Jacobs 2016 Investor Day

December 1, 2016

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Agenda

Welcome & Opening Remarks	Kevin Berryman, EVP & CFO	8:00 AM
Company Direction & Strategy	Steve Demetriou, Chairman & CEO	
Petroleum & Chemicals	Gary Mandel, President	
Industrial	Bob Pragada, President	
Q&A	Demetriou, Mandel, Pragada	
BREAK		9:50 AM
Buildings & Infrastructure	Bob Pragada, President	10:00 AM
Aerospace & Technology	Terry Hagen, President	
Financial Overview	Kevin Berryman, EVP & CFO	
Q&A	All	
Closing Remarks	Steve Demetriou, Chairman & CEO	
Management Luncheon		12:00 PM

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Forward-Looking Statement Disclaimer

Statements included in this presentation that are not based on historical fact are forward-looking statements. Although such statements are based on management's current estimates and expectations, and currently available competitive, financial and economic data, forward-looking statements are inherently uncertain and you should not place undue reliance on such statements as actual results may differ materially. We caution the reader that there are a variety of risks, uncertainties and other factors that could cause actual results to differ materially from what is contained, projected or implied by our forward-looking statements. For a description of some of the risks, uncertainties and other factors that may occur that could cause actual results to differ from our forward-looking statements see our Annual Report on Form 10-K for the period ended September 30, 2016, and in particular the discussions contained in Item 1 - Business, Item 1A - Risk Factors, Item 3 - Legal Proceedings, and Item 7 - Management's Discussion and Analysis of Financial Condition and Results of Operations, as well as the Company's other filings with the Securities and Exchange Commission. We also caution the readers of this presentation that we do not undertake to update any forward-looking statements made herein.

Non-GAAP Financial Measures

To supplement the financial results presented in accordance with generally accepted accounting principles in the United States ("GAAP"), we present certain non-GAAP financial measures within the meaning of Regulation G under the Securities Exchange Act of 1934, as amended. These measures are not, and should not be viewed as, substitutes for GAAP financial measures. More information about these non-GAAP financial measures and reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found at the end of this presentation.

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Company Overview & Strategy | Steve Demetriou, Chairman & CEO

NASA, International Space Station – Alpha Magnetic Spectrometer in Space

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THE JACOBS CONNECTED ENTERPRISE
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What You Will Hear About Today

- New, **experienced management team** with fresh perspective
- **Strong foundation** in place
- Multi-year **business transformation** underway
- Driving culture change; **discipline, accountability, performance**
- **Profitable growth** framework
- Strong cash generation; **new capital deployment** plan

Exciting Time For Jacobs And Our Employees

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Our Journey Begins With Our Management Team



Steve Demetriou
Chairman & CEO
Joined: 2015

New to Jacobs within the last 3 years



Terry Hagen
President, A&T
1987



Gary Mandel
President, P&C
1996



Bob Pragada
President, B&I, Industrial
2006



Kevin Berryman
EVP & CFO
2015



Lori Sundberg
HR
2013



Michael Tyler
Legal
2013



Barbie Bigelow
CIO
2016



Alan Dick
Transformation
2016



Jeff Goldfarb
M&A
1998

75+ Years Combined Industry Experience

Deep Functional Industry Experience; Engaged And Energized

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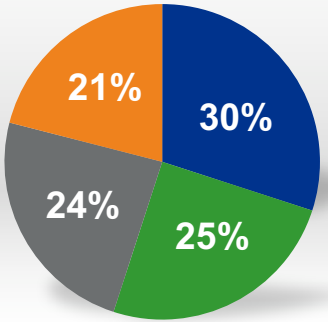
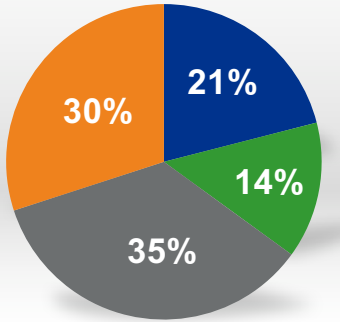
Jacobs At A Glance

Listed	JEC (NYSE)
Employees	~54,000
Countries	30+
Locations	230+

2016 Revenue
$11B



2016 Op. Profit*
$586M



- Petroleum & Chemicals (P&C)
- Industrial
- Aerospace & Technology (A&T)
- Buildings & Infrastructure (B&I)

*Segment operating profit excludes non-allocated corporate expenses

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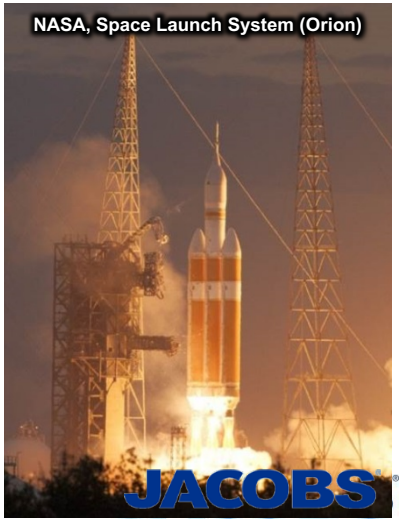
Markets We Serve

Petroleum & Chemicals	Oil & gas upstream, refining & chemical markets
Industrial	Mining & minerals, specialty chemicals & manufacturing, life sciences, field services
Buildings & Infrastructure	Public and private sectors, institutional, highway, rail, aviation, educational, corporate facilities
Aerospace & Technology	Public and private sectors, defense; scientific, engineering, construction, nuclear and technical support services

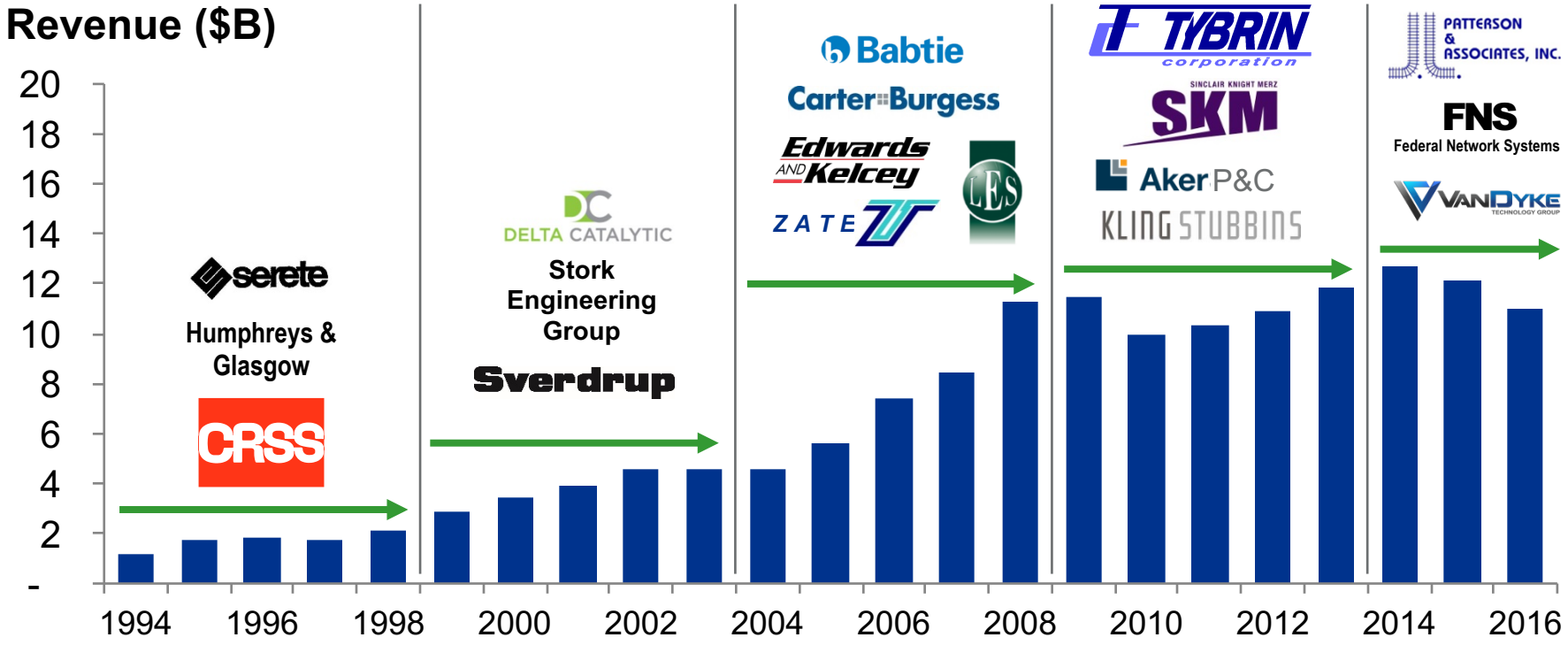








Jacobs Has Been Built On Key Acquisitions…



Acquired 80+ Companies

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…And Is Well Positioned Globally



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…However, Our Strategic Review Identified Certain Gaps

- **Lack of Global Strategy**
  - Office-centric approach with focus on billable hours
  - Insufficient focus on expanding client base
- **M&A Integration Challenges**
  - Fragmented systems and processes
  - Lacking integration excellence
- **Cultural Gaps**
  - Underinvested in people and tools
  - Unclear accountability

Impacted Our Ability To Profitably Grow; Significant Opportunity

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Jacobs Transformation Underway

Reorganized

Market-focused structure

- Clarified leadership, accountability, responsibility
- Four global lines of business (LOBs)
- Three Centers of Excellence
- Moved HQ to Dallas, TX

Restructured

Streamlined footprint

- Rightsized overhead
  - 90+ offices impacted
  - 5,100 positions
- Achieving annualized savings of ~$260-270M

Reenergized

New path forward

- Employee survey informing decisions
- New performance culture
- Investing in systems, tools

Completed Company-wide Strategic Review

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Our Strategic Focus



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Leveraging Our Strong Foundation

	Core Strengths	Differentiation	
✓ BeyondZero® ✓ Culture of caring	Safety Performance	Committed, Passionate Leadership	✓ Experienced ✓ New perspectives
✓ Global reach ✓ Large	Attractive Markets	Diversification	✓ End markets and clients ✓ Project mix and size
✓ Global integrated delivery ✓ Quality excellence	Technical, Engineering Skillset	Deep Client Relationships	✓ Value+® ✓ End-to-end solutions
✓ Opex vs. Capex ✓ Backlog stability	Recurring Revenue	Balance Sheet, Risk Profile	✓ Strong cash flow ✓ Financial flexibility

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Strategic Imperatives

Build A High Performance Culture

Build culture of **accountability, inspirational leadership** and **innovation** that will lead to outperformance over the long term

Transform The Core

Fundamentally change the way we operate to improve **project delivery**, **sales effectiveness** and **business excellence**

Grow Profitably

Execute balanced strategy focused on **organic growth**, **M&A** and **active portfolio management** that positions us in the most attractive end markets and geographies

Focused On Achieving Top Quartile Shareholder Returns

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Build A High Performance Culture

Organizational Health Assessment Results			
Top Quartile	2nd Quartile	3rd Quartile	4th Quartile
A&T	P&C	B&I	Industrial

Four Focus Areas



Leadership Counts!

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Transform The Core: Strengthen Project Delivery

Focus & Objectives

- Framework
  - Invest in tools, systems
  - Standardize procedures
  - Maximize Project Delivery Center of Excellence
- Governance
  - Increase accountability
  - Enhance risk management
- Innovation
  - Leverage technologies
  - Utilize Global Integrated Delivery (GID)

Specific Initiatives - Year 1

- Deploy consistent project controls platform
- Streamline policies and procedures by 30%
- Increase high-value engineering workshare > 20% YoY
- Invest in talent engine to enhance capabilities

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Transform The Core: Enhance Sales Effectiveness

Focus & Objectives

- Differentiated solutions
  - Client-based value proposition
  - End-to-end offering
- Global connectivity
  - Sales Center of Excellence
  - Technical hubs
- Talent development
  - Solutions selling
  - Financial acumen
- Sales analytics
  - Project profitability
  - Resource prioritization

Specific Initiatives - Year 1

- Implement Client Relationship Management system
- Incorporate SMEs and “Technical Fellows” into sales process
- Include profitable backlog growth as performance metric in management incentive plan

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Transform The Core: Achieve Business Excellence

Focus & Objectives

- Systems improvement
  - Business intelligence
  - Financial processes
- Achieve “as sold” margin
- M&A process improvement
  - Integration rigor and tracking
  - Divestitures
- Profitable growth discipline
  - Operating margins
  - ROIC

Specific Initiatives - Year 1

- Upgrade financial processes and systems
- Strengthen M&A talent and execution
- Reduce DSO by two days (~$60M)
- Modify long-term incentive plan to include ROIC

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Grow Profitably: End Market Priorities In Focus

P&C	Industrial	B&I	A&T
Downstream	Life Sciences	Transportation	US Gov't Services
Upstream & Midstream	Licensed Technologies	Social Infrastructure	Telecom
	Consumer Goods	Water	Non-US Gov't Services
	Mining & Minerals	Mission Critical	

- Priority growth areas
- High value niche businesses
- Protect share and improve performance

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Total Global Addressable Market



Line of Business	5-year Industry CAGR
Petroleum & Chemicals	5 - 6%
Industrial (Life Sciences)	5 - 6%
Buildings & Infrastructure	4 - 5%
Aerospace & Technology	2 - 3%

Note: Expected cumulative 2017 – 2021; based on internal assessment and third-party research.

