



J.P. Morgan Healthcare Conference

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Chief Executive Officer

January 8, 2019

Forward-Looking Statements, Non-GAAP Financial Measures, and Basis of Financial Presentation

Forward-Looking Statements

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. Forward-looking statements in this presentation include without limitation statements regarding anticipated market opportunities, the size of our addressable market, our anticipated financial performance and anticipated synergies from completed acquisitions. 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: reliance on key personnel; general and international economic, political, and other risks, including currency and stock market fluctuations and the uncertain economic environment; our ability to adequately price our contracts and not overrun cost estimates; any adverse effects from our customer or therapeutic area concentration; our ability to maintain or generate new business awards; our ability to increase our market share, grow our business, and execute our growth strategies; our backlog not being indicative of future revenues and our ability to realize the anticipated future revenue reflected in our backlog; risks associated with the integration of our business with the business of inVentiv and our operation of the combined business following the closing of the merger between INC Research and inVentiv Health (the "Merger"); impact of adoption of the new accounting standard of recognizing revenue from customers; impact of Tax Cuts and Jobs Act (the "Tax Act"); fluctuations in our financial results; and the other risk factors set forth in our Annual Report on Form 10-K for the fiscal year ended December 31, 2017 and other SEC filings, copies of which are available free of charge on our website at investor.syneoshealth.com. Syneos Health assumes no obligation and does not intend to update these forward-looking statements, except as required by law.

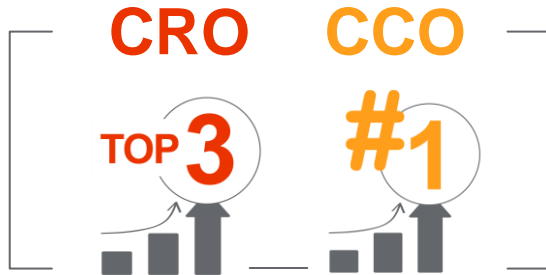
Non-GAAP Financial Measures

In addition to the financial measures prepared in accordance with U.S. Generally Accepted Accounting Principles ("GAAP"), this presentation contains certain non-GAAP financial measures, including adjusted service revenue, adjusted total revenue, adjusted net income, adjusted diluted earnings per share, EBITDA, adjusted EBITDA and adjusted EBITDA margin, as well as 2018 metrics under ASC 605. A "non-GAAP financial measure" is generally defined as a numerical measure of a company's financial performance that excludes or includes amounts from the most directly comparable measure calculated and presented in accordance with GAAP in the statements of operations, balance sheets, or statements of cash flows of the Company.

Each of the non-GAAP measures noted above are used by management and the Company's board of directors (the "Board") to evaluate the Company's core operating results because they exclude certain items for which fluctuations from period-to-period do not necessarily correspond to changes in the core operations of the business. Adjusted net income and adjusted diluted earnings per share are used by management and the Board to assess the Company's business.

Non-GAAP measures have limitations in that they do not reflect all of the amounts associated with the Company's results of operations as determined in accordance with GAAP. Also, other companies might calculate these measures differently. Investors are encouraged to review the reconciliations of the non-GAAP financial measures to their most directly comparable GAAP measures included on slides 19 - 25 in the Appendix of this presentation.

Purpose-Built for Biopharmaceutical Acceleration



91%

of FDA approved
Novel New Drugs
developed or
commercialized by
Syneos Health¹

90%

of EMA marketing
authorized products
developed or
commercialized by
Syneos Health¹

