William Blair Technology Conference

March 11, 2021
Fireside Chat



Kevin Berryman
President and CFO



Caesar Nieves
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Vice President, Strategic Finance and Investor Relations

Jacobs
Challenging today.
Reinventing tomorrow.

Jacobs: Delivering Innovative Solutions & Disciplined Execution

Q1 Fiscal 2021

U.S./Int'l Mix	Talent Base	Reimbursable and Lower Risk Fixed Price Services	Public Sector
73%/27%	~55,000	94%	73%

- Transformed culture that inspires through a common purpose and core values
- Strategy combines global scale, deep expertise and enhanced brand awareness
- Positioned to profitably capture higher value thematic growth opportunities
- Investing and allocating capital to maximize long-term value for shareholders













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People & Places Solutions

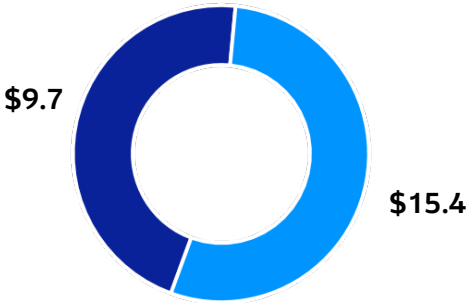
Critical Mission Solutions

PA Consulting

Net Revenue TTM As Reported



Gross Backlog As Reported



People and Places Solutions

Critical Missions Solutions

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Jacobs' Transformation Journey

2015 - 2016

Fix and Focus

- New management team joins Jacobs
- Developed strategy aligned to secular growth opportunities
- Re-vamped and formalized new, disciplined M&A process
- Restructured around global Lines of Business to drive accountability
- Instituted culture of inspirational leadership and inclusion

2017 - 2020

Inspiration, Innovation & Inclusion

- Transitioned to solutions-based company
- Divested energy, chemical and resources business
- Acquired CH2M to accelerate growth in high value infrastructure
- Acquired leading edge cyber, analytics and national security capabilities
- Launched new Jacobs brand
- Leveraged strong culture to successfully transform Jacobs

Future

A Company like no other

- Foundation of extremely efficient, competitive businesses
- Global, premier high-end solutions provider
- Strong, global client relationships
- Dynamic inclusive and diverse culture
- Above market multi-year double digit growth
- Value-creating capital deployment

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Cyber & Intelligence



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Investment Highlights

Addressable market

*President FY21 Budget Request

$740B DEFENSE

$85B INTELLIGENCE

$627B FEDERAL CIVILIAN

$19B CYBERSECURITY

MISSION CRITICAL FOCUS

Growth-Oriented Strategic M&A: *Capabilities, Customers, Contract Vehicles, Past Performance, People*

2014 — Expands capabilities within the **Intelligence Community**

verizon

2016 — Adds **Cyber** capabilities within the **Intelligence Community**

VANDYKE TECHNOLOGY GROUP

2017

- Expands **cyber, data analytics, and application development** capabilities.
- Presence within the **Federal Civilian Market**

BlueCanopy

2019 — Expands **ISR, advanced engineering** and technology solutions in the key growth areas of **intelligence, cyber and counterterrorism.**

KeyW

2020 — Broadens and deepens our **cyber, analytics, DevSecOps, All Source Intelligence and Digital services** in the **Intelligence Community** and **Combatant Commands**

THE BUFFALO GROUP

J

Accelerated organic investments

Ginkgo+ Powered by Jacobs

Web-based Cyber Learning Management Environment

KeyProtect Powered by Jacobs

NIAP approved Data At Rest encryption module for Samsung mobile devices

Software Factory Powered by Jacobs

Increase digital proficiencies across multi and joint all domain environments

- Inclusive & Diverse Workforce
- Top Industry Leaders
- Experienced Leadership Team

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Who We Are

Our combined Cyber & Intelligence footprint allows us to become true enablers for delivering the next generation solutions into Multi-Domain and Joint All-Domain operations for mission-critical clients.

Key Capabilities

PREPARING
your people, processes, and technologies to withstand adversary advances and remain ready throughout the contested domains.

DELIVERING
proactive and reactive mission-tailored operations.

PROVIDING
data-centric solutions that create key insights and transform data into actionable intelligence.

