



Jefferies London Healthcare Conference

Alistair Macdonald
Chief Executive Officer

November 20, 2019

Forward-Looking Statements and Non-GAAP Financial Measures

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, including anticipated financial results for the full year 2019, and plans for capital deployment. 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; principal investigators and patients; general and international economic, political, and other risks, including currency and stock market fluctuations and the uncertain economic environment; the Company's ability to adequately price its contracts and not overrun cost estimates; any adverse effects from the Company's customer or therapeutic area concentration; the Company's ability to maintain or generate new business awards; the Company's ability to increase its market share, grow its business, and execute its growth strategies; the Company's backlog not being indicative of future revenues and its ability to realize the anticipated future revenue reflected in its backlog; fluctuations in the Company's operating results and effective income tax rate; risks related to the Company's information systems and cybersecurity; changes and costs of compliance with regulations related to data privacy; risk related to the United Kingdom's withdrawal from the European Union; risks related to the Company's transfer pricing policies; failure to perform services in accordance with contractual requirements, regulatory requirements and ethical considerations; risks relating to litigation and government investigations; risks associated with the Company's early phase clinical facilities; insurance risk; risks of liability resulting from harm to patients; success of investments in the Company's customers' business or drugs; foreign currency exchange rate fluctuations; risks associated with the integration of the Company's businesses with the business of inVentiv Health and its operation of the combined business following the closing of the merger with inVentiv Health in 2017; risks related to the Company's income tax expense and tax reform; risks relating to the Company's intellectual property; risks associated with the Company's acquisition strategy; failure to realize the full value of goodwill and intangible assets; restructuring risk; potential violations of anti-corruption and anti-bribery laws; risks related to the Company's dependence on third parties; downgrades of the Company's credit ratings; competition in the biopharmaceutical services industry; changes in outsourcing trends; regulatory risks; trends in the Company's customers' businesses; the Company's ability to keep pace with rapid technological change; risks related to the Company's indebtedness; fluctuations in the Company's financial results and stock price; and other risk factors set forth in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2018 and 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.

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 revenue, segment adjusted revenue, adjusted net income (including adjusted diluted earnings per share),

EBITDA, adjusted EBITDA, adjusted EBITDA margin, segment adjusted EBITDA and unallocated corporate and other EBITDA, and non-GAAP effective tax rate. We also include in this presentation non-GAAP financial measures to illustrate our cash flow and leverage profile, including net debt, net leverage, pro forma net leverage, and free cash flow. We also present segment adjusted revenue growth in constant currency. Constant currency segment adjusted revenue growth is defined as segment adjusted revenue for a given period restated at the comparative period's foreign currency exchange rates measured against the comparative period's reported segment adjusted revenue. 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.

The Company defines adjusted revenue and segment adjusted revenue as GAAP revenue and segment revenue, respectively, adjusted to include revenue eliminated as a result of purchase accounting.

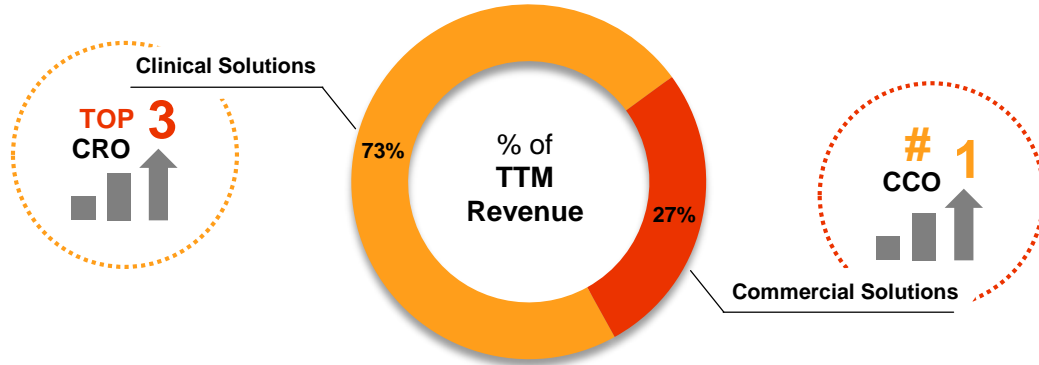
The Company defines adjusted net income (including adjusted diluted earnings per share) as net income (including diluted earnings per share) excluding acquisition-related deferred revenue adjustments; acquisition-related amortization; restructuring and other costs; transaction and integration-related expenses; share-based compensation expense; loss on extinguishment of debt; and other income (expense), net. After giving effect to these items, the Company has also included an adjustment to its income tax rate to reflect the expected long-term income tax rate and estimated impact of the enactment of the Tax Act.

