Equity Research

PRA Health Sciences, Inc.

PRAH: Favorable Outlook, As Long As Strong USD Persists

- FX Drives EPS Beat & Raise. PRAH reported a solid EPS beat on a slight revenue miss, although bookings were strong, which should more than compensate for the slight revenue miss. The EPS beat was driven almost entirely by an FX tailwind on the gross margin line. The company's cost base in international regions benefits from a stronger USD. As long as the USD remains strong, PRAH should continue to enjoy this benefit. The company also raised non-GAAP EPS guidance by more than the beat, although some of the benefit comes from higher stock comp, deferred rent charges, and JV losses that we do not think should be excluded (and that we don't exclude from our own estimates). We raise our 2015E EPS to \$1.72 from \$1.70 and leave our 2016E EPS at \$2.02. Remain Outperform.
- Beware the non-GAAP exclusions. PRAH chooses to exclude stock comp and deferred rent from its non-GAAP EPS calculation (among MANY other items). This puts the company's EPS calculation on a significantly different basis than Q, PRXL, and ICLR. The company also excludes the losses from its JV with WuXi Pharmatech (which makes little sense to us, given that the JV operations are consolidated above the line). Q3 saw the combined stock comp plus deferred rent charge more than double y/y, while the JV losses widened to \$2.3MM from less than \$1MM in the prior two quarters. The aggregate effect is that the difference between the company's non-GAAP EPS of \$0.52 and what we believe is a more appropriate calculation of \$0.46 widened to a \$0.06 difference, up from a \$0.03 difference in prior quarters. We believe investors need to take heed of this difference, as it now represents at least \$0.20, or about 10%, of annual EPS. We strongly encourage investors to use the lower number when assigning a multiple to the stock.
- Strong bookings, though burn rate declines. Q3's 1.25 book-to-bill was notably strong, given that PRAH books its functional business (about 1/3 of revenue) in a particularly conservative fashion. However, like most other peers, PRAH saw its backlog burn rate decline in the quarter, which has now been a trend for about 6 quarters. The current burn rate should support revenue growth of about 10%, assuming net book-to-bills of 1.15-1.20.

Valuation Range: \$44.00 to \$46.00

Our valuation range is DCF-based (WACC = 8.5%; terminal NOPLAT growth = 2%) and represents 18.5x our 2017E EPS estimate. Risks include: (1) project cancellations or delays due to client M&A, economic weakness, pipeline reprioritization, or compound failure; (2) a reversal in the trend toward increased outsourcing; (3) regulatory risks; (4) significant financial leverage; (5) integration risks, and (6) controlled company status.

Investment Thesis:

Between high-single digit revenue growth, ongoing margin expansion, and a reduction in interest expense, we believe the company will be able to generate solid 20%+ earnings growth for several years, which we believe is attractive growth at current valuation levels.

and required analyst certifications All estimates/forecasts are as of 11/02/15 unless otherwise stated.

Please see page 6 for rating definitions, important disclosures

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Outperform / V

Sector: Pharmaceutical Services Overweight

Earnings Reported

	2014A	2015H	E	2016E					
EPS		Curr.	Prior	Curr.	Prior				
Q1 (Mar.)	\$0.20	\$0.38 A	NC	\$0.47	0.48				
Q2 (June)	0.32	0.44 A	NC	0.49	0.50				
Q3 (Sep.)	0.30	0.46 A	0.43	0.51	NC				
Q4 (Dec.)	0.31	0.44	0.45	0.53	NC				
FY	\$1.12	\$1.72	1.70	\$2.02	NC				
CY	\$1.12	\$1.72		\$2.02					
FY P/EPS	33.7x	22.0X		18.7x					
Rev.(MM)	\$1,267	\$1,368		\$1,504					

Source: Company Data, Wells Fargo Securities, LLC estimates, and Reuters NA = Not Available, NC = No Change, NE = No Estimate, NM = Not Meaningful V = Volatile, N = Company is on the Priority Stock List

Non-GAAP EPS excludes amortization of purchased intangibles and certain non-recurring items