Differentiated Solutions

- Advisory & Consulting
- Audit & Assessment
- Cyber Training
- Digital Services

- Offensive Operations
- Defensive Operations
- Security Operations
- Information Operations

- AI & Machine Learning
- All Source Intelligence
- Data Science
- Insights

Supporting Multi & Joint All-Domain Operations

Land | Air | Sea | Cyber | Space

By the Numbers

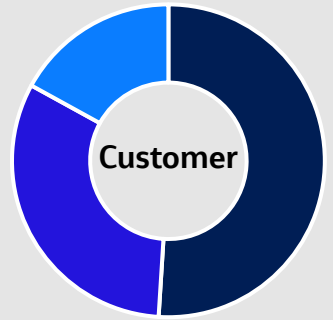
3300+
CYBER & INTELLIGENCE PROFESSIONALS

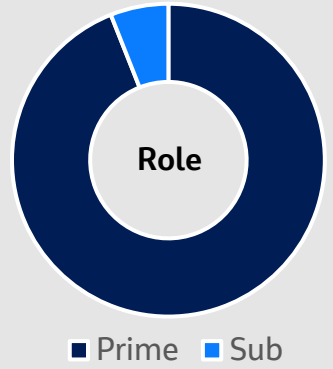
90%
CLEARED PERSONNEL

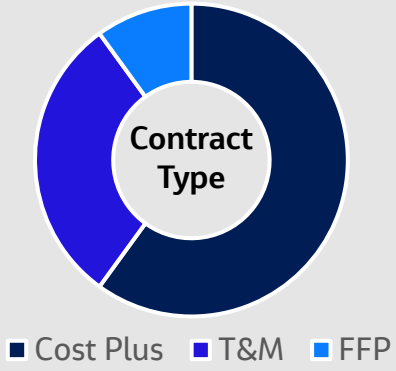
150+
ACTIVE PROJECTS

30+
LOCATIONS

Revenue Statistics







Capabilities for Mission-Critical Environments

Cyber: Focused on an information environment that includes assets such as networks, technology, infrastructure and data

- Advisory & Consulting
- Identity Management
- Audit & Assessment
- Cyber Training
- Offensive Cyber Operations
- Defensive Cyber Operations
- Security Operations
- Information Operations
- Biometrics
- AI & Advanced Analytics
- Machine Learning & Big Data Solutions
- Digital Services





Intelligence: Focused on all-source intelligence, counterterrorism, space resiliency, and open source & social media analysis



- All-Source Intelligence
- Intelligence Analysis
- Counterterrorism
- Space Intelligence & Resiliency
- IC Data Services
- SIGNALS Intelligence
- Classified Enterprise IT Infrastructure
- Secure Communications
- Open Source & Social Media Analysis
- Space Counter-Space

Supporting Key Missions


Counterterrorism / Counterinsurgency


Space / Counterspace


Watchlisting / Threat Detection


Counterintelligence


Counter Proliferation


Defensive & Offensive Cyber Operations


Insider Threat


Indications & Warnings (I&W)