EBITDA represents earnings before interest, taxes, depreciation and amortization. The Company defines adjusted EBITDA, both at the company and segment level, as EBITDA, further adjusted to exclude expenses and transactions that the Company believes are not representative of its core operations, namely: acquisition-related deferred revenue adjustments; restructuring and other costs; transaction and integration-related expenses; asset impairment charges; share-based compensation expense; other income (expense), net; and loss on extinguishment of debt. 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.

Each of the non-GAAP measures noted above are used by management and the Board to evaluate the Company's core operating results because they exclude certain items whose fluctuations from period-to-period do not necessarily correspond to changes in the core operations of the business. Adjusted net income (including adjusted diluted earnings per share) and adjusted EBITDA are used by management and the Board to assess the performance of 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 17 - 21 in the Appendix of this presentation.

Market Leader Purpose-Built for Biopharmaceutical Acceleration



Only

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

>\$75B

combined market
opportunity by 2022
growing at a compound
annual growth rate of
~6%¹

>90%

of FDA approved Novel
New Drugs and EMA
marketing authorized
products developed or
commercialized by
Syneos Health²

Syneos One™

Note: Revenue splits are based on TTM Revenue through September 30, 2019, inclusive of reimbursable out-of-pocket expenses.

1. 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. Estimates include outsourced reimbursable out of pocket expenses.
2. Represents products approved by the US Food and Drug Administration and the European Medicine Agency between January 1, 2014, and December 31, 2018.

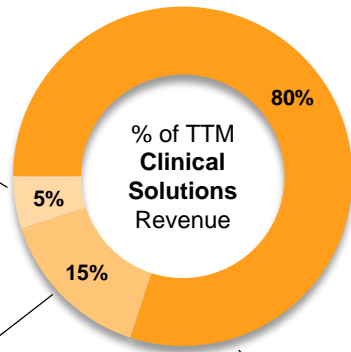
End-to-End Fully Integrated Solutions

Industry's most comprehensive portfolio of capabilities

Clinical Solutions

Early Phase

- Scientific Affairs & Reporting
- Proof of Concept
- Translational Sciences
- Bioanalytical Labs



FSP 360

- Clinical Monitoring
- Data Management
- Biostatistics / Programming
- Medical Writing
- Pharmacovigilance
- Safety Management

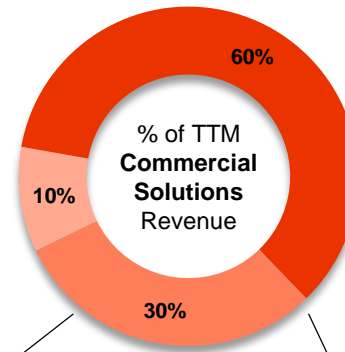
Full Service

- Phase I – IV Development
- Post-Approval / Real World Evidence

Commercial Solutions

Consulting

- Pricing and Market Access
- Commercial Strategy and Planning
- Medical Affairs Advisory
- Risk Management
- Kinapse



Communications

- Advertising
- Public Relations
- Medical Communications
- Multi-Channel Solutions
- Digital, Naming / Branding