Only

end-to-end biopharma
product development
organization in the world

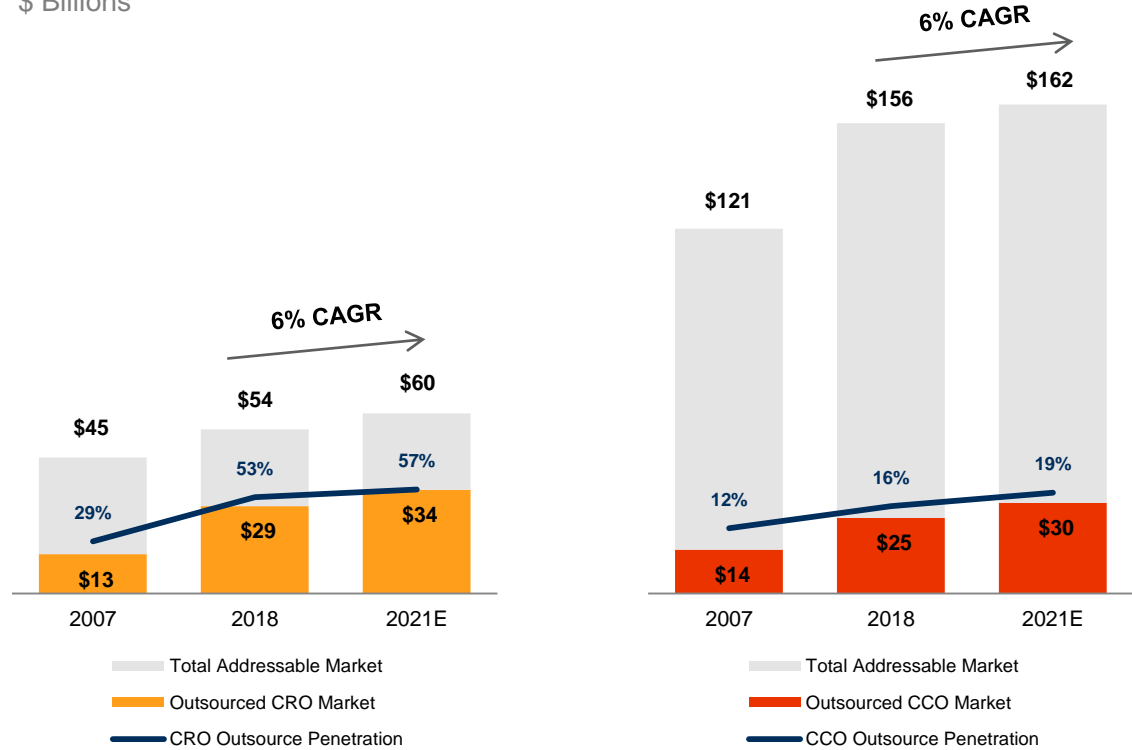
Syneos One™

Management estimates incorporating public filings and other available documents. CRO defined as Phase I – IV Clinical Development only and excludes pre-clinical, lab, and other services. CCO defined as Advisory, Field Sales, and healthcare Communications exclusive of media buying.

1. Represents products approved by the US Food and Drug Administration and the European Medicine Agency between January 1, 2014, and December 31, 2018.

Combined Market Opportunity of over \$60 Billion by 2021

Projected Outsourced CRO + CCO Revenues and Penetration \$ Billions



Management estimate based on available data including analyst models of current and potential outsourced clinical development and commercialization spend. CRO Total Addressable Market is defined as the estimated Phase I – IV / Post Approval clinical development spend. CCO Total Addressable Market is defined as the estimated spend on Field Sales, Communications, Advisory, and Medication Adherence along with additional Sales & Marketing spend that management believes can be ultimately outsourced.

End-to-End Fully Integrated Solutions

Industry's most comprehensive portfolio of capabilities enables cross-selling opportunities

Clinical Solutions

70% of YTD Q3 2018 Service Revenue

Commercial Solutions

30% of YTD Q3 2018 Service Revenue

Full Service 73% of Service Revenue	Phase I – IV Development, Post-Approval / Real World Evidence	Selling Solutions 64% of Service Revenue	Field-Based Promotional Solutions and Clinical Teams, Strategy Design, Recruiting, Sales Operations, Medication Adherence
FSP 23% of Service Revenue	Clinical Monitoring, Biostatistics / Programming, Medical Writing, Pharmacovigilance, Safety Management	Communications 29% of Service Revenue	Advertising, Public Relations, Medical Communications , Multi-Channel Solutions, Digital, Naming / Branding
Early Phase 4% of Service Revenue	Scientific Affairs & Reporting, Proof of Concept, Translational Sciences	Consulting 7% of Service Revenue	Pricing and Market Access, Commercial Strategy and Planning , Medical Affairs Advisory, Risk Management, Kinapse