Ticker	PRAH
Price (11/02/2015)	\$37.75
52-Week Range:	\$18-47
Shares Outstanding: (MM)	60.2
Market Cap.: (MM)	\$2,272.6
S&P 500:	2,104.05
Avg. Daily Vol.:	248,303
Dividend/Yield:	\$0.00/0.0%
LT Debt: (MM)	\$929.0
LT Debt/Total Cap.:	57.0%
ROE:	30.0%
3-5 Yr. Est. Growth Rate:	19.0%
CY 2015 Est. P/EPS-to-Growth:	1.2X
Last Reporting Date:	11/02/2015

Source: Company Data, Wells Fargo Securities, LLC estimates, and Reuters

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Together we'll go far

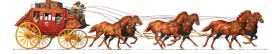


Exhibit 1. Variance Table

Total revenues Cost of revenues Gross profit Selling, general & administrative Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	2014 320 216 104 59 6 40 20 7 13 (0) 12		2015 337 220 117 58 5 54 14 40		2015 348 228 120 61 5		2015 345 221 124 60 5		2015 346	Yr / Yr change 7.8% 2.4% 19.0% 2.9%	Seq change 2.5% 0.6% 6.2% 4.7%
Total revenues Cost of revenues Gross profit Selling, general & administrative Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	320 216 104 59 6 40 20 20 7 13 (0)		337 220 117 58 5 54 14		348 228 120 61 5		345 221 124 60			7.8% 2.4% 19.0%	2.5% 0.6% 6.2%
Cost of revenues Gross profit Selling, general & administrative Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	216 104 59 6 40 20 20 7 13 (0)	\$ 	220 117 58 5 5 54 14	\$	228 120 61 5	\$ 	221 124 60	\$	346	2.4% 19.0%	0.6% 6.2%
Gross profit Selling, general & administrative Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$	104 59 6 40 20 20 7 13 (0)		117 58 <u>5</u> 54 14		120 61 5	_	124 60			19.0%	6.2%
Selling, general & administrative Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	59 6 40 20 20 7 13 (0)		58 <u>5</u> 54 <u>14</u>		61 <u>5</u>		60				
Depreciation Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	6 40 20 20 7 13 (0)	_	5 54 14	_	5	_				2.9%	
Operating income Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	40 20 20 7 13 (0)		54 14			_				(0.20()	-
Interest expense and other, net Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	20 20 7 13 (0)	_	14				<u></u> 58	ii.		(9.3%)	6.8%
Pretax income Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	20 7 13 (0)				14		14	ii.		47.2% (29.8%)	7.8% (0.4%)
Provision for income taxes Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	7 13 (0)	_	40 [_	40		45	i		122.3%	10.6%