Deployment Solutions

- Field-Based Promotional Solutions and Clinical Teams
- Strategy Design
- Recruiting
- Sales Operations
- Medication Adherence

Building Momentum with Large Pharma

Multiple preferred provider wins with Top 20 Pharma demonstrate the strength of our merger thesis

“ ... you won this work because you understand our goals and vision, your passion for patients and sites is loud and clear and the fact that you consider patients as your customers truly differentiates you ”

- Global Head of Therapeutic Unit R&D, Top 20 Pharma

1 Clinical Scale

Full-service Oncology portfolio award from customer who primarily used our consulting services previously

Q2 2018

2 CRO + CCO

Full-service Clinical preferred provider relationship (one of two providers) from one of our largest Commercial customers

Q3 2019

3 Syneos One™

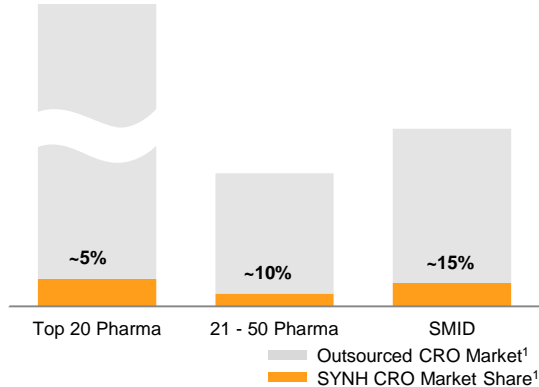
Syneos One driven award to optimize the delivery of a portfolio of assets for an established Clinical customer

Q4 2019

Accelerating Growth

Leveraging outsourcing momentum, reaching underpenetrated markets

Clinical Solutions



Key Drivers for Accelerated Clinical Growth:

- Leading position in the SMID market
- Three strategic portfolio wins with Top 20 Pharma since Q1 2018
- Increased RFP access to multiple Top 20 Pharma
- Growing pipeline of opportunities

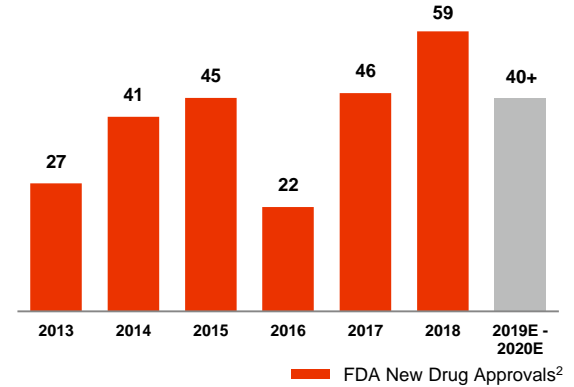
Syneos One™

\$700M+
estimated potential value
of end-to-end wins
through March 31, 2019

\$250M+
of current year Clinical
and Commercial awards
influenced through June
30, 2019

Growing
pipeline of opportunities

Commercial Solutions



Key Drivers for Accelerated Commercial Growth:

- Penetrating SMID customer base driving over 30% year-over-year revenue growth YTD through September 30
- Growing pipeline of opportunities
- Deeper integration across Commercial services
- Interest from Large Pharma in increased outsourcing
- Kinapse provides key post approval service offerings

Strategic Driver: Data & Technology Foundation

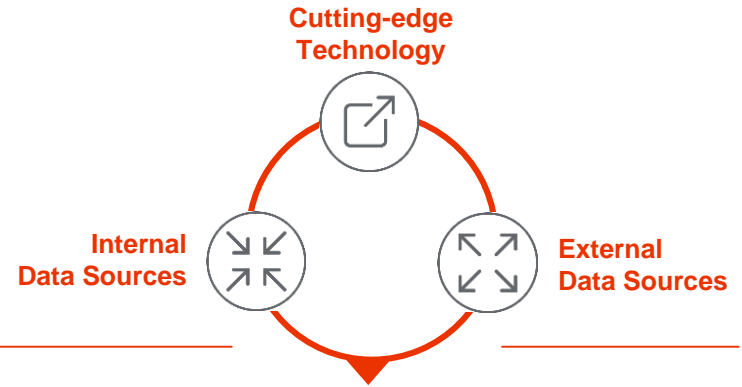
Intentionally source-agnostic, nimble approach to data and technology