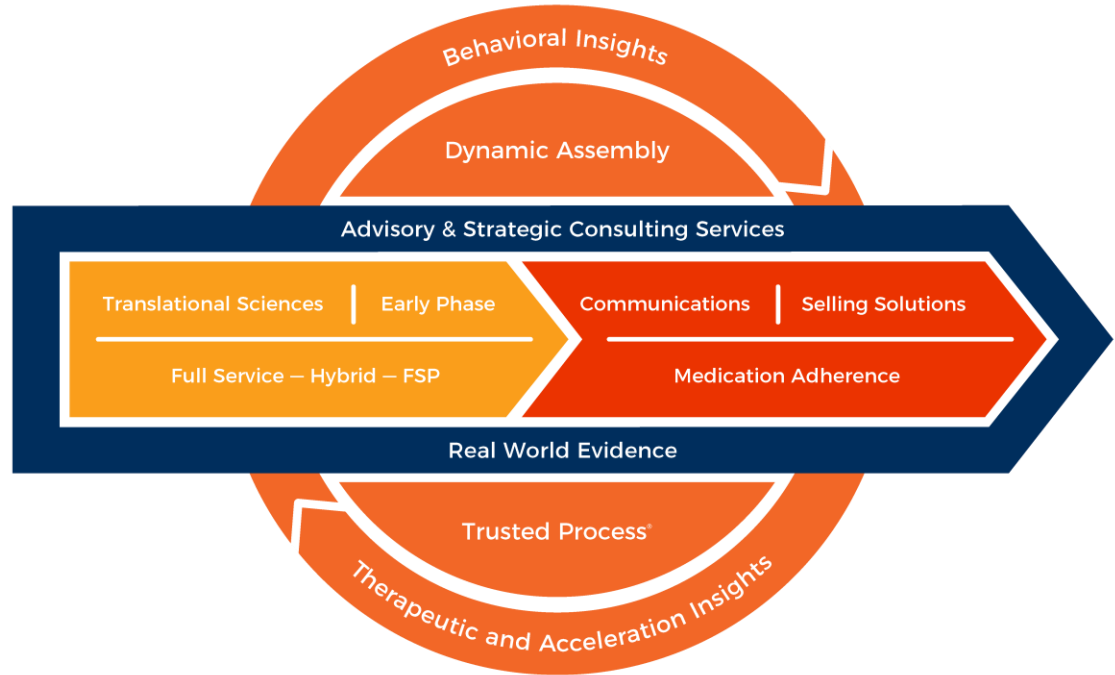
Note: Revenue splits are rounded and based on YTD ASC 605 performance through September 30, 2018, exclusive of reimbursable out-of-pocket expenses.

Biopharmaceutical Acceleration Model (BAM)

How we power end-to-end differentiation

Benefits of our unique Biopharma Acceleration Model

- Regulatory lifecycle management (Kinapse)
- Commercial and market insights improve clinical trial design
- Deep therapeutic expertise informs commercial activities
- Clinical visibility facilitates commercial cross-selling
- Proprietary data and communication capabilities accelerate recruitment

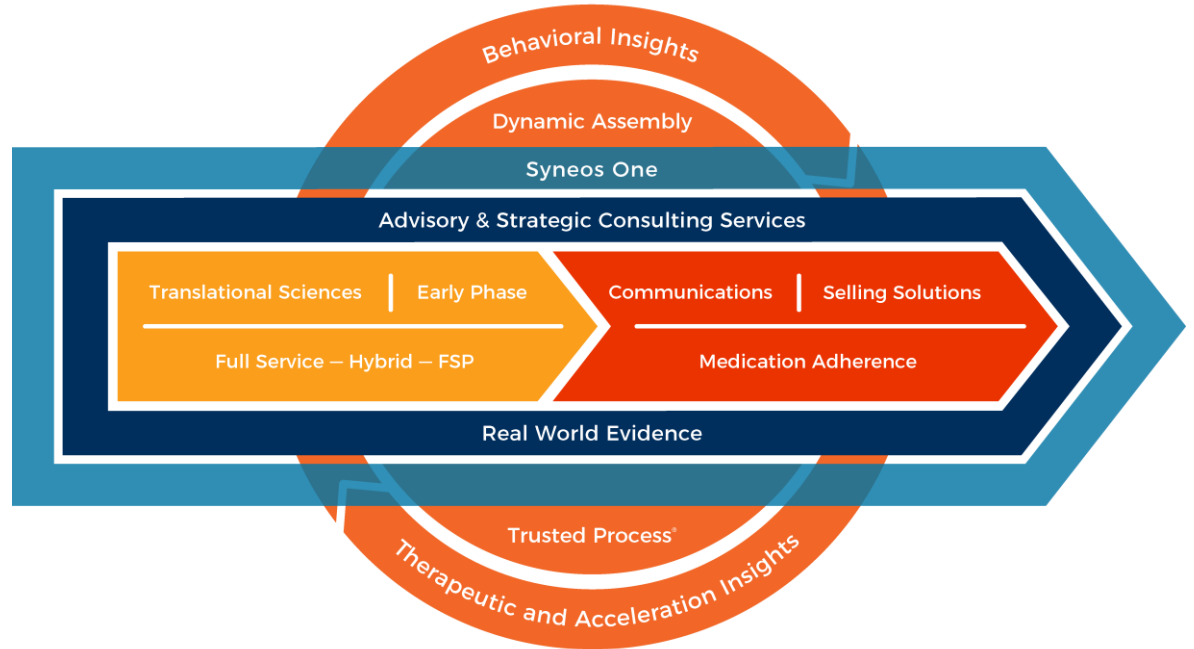


Strategic Driver: Syneos One™

Integrating our breadth of services from development through the commercialization continuum