Income before equity in affiliates Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	13 (0)		12		12		13	ii.		87.8%	9.9%
Equity in earnings from JV Net income Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	(0)		28	\$	28	\$	31	i		141.1%	9.9% 10.9%
Net income Non-GAAP EPS Non-GAAP EPS (company method) \$ Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS			-	Þ	(1)	Þ	(2)	ii.		389.2%	10.9% 188.1%
Non-GAAP EPS Non-GAAP EPS (company method) Diluted shares outstanding EBITDA MARGIN ANALYSIS	12		<u>(1)</u> 27	\$	27	\$	(<u>2)</u> 29	i		389.2% 131.7%	5.6%
Non-GAAP EPS (company method) Diluted shares outstanding EBITDA \$ MARGIN ANALYSIS	0.30	\$	0.44	\$	0.43	\$	0.46	i		53.5%	4.7%
EBITDA \$ MARGIN ANALYSIS	0.34	₹	0.47	,	0.46	∓ \$	0.52	\$	0.45	55.2%	10.8%
MARGIN ANALYSIS	42		63		63		64	1		50.9%	0.9%
	46	\$	59	\$	59	\$	64	ı		39.8%	7.7%
Cost of royanya											
Cost of revenue 67	7.4%	6	55.3%	6	65.5%	(64.0%			(340) bps	(120) bps
Gross margin 32.	.6%	34	4.7%	3	4.5%	3	6.0%	ii.		340 bps	120 bps
SG&A / revenue 18	8.4%	1	17.2%	1	17.5%	-	17.5%	ii.		(80) bps	40 bps
Depreciation / revenue 1	1.9%		1.5%		1.5%		1.6%	ii.		(30) bps	10 bps
Operating margin 12.	.4%	10	6.1%	1.	5.5%	1	6.9%	i		450 bps	80 bps
Pretax margin 6	5.3%	1	12.0%	1	11.6%	-	12.9%	ii.		660 bps	90 bps
Tax rate 35.	.3%	30	0.0%	3	0.0%	2	9.8%	ii.		(550) bps	(20) bps
Net margin 4	4.1%		8.4%		8.1%		9.1%	ii.		500 bps	70 bps
EBITDA margin 14	4.2%	1	17.6%	ī	17.0%		18.5%			420 bps	90 bps
REVENUE ANALYSIS											
Total revenues \$	320	\$	337	\$	348	\$	345	i		7.8%	2.5%
	0.4%		12.1%		12.0%		11.8%	ii.			
	0.2%	•	(4.0%)	((3.2%)		(4.0%)	ii.			
·	9.5%		0.0%		0.0%		<u>0.0%</u>	i			
	0.1%		8.1%		8.9%		7.8%				
BOOKINGS & BACKLOG Beginning backlog \$ 2	2,045	\$	2 105	\$	2,262	\$	2,262			10.6%	3.5%
	(320)	Þ	2,185 (337)	Þ	(348)	Þ	(345)	ii.		10.6%	3.5%
Gross bookings	442		462		463		507	ii.		14.8%	9.7%
Cancellations	(60)		(55)		(57)		(76)	ii.		14.0%	9.770
Other adjustments	(15)		(33) <u>6</u>		(1)		(0)	ì			
	2,091	\$	2,262	\$	2,320	\$	2,348	i		12.3%	3.8%
Total net bookings \$	382	\$	408		•		·				1
Gross book-to-bill			400	\$	407	\$	431	1		12.9%	5.8%
Net book-to-bill				\$		\$				12.9%	5.8%
Backlog burn rate 1	1.38 1.19		1.37 1.21	\$	407 1.33 1.17	\$	431 1.47 1.25			12.9%	5.8%