Sizable Markets And Significant Opportunities For Growth

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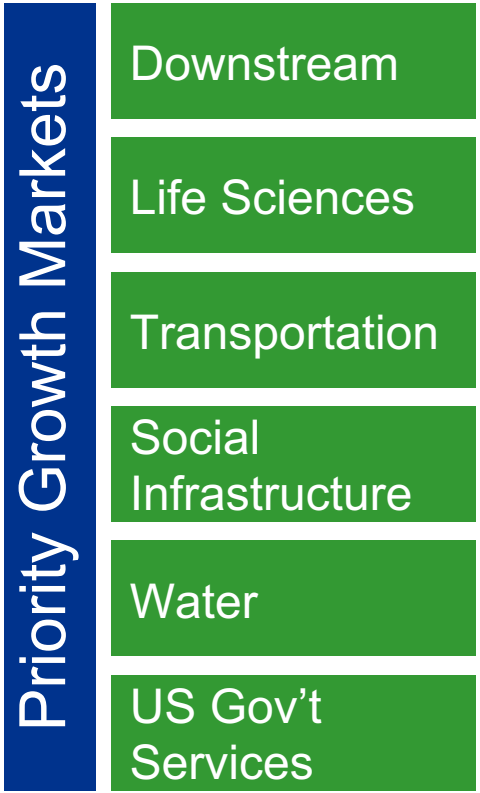
Grow Profitably: Focused On Higher Growth Markets



Rationale

- Solid, stable industry growth rates
- Size of total market capital spend
- Our capability to outperform

Approach

- Penetrate existing clients and develop new relationships
- Invest in resources and technology
- Pursue strategic M&A

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New M&A Framework

- M&A committee established
- Extensive integration framework developed with key milestones
- Rigorous post-deal tracking of financial performance against plan



Focus Areas	Financial Hurdles
• High growth markets • Superior technology, IP • Embedded strength	• Cost synergies • Double-digit ROI • Strong NPV • Accretive EPS

More Disciplined, Value-driving M&A

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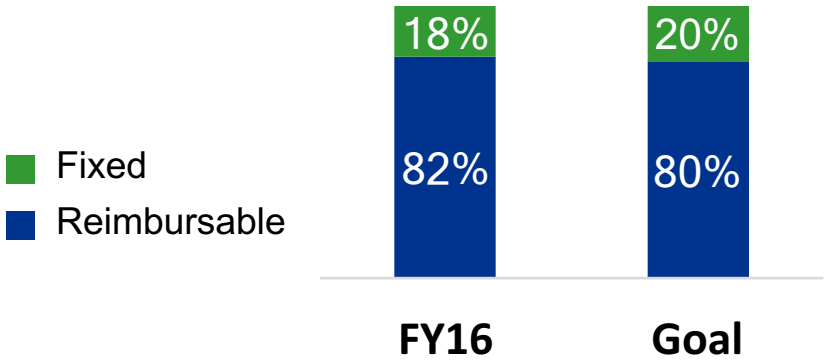
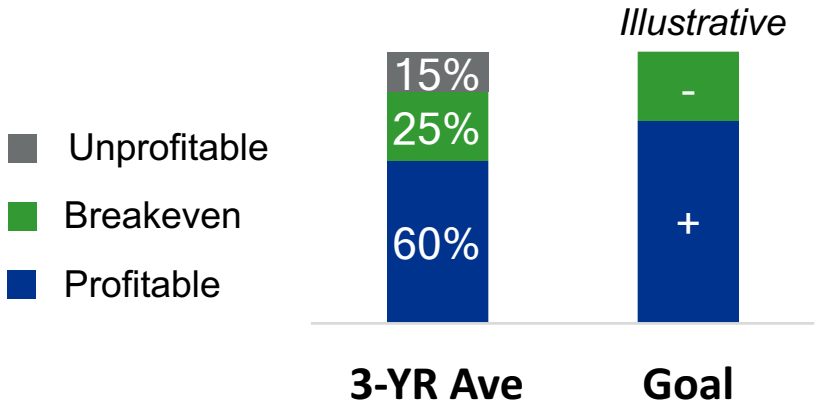
Managing Risk And Optimizing Portfolio Profitability

Managing Risk Profile…



…And Eliminating Loss-making Business



Balanced Capex/Opex Portfolio Supports Long-term Sustainable Growth

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2019 Financial Framework

	2016 Actual	2019 Target
Organic Revenue Growth, CAGR	Flat	2-4% ↑
Operating Profit Margin[1]	4.8%	100-150 bps ↑
ROIC[1]	8.9%	50-150 bps ↑

1 Non-GAAP measure, GAAP reconciliation tables at end of presentation

Our Transformation Will Drive Results

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New Strategy: Building From A Strong Foundation

- Our transformation is underway
- Delivering increased value to our clients
- Executing focused set of priorities to drive profitable growth
- Achieving higher quality of earnings, including through M&A
- Employing disciplined capital framework

New Performance Culture; Committed To Delivering Shareholder Value

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Petroleum & Chemicals Overview | Gary Mandel, President





BP, CAT Fractionator

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Key Messages

- Grow profitably by focusing on increased market share downstream in NA and Europe while increasing penetration across the Middle East
- Cost reductions of $132M (2015 - 2016) have led to margin improvement despite industry headwinds; backlog growing
- Invest to improve integrated management systems for EPC deliveries to support growth
- Target new developing markets (SE Asia and Latin America) to tap into refining and chemicals opportunities







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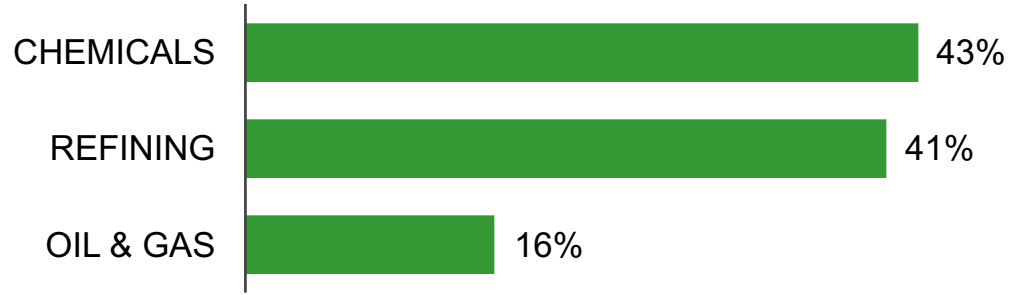
Petroleum & Chemical (P&C) Snapshot

FY16 Segment Results

Revenue	$3.3B
OP Margin	3.9%
Backlog	$5.5B
Countries	18
Locations	36

End Markets Served (% OF 2016 REVENUE)



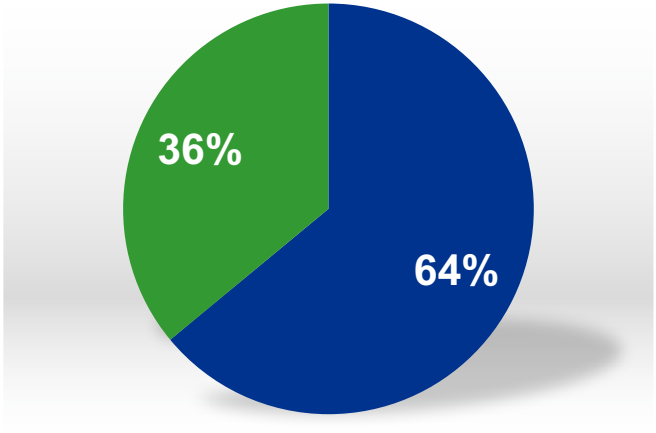
Representative Clients

Oxy DSM Total Vopak Shell
Reliance Indian Oil SABIC Phillips 66
Chevron Lubrizol Celanese BASF ExxonMobil Dow
Valero Huntsman Pioneer Saudi Aramco Monsanto Petroineos
Spectra Energy HollyFrontier Kinder Morgan Citgo Koch
Invista Nova Chemicals Arkema TransAlta
TransCanada Irving Sunoco BP

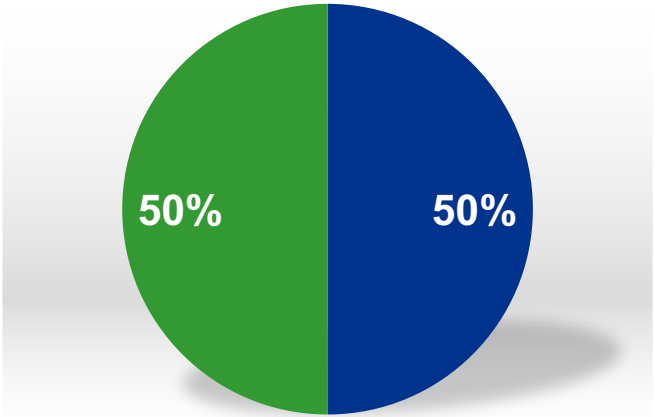
P&C Portfolio Underpinned By Reliable Income Streams

P&C Project Mix

Current Mix[1]



FY19 Goal



Capital Projects Sustaining Capital[2]

1 Estimated FY17 revenue mix
2 Sustaining capital defined as programs and projects executed to maintain production, extend asset life, improve safety, or ensure regulatory compliance, etc.

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P&C Industry Dynamics

Oil & Gas



Upstream: Potential capex rebound but lower than 2014 peak

Midstream: NA and ME will stabilize

Refining



NA, ME and Asia Pacific (ex-China) are regions with a high share of capex/opex spend and moderate to high growth

Chemicals



Total petrochemicals capex 2017-2021 is expected to be ~$350B; Asia Pacific (ex-China), NA and ME more attractive markets

Jacobs' Points of Strength

- Top refining and chemicals resume
- 30 years high value engineering center experience in India
- Jacobs Consultancy; pull-through solutions
- Strong ME Oil & Gas position
- Capex, sustaining capital diversity and skill sets

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P&C Total Addressable Market



	Market Size	5-year Industry CAGR
Oil & Gas	$2.2T	6 - 7%
Chemicals	$348B	6 - 7%
Refining	$300B	5 - 6%

Note: Expected cumulative 2017 – 2021; based on internal assessment and third-party research.

NA And Europe Sizeable Markets; ME And Asia Pacific Opportunities For Growth

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Opportunities Identified Through Strategic Review…

To Further Develop In Order To Differentiate Ourselves

- IoT, JPRO, digitization of data (leverage disruptive technologies to further innovate our capital projects and sustaining capital deliveries)
- Improve our integrated EPC skills, capabilities, systems and productivity
- Access to licensed process technologies to leverage “pull through” opportunities from FEED to EPC

…Representing Significant Opportunity Amid Consistent Execution

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Segment Imperatives: Petroleum & Chemicals

Build A High Performance Culture

- Redefine career development pathways to recruit, develop and retain high potential talent
- Strengthen KPI metrics to drive culture of efficiency, performance and accountability

Transform The Core

- Upgrade engineering, procurement and construction management systems to support transformation and profitable growth
- Revitalize sales organization/process to boost organic growth and win higher margin end-to-end opportunities from office focus to global focus

Grow Profitably

- Focus on downstream opportunities in NA and Europe
- Prioritize developing opportunities in ME, SE Asia and Latin America
- Execute selective, strategic M&A

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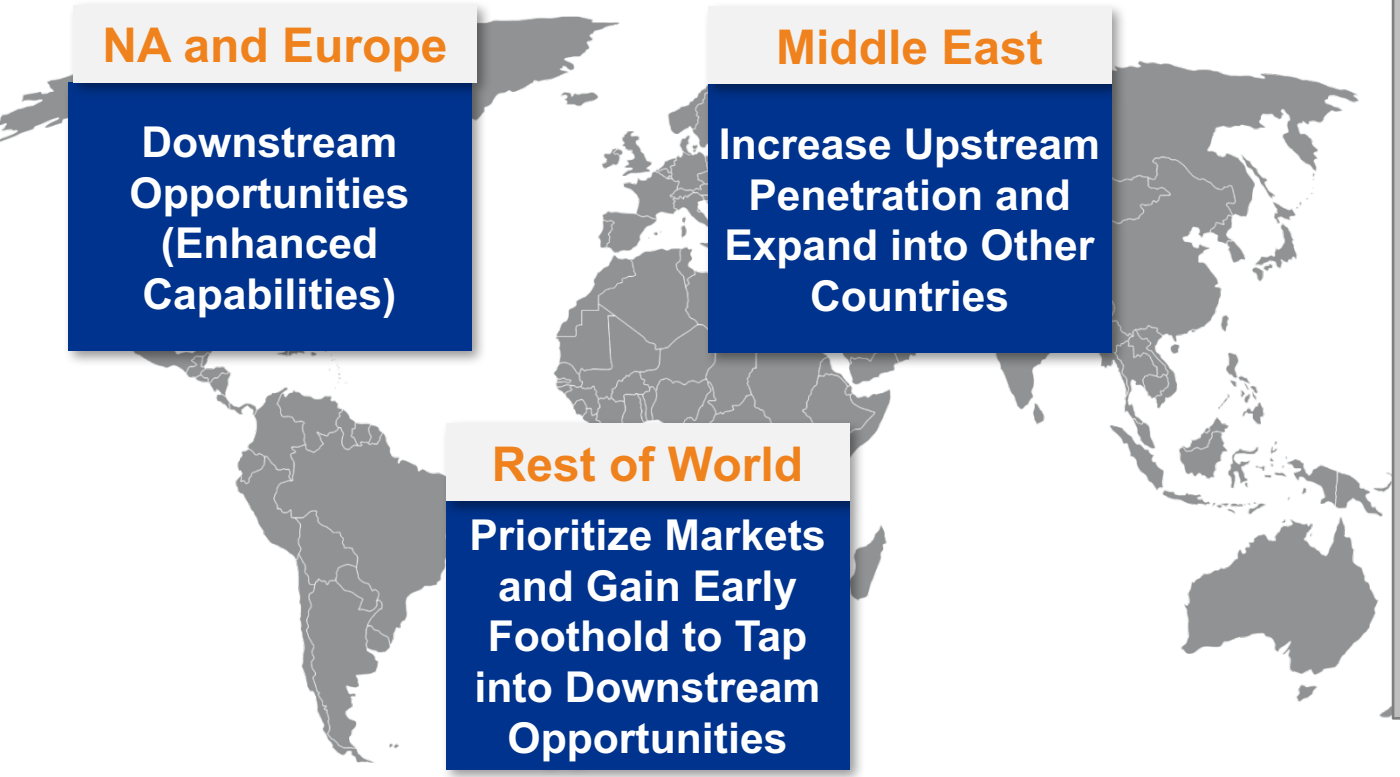
Grow Profitably: Further Strengthen Our Global Position



NA and Europe

Downstream Opportunities (Enhanced Capabilities)

Middle East

Increase Upstream Penetration and Expand into Other Countries

Rest of World

Prioritize Markets and Gain Early Foothold to Tap into Downstream Opportunities

- Deepen relationships through targeted services, including end-to-end EPC and EPCM
- Identify local project delivery partners and consider JVs as appropriate
- Deliver process safety offerings (JPRO) and respond to targeted opportunities

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Increase Upstream Penetration, Expand In Middle East