ISG is now Syneos One™

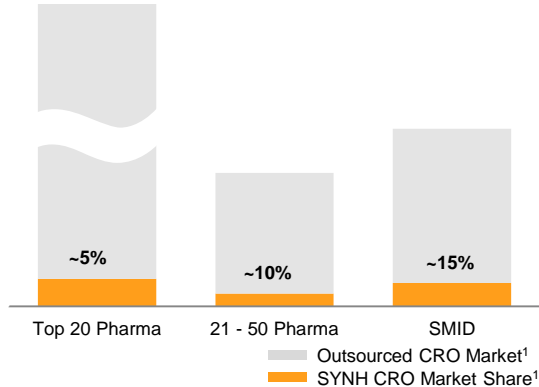
Our unique end-to-end product development offering that provides customers an economic alternative to out-licensing their assets, access to critical insights, and expands our addressable market.



Accelerating Growth

Leveraging outsourcing momentum, reaching underpenetrated markets

Clinical Solutions



Key Drivers for Accelerated Clinical Growth:

- Leading position in the SMID market
- Large strategic portfolio wins
- Increased RFP access to multiple Top 20 Pharma
- Growing pipeline of opportunities
- 13.7% YoY Backlog growth as of September 30, 2018

Syneos One™

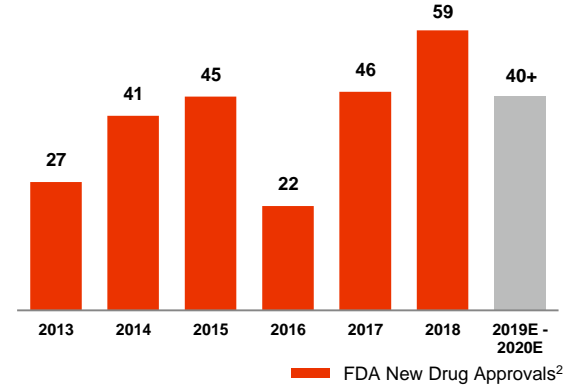
6

end-to-end wins through
September 30, 2018

\$500M+
estimated value

Growing
pipeline of opportunities

Commercial Solutions



Key Drivers for Accelerated Commercial Growth:

- Opportunity to penetrate SMID customer base
- Growing pipeline of opportunities
- Deeper integration across Commercial services
- Interest from Large Pharma in increased outsourcing
- Kinapse provides key post approval service offerings
- Significant Selling Solutions YoY Backlog growth

Strategic Driver: Data & Technology Foundation

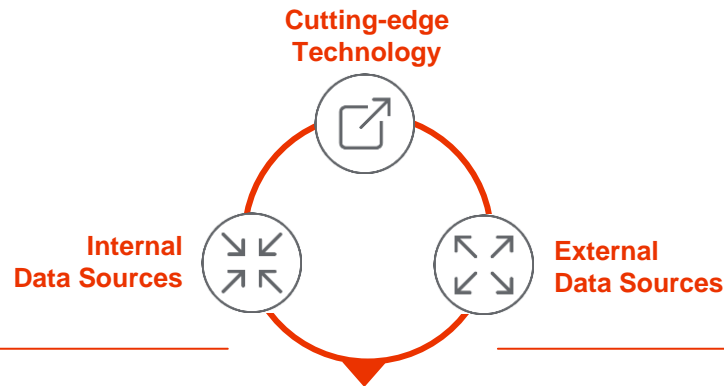
Intentionally source-agnostic, nimble approach to data and technology

Dynamic Assembly™

Fluid, multiple option strategy

Leveraging market momentum by partnering with like-minded data and digital collaborators

- Open and flexible architecture
- Ability to synthesize multiple data types and sources, creating new “asset-customized” data sets
- Highly nimble, delivers what customers need in ways they can easily understand and operationalize
- Proprietary and differentiating technologies, which can be built as needed



SYNTHESIZED DATA

Generating Customized Insights



Deeper Learnings



Reduced Time to Market



Improved Customer ROI

Strategic Roadmap: Initiatives Drive Performance

Talent

Leadership Team in Place to Drive Growth ... Key Recent Additions:

- Paul Colvin, President of Clinical Solutions – previously at PPD
- Jon Olefson, General Counsel – previously at Cotiviti
- Promoted Christian Tucat to President, Real World & Late Phase and Syneos One

Integration

Ahead of Schedule and Achieving Key Milestones:

- Financial: Raised target FY 2018 synergies to \$75-80M and on track for total synergies of \$125M
- Operational: Significant progress on ERP and financial process consolidations in FY 2018
- Cultural: Dedicated initiative to ensure foundational attributes deliver on value proposition

Enterprise Strategy

Investing for Growth:

- Expand Large Pharma share
- Expand presence in SMID sector with expanded scope of services
- Implement enhanced Data / Digital strategy
- Further strengthen global footprint in Europe and APAC
- Extend Syneos One penetration