Source: FactSet; Company data; Wells Fargo Securities, LLC estimates

Exhibit 2. Estimate Changes										
FY ending December		201	.5E				201	L6E		
In MM except EPS	P	rior		rrent	Change	F	Prior		rrent	Change
Total revenues	\$	1,372		1,368	(0.3%)		1,500		1,504	0.3%
Cost of revenues	l '	899	•	889	(1.2%)	l '	982		978	(0.5%)
Gross profit		473		479	1.4%		517		526	1.7%
Selling, general & administrative		239		239	0.1%		259		257	(0.9%)
Depreciation		21		21	1.2%		26		26	2.9%
Operating income		213		219	3.0%		232		243	4.5%
Interest expense and other, net		54		55	1.1%		48		51	5.9%
Pretax income		158		164	3.6%		184		192	4.1%
Provision for income taxes		48		49	3.4%		52		56	6.0%
Income before equity in affiliates		111	\$	115	3.7%		132	\$	136	3.4%
Equity in earnings from JV		(4)		(6)	70.5%	l	(3)		(7)	142.5%
Net income		107	\$	109	1.3%		129	\$	129	0.2%
Non-GAAP EPS	\$	1.70	\$	1.72		\$	2.02	\$	2.02	
Non-GAAP EPS (company method)	\$	1.83	\$	1.91		\$	2.13	\$	2.20	
Diluted shares outstanding		63		63			64		64	
EBITDA	\$	234	\$	240	2.8%	\$	258	\$	269	4.4%
MARGIN ANALYSIS										
Cost of revenue	6	5.5%	6	5.0%	(60) bps	-	55.5%	6	5.0%	(50) bps
Gross margin	34	4.5%	35	5.0%	60 bps	3	4.5%	35	5.0%	50 bps
SG&A / revenue	1	7.4%	1	7.5%	10 bps]	17.3%	1	7.1%	(20) bps
Depreciation / revenue		1.5%		1.6%	0 bps		1.7%		1.7%	0 bps
Operating margin	15	5.5%	16	5.0%	50 bps	1.	5.5%	16	5.2%	70 bps
Pretax margin	1	1.5%	1	2.0%	40 bps]	12.3%	1	2.7%	50 bps
Tax rate	3	0.0%	3	0.0%	0 bps	2	28.5%	2	9.0%	50 bps
Net margin		3.1%	8	3.4%	30 bps	.	8.8%	9	9.1%	30 bps
EBITDA margin	1	7.0%	1	7.6%	50 bps		17.2%	1	7.9%	70 bps
REVENUE ANALYSIS										
Total revenues	\$ 1	L,372	\$ 1	L,368	(0.3%)	\$	1,500	\$ 1	L,504	0.3%
Growth: core		1.3%		1.3%	, ,	l .	9.3%		0.1%	
Growth: FX	((3.0%)	(3.3%)			(0.0%)	(0.1%)	
Growth: acquisitions	`	0.0%		<u>0.0%</u>			0.0%		<u>0.0%</u>	
Growth: total		8.3%		8.0%			9.3%		9.9%	
BOOKINGS & BACKLOG										
Beginning backlog	\$	2,141	\$	2,141	0.0%	\$	2,379	\$	2,407	1.2%
Revenue	(1,372)		1,368)			(1,500)		1,504)	
Gross bookings		1,842		1,896			2,025		2,045	
Cancellations		(215)		(247)			(286)		(271)	
Other adjustments		(17)		(15)		l				
Ending backlog	\$	2,379	\$	2,407	1.2%	\$	2,618	\$	2,678	2.3%
Total net bookings	\$	1,627	\$	1,649	1.4%	\$	1,739	\$	1,775	2.1%
Gross book-to-bill		1.34		1.39			1.35		1.36	
Net book-to-bill		1.19		1.21			1.16		1.18	
Backlog burn rate		64.1%	(63.9%			63.0%		62.5%	

Source: FactSet; Company data; Wells Fargo Securities, LLC estimates

Exhibit 3. Guidance Table

Guidance	Q1 2015	Q2 2015	Q3 2015	Q4 2015	2015	Notes
Consolidated Re	evenue (MM)				
2/19/2015 5/6/2015 7/27/2015 11/2/2015					\$1,340-1,390 \$1,340-1,390	8-12% cc growth; Assumes first of January FX rates Assumes April FX rates (1.1 for Euro) Assumes July FX rates Assumes 10/15 FX rates
Taxes (MM)						
2/19/2015 5/6/2015 7/27/2015 11/2/2015					30% 30% 30% 30%	
Adjusted EPS						
2/19/2015 5/6/2015 7/27/2015 11/2/2015					\$1.35-1.45 \$1.62-1.72 \$1.75-1.85 \$1.89-1.92	Primarily due to current FX rates and some margin improvement

Source: Company data; Wells Fargo Securities, LLC

PRA Health Sciences Summary Data (FY Ending December)