Near Term

Saudi Arabia

- Expand operations on West Coast (i.e., Yanbu, Jeddah)
- Develop local construction delivery partners, pursue potential JVs
- Leverage General Engineering Services (GES) framework contracts to capture larger share of Operations & Maintenance (O&M)

Next Wave

GCC Countries

- Increase PMC and EPCM services offerings
- Target EPCM downstream opportunities (e.g., chemicals projects)
- Explore local partners for entry given significant upstream project spend; ~$460B expected in 2017-21 with strong focus on downstream (~$100B)

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JPRO: Innovating Process Safety

- ISA84 compliance
- Uptime reliability & productivity
- Technology upgrades
- Sustainable solutions
- Cyber security



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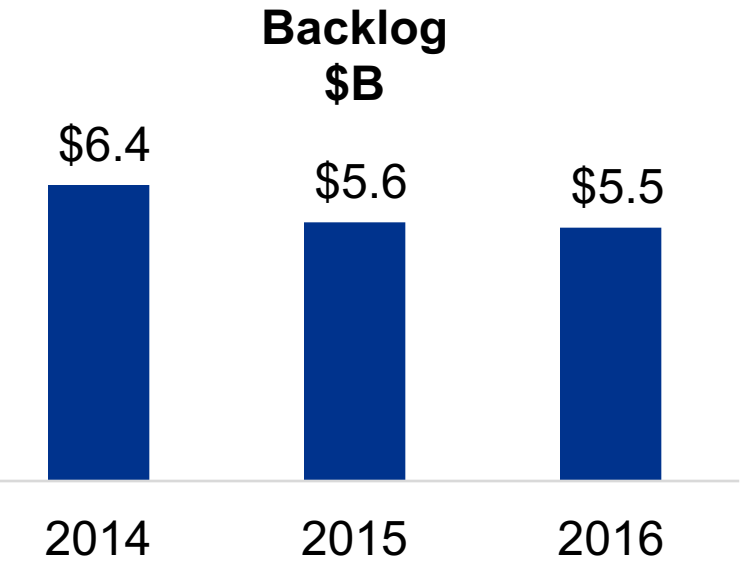
P&C Backlog And 2019 Targets



	2016	2019 Targets
Revenue (organic growth target)	$3.3B	2 - 3% annual growth
Segment Operating Profit Margin[1]	3.9%	5 - 6%

1 Excludes non-allocated corporate expenses

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P&C Summary

- Transform our Core
  - Common tools, work processes and management systems
  - KPI's to drive culture of accountability, revitalize our sales process to offer solutions to new clients and further build our EPC skills, depth and capabilities
- Focus on downstream services in NA and Europe, increasing penetration in Saudi Arabia and GCC countries with opportunistic plays across rest of world
- Strengthen and leverage process technology offerings
  - Deploy disruptive technologies into our project deliveries and solutions offerings
- Execute a more disciplined M&A approach



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Industrial Overview | Bob Pragada, President

Gedeon Richter Plc., biotechnology R&D and manufacturing facility

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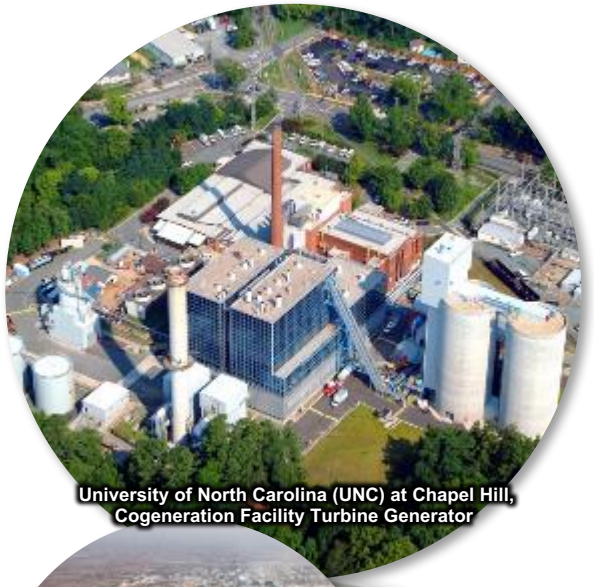
Key Messages

- Established market leader with deep client relationships
- Diverse business with a focused, prioritized approach
- Leverage existing relationships to expand offering to full project lifecycle
- Enhance technical leadership; competitive differentiator
- Capitalize on GID for growth and increased profitability
- Optimize Field Services capability to grow EPC/EPCM


University of North Carolina (UNC) at Chapel Hill, Cogeneration Facility Turbine Generator


Office Chérifien des Phosphates, OCP Jorf Lasfar General

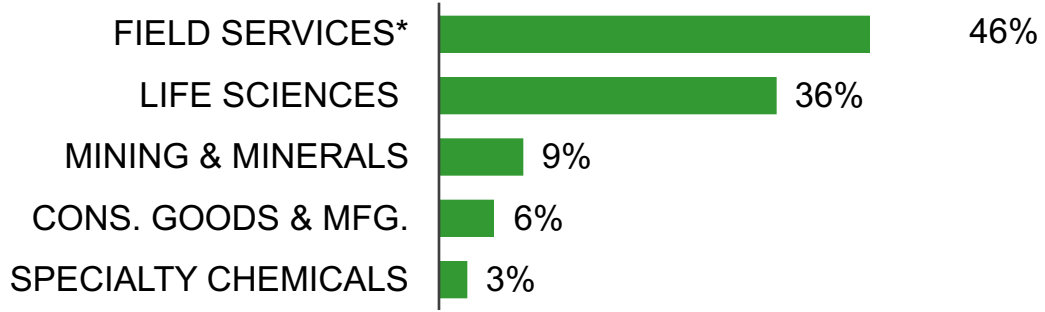

NIBRT, Research & Training Facility

Industrial Snapshot

FY16 Segment Results

Revenue	$2.8B
OP Margin	2.9%
Backlog	$3.1B
Countries	25
Locations	80

End Markets Served (% OF 2016 REVENUE)



Representative Clients

ADM Biogen Eastman
Kimberly-Clark Shell GlaxoSmithKline Pfizer
Shire Codelco Rio Tinto Novartis OCP
BMS International Paper BHP Billiton

* Field Services is a Business Unit

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Diverse, Full Service Offerings In Our End Markets

	Overview	Position	Trend
Mining & Minerals and Specialty Chemicals	• Full project lifecycle engineering, construction, commissioning and maintenance service • Proprietary sulfuric and phosphoric acid plant, and sulfur recovery technology with turnkey engineering, fabrication and install capabilities	Leader	
Consumer Goods and Manufacturing	• Engineering, procurement and construction capabilities to food, beverage, consumer product, semiconductor and pulp & paper markets • Skillsets in material handling, packaging, processing and warehouse design	Leader	

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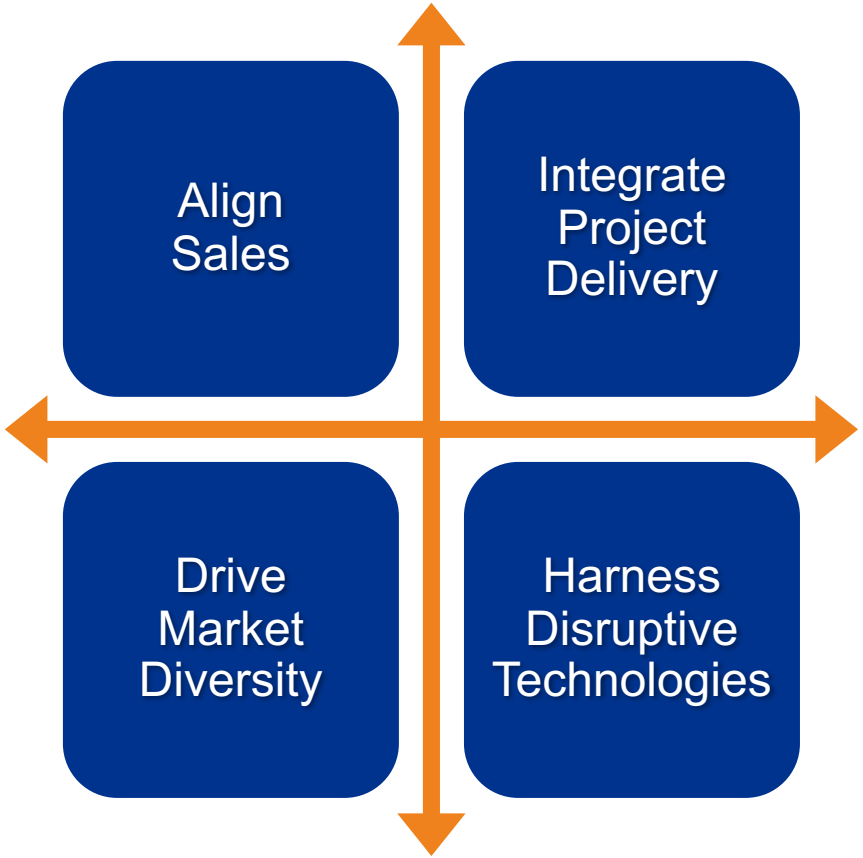
Global Field Services

Capabilities And Resources

- Industry leader in safety with our world class BeyondZero® Culture of Caring
- Integrated Project Delivery (EPC/EPCM), Construction and Technical Services, PM/CM and Sustaining Services
- Deep expertise delivering results
  - Employees: 12,000
  - Work Sites: 220



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Segment Imperatives: Industrial

Build A High Performance Culture

- Drive innovation-centric environment and accountability through empowerment
- Establish a global mindset; individually and organizationally
- Recruit, develop and retain subject matter experts and project management professionals able to execute on global scale

Transform The Core

- Implement global solutions to client's business needs
- Align project delivery tools to single business management tool
- Optimize strong Global Integrated Delivery platform

Grow Profitably

- Drive growth in Life Sciences, defend leadership position in cyclical markets
- Leverage global footprint to diversify geographically
- Expand service offering to provide full end-to-end value across portfolio

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Life Sciences Total Addressable Market



	Market Size	5-year Industry CAGR
Pharma	$20B	3 - 4%
Biopharma	$14B	8 - 9%
MedTech, Animal Health	$8B	5 - 6%

Note: Expected cumulative 2017 – 2021; based on internal assessment and third-party research.

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Research Trends Drive Long-term Growth Opportunity

Pharma

- Population growth and accelerated increase in chronic disease states driving demand for new options
- Increasing cancer incidence worldwide means innovative approaches can serve a large generic market

Biopharma

- Deeper understanding of cancer driving demand for highly targeted biopharma options
- Availability of contract manufacturing options allow smaller players to enter biopharma space and increase innovation
- Record number of regulatory approvals for new drugs and therapies

MedTech

- Interest in minimally invasive surgical techniques has given rise to options that can be applied to a larger population

Animal Health

- "Humanization" of and increased consumer spending on pet care

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Life Sciences Strengths And Differentiators

	How We Are Differentiated
Large Projects	• Subject matter experts with cutting-edge facility innovation • Integrated EPCM project delivery expertise • Diverse geographic footprint • Depth and scale of resource • Strong brand with track record of success
Small to Mid Projects	• Strong presence in client manufacturing hubs • Deep, long-term client relationships • Value-added services to enhance large-cap investments

Leverage Expertise, Deep Relationships And Geographical Presence To Drive Growth

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Several Opportunities Identified Through Strategic Review

	Further Develop Capabilities
Large Projects	• Implement Lean execution principles • Expand global SME through Technical Fellows Program • Grow scale and expertise in Global Integrated Delivery (GID)
Small to Mid Projects	• Leverage low overhead, localized salesforce and streamlined bid process • Maximize GID to respond to volatility in project demand
Commissioning & Qualification	• Provide consistent end-to-end project solution • Leverage global protocols to streamline regulatory validation • Capitalize on fluency in standards to facilitate clients' risk-based approach

Significant Opportunity Strengthened By Consistent Execution

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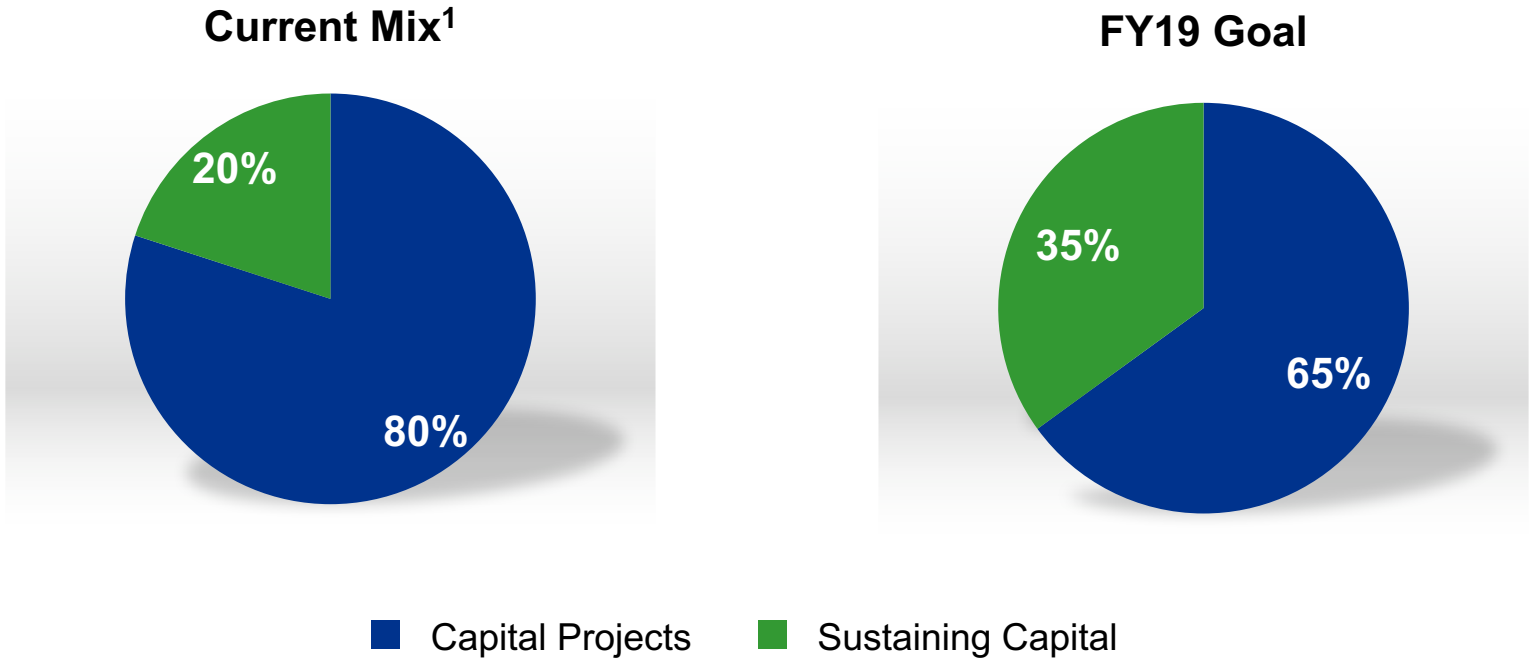
Portfolio Underpinned By Reliable Income Streams