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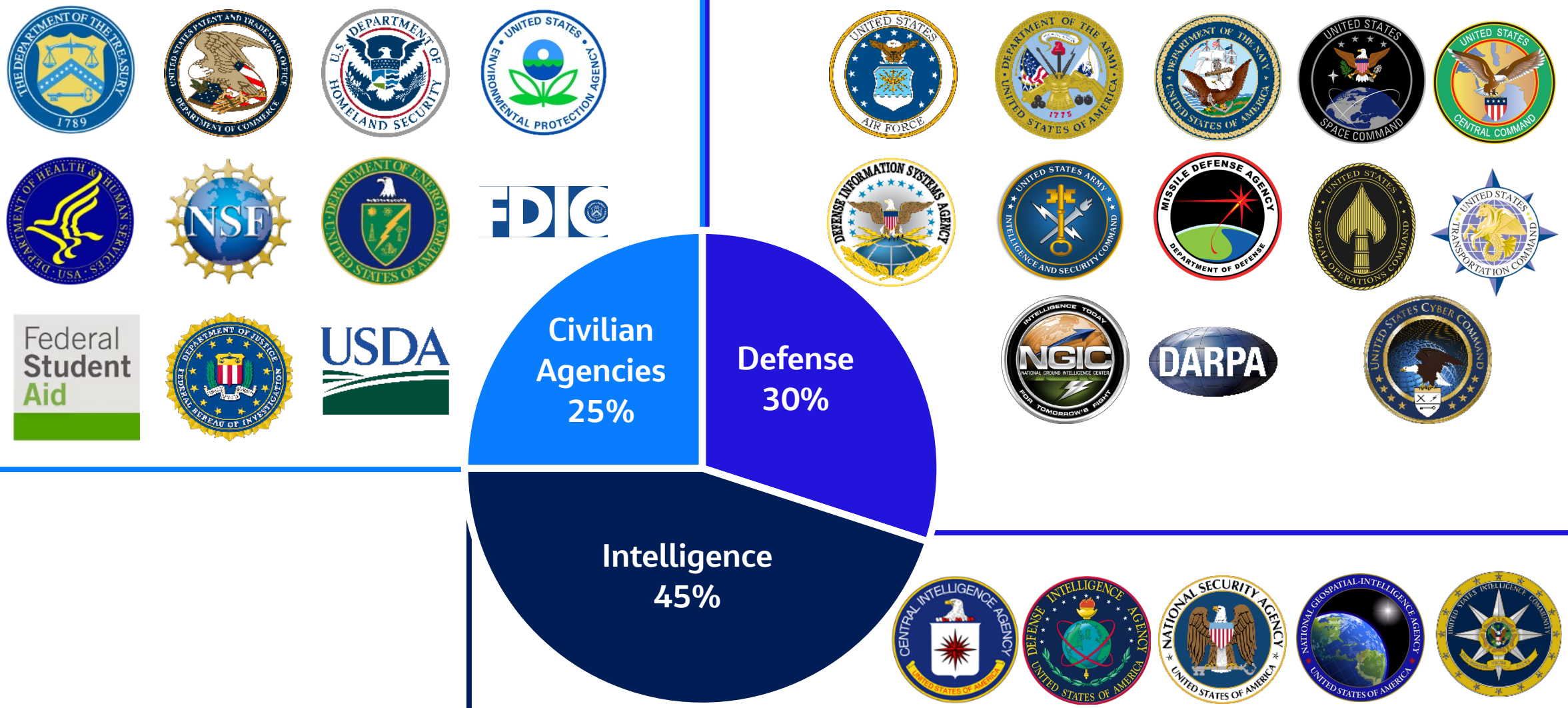
Key Customers We Support



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PREPARING your people, processes, and technologies to withstand adversary advances and remain ready throughout the contested domains

Intelligence Customer

Offensive/Defensive Cyber Operations Training

CYBER TRAINING

design, development, delivery, maintenance, and improvement

Training Facilities

50,000 ft.²

- **11** classrooms
- **7** classified classrooms
- **2** multi-media rooms
- **250** students



student center | gaming center
café & fitness center

Provide **classroom** instructor-led courses

Provide **eLearning** courses and blended courses

4 **courses** ranging 6-13 weeks

20 students per class
18-20 classes per year

Qualified **CNO** professionals

Defense Customer

Cyber Crime Center Cyber Training

Cyber Training

2,600+ personnel annually

Personnel Certification

computer incident response & forensic examinations



Jacobs Cyber Training Innovation Center

10 modern classrooms
200 students
100+ staff

Jacobs' cloud-based Ginkgo+ Cyber Learning Management Environment

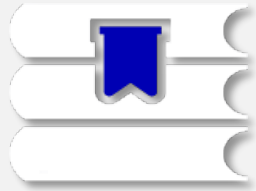




Jacobs' Triple Advantage instructional systems
industry leading design methodology

10 Courses

- Cyber Analyst
- Network Intrusions
- Cyber Incident Response
- Network Mapper
- Forensics and Intrusions
- Network Traffic Collection
- Log Analysis
- OpenVAS
- Managing Cyber Investigation Units
- Windows Forensics



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Intelligence Customer

Development and Enhancement for Enterprise Applications



Enhancing customer application capabilities & identifying and integrating future capabilities



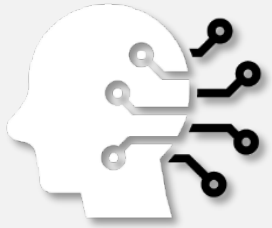
28 **applications deployed** to date with 11 more scheduled

"Everything-as-Code" delivers repeatable, customized application development framework.