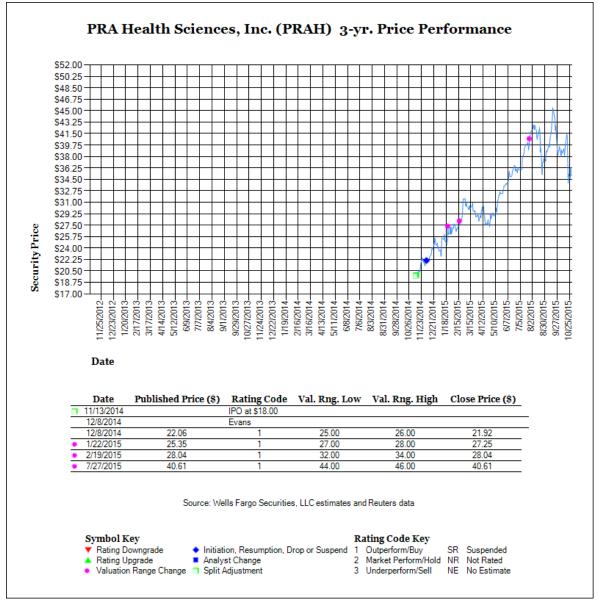
In millions, except per share or where otherwise noted															
INCOME STATEMENT	2011	2012	2013	Q1	Q2	Q3	Q4	2014	Q1	Q2	Q3	Q4E	2015E	2016E	2017E
Total revenue	\$ 548	\$ 597	\$ 833	\$ 311	\$ 311	\$ 320	\$ 324	\$ 1,267	\$ 332	\$ 337	\$ 345	\$ 355	\$ 1,368	\$ 1,504	\$ 1,655
Cost of revenues	321	359	527	215	213	216	215	<u>859</u>	219	220	221	229	889	978	1,072
Gross profit	226	239	306	96	98	104	109	407	113	117	124	125	479	526	583
Selling, general & administrative	135	154	201	58	54	59	60	230	59	58	60	62	239	257	278
Depreciation	13	15	18	6	5	6	5	22	5	5	5	6	21	26	29
Operating income	78	70	87	32	39	40	43	155	49	54	58	57	219	243	276
Interest expense and other, net	31	28	53		19	20	17	<u>76</u>	14	14	14	14	55	51	46
Pretax income	47	41	34	12	20	20	27	79	35	40	45	44	164	192	230
Provision for income taxes	<u>15</u>	<u>16</u>	<u>24</u>	4	7	7	<u>9</u>	<u>27</u>	11	<u>12</u>	<u>13</u>	13	49	56	66
Income before equity in affiliate	\$ 32	\$ 25	\$ 10 (1)	\$ 8 (0)	\$ 13 (0)	\$ 13 (0)	\$ 17 (1)	\$ 52 (2)	\$ 25 (1)	\$ 28	\$ 31	\$ 31 (2)	\$ 115 (6)	\$ 136 (7)	\$ 165 (7)
Equity in earnings from unconsolida Net income	\$ 32	\$ 25	\$ 9	\$ 8	\$ 13	\$ 12	\$ 16	\$ 50	\$ 24	\$ 27	(2) \$ 29	\$ 28	\$ 109	\$ 129	\$ 157
	,	'	l '		,	'			'		,			'	τ
Non-GAAP EPS	\$ 0.78	\$ 0.63	\$ 0.22	\$ 0.20	\$ 0.32	\$ 0.30	\$ 0.31	\$ 1.12	\$ 0.38	\$ 0.44	\$ 0.46	\$ 0.44	\$ 1.72	\$ 2.02	\$ 2.43
Non-GAAP EPS (company method)	\$ 0.84	\$ 0.80	\$ 0.63	\$ 0.22	\$ 0.34	\$ 0.34	\$ 0.35	\$ 1.26	\$ 0.41	\$ 0.47	\$ 0.52	\$ 0.50	\$ 1.91	\$ 2.20	\$ 2.61
Diluted shares outstanding	41	40	40	40	41	42	53	44	63	63	64	64	63	64	65
_				-											
EBITDA	\$ 92	\$ 85	\$ 105	\$ 38	\$ 44	\$ 46	\$ 49	\$ 177	\$ 54	\$ 59	\$ 64	\$ 63	\$ 240	\$ 269	\$ 305
MARGIN ANALYSIS															
Cost of revenue	58.7%	60.1%	63.3%	69.1%	68.5%	67.4%	66.4%	67.8%	65.9%	65.3%	64.0%	64.7%	65.0%	65.0%	64.8%
Gross margin	41.3%	39.9%	36.7%	30.9%	31.5%	32.6%	33.6%	32.2%	34.1%	34.7%	36.0%	35.3%	35.0%	35.0%	35.2%
SG&A / revenue	24.6%	25.8%	24.1%	18.6%	17.3%	18.4%	18.5%	18.2%	17.7%	17.2%	17.5%	17.5%	17.5%	17.1%	16.8%