Customer Portfolio

Fully Integrating Portfolio to Drive Organic Growth:

- Enhanced Key Account Manager structure for strategic customers
- Further investment in Business Development
- Driving multi-channel sales activity

Financial Highlights

Clinical Solutions: Strong Awards Position for Accelerating Growth

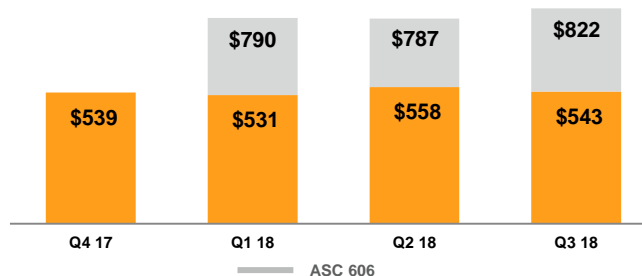
\$2.7B
of TTM net awards through
September 30, 2018

1.24x
TTM book-to-bill

Growing
pipeline of opportunities

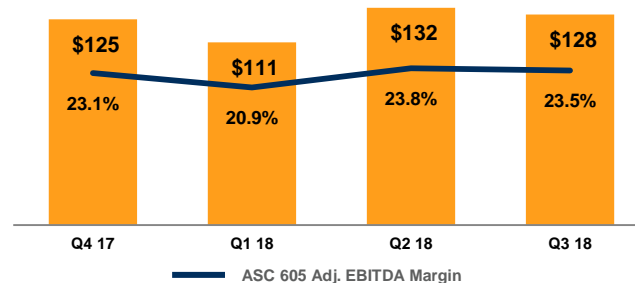
Adjusted Service Revenue (\$M)

ASC 605 and ASC 606



Adjusted EBITDA (\$M)

ASC 605



Commercial Solutions: Returned to Growth, Multi-Channel Solutions

\$772M

of net awards through
September 30, 2018

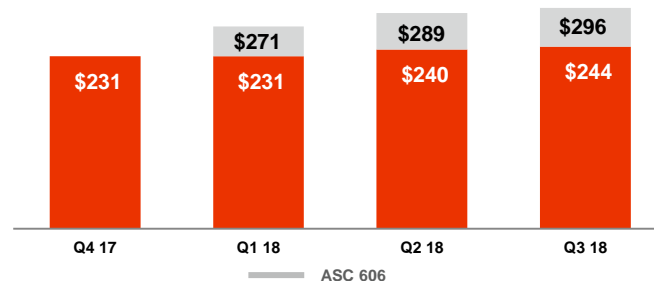
1.1x

Trailing 9 months book-to-bill
on pace with TTM target

Growing
pipeline of opportunities

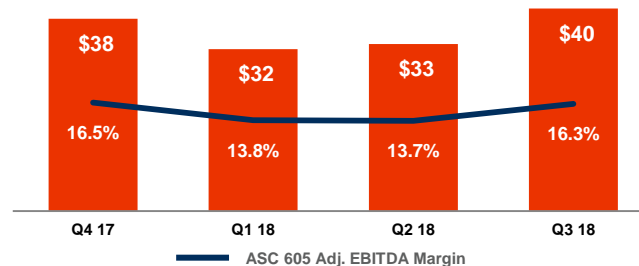
Adjusted Service Revenue (\$M)

ASC 605 and ASC 606

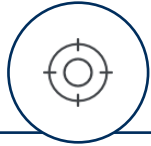


Adjusted EBITDA (\$M)

ASC 605



Balanced Approach to Capital Deployment



Debt Reduction and Management

EOY 2019 ~3x ASC 605 net leverage target

Debt reduction of \$134.2M YTD September 30 and **\$186.2M since Merger closing**

Interest rate hedging program increased percentage of our fixed rate debt to ~55%

A/R securitization facility to borrow up to \$250.0M provides further capital flexibility and interest rate savings



Tuck-In Acquisitions

Kinapse acquisition:

- Further enhances end-to-end capabilities, specifically within regulatory, safety and pharmacovigilance consulting and operations in the post-market arena
- Provides ability to deliver full Regulatory Lifecycle Management to all Customers

Continue to review tuck-in opportunities that add capabilities, strengthen geographic footprint, or enhance therapeutic depth



Share Repurchases

Ability to make **Opportunistic share repurchases** under remaining \$175.0M authorization

Repurchased \$75.0M as of September 30, 2018 at a weighted average price of \$38.01

Successfully managing our capital structure and related costs while taking a balanced approach to capital deployment