Largest Intelligence Agency Task Order



Support military intelligence and rapid dissemination to key customers:

- **Strategic**
- **Operational**
- **Tactical**
- **Policymaker**

Federal Civilian Customer

Digital Modernization



SOFTWARE AS A SERVICE

200K government users

50 applications



18 shared service applications

$ 63 MILLION cost savings

Automated Asset Forfeiture Processes

supported $1.5B of asset claims

integrated to digitize forfeiture claims





Agile best practices

Rapidly deliver business value

increase transparency

respond to shifting priorities



DELIVERING proactive and reactive mission-tailored operations

Federal Civilian Customer

Security Operations

13 M students globally

6,500+ post-secondary Institutions

Protect **$1.5 trillion** **loan portfolios** and **150M Americans' PII.**

Provide the foundation for **monitoring, incident alerts, response and remediation** of cyber risks to student records and financial loan data

Continuously improving **proactive threat identification**

Trend analysis and big data analytics

Defense Customer

Information Operations

information operations support freedom of action in the information environment

20 **Rapid Planning Exercises** for Active and Reserve planners

25 Reserve Battle Assemblies Supported

4,000+ media events collected, translated, assessed, reported

40 Mobile Training Team Missions CONUS/OCONUS

8 Information Operations Warfare Seminars

1,385 students trained

4 Information Warfare Seminar instructors supported

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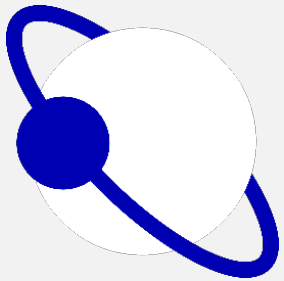
DELIVERING proactive and reactive mission-tailored operations

Defense Customer
Joint Intelligence Operations Center

Offensive & defensive space operations

Warning & assessment on adversarial space based capabilities in defense of U.S. assets

Plan & execute **Space Situational Awareness (SSA)**



In the Space Domain:

- Deter aggression/conflict
- Maintain competitive advantage
- Defend U.S. and Allied interests
- Deliver space combat power
- Develop ready & lethal Joint warfighters

Leverage critical sensor & platform data to create **AI/ML models** that **identify risks to U.S. equities** as they relate to cyber intrusion, capability disruption, and **illuminate threat nodes for mitigation**



Counterintelligence & human intelligence expertise to mitigate peer/near-peer adversary efforts to compromise Space-based capabilities

Defense Customer
Information Operations

Providing **tailored intelligence** needed for joint planning, operations, and assessments





800%

increase in productivity using restructured OSINT Collection Management



Joint Intelligence Operations Center
24x7 SUPPORT
to warfighters, contingency operations, & crises

Providing **holistic intelligence support** to warfighters throughout Afghanistan, Iraq, and in sensitive locations throughout the area of responsibility (AOR)





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PROVIDING data-centric solutions that create key insights and transform data into actionable intelligence.

Defense Customer

Biometrics & Identify Intelligence Analytical Support

Supporting the **Intelligence Center** with All-source I2 targeting, research, analysis, exploitation and production

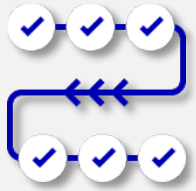






24x7x365 SUPPORT
for management of Watchlist, operationalizing the output of biometric-enabled intelligence

Coordinate with tactical/theater-level, COCOMs, and national organizations regarding watchlist nominations to **facilitate information sharing & data synchronization**





Providing **forward and reach back biometrics enabled watch-listing** and **identity intelligence analytic support** to OCONUS tactical operations and foreign partners

Intelligence Customer

Counterterrorism Analytical Support



24x7x365 Warning
and all-source intelligence analysis support to the Combating Terrorism Center and other Integrated Intelligence Centers (IICs)





Analytical Expertise in Global CT Analysis on Violent Extremist Organizations (VEO)

Regional CT Analysis for Middle East and Africa, Asia Pacific, Europe and Eurasia, and Americas and Transregional Threats

PROVIDING



Terrorist Identity Nominations (TINs) into the Terrorist Identities Datamart Environment.