Life Sciences Project Mix



1 Current mix based on FY16 Life Sciences revenue

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Building Out Services And Geographies To Fuel Growth

1 **Target project life cycle opportunity by offering comprehensive end-to-end solutions**

Current Position

- Strong
- Moderate
- Limited

Opportunity



2 **Capture opportunity in large and small cap portfolio in targeted growth markets through focused, high ROI strategies**

- Priority growth areas
- Opportunistic

Ireland
US
W. Europe
India
SE Asia

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Global Integrated Delivery Enables Our Growth

- 80% of workflow is multi-office execution
- India presence enables ability to scale
  - 500+ experienced personnel delivering pharmaceutical engineering
  - Significant platform positioned for growth
- Provides cost leadership and increased access to talent
  - Highest percentage and volume of engineering graduates globally
  - Well versed in integrated delivery and work process oriented

Global Expertise And Scale For Growth

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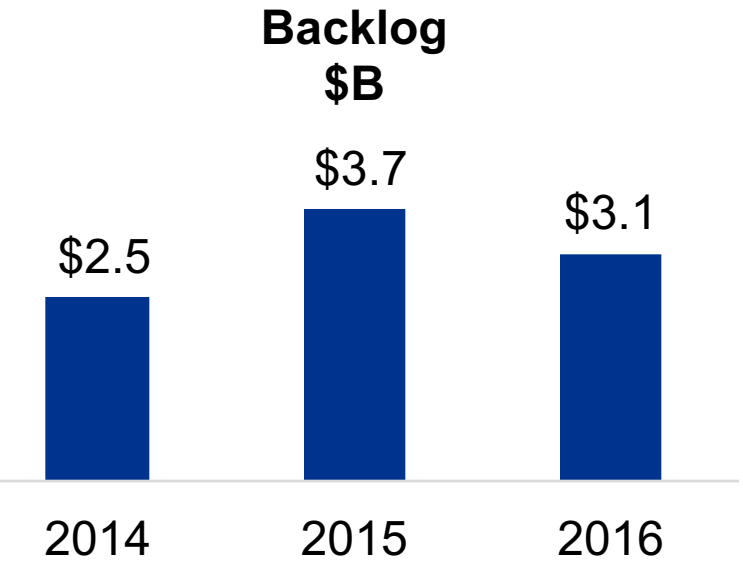
Industrial Backlog And 2019 Targets



	2016	2019 Targets
Revenue (organic growth target)	$2.8B	9 - 10% annual growth
Segment Operating Profit Margin[1]	2.9%	3.5 - 4.5%

1 Excludes non-allocated corporate expenses

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Industrial Summary

- Global LOB structure serves as catalyst for executing growth strategy
- Pharma and biopharma expected to be largest and fastest growing sub-sectors over next 5 years
- Longer-term growth opportunity in existing markets and developing geographies (India and SE Asia)
- Diversifying and globalizing Field Services; significant growth enabler
- Strong team in place to drive project delivery excellence


Unilever San.ve Tic Turk, A.S., Bosphorus Ice Cream Project


Gedeon Richter Plc., Biotechnology R&D & Manufacturing Facility


Paper Mill, Abitibi, Lufkin, TX


Codelco (Corporacion Nacional del Cobre de Chile), Radomiro Tomic Sulphide Mine

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Solutions for a more connected, sustainable world



Buildings & Infrastructure Overview | Bob Pragada, President

GSA Mid - Atlantic Region 3, Social Security Administration National Support Center

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Video - FasTracks



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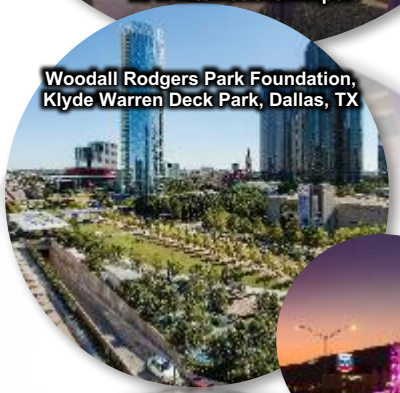
Key Messages

- Market leader within fragmented market
- Business built on a series of key acquisitions
- Driving global integration for optimal local solutions
- Integration driving alignment of processes and tools for delivery excellence
- Growing profitably by investing in Transportation, Social Infrastructure and Water


DART Rail Station at Terminal A, DFW International Airport


Woodall Rodgers Park Foundation, Klyde Warren Deck Park, Dallas, TX


Camino Real Regional Mobility Authority, Airway Boulevard Enhancement Project

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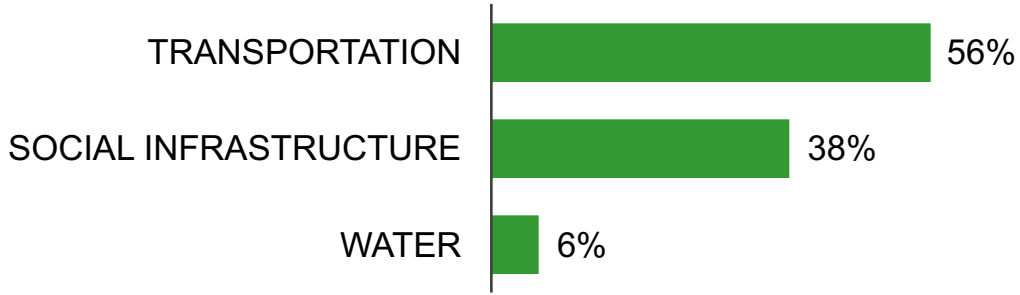
Buildings & Infrastructure (B&I) Snapshot

FY16 Segment Results

Revenue	$2.3B
OP Margin	7.8%
Backlog	$5.0B
Countries	14
Locations	75

End Markets Served (% OF 2016 REVENUE)



Representative Clients

US Navy Crossrail US Army Corps of Engineers
Main Roads – Queensland LaGuardia Texas Department of Transportation
Network Rail Northrop Grumman Australia Dept. of Defence
Highways England Sydney Metro United Utilities

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Historical Growth Driven By Acquisitions

CRSS · serete · Sverdrup · Babtie · Carter Burgess · Edwards and Kelcey · KLING STUBBINS · LES · SINCLAIR KNIGHT MERZ SKM · PATTERSON & ASSOCIATES, INC.

1994 ▶ 2016



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Market Leadership Underpinned By Distinctive Service Offerings



Strengths of Each Sector:

- Strong
- Medium
- Developing

ENR 2016 Industry Rankings

#2 TRANSPORTATION
#2 GOV'T BUILDINGS

#2 OVERALL
(Global Buildings and Infrastructure Space)

Comprehensive Program And Project Delivery Are Key Differentiators

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B&I Total Addressable Market



	Market Size	5-year Industry CAGR
Social Infrastructure	$400B	5 - 7%
Transportation	$300B	3 - 4%
Water	$100B	4 - 5%

Note: Expected cumulative 2017 – 2021; based on internal assessment and third-party research.

We Target Large, Growing Markets

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Within End Market Sub-verticals, Several Strong Trends

Aviation

- Air traffic growth expected to continue (5% CAGR)
- US Airports lagging global standards, customer expectations
- Airport owner-operators expanding globally from Europe into Asia and NA

Government Buildings

- Funding gaps at the US Federal and State level are increasing focus on total cost of ownership (TCO) creating opportunities
- Smart solutions creating commercial, functional and economic value

Water

- Water scarcity is worsening globally, incentivizing investment in desalination and water reuse facilities
- $1T investment needed to replace aging US conveyance infrastructure

Cross-cutting Trend

Attractiveness of alternative financing and delivery models increasing globally across all markets

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Segment Imperatives: Buildings & Infrastructure

Build A High Performance Culture

- Drive accountability through empowerment and measurement
- Leverage a globally-connected, value-based organization
- Mindset change; aggressive focus on selective growth

Transform The Core

- Formalize Technical Fellows, Graduate Development, and Professional Certification Programs
- Drive project delivery excellence through strong doctrine & governance
- Optimize Global Integrated Delivery (GID) across geographies

Grow Profitably

- Maintain leadership in Highways and Rail, invest for growth in Aviation, Water and Government Buildings
- Drive “Smart Solutions” across market sectors
- Accelerate growth through targeted M&A, strategic partnerships

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Build On Strengths To Capture Underpenetrated Markets

Highways & Rail

- Leverage leadership position in key areas of US, UK, Ireland and Australia
- Globalize diverse technical expertise in sub-verticals (e.g., high speed, freight)
- Integrate Jacobs Connected Enterprise with smart solutions

Aviation

- Diversify service offering across geographies
- Focus on strategic partnering and value offering for global, mega projects
- Leverage global expertise and footprint to optimize US and India markets

Gov't Buildings

- Expand service offering to full project lifecycle: early planning through long-term asset management
- Differentiate through smart and sustainable solutions

Water

- Leverage UK capital delivery expertise in upcoming Australia, US initiatives
- Strategically deploy technical skills globally to upcoming large scale programs
- Actively pursue strategic M&A and partnerships

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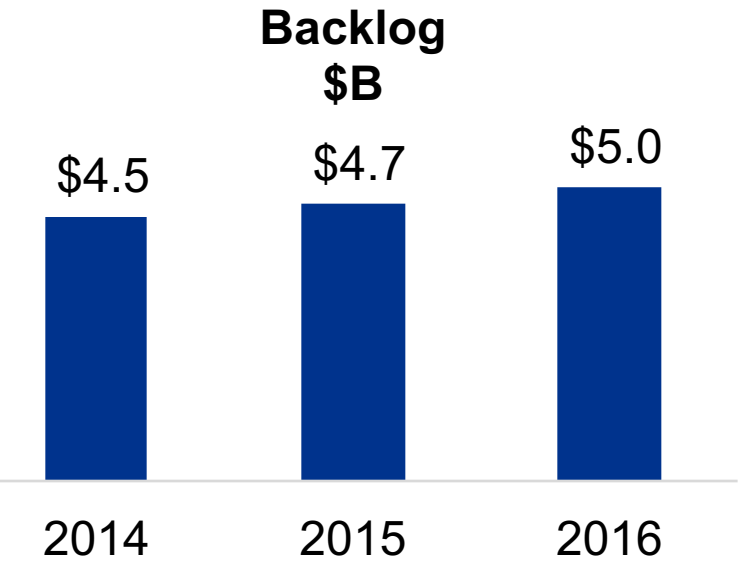
B&I Backlog And 2019 Targets



	2016	2019 Targets
Revenue (organic growth target)	$2.3B	4 - 5% (annual growth)
Segment Operating Profit Margin[1]	7.8%	7.5 - 8.5%

1 Excludes non-allocated corporate expenses

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B&I Summary

- Proven ability and track record of globalizing businesses for long-term growth
- Targeted M&A to capitalize on strategy and market momentum
- Uniquely positioned to deliver superior value through global connectivity, smart solutions and delivery excellence



Gold Coast University Hospital,
GCUH Engineering JV (Jacobs and Aurecon)



LAC+USC Medical Center Replacement Project,
Los Angeles County



UT Dallas,
Student Housing Living/Learning Center



DART Rail Station at Terminal A,
DFW International Airport



Aerospace & Technology Overview | Terry Hagen, President

NASA, Orion Space Capsule

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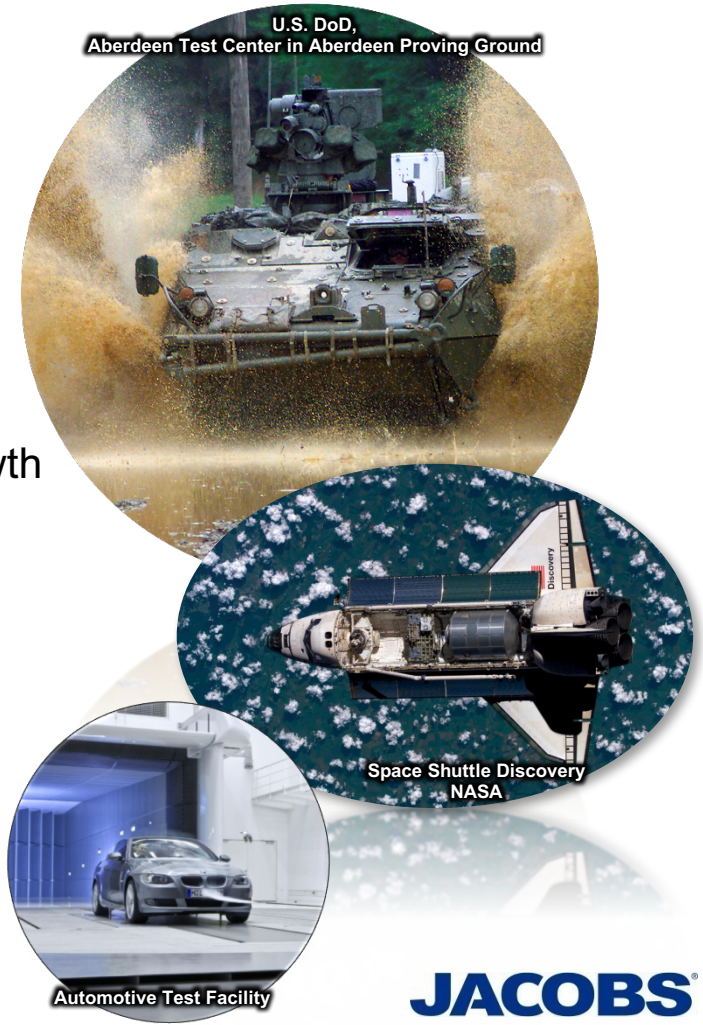
Key Messages