Leading Global Biopharmaceutical Solutions Organization

The only single
source strategic
end-to-end partner
for the modern market



Comprehensive
product development
solutions



Value creation
via **synergies**



Top 3 global CRO
in Japan



Substantial scale with
23,000 employees

CRO

TOP 3



CCO

#1



Deep
therapeutic
expertise



Diversified
Customer base

**Shortening the distance
from lab to life.®**

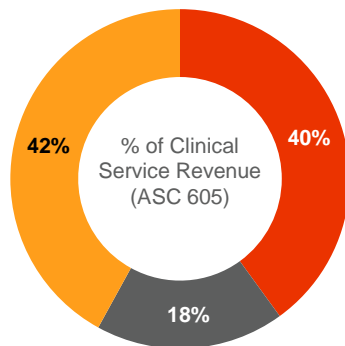


Appendix

Diversified Customer Base

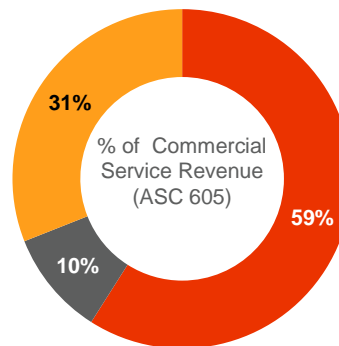
Clinical Solutions

Nine Months ended September 30, 2018



Commercial Solutions

Nine Months ended September 30, 2018



■ Top 20 Pharma¹ ■ 21-50 Pharma¹ ■ SMID

Adjusted Historical Income Statement – Total Company

Q4 2017 through Q3 2018

\$M (except margin and per share data)	ASC 605				ASC 606		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Adjusted service revenue	\$ 770.5	\$ 761.5	\$ 797.5	\$ 787.7			
Reimbursable out-of-pocket expenses	326.2	310.1	299.4	332.9			
Total revenue	1,096.7	1,071.6	1,097.0	1,120.6	1,061.0	1,076.3	1,117.9
Direct costs	513.5	533.1	542.6	534.0	528.3	542.4	534.4
Reimbursable out-of-pocket expenses	326.2	310.1	299.4	332.9	308.8	299.5	332.6
Gross profit	257.0	228.4	255.0	253.7	223.9	234.4	250.9
<i>Gross profit margin</i>	33.4%	30.0%	32.0%	32.2%	21.1%	21.8%	22.4%
Selling, general, and administrative	100.8	95.7	98.0	93.2	95.2	97.4	92.4
Depreciation	18.1	18.0	17.6	17.6	18.0	17.6	17.6
Income from operations	138.1	114.7	139.4	142.9	110.7	119.5	140.9
<i>Operating margin</i>	17.9%	15.1%	17.5%	18.1%	10.4%	11.1%	12.6%
Interest expense, net	(29.5)	(30.9)	(31.2)	(32.1)	(30.9)	(31.2)	(32.1)
Income before provision for income taxes	108.6	83.8	108.2	110.8	79.8	88.2	108.8
Income tax expense	(34.5)	(23.0)	(29.7)	(30.5)	(21.9)	(24.3)	(29.9)
Adjusted net income	\$ 74.1	60.7	78.4	80.3	57.8	64.0	78.8
Adjusted Diluted EPS	\$ 0.70	\$ 0.58	\$ 0.75	\$ 0.77	\$ 0.55	\$ 0.62	\$ 0.75
Adjusted EBITDA	156.2	132.7	157.0	160.5	128.7	137.0	158.5
<i>Adjusted EBITDA margin</i>	20.3%	17.4%	19.7%	20.4%	12.1%	12.7%	14.2%

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

Key Operating Metrics – Total Company

GAAP Basis

\$M (except margin and per share data)	Under Previous Revenue Guidance (ASC 605)				As Reported (ASC 606)		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Service revenue	750.5	760.1	796.5	787.5			
Reimbursable out-of-pocket expenses	326.2	310.1	299.4	332.9			
Total revenue	\$ 1,076.7	\$ 1,070.2	\$ 1,095.9	\$ 1,120.4	\$ 1,057.2	\$ 1,072.5	\$ 1,114.9
Gross profit	241.1	223.2	248.3	248.3	216.4	225.1	242.7
<i>Gross profit margin</i>	<i>32.1%</i>	<i>29.4%</i>	<i>31.2%</i>	<i>31.5%</i>	<i>20.5%</i>	<i>21.0%</i>	<i>21.8%</i>
Selling, general, and administrative	106.3	99.7	100.8	97.7	99.3	100.2	96.9
<i>SG&A as a % of revenue</i>	<i>14.2%</i>	<i>13.1%</i>	<i>12.7%</i>	<i>12.4%</i>	<i>9.4%</i>	<i>9.3%</i>	<i>8.7%</i>
GAAP Income (loss) from operations	15.0	16.5	53.4	44.6	10.2	30.7	39.8
<i>Operating margin</i>	<i>2.0%</i>	<i>2.2%</i>	<i>6.7%</i>	<i>5.7%</i>	<i>1.0%</i>	<i>2.9%</i>	<i>3.6%</i>
GAAP Net income (loss)	(15.0)	(19.0)	30.7	(1.8)	(24.6)	13.6	(10.4)
GAAP Diluted EPS	\$ (0.14)	\$ (0.18)	\$ 0.30	\$ (0.02)	\$ (0.24)	\$ 0.13	\$ (0.10)