Depreciation / revenue	2.4%	2.5%	2.2%	1.9%	1.6%	1.9%	1.7%	1.8%	1.5%	1.5%	1.6%	1.6%	1.6%	1.7%	1.7%
Operating margin	14.3%	11.6%	10.5%	10.4%	12.6%	12.4%	13.4%	12.2%	14.8%	16.1%	16.9%	16.2%	16.0%	16.2%	16.7%
Pretax margin	8.6%	6.9%	4.1%	3.9%	6.4%	6.3%	8.2%	6.2%	10.7%	12.0%	12.9%	12.3%	12.0%	12.7%	13.9%
Tax rate	32.3%	39.4%	70.5%	33.7%	33.6%	35.3%	34.8%	34.4%	30.1%	30.0%	29.8%	30.0%	30.0%	29.0%	28.5%
Net margin	5.8%	4.2%	1.2%	2.6%	4.3%	4.1%	5.3%	4.1%	7.5%	8.4%	9.1%	8.6%	8.4%	9.1%	10.0%
EBITDA margin	16.7%	14.2%	12.6%	12.3%	14.2%	14.2%	15.1%	14.0%	16.4%	17.6%	18.5%	17.8%	17.6%	17.9%	18.4%
CHANGE ANALYSIS (Y/Y)															
Total revenues	21.4%	9.0%	39.5%	87.0%	<i>73.5%</i>	70.1%	8.4%	52.1%	6.6%	8.1%	7.8%	9.5%	8.0%	9.9%	10.0%
Cost of revenue	29.3%	11.6%	46.9%	114.8%	101.2%	86.7%	4.8%	63.1%	1.7%	2.9%	2.4%	6.7%	3.4%	10.0%	9.7%
Gross profit	11.7%	5.3%	28.3%	45.0%	33.6%	43.7%	16.1%	33.1%	17.7%	19.2%	19.0%	15.0%	17.7%	9.8%	10.7%
SG&A	15.9%	14.1%	30.4%	12.3%	29.4%	21.1%	1.4%	14.7%	1.7%	7.4%	2.9%	3.6%	3.9%	7.5%	8.1%
Depreciation	9.9%	13.6%	20.0%	42.3%	23.4%	34.7%	(1.3%)	23.0%	(13.0%)	3.6%	(9.3%)	4.7%	(4.0%)	23.2%	9.0%
Operating income	5.4%	(11.2%)	25.5%	204.7%	41.4%	101.7%	49.2%	77.5%	51.6%	<i>37.3%</i>	47.2%	32.1%	41.4%	11.0%	13.6%
Pretax income	15.9%	(12.6%)	(16.2%)	1263.3%	18.8%	156.5%	200.2%	128.9%	192.5%	101.3%	122.3%	65.0%	108.4%	16.9%	20.2%
Net income	51.5%	(21.8%)	(64.1%)	2910.2%	10.5%	NA	73.1%	455.1%	203.5%	111.7%	131.7%	74.2%	119.0%	18.7%	22.2%
EPS	47.8%	(19.9%)	(64.7%)					406.7%	94.6%	36.9%		45.0%	52.8%	17.5%	20.7%
Diluted shares outstanding	2.5%	(2.4%)	1.6%					9.6%	55.9%	54.7%		20.1%	43.3%	1.0%	1.3%
EBITDA	6.0%	(7.6%)	24.5%	159.2%	39.1%	89.3%	41.2%	68.1%	41.7%	33.6%	39.8%	29.1%	35.7%	12.0%	13.1%
REVENUE ANALYSIS															
Total revenues	\$ 548	\$ 597	\$ 833	\$ 311	\$ 311	\$ 320	\$ 324	\$ 1,267	\$ 332	\$ 337	\$ 345	\$ 355	\$1,368	\$1,504	\$ 1,655
Growth: core	19.1%	10.2%	15.2%	11.7%	4.1%	10.4%	8.3%	8.5%	9.6%	12.1%	11.5%	11.9%	11.3%	10.1%	10.0%
Growth: FX	2.3%	(1.2%)	(0.4%)	2.5%	3.7%	0.2%	(1.6%)	0.8%	(3.0%)	(4.0%)	(3.7%)	(2.4%)	(3.3%)	(0.1%)	0.0%