- Large, stable and fragmented market presents meaningful share growth opportunity
- Differentiated delivery model, cost posture and integration capability provides strong growth foundation
- Expand sales capacity and enhance capability to ignite growth
- Initiatives in place to further enhance solid margin structure
- Protect and grow base, expand into weapons system sustainment and nuclear Tier 1 markets
- Drive Jacobs Connected Enterprise (JCE) Innovation Center across company to capitalize on emergent, disruptive technology across customer set

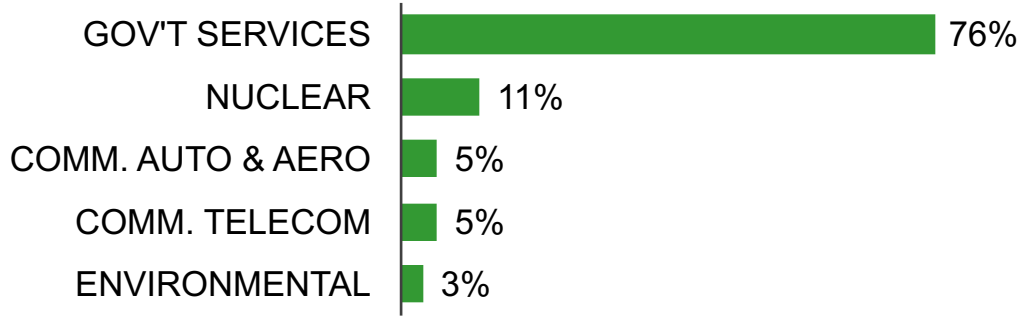


Aerospace & Technology (A&T) Snapshot

FY16 Segment Results

Revenue	$2.7B
OP Margin	7.7%
Backlog	$5.1B
Countries	3
Locations	65

End Markets Served (% OF 2016 REVENUE)



Representative Clients

BMW AT&T EDF
UK Nuclear Decommissioning Authority
US Air Force Fiat Chrysler UK Ministry of Defence
Tennessee Valley Authority US Department of Energy US Navy
US Army General Motors US Intelligence Community
US Special Operations Command Ford Motor Company
Australian Department of Defence
NASA Scania

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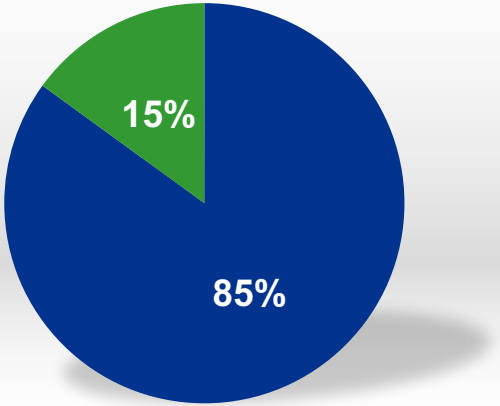
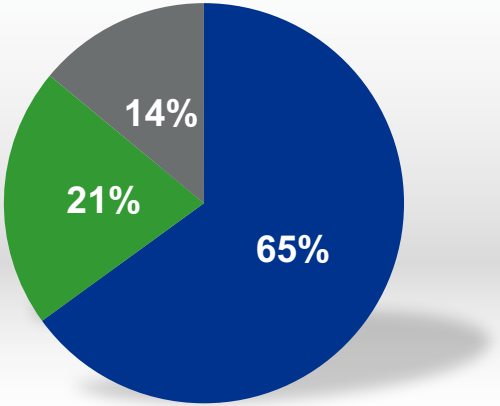
A&T Portfolio Mix Is Characterized By Recurring Revenue

Customer Base



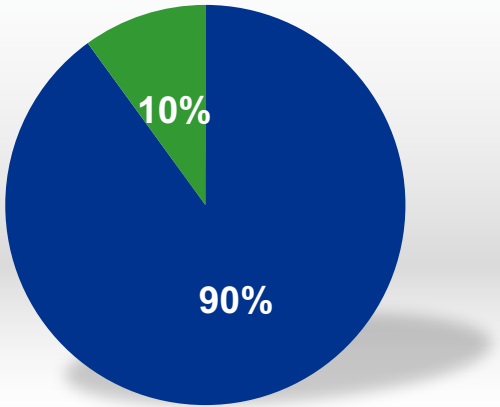
- Government
- Commercial

Contract Type



- Cost Reimbursable
- Fixed Price
- Time & Materials

Contract Duration



- Long-term Contracts
- Discrete Projects

*Percentages based on 2016 revenue

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Core Capabilities: Broad And Deep Suite Of Services

Capability	Description	Examples
Sustainment and O&M	Operate and maintain complex technical facilities and infrastructure	• NASA Kennedy Space Center O&M • Ford Drivability Test Facility • Aberdeen Proving Ground
IT Services	Lifecycle IT services; from network design to O&M and cyber security	• Federal Network Systems portfolio • SOCOM IT Service Management • Missile & Space Data Center O&M
Design/Build	Advanced technical facility design and construction	• NASA Stennis A-3 Rocket Test Stand • NASCAR Wind Tunnel (Windshear) • EDF Hinkley Point C Nuclear Build
Engineering Services	Specialty engineering, modeling and simulation	• NASA Johnson Space Center • USAF TEAS & ETASS contracts • Army TACOM Program Office Services
Remediation	Clean-up of contaminated environments	• New Bedford Harbor • Sellafield Bulk Sludge & Fuels Retrieval Project • TVA Kingston CCR

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A&T Total Addressable Market



	Market Size	5-year Industry CAGR
Gov't Services	$1.5T	1 - 3%
International Defense	$400B	4 - 6%
Environmental	$161B	4 - 5%
Commercial Automotive	$15B	3 - 4%

Note: Expected cumulative 2017 – 2021; based on internal assessment and third-party research.

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Industry Dynamics

Competitive Pricing



Global defense services still extremely price competitive; expected to persist

Industry Consolidation



Aerospace & Defense (A&D) firms leveraging M&A to increase scale, lower cost structure and build capabilities

Disruptive Technology

IoT, big data analytics with a cybersecurity envelope represent opportunities across Jacobs' entire customer base

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Strengths And Competitive Differentiation

- Dedicated operating model has resulted in long-term relationships
  - Industry leading customer satisfaction rates
  - Higher-than-industry rebid win rates
  - Delivery model tailored to needs of government contracts
- Lower cost posture versus industry
- Managed as a highly integrated, commonly incentivized business allowing efficient resource deployment
- Structured mechanisms to promote innovation and avoid complacency
- Demonstrated ability to integrate value-creating M&A targets

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Proven Ability To Derive Value From M&A

	TYBRIN	TechTeam	Trompeter	FNS	Van Dyke
Expanded Customer Base				✓	✓
Added Technical Capability	✓	✓	✓	✓	✓
Captured Adjacent Growth/Scale	✓		✓	✓	✓
Achieved Financial Expectations	✓		✓	✓	TBD
	2009	2010	2013	2013	2016

Recent Transactions Represent Over 25% Of A&T's 2016 Net Operating Profit

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Segment Imperatives: Aerospace & Technology

Build A High Performance Culture

- Sustain first quartile OHA results
- Refine and enhance application of Dedicated Model
- Expand talent development and Leadership Development Program to UK

Transform The Core

- Continue to implement pricing initiatives and intelligently expand use of fixed-price contracts to earn higher margins
- Expand business development capability and capacity
- Raise systematic performance by strategically assigning resources to best opportunities; promote innovative culture

Grow Profitably

- Secure and grow base through market and capability-specific strategies
- Leverage acquisitions to expand and support initiatives
- Penetrate weapons sustainment market; become Tier 1 global nuclear player
- Leverage JCE across Jacobs commercial customer base

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Grow Core Markets

Government Services	• Focus on areas of national priority spend (e.g., expand IC footprint) • Leverage existing capabilities into underpenetrated agencies (e.g., missile defense) • Aggressively defend leadership positions while improving unit margins (e.g., NASA)
Nuclear	• Leverage position on UK new build programs • Apply UK decommissioning expertise to US market • Extend front-end infrastructure capabilities to system life extension/modernization
Commercial Auto And Aero	• Leverage dominant market position in strong commercial pipeline • Extend expertise to new customer bases with R&D/Test & Evaluation facility needs
Commercial Telecom	• Continue to improve project delivery performance and unit profitability • Grow with current client base
Environmental	• Diversify with Jacobs' E&C customer base (i.e., adjacency selling) • Leverage coal combustion residual expertise in emerging sub-market

Organic Growth Supported By Thematic M&A

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Focused on New Growth Areas

Focus	Rationale	Approach
Penetrate Weapons Sustainment Market	• Represents majority of weapons system lifecycle spend (expected to be ~$75B over next five years)	• Leverage existing capabilities in asset management and enterprise operations
Become Tier 1 Global Nuclear Player	• US represents $115B market (expected 2017 - 2021) • Low risk • Relatively small number of major competitors	• Leverage very strong Tier 2 experience base • Key personnel hires

Accelerate Growth Through Strategic M&A

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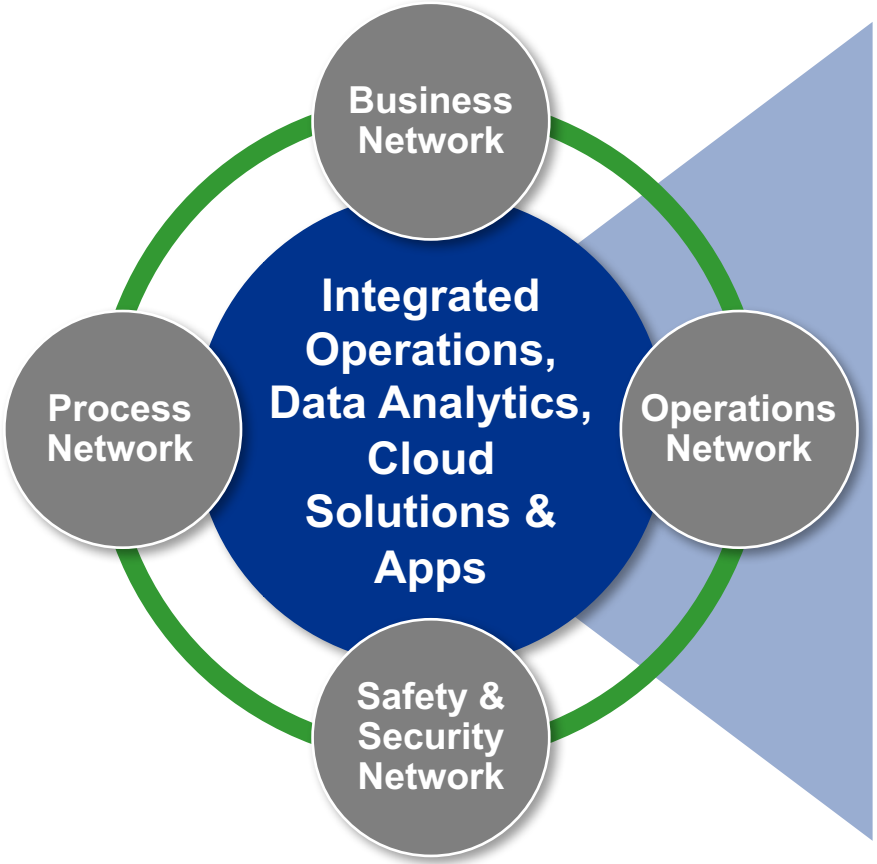
Introducing Jacobs Connected Enterprise (JCE)

Leveraging our collective systems integration expertise and applying it to large, traditional E&C customer base, across all LOBs



Data Collection

Connect devices/controls to collect data across an industrial enterprise

Data Analysis

Optimize processes/ operations and make data-driven decisions

Data Protection

Protect data and infrastructure that is now network-connected

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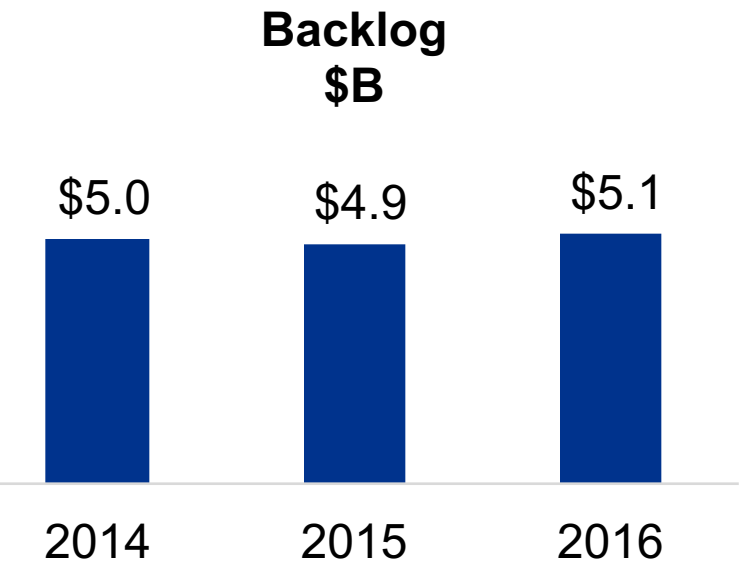
A&T Backlog And 2019 Targets



	2016	2019 Targets
Revenue (organic growth target)	$2.7B	5 - 7% annual growth
Segment Operating Profit Margin[1]	7.7%	7.5 - 8.5%

1 Excludes non-allocated corporate expenses

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Summary

- Well positioned to capture share in large, stable and fragmented market
  - Highly competitive cost posture
  - Culture of accountability and innovation
  - Demonstrated ability to integrate M&A in A&T
  - Opportunities to enhance solid profit margins
- Able to apply emerging technology across entire Jacobs client base
- Market trends favor consolidation
  - Margins have been improving with additional improvement available via scale



U.S. Air Force,
C-17 Globemaster III Refueling KC-135 Stratotanker
(USAF/Staff Sgt. Nathan Allen)



Arnold Engineering Development Center (AEDC), Arnold AFB



Edwards Air Force Base,
F-35 JSF (Joint Strike Fighter)

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Financial Overview | Kevin Berryman, EVP & CFO

RTD, FasTracks Program Support Consultant - Union Station

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Key Messages

- Strategic review complete; organization realigned
  - Greater visibility and accountability
  - Early emphasis on right-sizing and working capital improvements (DSO)
  - Improved financial discipline and transformation well underway
- Flexible balance sheet bolstered by strong Free Cash Flow (FCF) supports growth initiatives
- Greater capital deployment discipline
  - Balanced approach supporting profitable growth and shareholder returns
  - Emphasis on strategic M&A; enhanced sourcing and integration processes
- Committed to strong ROIC performance