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

Under the previous revenue standard (ASC 605), margins are based on net service revenue and exclude the impact of reimbursable out-of-pocket expenses.

Reconciliation of Adjusted Net Income

Q4 17 through Q3 18

\$M (except per share data)	ASC 605				ASC 606		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Net (loss) income, as reported	\$ (15.0)	\$ (19.0)	\$ 30.7	\$ (1.8)	\$ (24.6)	\$ 13.6	\$ (10.4)
Acquisition-related deferred revenue adjustment (a)	20.0	1.5	1.1	0.2	3.8	3.8	2.9
Amortization (b)	65.2	50.0	49.9	50.4	50.0	49.9	50.4
Restructuring and other costs (c)	20.7	13.7	8.6	19.3	13.7	8.6	19.3
Transaction and integration-related expenses (d)	15.7	25.2	18.0	18.6	25.2	18.0	18.6
Share-based compensation (e)	5.0	7.8	8.4	9.8	7.8	8.4	9.8
R&D tax credit adjustment (f)	(3.7)	-	-	-	-	-	-
Other expense (income), net (g)	3.7	12.6	(32.0)	4.3	12.6	(32.0)	4.3
Loss on extinguishment of debt (h)	0.5	0.2	1.9	1.8	0.2	1.9	1.8
Income tax adjustment to normalized rate (i)	(38.2)	(31.2)	(8.2)	(22.3)	(30.9)	(8.2)	(17.9)
Adjusted net income	\$ 74.1	\$ 60.7	\$ 78.4	\$ 80.3	\$ 57.8	\$ 64.0	\$ 78.8
Diluted weighted average common shares outstanding	105.6	105.3	104.0	104.6	105.3	104.0	104.6
Adjusted diluted earnings per share	\$ 0.70	\$ 0.58	\$ 0.75	\$ 0.77	\$ 0.55	\$ 0.62	\$ 0.75

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

Reconciliation of Adjusted EBITDA

Q4 17 through Q3 18

\$M	ASC 605				ASC 606		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Net (loss) income	\$ (15.0)	\$ (19.0)	\$ 30.7	\$ (1.8)	\$ (24.6)	\$ 13.6	\$ (10.4)
Interest expense, net	24.5	30.9	31.2	32.1	30.9	31.2	32.1
Income tax expense (benefit)	(3.6)	(8.2)	21.6	8.1	(9.0)	16.0	12.0
Depreciation	18.1	18.0	17.6	17.6	18.0	17.6	17.6
Amortization (b)	65.2	50.0	49.9	50.4	50.0	49.9	50.4
EBITDA	\$ 94.2	\$ 71.7	\$ 151.0	\$ 106.5	\$ 65.4	\$ 128.3	\$ 101.7
Acquisition-related deferred revenue adjustment (a)	20.0	1.5	1.1	0.2	3.8	3.8	2.9
Restructuring and other costs (c)	20.7	13.7	8.6	19.3	13.7	8.6	19.3
Transaction and integration-related expenses (d)	15.7	25.2	18.0	18.6	25.2	18.0	18.6
Share-based compensation (e)	5.0	7.8	8.4	9.8	7.8	8.4	9.8
R&D tax credit adjustment (f)	(3.6)	-	-	-	-	-	-
Other expense (income), net (g)	3.7	12.6	(32.0)	4.3	12.6	(32.0)	4.3
Loss on extinguishment of debt (h)	0.5	0.2	1.9	1.8	0.2	1.9	1.8
Adjusted EBITDA	\$ 156.2	\$ 132.7	\$ 157.0	\$ 160.5	\$ 128.7	\$ 137.0	\$ 158.5

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

EBITDA represents earnings before interest, taxes, depreciation, and amortization. The Company defines adjusted EBITDA as EBITDA, further adjusted to exclude certain expenses and transactions that the Company believes are not representative of its core operations. The Company presents EBITDA and adjusted EBITDA because it believes they are useful metrics for investors as they are commonly used by investors, analysts, and debt holders to measure the Company's ability to fund capital expenditures and meet working capital requirements.