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

Syneos Health ESG Efforts

Purposeful Initiatives – Commitment to Ethical, Compliant and Risk-Mitigating Business Practices

Strengthening Our Planet



Rated **above average** in the environment category

Over the next three years:

Increase Green Property Footprint to

50%

Reduce Emissions By

5%

Increase Eco-Friendly Office Products to

50%

Strengthening Our Partners



Supplier Diversity Spend

\$38
million
2017

\$46
million
2018

Increase Supplier Diversity Spend by

10-30%

over the next three years

Strengthening Our Communities



Charitable donations to
~25 organizations in 2018
and **~30** organizations in 2019.



Increase charitable giving over the next three years

Strategic Roadmap: Initiatives Drive Performance

Enterprise Strategy

Investing for Growth:

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

Customer Portfolio

Fully Integrating Portfolio to Drive Organic Growth:

- Launched enterprise-wide Global Client Solutions function
- Further investment in Business Development
- Driving multi-channel sales activity

Margin Expansion

Driving Enhancement Initiatives:

- Remain on track for total synergies of \$125M
- Automation and labor arbitrage
- Organizational structure and operating leverage

Financial Highlights

Solid Awards and Record Pipeline Driving Accelerated Growth

\$5.2B

of TTM net awards through
September 30, 2019

1.12x

TTM book-to-bill

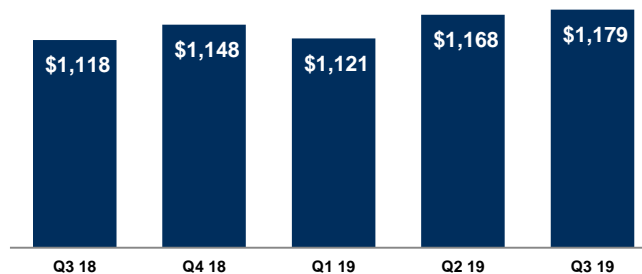
6.5%

YoY Backlog growth as of
September 30, 2019¹

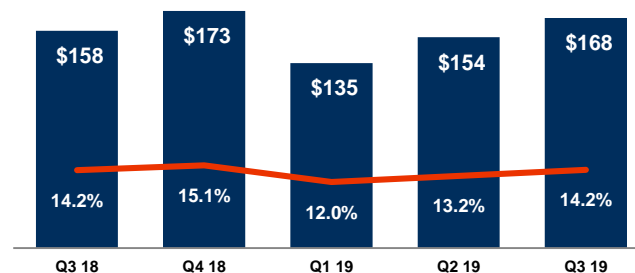
Record

pipeline of opportunities

Adjusted Revenue (\$M)



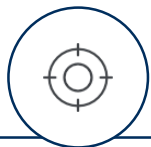
Adjusted EBITDA (\$M)



Note: For a complete reconciliation of GAAP to Non-GAAP measures, please refer to slides 17 – 21 in the Appendix of this presentation.