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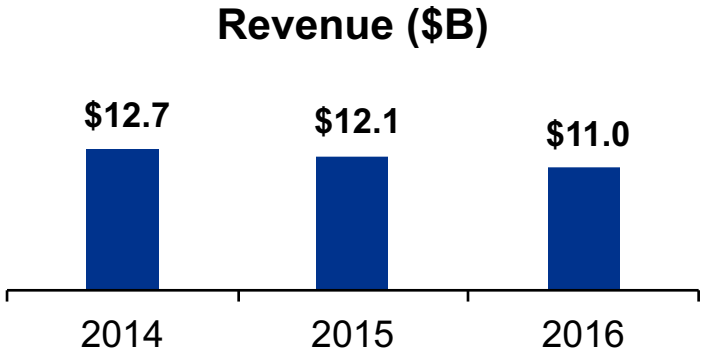
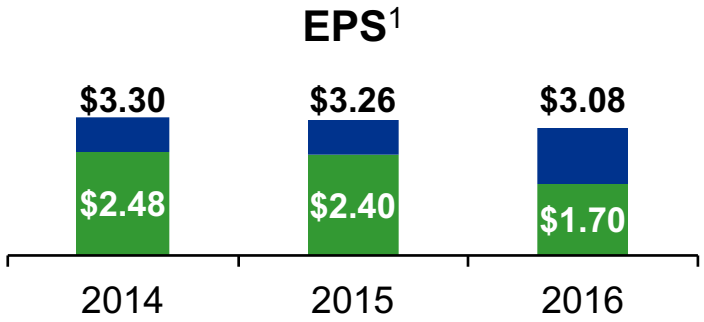
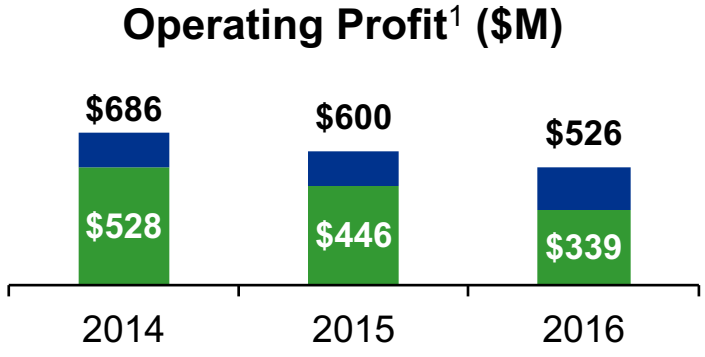
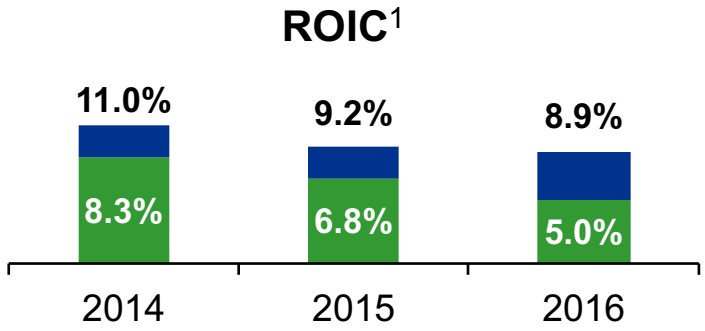
Market, Operational Challenges Led To Need For Change









GAAP Adjusted

1 Adjusted EPS = GAAP EPS without Restructuring and Other Items, GAAP reconciliation tables at end of presentation; Adjusted Operating Profit = GAAP Operating Profit without Restructuring and Other Items
GAAP ROIC = GAAP Net Income / Average Invested Capital; Adjusted ROIC = Non-GAAP Net Income / Average Invested Capital
Invested Capital = Total Group Stockholders' Equity + Long-term Debt – Cash and Cash Equivalents; We average the Invested Capital for current and previous year

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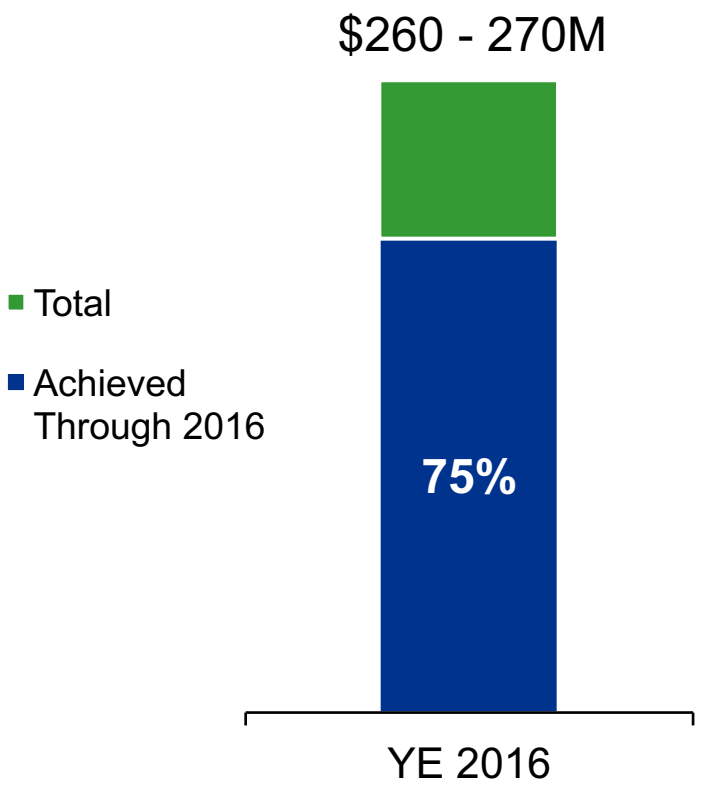
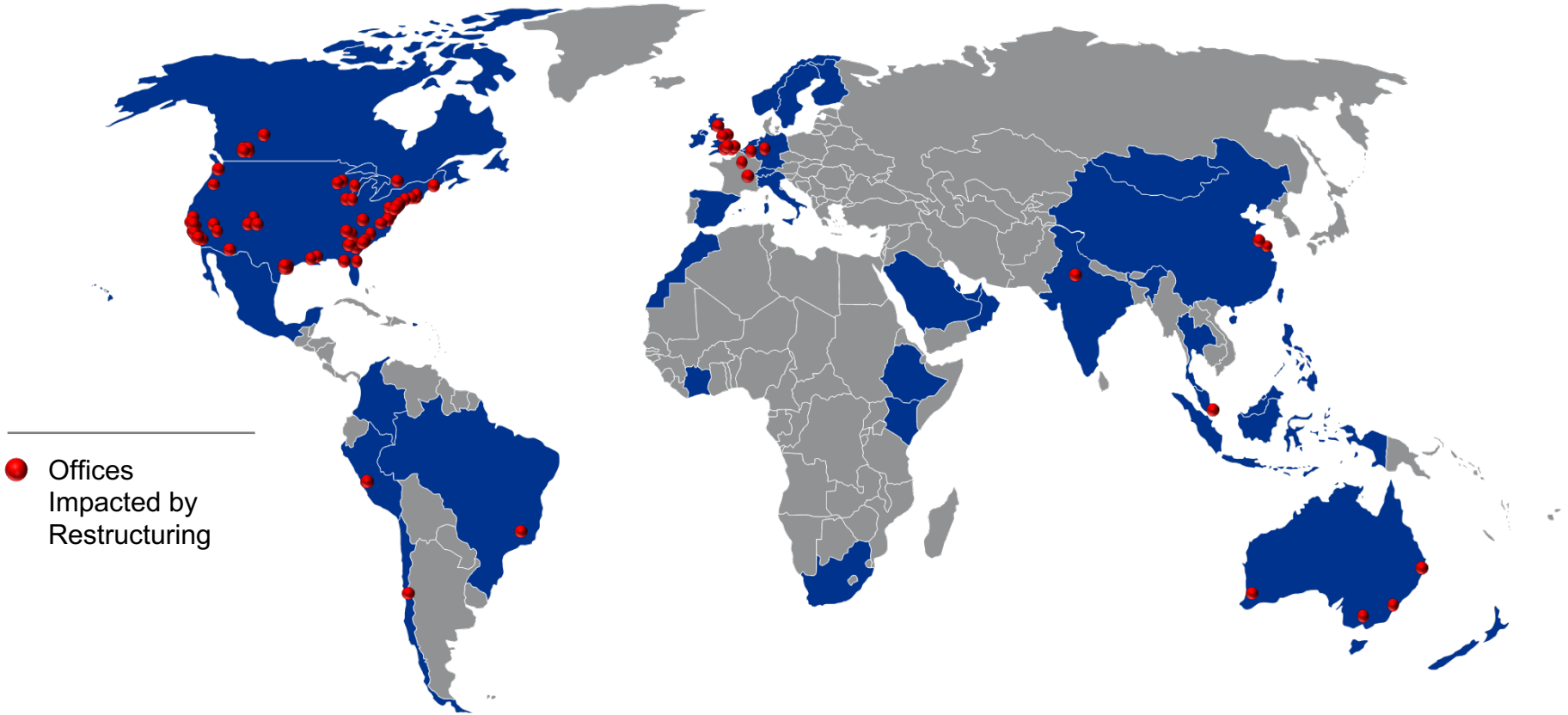
Restructuring Has Positioned Us Well To Invest In Growth

- Restructuring efforts initiated in mid-2015
- Final targeted annualized savings of $260 - 270M
  - Office consolidation: 90+
  - Headcount reduction: 5,100
  - Cash payback vs. $225M in cash cost = 1 year
- Final expected cost to achieve: $390 - 400M
- 2017 savings funds strategic investments of $30M
  - Sales growth initiatives
  - Systems, tools and process upgrades
  - Strategy communication and culture investments
  - Consulting to support strategy implementation



Over 33% of Physical Footprint Has Been Closed Or Downsized



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Restructuring Efforts Mitigating Market Pressures

Segment Operating Profit[1]

LOBs	FY15	FY16	YoY Change
Aerospace & Technology	7.0%	7.7%	+70 bps
Buildings & Infrastructure	5.9%	7.8%	+190 bps
Industrial	5.0%	2.9%	-210 bps[2]
Petroleum & Chemicals	3.3%	3.9%	+60 bps

1 Excludes non-allocated corporate expenses
2 Due to project resolutions

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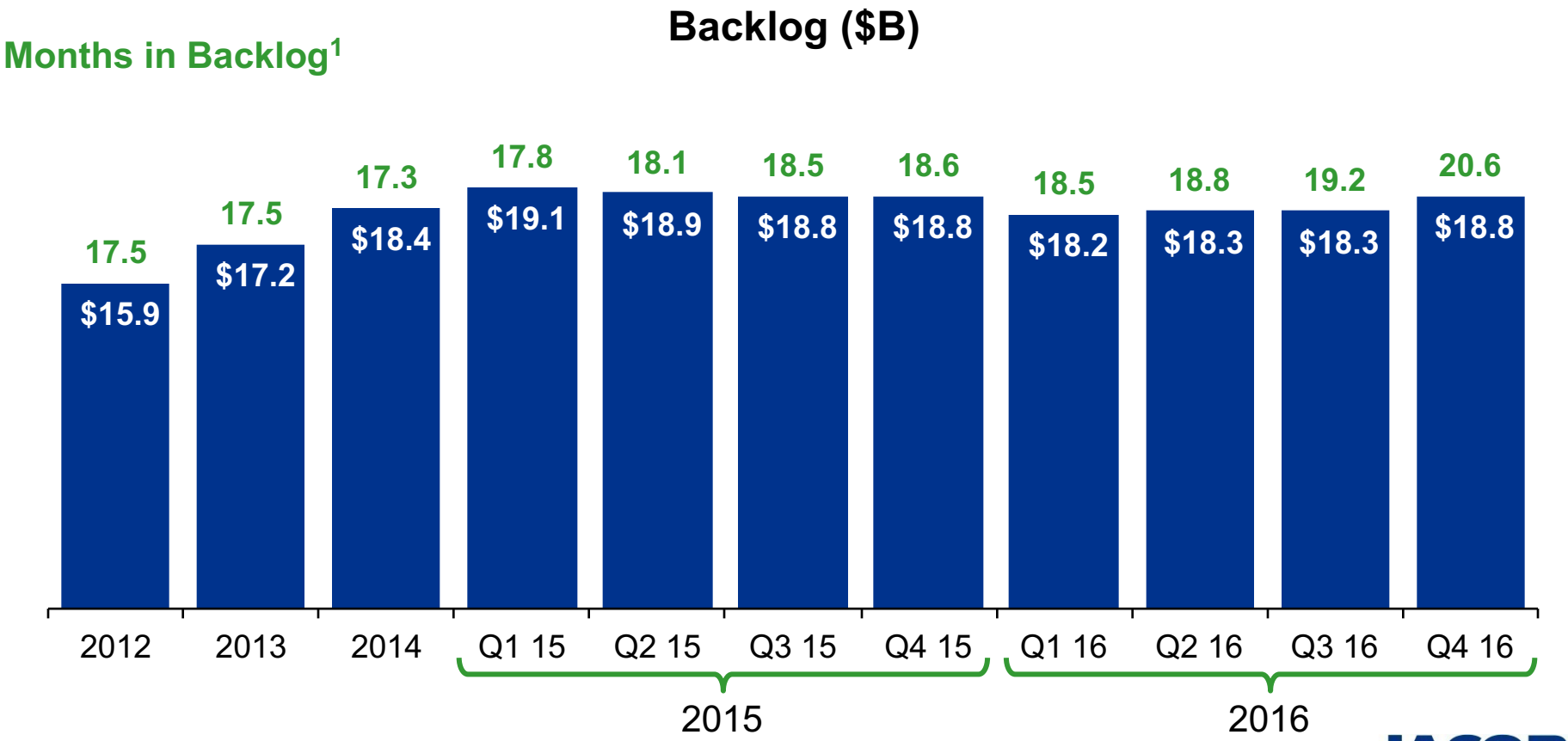
Growth Momentum Building Despite Challenged End Markets