Growth: acquisitions	<u>0.0%</u>	<u>0.0%</u>	<u>24.7%</u>	<u>72.8%</u>	<u>65.7%</u>	<u>59.5%</u>	<u>1.7%</u>	<u>42.8%</u>	<u>0.0%</u>	0.0%	0.0%	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
Growth: total	21.4%	9.0%	39.5%	87.0%	73.5%	70.1%	8.4%	52.1%	6.6%	8.1%	7.8%	9.5%	8.0%	9.9%	10.0%
BOOKINGS & BACKLOG															
Beginning backlog		\$ 1,314	\$ 1,383	\$ 1,940	\$ 1,987	\$ 2,045	\$ 2,091	\$ 1,940	\$ 2,141	\$ 2,185	\$ 2,262	\$ 2,348	\$ 2,141	\$ 2,407	\$ 2,678
Revenue		(597)	(833)	(311)	(311)	(320)	(324)	(1,267)	(332)	(337)	(345)	(355)	(1,368)	(1,504)	(1,655)
Gross bookings		948	998	423	424	442	457	1,745	444	462	507	482	1,896	2,045	2,234
Cancellations		(294)	(223)	(72)	(52)	(60)	(68)	(252)	(46)	(55)	(76)	(70)	(247)	(271)	(311)
Other adjustments		12	615	8	(3)	(15)	(15)	(26)	(22)	6	(0)	2	(15)		
Ending backlog	\$ 1,314	\$ 1,383	\$ 1,940	\$ 1,987	\$ 2,045	\$ 2,091	\$ 2,141	\$ 2,141	\$ 2,185	\$ 2,262	\$ 2,348	2,407	\$ 2,407	\$ 2,678	\$ 2,946
Total net bookings		653.50	774	\$ 351	\$ 372	\$ 382	\$ 388	1,494	\$ 398	\$ 408	\$ 431	\$ 412	\$ 1,649	\$ 1,775	\$ 1,923
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Gross book-to-bill		1.59	1.20	1.36	1.36	1.38	1.41	1.38	1.34	1.37	1.47	1.36	1.39	1.36	1.35
Net book-to-bill		1.09	0.93	1.13	1.19	1.19	1.20	1.18	1.20	1.21	1.25	1.16	1.21	1.18	1.16
Backlog burn rate		45.4%	60.2%	16.1%	15.7%	15.7%	15.5%	65.3%	15.5%	15.4%	15.3%	15.1%	63.9%	62.5%	61.8%
OTHER															
I		\$ 109	\$ 72	\$ 58	\$ 58	\$ 49	\$ 85	\$ 85	\$ 64	\$ 61	\$ 48	\$ 112	\$ 112	\$ 130	\$ 172
Cash and equivalents		454	1,265	1,283	1,251	1,249	949	949	934	919	929	940	940	844	748
Total debt						\$(1,200)	\$ (863)	\$ (863)	\$ (870)	\$ (858)	\$ (881)	\$ (828)	\$ (828)	\$ (714)	\$ (576)
Total debt Net cash (debt)		\$ (345)	\$(1,193)	\$(1,225)		\$(1,200)	Ψ (000)				Ψ (UUI)			P (/±7/	
Total debt				\$(1,225) 9.5x	\$ (1,194) 8.4x	7.4x	4.9x	4.9x	4.5x	4.1x	3.9x	3.4x	3.4x	2.7x	1.9x
Total debt Net cash (debt) Debt to TTM EBITDA		\$ (345) 4.1x	\$(1,193) 11.3x	9.5x	8.4x	7.4x	4.9x	4.9x			3.9x	3.4x	3.4x	2.7x	
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations		\$ (345) 4.1x \$ 99	\$(1,193) 11.3x \$ 25	9.5x \$ (40)	8.4x \$ 37	7.4x \$ 5	4.9x \$ 21	4.9x \$ 23	\$ 3	\$ 27	3.9x \$ 42	3.4x \$ 63	3.4x \$ 135	2.7x \$ 153	\$ 177