1. Backlog represents Clinical Solutions and Deployment Solutions

Balanced Approach to Capital Deployment



Debt Reduction and Management

Redeemed 7.5% Senior Notes in Q4 2019 through expanded Term Loan A facility

Term loan debt repayments of **\$414.7M** since **Merger closing**, net of initial \$183.6M draw on the AR Securitization facility

A/R securitization facility to borrow up to \$275.0M provides further capital flexibility and interest rate savings

EOY 2019 **3.8x – 3.9x ASC 606 net leverage** target



Tuck-in Acquisitions and Strategic Partnerships

Continue to review **tuck-in acquisition and strategic partnership opportunities** that:

- Add capabilities
- Strengthen geographic footprint
- Enhance therapeutic depth



Share Repurchases

Ability to make **Opportunistic share repurchases** under remaining \$118.3M authorization

Repurchased \$131.7M from January 1, 2018 to September 30, 2019 at a weighted average price of \$39.97

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



Substantial scale with
24,000 employees,
including **4,800**
in Asia-Pacific¹



Deep
therapeutic
expertise



Value creation
via **synergies**

CRO
TOP 3

CCO
#1



Diversified
Customer base

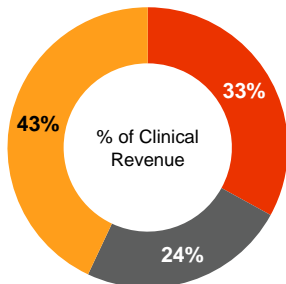
Shortening the Distance From Lab to Life[®].

Appendix

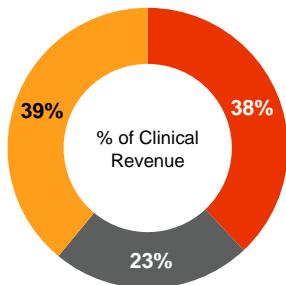
Diversified Customer Base

Clinical Solutions

Nine Months ended September 30, 2019

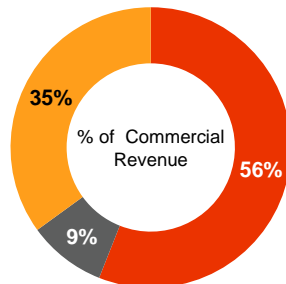


Nine Months ended September 30, 2018

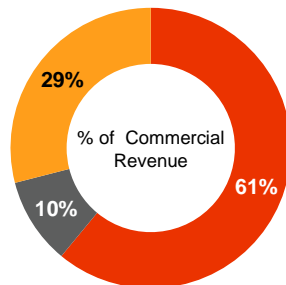


Commercial Solutions

Nine Months ended September 30, 2019

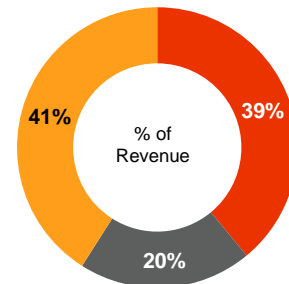


Nine Months ended September 30, 2018

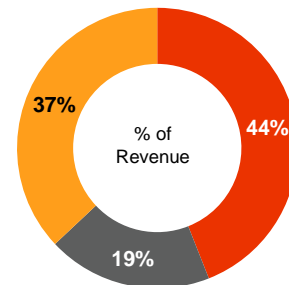


Syneos Health

Nine Months ended September 30, 2019



Nine Months ended September 30, 2018



■ Top 20 Pharma¹ ■ 21-50 Pharma¹ ■ SMID

1. Top 20 and 21-50 Large Pharma defined by prior year R&D spend from *EvaluatePharma* and excludes medical device companies.

GAAP Income Statement

Q1 18 through Q3 19

\$M (except per share data)

