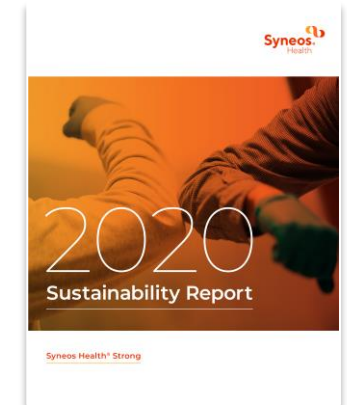
INCREASED TRANSPARENCY AND REPORTING

Increased transparency on key ESG topics:

- Data security
- ESG governance
- Human capital
- Human rights

Increased data disclosures

- EEO-1 employee data
- SASB framework alignment ('21 Report)



2021 Sustainability Report to launch in Q3

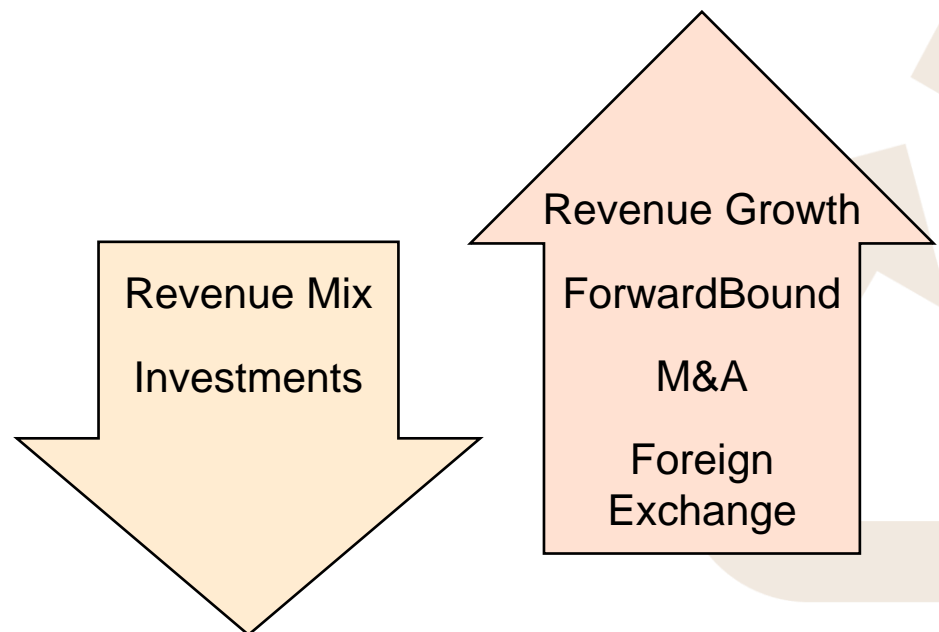
“I have always believed that attracting and developing talent and building diverse teams is what drives breakthrough performance. I will continue our DE&I work, further enable our Total Self culture and do all I can to create an inclusive environment.”

— MICHELLE KEEFE, CEO

Driving Efficiency, Effectiveness and a Competitive Advantage

Margin Enhancement Fueling Operational Efficiency and Continued Investment in Innovative Solutions

FY 2022 MARGIN DRIVERS



DRIVING LONG-TERM EFFICIENCY AND INNOVATION

Syneos One®

Medical Affairs

Decentralized Solutions

Digital / Analytics / AI

Cell and Gene Therapy

TARGETING **30 – 50 BPS** of ANNUAL ADJUSTED EBITDA MARGIN EXPANSION

Balanced Approach to Capital Deployment Drives EPS Accretion

Targeting Reduced Leverage and EPS Growth That Outpaces Adjusted EBITDA Growth

Capital Deployment Priorities

Debt Repayment

Continue to prioritize debt reduction; Targeting **3.0x net leverage ratio** exiting FY 2022

M&A

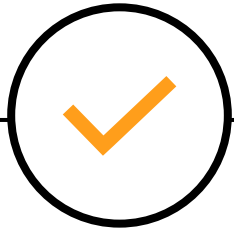
Continue to evaluate tuck-in and bolt-on opportunities to **catalyze revenue growth and drive margin accretion**

Share Repurchases

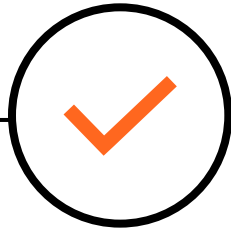
Maximize shareholder value and prevent dilution with potential share repurchases utilizing **\$350M share repurchase authorization** through December 2024