Reconciliation of Adjusted Net Income & Adjusted EBITDA

Footnotes

- a) Represents non-cash adjustments resulting from the revaluation of deferred revenue and the subsequent elimination of revenue in purchase accounting in connection with business combinations.
- b) Represents the amortization of intangible assets associated with acquired customer relationships, backlog, and trademarks.
- c) Restructuring and other costs consist primarily of: (i) severance costs associated with a reduction/optimization of the Company's workforce in line with the Company's expectations of future business operations, (ii) consulting costs incurred for the continued consolidation of legal entities and restructuring of the Company's contract management process to meet the requirements of accounting regulation changes, and (iii) termination costs in connection with abandonment and closure of redundant facilities and other lease-related charges.
- d) Represents fees associated with corporate transactions and integration-related activities which primarily relate to the Merger in 2017.
- e) Represents non-cash share-based compensation expense related to awards granted under equity incentive plans.
- f) Represents additional research and development tax credits in certain international locations for expenses incurred and recorded as a reduction of direct costs.
- g) Represents other (income) expense comprised primarily of foreign exchange gains and losses.
- h) Represents loss on extinguishment of debt associated with the debt prepayment.
- i) Represents the income tax effect of the Combined Company non-GAAP adjustments made to arrive at adjusted net income using an estimated effective tax rate of approximately 27.5% for the three months ended March 31, 2018, June 30, 2018 and September 30, 2018 and 35.0% for the three months ended December 31, 2017. These rates have been adjusted to exclude tax impacts related to valuation allowances recorded against deferred tax assets.

Reconciliation of Clinical Solutions Operating Metrics

Q4 2017 through Q3 2018

\$M	ASC 605				ASC 606		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Service Revenue:							
Service Revenue – GAAP Segment Footnote	522.2	786.8	783.9	819.2	786.8	783.9	819.2
Reimbursable out-of-pocket expenses ¹	-	(261.5)	(251.9)	(281.2)	-	-	-
ASC 606 service revenue impact	-	4.5	25.0	5.4	-	-	-
Deferred Revenue Adjustment	16.9	1.1	0.7	0.2	3.4	3.4	2.9
Adjusted Service Revenue	\$ 539.1	\$ 530.9	\$ 557.6	\$ 543.6	\$ 790.2	\$ 787.3	\$ 822.1
EBITDA:							
Operating Income – GAAP Segment Footnote	111.4	105.5	106.8	122.2	105.5	106.8	122.2
ASC 606 service revenue impact	-	4.5	25.0	5.4	-	-	-
ASC 606 cost impact	-	-	-	0.1	-	-	-
Deferred Revenue Adjustment	16.9	1.1	0.7	0.2	3.4	3.4	2.9
R&D Tax Credit	(3.6)	-	-	-	-	-	-
Adjusted EBITDA	\$ 124.7	\$ 111.1	\$ 132.4	\$ 128.0	\$ 108.9	\$ 110.2	\$ 125.3

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

1. Variance to reported ASC 605 represents certain reimbursable out-of-pocket expenses that are required by ASC 606 to be capitalized and amortized over the life of the contract.

Reconciliation of Commercial Solutions Operating Metrics

Q4 2017 through Q3 2018

\$M	ASC 605				ASC 606		
	Q4 17	Q1 18	Q2 18	Q3 18	Q1 18	Q2 18	Q3 18
Service Revenue:							
Service Revenue – GAAP Segment Footnote	228.3	270.4	288.6	295.7	270.4	288.6	295.7
Reimbursable out-of-pocket expenses ¹	-	(47.3)	(47.5)	(51.4)	-	-	-
ASC 606 service revenue impact	-	7.2	(1.6)	(0.2)	-	-	-
Deferred Revenue Adjustment	3.1	0.4	0.4	-	0.4	0.4	-
Adjusted Service Revenue	\$ 231.4	\$ 230.6	\$ 239.9	\$ 244.1	\$ 270.8	\$ 289.0	\$ 295.7
EBITDA:							
Operating Income – GAAP Segment Footnote	35.1	29.1	34.1	39.8	29.1	34.1	39.8
ASC 606 service revenue impact	-	7.2	(1.6)	(0.2)	-	-	-
ASC 606 cost impact	-	(4.8)	(0.1)	0.3	-	-	-
Deferred Revenue Adjustment	3.1	0.4	0.4	-	0.4	0.4	-
Adjusted EBITDA	\$ 38.1	\$ 31.9	\$ 32.7	\$ 39.9	\$ 29.5	\$ 34.5	\$ 39.8

Note: Due to rounding of specific line items, line item figures might not sum to subtotals.

- Variance to reported ASC 605 represents certain reimbursable out-of-pocket expenses that are required by ASC 606 to be capitalized and amortized over the life of the contract.

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