	Q1 18	Q2 18	Q3 18	Q4 18	FY 18	Q1 19	Q2 19	Q3 19
Clinical Solutions revenue	\$ 786.8	\$ 783.9	\$ 819.2	\$ 821.2	\$ 3,211.2	\$ 805.0	\$ 849.9	\$ 867.4
Commerical Solutions revenue	270.4	288.6	295.7	324.2	1,178.9	314.0	316.9	309.6
Total revenue	\$ 1,057.2	\$ 1,072.5	\$ 1,114.9	\$ 1,145.5	\$ 4,390.1	\$ 1,119.0	\$ 1,166.8	\$ 1,177.0
Direct costs	840.8	847.5	872.2	873.8	3,434.3	886.8	917.5	913.7
Selling, general, and administrative	99.3	100.2	96.9	109.9	406.3	113.1	110.9	109.9
Restructuring and other costs	13.7	8.6	19.3	9.1	50.8	14.4	11.9	13.5
Transaction and integration-related expenses	25.2	18.0	18.6	3.0	64.8	16.7	7.7	10.5
Depreciation	18.0	17.6	17.6	18.9	72.2	19.6	19.2	18.8
Amortization	50.0	49.9	50.4	51.2	201.5	41.6	41.5	41.3
Income from operations	\$ 10.2	\$ 30.7	\$ 39.8	\$ 79.5	\$ 160.2	\$ 26.8	\$ 58.1	\$ 69.4
Interest expense, net	(30.9)	(31.2)	(32.1)	(32.8)	(127.0)	(33.1)	(32.1)	(30.2)
Loss on extinguishment of debt	(0.2)	(1.9)	(1.8)	(0.2)	(4.2)	(4.4)	-	-
Other (expense) income, net	(12.6)	32.0	(4.3)	13.1	28.2	(8.9)	7.6	30.7
(Loss) income before provision for income taxes	\$ (33.5)	\$ 29.6	\$ 1.6	\$ 59.6	\$ 57.3	\$ (19.6)	\$ 33.6	\$ 70.0
Income tax benefit (expense)	9.0	(16.0)	(12.0)	(13.9)	(33.0)	(10.4)	(22.3)	(11.1)
Net (loss) income	\$ (24.6)	\$ 13.6	\$ (10.4)	\$ 45.7	\$ 24.3	\$ (30.0)	\$ 11.3	\$ 58.9
Diluted earnings per share	\$ (0.24)	\$ 0.13	\$ (0.10)	\$ 0.44	\$ 0.23	\$ (0.29)	\$ 0.11	\$ 0.56

Reconciliation of GAAP Net (Loss) Income to Adjusted Net Income and Adjusted Diluted Earnings Per Share

\$M	Q1 18	Q2 18	Q3 18	Q4 18	FY 18	Q1 19	Q2 19	Q3 19
Net (loss) income, as reported	\$ (24.6)	\$ 13.6	\$ (10.4)	\$ 45.7	\$ 24.3	\$ (30.0)	\$ 11.3	\$ 58.9
Amortization	50.0	49.9	50.4	51.2	201.5	41.6	41.5	41.3
Restructuring and other costs	13.7	8.6	19.3	9.1	50.8	14.4	11.9	13.5
Transaction expenses	25.2	18.0	18.6	3.0	64.8	16.7	7.7	10.5
Share-based compensation	7.8	8.4	9.8	8.3	34.2	14.3	13.8	12.8
Acquisition-related deferred revenue adjustment	3.8	3.8	2.9	2.9	13.5	1.6	1.6	1.6
Other (income) expense	12.6	(32.0)	4.3	(13.1)	(28.2)	8.9	(7.6)	(30.7)
Loss on extinguishment of debt	0.2	1.9	1.8	0.2	4.2	4.4	-	-
Adjust income tax to normalized rate	(30.9)	(8.2)	(17.9)	(22.5)	(79.6)	(17.3)	(4.8)	(14.5)
Impact of base erosion and anti-abuse tax	-	-	-	15.1	15.1	7.5	2.0	(2.1)
Adjusted Net Income	\$ 57.8	\$ 64.0	\$ 78.8	\$ 99.9	\$ 300.5	\$ 62.1	\$ 77.3	\$ 91.3