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations Capital expenditures		\$ (345) 4.1x \$ 99 (18)	\$(1,193) 11.3x \$ 25 (20)	9.5x \$ (40) (6)	8.4x \$ 37 (6)	7.4x \$ 5 (7)	4.9x \$ 21 (8)	4.9x \$ 23 (27)	\$ 3 (8)	\$ 27 (9)	3.9x \$ 42 (9)	3.4x \$ 63 (9)	3.4x \$ 135 (35)	2.7x \$ 153 (35)	\$ 177 (35)
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations Capital expenditures Free cash flow		\$ (345) 4.1x \$ 99	\$ (1,193) 11.3x \$ 25 (20) \$ 6	9.5x \$ (40) (6) \$ (46)	8.4x \$ 37 (6) \$ 31	7.4x \$ 5 (7) \$ (2)	4.9x \$ 21 (8) \$ 13	\$ 23 (27) \$ (5)	\$ 3 (8) \$ (4)	\$ 27 (9) \$ 17	3.9x \$ 42 (9) \$ 33	3.4x \$ 63 (9) \$ 54	3.4x \$ 135 (35) \$ 100	2.7x \$ 153 (35) \$ 118	\$ 177 (35) \$ 142
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations Capital expenditures		\$ (345) 4.1x \$ 99 (18)	\$(1,193) 11.3x \$ 25 (20)	9.5x \$ (40) (6)	8.4x \$ 37 (6)	7.4x \$ 5 (7)	4.9x \$ 21 (8)	4.9x \$ 23 (27)	\$ 3 (8)	\$ 27 (9)	3.9x \$ 42 (9)	3.4x \$ 63 (9)	3.4x \$ 135 (35)	2.7x \$ 153 (35)	\$ 177 (35)
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations Capital expenditures Free cash flow Headcount (actual)		\$ (345) 4.1x \$ 99 (18)	\$ (1,193) 11.3x \$ 25 (20) \$ 6	9.5x \$ (40) (6) \$ (46)	8.4x \$ 37 (6) \$ 31	7.4x \$ 5 (7) \$ (2)	\$ 21 (8) \$ 13 11,000	\$ 23 (27) \$ (5)	\$ 3 (8) \$ (4)	\$ 27 (9) \$ 17	3.9x \$ 42 (9) \$ 33	3.4x \$ 63 (9) \$ 54	3.4x \$ 135 (35) \$ 100	2.7x \$ 153 (35) \$ 118	\$ 177 (35) \$ 142
Total debt Net cash (debt) Debt to TTM EBITDA Cash flow from operations Capital expenditures Free cash flow		\$ (345) 4.1x \$ 99 (18) \$ 81	\$ (1,193) 11.3x \$ 25 (20) \$ 6 10,200 \$ 12	9.5x \$ (40) (6) \$ (46) 10,250	\$ 37 (6) \$ 31 10,300 \$ 11	7.4x \$ 5 (7) \$ (2) 10,600	4.9x \$ 21 (8) \$ 13 11,000	\$ 23 (27) \$ (5) 11,000	\$ 3 (8) \$ (4) 11,100	\$ 27 (9) \$ 17 11,200	3.9x \$ 42 (9) \$ 33 11,300 \$ 11	3.4x \$ 63 (9) \$ 54 11,400 \$ 11	3.4x \$ 135 (35) \$ 100 11,400	2.7x \$ 153 (35) \$ 118 11,900	\$ 177 (35) \$ 142 12,400

Source for all: Company reports and Wells Fargo Securities, LLC estimates

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