1 Months in backlog defined as backlog divided by TTM revenues

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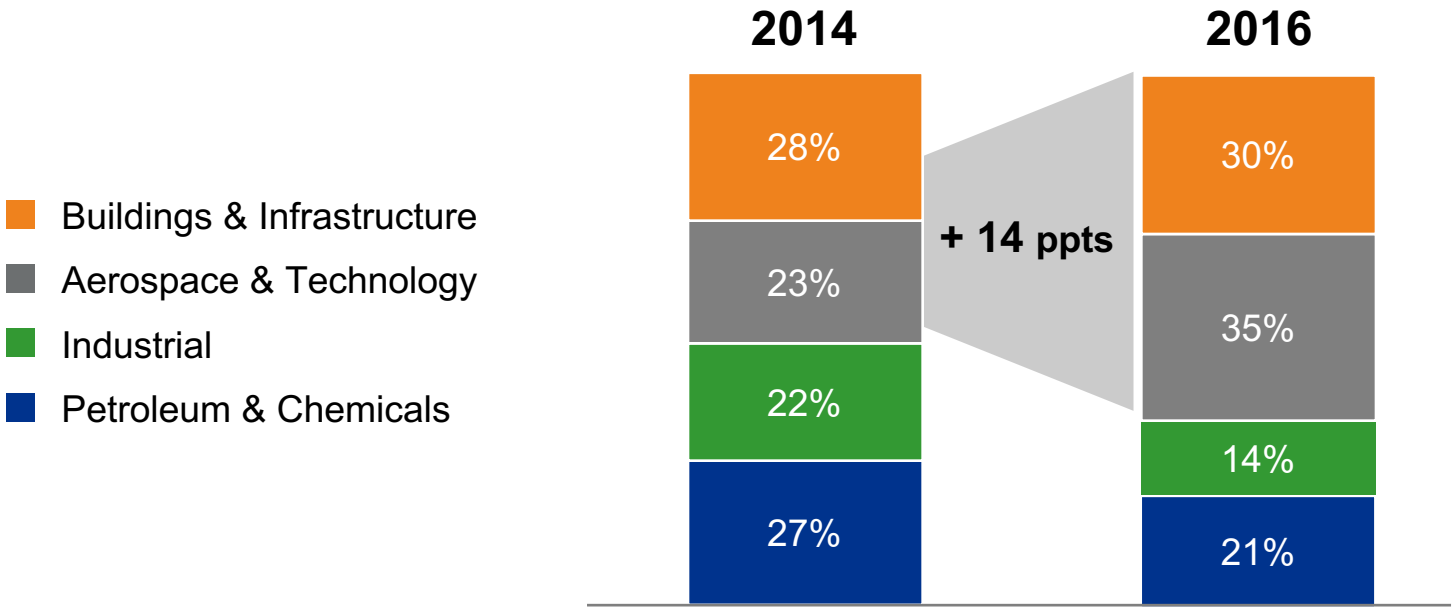
Segment Operating Profit



Transitioning To Less Commodity-based, Higher Margin Mix

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Further Strengthened Balance Sheet

($M)

	FY14	FY15	FY16
Net Earnings Attributable to the Group	352	329	215
Depreciation & Amortization	145	149	130
Other	6	52	7
Changes in Working Capital	219	(45)	328
Cash Flow From Operations	722	485	680
Less: Capex	(132)	(88)	(68)
Free Cash Flow	590	397	612
Net (Debt)/Cash ($M)	(68)	(137)	268
Leverage: Net Debt (Cash)/EBITDA	0.1x	0.2x	(0.4)x

Record FCF In 2016 Driven By Incremental Focus And Discipline

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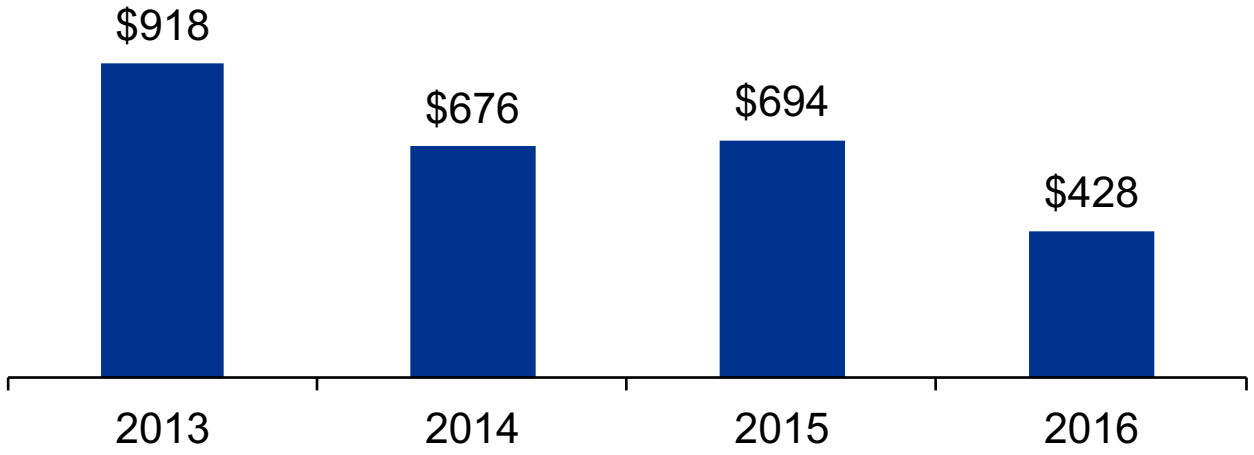
Working Capital Management An Important Part Of Story

Total Operating Working Capital at Year-end ($M)[1]



Average WC	6.9%	6.3%	5.9%	5.4%
DSO (Days)	79	78	77	70

1 Operating Working Capital equals total current assets, ex cash – total current liabilities, ex current portion of long-term debt

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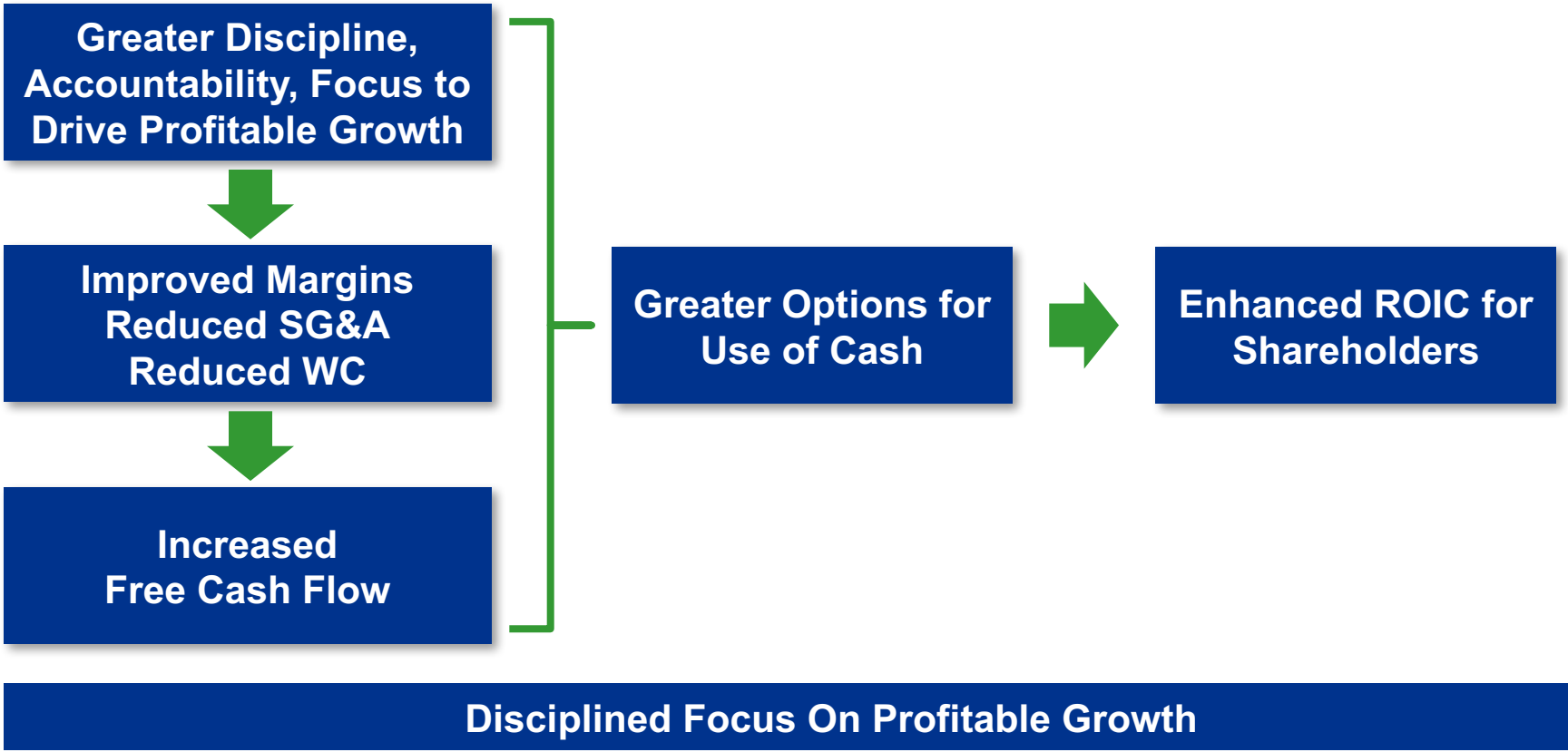
FY 2017 Guidance

- Strong operating profit improvement includes $30M in investments to support strategy, operating profit growth
  - $0.15 EPS in FY17 associated with investments
  - More than offsetting lost benefits of discrete items in 2016
- Adjusted EPS $3.00 - $3.30

Our Path Forward



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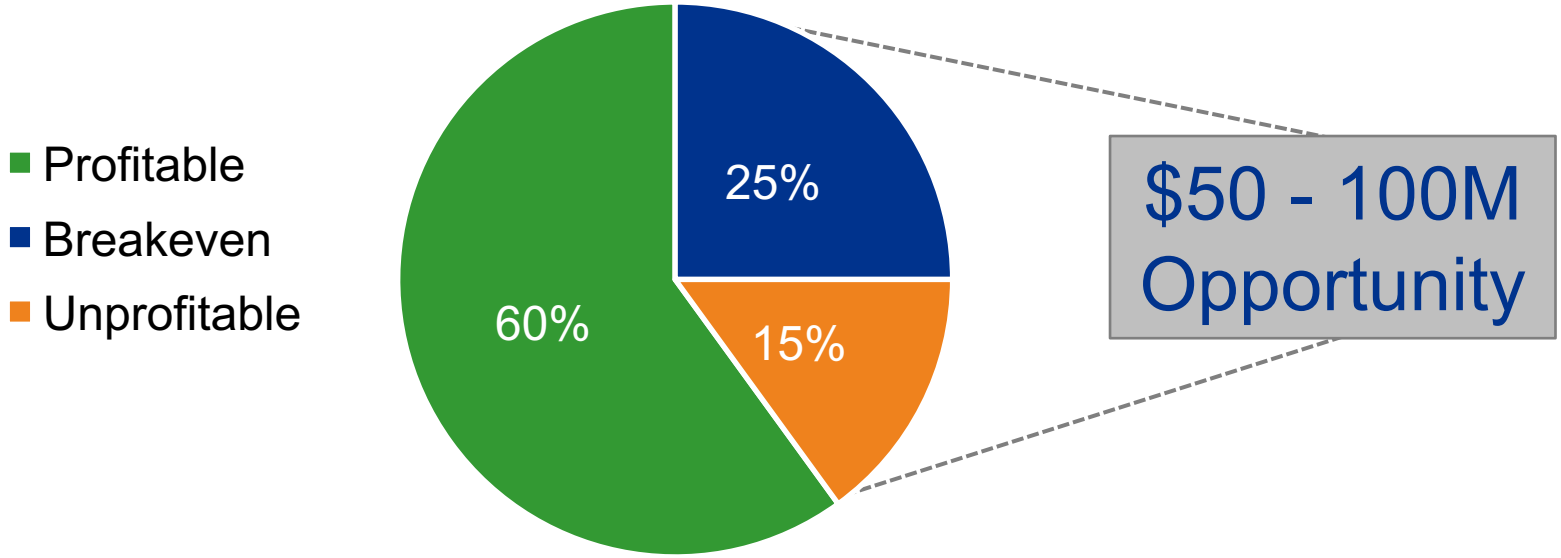
We Are Transforming Our Portfolio

Illustrative Representation: 3-year Historical Average



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Focus On FCF Generation And Disciplined Use Of Cash…

Growth

- Focus on profitable growth opportunities
  - Improve loss-making portions of the portfolio
- Incremental investment in high ROI capex
  - Shifting from office investments to strategic investments (systems & tools)
- Maintain investment grade credit rating
  - Target ~2.0x EBITDA/Debt leverage ratio
- Disciplined execution in value-enhancing M&A
  - Incremental leverage can support M&A

Returns

- Continued share buyback program
  - Buyback authorization ($500M in FY 4Q14 and $500M in FY 4Q15)
  - $347M remaining under second authorization FY16Q4
  - 9% reduction in shares outstanding since FY14Q3
- Board approval to implement dividend program in 2017*
  - Targeting 1% yield

* Board can modify/revoke program at any time and authorization of dividend will be at the discretion of the Board and depending on a variety of factors deemed relevant by the Board at the time