Reconciliation of GAAP Net (Loss) Income to Adjusted EBITDA

\$M	Q1 18	Q2 18	Q3 18	Q4 18	FY 18	Q1 19	Q2 19	Q3 19
Income from operations, as reported	\$ 10.2	\$ 30.7	\$ 39.8	\$ 79.5	\$ 160.2	\$ 26.8	\$ 58.1	\$ 69.4
Amortization	50.0	49.9	50.4	51.2	201.5	41.6	41.5	41.3
Restructuring and other costs	13.7	8.6	19.3	9.1	50.8	14.4	11.9	13.5
Transaction and integration-related expenses	25.2	18.0	18.6	3.0	64.8	16.7	7.7	10.5
Share-based compensation	7.8	8.4	9.8	8.3	34.2	14.3	13.8	12.8
Acquisition-related deferred revenue adjustment	3.8	3.8	2.9	2.9	13.5	1.6	1.6	1.6
Adjusted Income from Operations	\$ 110.7	\$ 119.5	\$ 140.9	\$ 154.1	\$ 525.1	\$ 115.4	\$ 134.6	\$ 149.0
Net (loss) income, as reported	\$ (24.6)	\$ 13.6	\$ (10.4)	\$ 45.7	\$ 24.3	\$ (30.0)	\$ 11.3	\$ 58.9
Interest expense, net	30.9	31.2	32.1	32.8	127.0	33.1	32.1	30.2
Income tax (benefit) expense	(9.0)	16.0	12.0	13.9	33.0	10.4	22.3	11.1
Depreciation	18.0	17.6	17.6	18.9	72.2	19.6	19.2	18.8
Amortization	50.0	49.9	50.4	51.2	201.5	41.6	41.5	41.3
EBITDA	\$ 65.4	\$ 128.3	\$ 101.7	\$ 162.5	\$ 458.0	\$ 74.7	\$ 126.5	\$ 160.3
Restructuring and other costs	13.7	8.6	19.3	9.1	50.8	14.4	11.9	13.5
Transaction expenses	25.2	18.0	18.6	3.0	64.8	16.7	7.7	10.5
Share-based compensation	7.8	8.4	9.8	8.3	34.2	14.3	13.8	12.8
Acquisition-related deferred revenue adjustment	3.8	3.8	2.9	2.9	13.5	1.6	1.6	1.6
Other (income) expense	12.6	(32.0)	4.3	(13.1)	(28.2)	8.9	(7.6)	(30.7)
Loss on extinguishment of debt	0.2	1.9	1.8	0.2	4.2	4.4	-	-
Adjusted EBITDA	\$ 128.7	\$ 137.0	\$ 158.5	\$ 173.0	\$ 597.2	\$ 134.9	\$ 153.8	\$ 167.9