Warning intelligence and analytical support to Senior DoD Leadership



Network Development analysis on emerging terrorist networks

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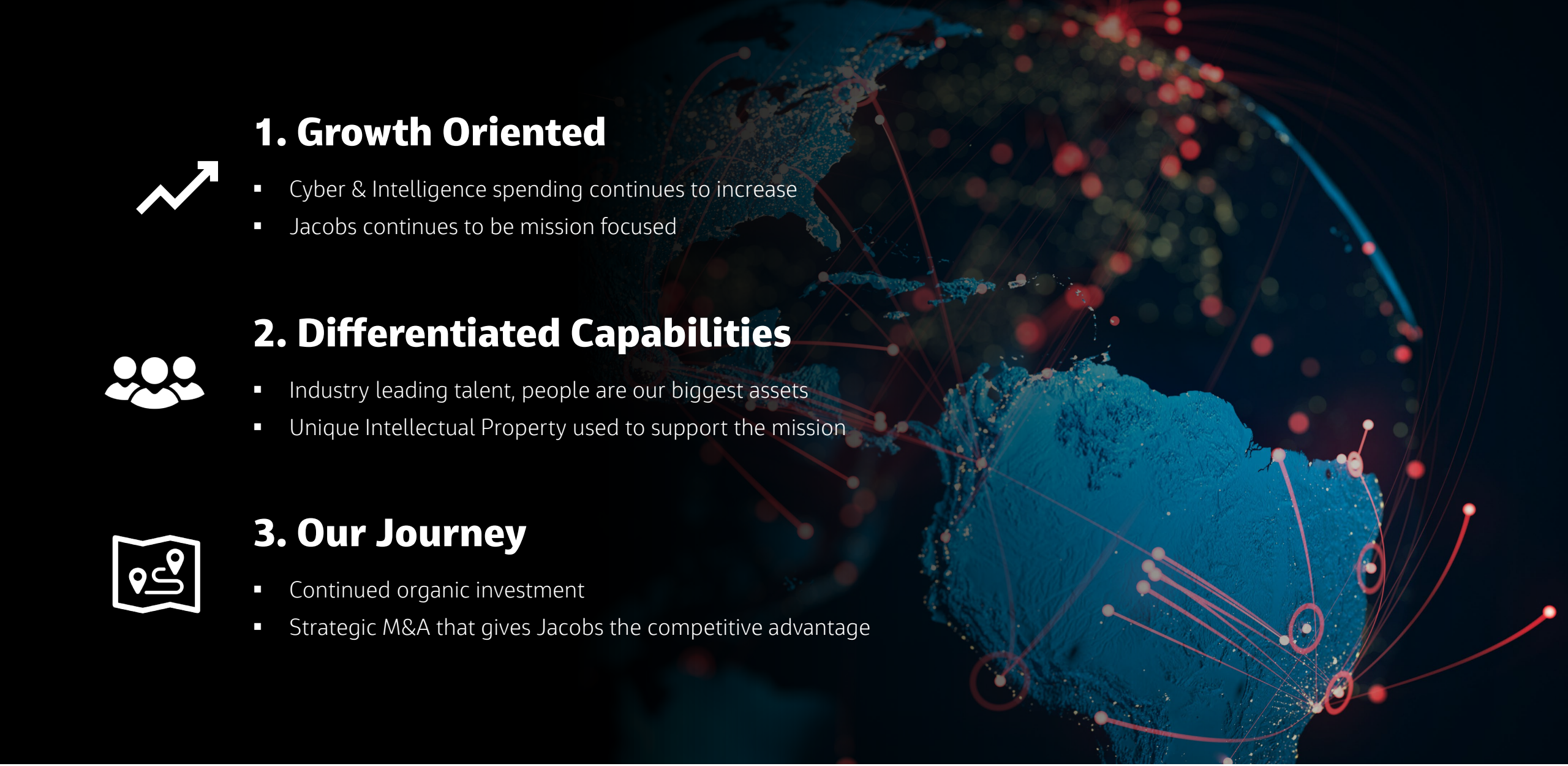

1. Growth Oriented

- Cyber & Intelligence spending continues to increase
- Jacobs continues to be mission focused

2. Differentiated Capabilities

- Industry leading talent, people are our biggest assets
- Unique Intellectual Property used to support the mission

3. Our Journey

- Continued organic investment
- Strategic M&A that gives Jacobs the competitive advantage

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