…Will Result In Greater Shareholder Value

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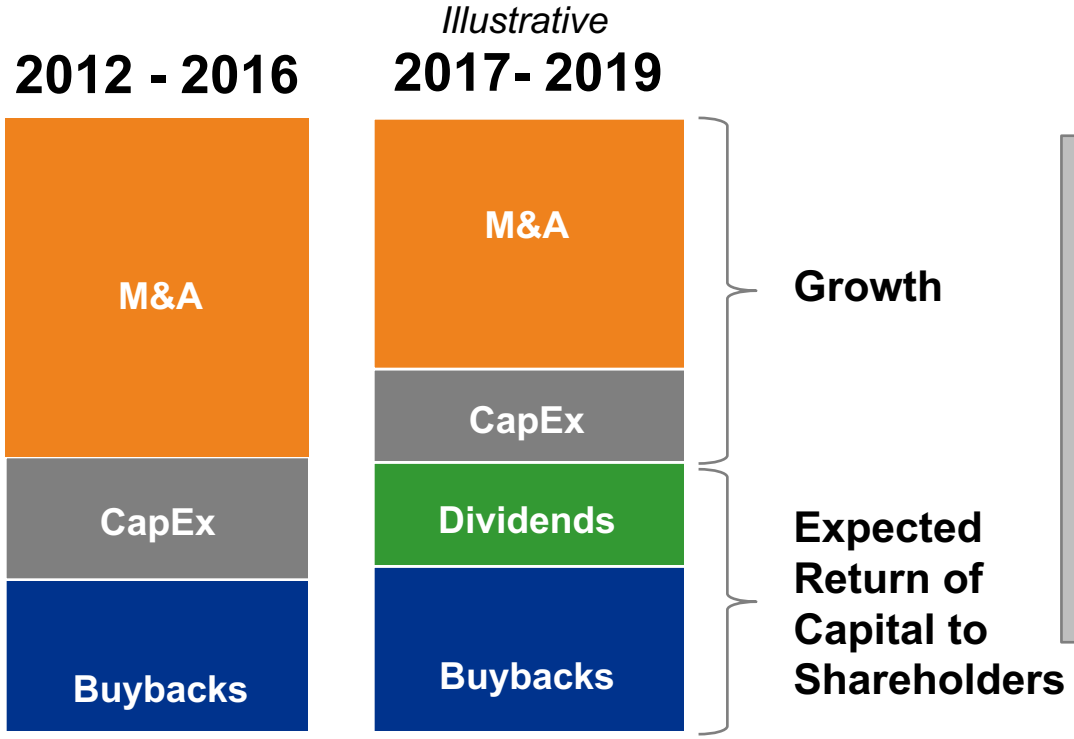
Capital Allocation Framework (Use Of Cash Flow From Operations)



- Confidence in ability to generate strong and consistent FCF
  - Profitable growth focus
  - Improving W/C
  - 1.0x cash conversion target
- Balance sheet flexibility to fund additional M&A

Supporting Profitable Growth And Increased Shareholder Returns

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Our Future Financial Framework

	2016 Actual	2019 Target
Organic Growth	Flat	2 - 4% (CAGR)
Revenue in Priority Growth Areas	50%	~65% (incl. M&A)
Operating Profit Margin[1]	4.8%	100 - 150 bps
ROIC[1]	8.9%	50 - 150 bps

1 Non-GAAP figure, GAAP reconciliation tables at end of presentation

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Summary

- Strategy in place; clear growth and margin expansion opportunities
- Strong capital position; flexible balance sheet bolstered by strong free cash flow generation to support growth initiatives
- Disciplined capital deployment framework; balancing growth and returns
  - Profitable growth focus
  - Disciplined, value-added M&A
  - Dividend policy initiated
- Financial rigor supporting both **profitable growth** and **improved ROIC**

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Closing Remarks | Steve Demetriou, Chairman & CEO

GSA, FBI Miami Field Offices

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Why Jacobs

- Performance culture transformation
- Investment in tools and systems that enhance operational execution
- Targeting markets and geographies with strong underlying growth potential
- Three-year plan to deliver organic growth, increased margins and higher ROIC
- Disciplined M&A with emphasis on strategic fit, integration and financial return
- Strong free cash flow supporting a balanced capital deployment strategy

Committed To Strong Shareholder Value Creation

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Appendix

Non-US GAAP Financial Measures

The following table reconciles, for FY14, FY15 and FY16, net earnings attributable to Jacobs, diluted EPS, Operating Profit and Operating Profit Rate, and Return on Invested Capital (ROIC) determined on the basis of U.S. GAAP to their respective “adjusted” (i.e., non-GAAP) amounts. The adjustments relate to the 2014 Restructuring and other events (as defined below), 2015 Restructuring and other items (as defined below), as applicable. Amounts are in thousands except for per share data.

	Year Ended September 26, 2014		
	U.S. GAAP	Effects of 2014 Restructuring and other items	Without 2014 Restructuring and other items
Operating Profit	$ 528,068	$ (157,548)	$ 685,616
Operating Profit Rate	4.2%	(1.2)%	5.4%
Earnings Before Taxes	542,166	(141,541)	683,707
Income Tax Benefit (Expense)	(190,054)	32,359	(222,413)
Net earnings of the Group	352,112	(109,182)	461,294
Net Earnings Attributable to Noncontrolling Interests	(24,004)	—	(24,004)
Net earnings Attributable to Jacobs	$ 328,108	$ (109,182)	$ 437,290
Diluted Earnings per share	$ 2.48	$ (0.82)	$ 3.30
Return on Invested Capital	8.3%	(2.7)%	11.0%

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Non-US GAAP Financial Measures (cont'd)

	Year Ended October 2, 2015		
	U.S. GAAP	Effects of 2015 Restructuring and other items	Without 2015 Restructuring and other items
Operating Profit	$ 445,527	$ (154,283)	$ 599,810
Operating Profit Rate	3.7%	(1.3)%	5.0%
Earnings Before Taxes	430,137	(157,192)	587,329
Income Tax Benefit (Expense)	(101,255)	49,278	(150,533)
Net earnings of the Group	328,882	(107,914)	436,796
Net Earnings Attributable to Noncontrolling Interests	(25,911)	—	(25,911)
Net earnings Attributable to Jacobs	$ 302,971	$ (107,914)	$ 410,885
Diluted Earnings per share	$ 2.40	$ (0.86)	$ 3.26
Return on Invested Capital	6.8%	(2.4)%	9.2%

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Non-US GAAP Financial Measures (cont'd)

	Year Ended September 30, 2016		
	U.S. GAAP	Effects of 2016 Restructuring and other items	Without 2016 Restructuring and other items
Operating Profit	$ 338,598	$ 187,630	$ 526,228
Operating Profit Rate	3.1%	(1.7)%	4.8%
Earnings Before Taxes	286,723	(229,317)	516,040
Income Tax Benefit (Expense)	(72,208)	66,225	(138,433)
Net earnings of the Group	214,515	(163,092)	377,607
Net Earnings Attributable to Noncontrolling Interests	(4,052)	—	(4,052)
Net earnings Attributable to Jacobs	$ 210,463	$ (163,092)	$ 373,555
Diluted Earnings per share	$ 1.73	$ (1.35)	$ 3.08
Return on Invested Capital	5.0%	(3.9)%	8.9%

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Non-US GAAP Financial Measures (cont'd)

	2013	2014	2015	2016
GAAP Net income		328,108	302,971	210,463
Average Invested Capital				
Total Stockholders' Equity	4,213,097	4,469,255	4,291,745	4,265,276
+ Long term debt	437,869	800,807	597,798	387,751
- Cash	(1,256,405)	(732,647)	(460,859)	(655,716)
	3,394,561	4,537,415	4,428,684	3,997,311
Average Invested Capital		3,965,988	4,483,050	4,212,998
GAAP ROIC		**8.3%**	**6.8%**	**5.0%**
* Long Term and Short Term debts				

	2013	2014	2015	2016
NonGAAP Net income		437,290	410,885	373,555
Average Invested Capital				
Total Stockholders' Equity	4,213,097	4,469,255	4,291,745	4,265,276
+ Total debt*	437,869	800,807	597,798	387,751
- Cash	(1,256,405)	(732,647)	(460,859)	(655,716)
	3,394,561	4,537,415	4,428,684	3,997,311
Average Invested Capital		3,965,988	4,483,050	4,212,998
Adjusted ROIC		**11.0%**	**9.2%**	**8.9%**
* Long Term and Short Term debts				

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Non-US GAAP Financial Measures (cont'd)

For fiscal year 2016, adjusted operating profit and profit rate, adjusted earnings, adjusted EPS and adjusted return on invested capital ("ROIC") are non-GAAP financial measures that are calculated by excluding the after-tax costs related to certain restructuring activities that began in fiscal year 2015 (the "2015 Restructuring"), the loss on sale of our French subsidiary and the non-cash write off of an equity investment (collectively referred to as the "2015 Restructuring and other items"), which are not considered by management to be part of the Company's ordinary operations. Adjusted ROIC is calculated by using adjusted net earnings, which excludes the costs related to the 2015 Restructuring and other items. The same adjusted measures for fiscal year 2015 were calculated by excluding the after-tax costs related to the 2015 Restructuring. In fiscal year 2014, the 2014 Restructuring and other events measures were calculated by excluding restructuring activities and other discrete events.

We believe that the adjusted operating profit and profit rate, adjusted net earnings, adjusted EPS, adjusted ROIC measures are useful to management, investors and other users of our financial information in evaluating the Company's operating results and understanding the Company's operating trends by excluding the effects of the 2015 Restructuring and other items and the 2014 Restructuring and other events, as applicable, which can obscure underlying trends. Additionally, management uses adjusted operating profit and profit rate, adjusted net earnings, adjusted EPS, and adjusted ROIC in its own evaluation of the Company's performance, particularly when comparing performance to past periods, and believes these measures are useful for investors because they facilitate a comparison of our financial results from period to period.

The Company provides non-GAAP measures to supplement U.S. GAAP measures, as they provide additional insight into the Company's financial results. However, non-GAAP measures have limitations as analytical tools and should not be considered in isolation and are not in accordance with, or a substitute for, U.S. GAAP measures. In addition, other companies may define non-GAAP measures differently, which limits the ability of investors to compare non-GAAP measures of the Company to those used by our peer companies.

Steve Demetriou | Chairman & CEO



Steve joined Jacobs as its CEO in 2015 and the following year was appointed Chairman of the Board of Directors. He brings an international business perspective and more than 30 years of experience in leadership and senior management roles.

Prior to joining Jacobs, Steve served as Chairman and Chief Executive Officer of Aleris Corporation, a global downstream aluminum producer. Over the course of his career, which includes 16 years at ExxonMobil, Steve gained broad experience with companies in a wide range of industries, including Metals, Specialty Chemicals, Oil & Gas, Manufacturing and Fertilizers.

He currently serves on the board of Kraton Performance Polymers. He has previously served on the boards of Foster-Wheeler (Non-Executive Chairman from 2011 to 2014) and OM Group (Non-Executive Director from 2005 to 2015).

Steve earned a Bachelor of Science degree in chemical engineering from Tufts University.

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Gary Mandel | President, P&C



Gary is President of Jacobs' Petroleum & Chemicals Line of Business, which generates more than $3B in annual revenue serving clients in the oil & gas, refining and chemicals market sectors. He also leads Jacobs' global Mining and Minerals business.

Gary joined Jacobs in 2011 and previously served as EVP of Operations overseeing the upstream and downstream oil and gas business, as well as the heavy process, specialty chemicals and mining and minerals markets.

Prior to joining Jacobs, Gary served as EVP for Aker Solutions; Vice Chairman at Aker Philadelphia Shipyard; Chairman of Aker American Shipping, EVP for Aker Kvaerner; and SVP with Kvaerner John Brown. Gary also spent 15 years at Brown & Root in various project management roles for the global construction, engineering and maintenance company.

Gary earned a Bachelor of Science degree in civil engineering from University of Nuevo Leon in Monterrey, Mexico. He is fluent in Spanish and Portuguese.

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Bob Pragada | President, B&I and Industrial



Bob is President of Jacobs' Buildings & Infrastructure Line of Business as well as Jacobs' Industrial Line of Business, which includes the Global Field Services unit. Together these lines of business generate more than $5B in annual revenue serving clients in the government, commercial and industrial sectors.

Bob originally joined Jacobs in 2006, holding a number of senior management positions over nine years including SVP, Global Sales; Group VP, Northern Region; and VP, Field Services. After serving as President and CEO of The Brock Group, a provider of industrial specialty services including routine maintenance, turnarounds and capital projects, he returned to Jacobs in 2016. Earlier, Bob was COO at Kinetics, a $500M global provider of process solutions.

After graduating from the U.S. Naval Academy, Bob began his career in the Navy as an officer in the Civil Engineer Corps and Seabees, rising to the rank of Lieutenant Commander. In addition, Bob earned a Master of Science in Engineering and Management from Stanford University.

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Terry Hagen | President, Aerospace & Technology



Terry is President of Jacobs' Aerospace & Technology Line of Business which generates more than $2.5B in annual revenue serving clients in the government, commercial, and industrial sectors.

Terry joined Jacobs in 1987 as a government contractor in environmental services. Prior to his current position, Terry served as EVP of Global Sales and Marketing at Jacobs; SVP, Process Sales; Group VP, Mining & Minerals; and Group VP, Technology Region.

He was also a commissioned civil engineering staff officer in the Air National Guard, serving for more than 10 years.

Terry earned a Bachelor of Science degree in civil engineering from the University of Kansas.

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Kevin Berryman | EVP and CFO



Kevin oversees all aspects of Jacobs' corporate finance including accounting, investor relations, treasury, tax, financial planning and analysis, controlling, real estate, and information technology functions.

Prior to joining Jacobs in 2015, Kevin served as EVP and CFO at International Flavors and Fragrances Inc., a S&P 500 company and leading global creator of flavors and fragrances used in a wide variety of consumer products. He also spent 25 years at Nestlé in a number of finance roles including treasury, M&A, strategic planning and control. Specific roles at Nestlé included SVP and Controller of the Nestlé Group and CFO of Nestlé Purina, where he supported the integration of Nestlé's largest acquisition, Ralston Purina, into the Nestlé operations.

Kevin earned a Bachelor of Arts in economics from Occidental College and an MBA from UCLA, where he currently serves as a Board member for UCLA's Anderson Graduate Center for Global Management.

Glossary of Terms Used

- A&D: Aerospace & Defense
- A&T: Aerospace & Technology
- B&I: Buildings & Infrastructure
- Capex: Capital Expenditure
- CM: Construction Management
- DSO: Days Sales Outstanding
- E&C: Engineering & Construction
- EPC: Engineering, Procurement & Construction
- EPCM: Engineering, Procurement & Construction Management
- FEED: Front-end Engineering & Design
- GCC: Gulf Cooperation Council
- GID: Global Integrated Delivery
- GES: General Engineering Services
- HVEC: High Value Engineering Center
- IC: Intelligence Community
- IoT: Internet of Things
- JCE: Jacobs Connected Enterprise
- JPRO: Jacobs Process Risk Optimization
- LOB: Lines of Business
- O&M: Operations & Maintenance
- P&C: Petroleum & Chemicals
- PM: Project Management
- PMC: Program Management Consultancy
- SME: Subject Matter Expert

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