Purpose Built to Accelerate Customer Success

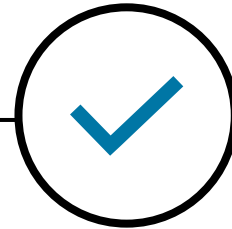
Leading with a Product Development Mindset



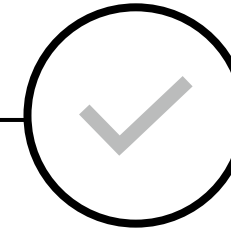
**EXECUTING
AGAINST THE
VALUE CREATION
PLAN TO DRIVE
LONG-TERM
GROWTH**



**EXPANDING OUR
DIFFERENTIATED
SERVICES:
SYNEOS ONE®
AND FULL-
SERVICE MEDICAL
AFFAIRS**



**DELIVERING ON
HIGH-GROWTH
INNOVATIVE
INVESTMENT
AREAS**



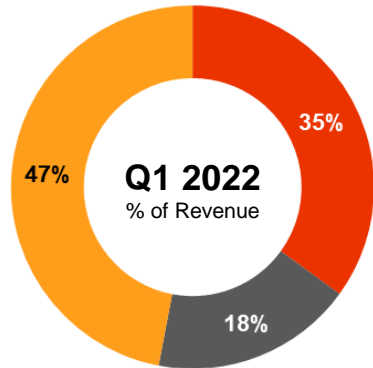
**CONTINUING TO
DRIVE OPERATING
EFFICIENCY AND
INNOVATION**

Uniquely Positioned to Deliver Innovative, Integrated Solutions

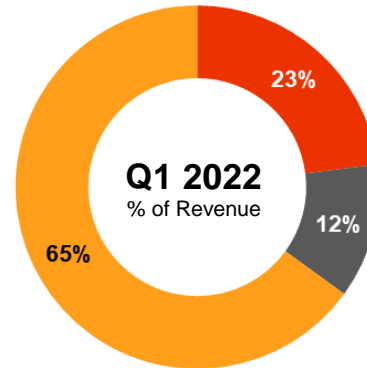
Appendix

Diversified Customer Base and Service Offerings

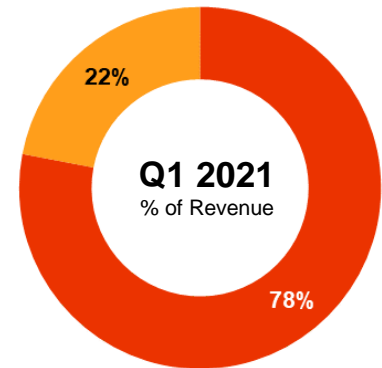
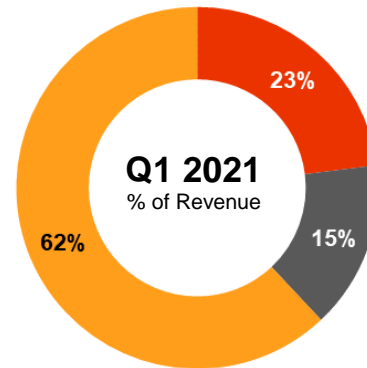
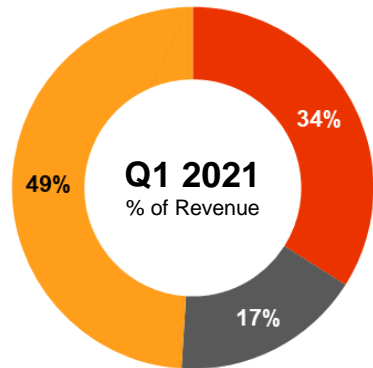
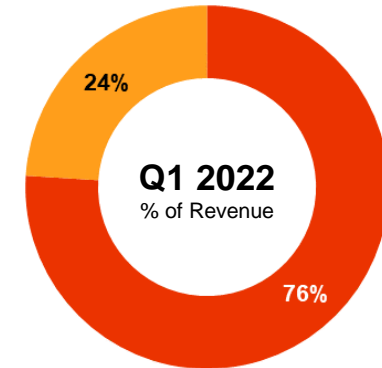
Customer Profile



Customer Concentration



Service Mix



■ Top 20¹ ■ 21-50¹ ■ SMID

■ Top 5² ■ 6 - 10² ■ Remainder

■ Clinical Solutions ■ Commercial Solutions



1. Top 20 and 21-50 Large Pharma defined by prior year R&D spend from *EvaluatePharma* and excludes medical device companies.
 2. Top 5 and 6 – 10 Syneos Health customers as defined by percentage of revenue.



Shortening the Distance from Lab to Life[®].