Reconciliation of GAAP to Non-GAAP Financial Measures by Segment

\$M	Q1 18	Q2 18	Q3 18	Q4 18	FY 18	Q1 19	Q2 19	Q3 19
Clinical Solutions revenue, as reported	\$ 786.8	\$ 783.9	\$ 819.2	\$ 821.2	\$ 3,211.2	\$ 805.0	\$ 849.9	\$ 867.4
Deferred revenue adjustment (a)	3.4	3.4	2.9	2.9	12.7	1.6	1.6	1.6
Clinical Solutions adjusted revenue	\$ 790.2	\$ 787.3	\$ 822.1	\$ 824.2	\$ 3,223.9	\$ 806.6	\$ 851.5	\$ 869.0
Clinical Solutions operating income, as reported	\$ 105.5	\$ 106.8	\$ 122.2	\$ 132.3	\$ 466.9	\$ 109.5	\$ 127.9	\$ 142.9
Deferred revenue adjustment (a)	3.4	3.4	2.9	2.9	12.7	1.6	1.6	1.6
Clinical Solutions adjusted EBITDA	\$ 108.9	\$ 110.2	\$ 125.2	\$ 135.3	\$ 479.6	\$ 111.1	\$ 129.5	\$ 144.5
Commercial Solutions revenue, as reported	\$ 270.4	\$ 288.6	\$ 295.7	\$ 324.2	\$ 1,178.9	\$ 314.0	\$ 316.9	\$ 309.6
Deferred revenue adjustment (a)	0.4	0.4	-	-	0.8	-	-	-
Commercial Solutions adjusted revenue	\$ 270.8	\$ 289.0	\$ 295.7	\$ 324.2	\$ 1,179.7	\$ 314.0	\$ 316.9	\$ 309.6
Commercial Solutions operating income, as reported	\$ 29.1	\$ 34.1	\$ 39.8	\$ 52.5	\$ 155.5	\$ 35.1	\$ 38.9	\$ 37.3
Deferred revenue adjustment (a)	0.4	0.4	-	-	0.8	-	-	-
Commercial Solutions adjusted EBITDA	\$ 29.5	\$ 34.5	\$ 39.8	\$ 52.5	\$ 156.3	\$ 35.1	\$ 38.9	\$ 37.3
Unallocated Corporate and Other Adjusted EBITDA:								
Operating income, as reported	\$ 10.2	\$ 30.7	\$ 39.8	\$ 79.5	\$ 160.2	\$ 26.8	\$ 58.1	\$ 69.4
Segment operating income, as reported	134.7	140.9	162.0	184.9	622.4	144.6	166.8	180.2
Unallocated corporate operating loss	\$ (124.5)	\$ (110.1)	\$ (122.2)	\$ (105.4)	\$ (462.2)	\$ (117.8)	\$ (108.6)	\$ (110.8)
Amortization (b)	50.0	49.9	50.4	51.2	201.5	41.6	41.5	41.3
Restructuring and other costs (c)	13.7	8.6	19.3	9.1	50.8	14.4	11.9	13.5
Transaction and integration-related expenses (d)	25.2	18.0	18.6	3.0	64.8	16.7	7.7	10.5
Share-based compensation (e)	7.8	8.4	9.8	8.3	34.2	14.3	13.8	12.8
Depreciation	18.0	17.6	17.6	18.9	72.2	19.6	19.2	18.8
Unallocated corporate and other adjusted EBITDA	\$ (9.8)	\$ (7.6)	\$ (6.5)	\$ (14.8)	\$ (38.7)	\$ (11.3)	\$ (14.6)	\$ (13.9)
Clinical Solutions adjusted EBITDA	108.9	110.2	125.2	135.3	479.6	111.1	129.5	144.5
Commercial Solutions adjusted EBITDA	29.5	34.5	39.8	52.5	156.3	35.1	38.9	37.3
Adjusted EBITDA	\$ 128.7	\$ 137.0	\$ 158.5	\$ 173.0	\$ 597.2	\$ 134.9	\$ 153.8	\$ 167.9

Reconciliation of GAAP to Non-GAAP Financial Measures

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 with inVentiv Health in 2017.
- e) Represents non-cash share-based compensation expense related to awards granted under equity incentive plans.
- f) Represents other expense (income) comprised primarily of foreign exchange gains and losses.
- g) Represents loss on extinguishment of debt associated with the debt prepayments and refinancing activities.
- h) Represents the income tax effect of the non-GAAP adjustments made to arrive at adjusted net income using an estimated non-GAAP effective tax rate of approximately 27.5% for the three months ended March 31, 2018, 27.5% for the three months ended June 30, 2018, 27.5% for the three months ended September 30, 2018, 17.7% for the three months ended December 31, 2018, 24.5% for the twelve months ended December 31, 2018, 24.5% for the three months ended March 31, 2019, 24.5% for the three months ended June 30, 2019, and 23.2% for the three months ended September 30, 2019. These rates have been adjusted to exclude tax impacts related to valuation allowances recorded against deferred tax assets.
- i) Represents the net income tax effect recorded in the three months and year ended December 31, 2018, three months ended March 31, 2019, three months ended June 30, 2019, and three months ended September 30, 2019, as a result of the base erosion and anti-abuse tax.

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