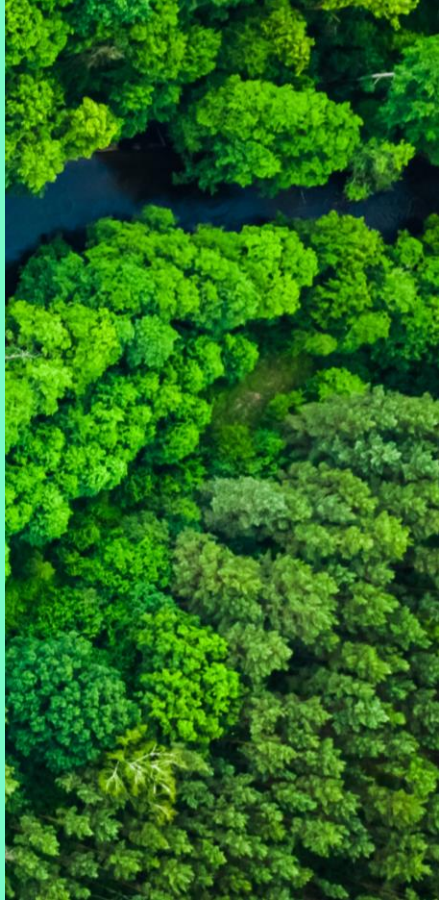




Jacobs

Challenging today.
Reinventing tomorrow.

Environmental, Social, and Governance (ESG) Strategy

June 2021

Disclaimer

Forward-Looking Statement Disclaimer

Certain statements contained in this presentation constitute forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements made in this presentation that are not based on historical fact are forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements regarding our expectations as to our future growth, prospects, financial outlook and business strategy for fiscal 2021 or future fiscal years, which are based, in part, on estimates and assumptions regarding the potential continued effects of the COVID-19 pandemic on our business, financial condition and results of operations. 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. Such factors include the magnitude, timing, duration and ultimate impact of the COVID-19 pandemic and any resulting economic downturn on our results, prospects and opportunities, the timeline for easing or removing "shelter-in-place", "stay-at-home", social distancing, travel restrictions and similar orders, measures or restrictions imposed by governments and health officials in response to the pandemic, or if such orders, measures or restrictions are re-imposed after being lifted or eased, including as a result of increases in cases of COVID-19; the development, effectiveness and distribution of vaccines or treatments for COVID-19; and the timing and scope of any government stimulus programs enacted in response to the impacts of the COVID-19 pandemic. The impact of such matters includes, but is not limited to, the possible reduction in demand for certain of our services and the delay or abandonment of ongoing or anticipated projects due to the financial condition of our clients and suppliers or to governmental budget constraints; the inability of our clients to meet their payment obligations in a timely manner or at all; potential issues and risks related to a significant portion of our employees working remotely; illness, travel restrictions and other workforce disruptions that could negatively affect our supply chain and our ability to timely and satisfactorily complete our clients' projects; difficulties associated with hiring additional employees or replacing any furloughed employees; increased volatility in the capital markets that may affect our ability to access sources of liquidity on acceptable pricing or borrowing terms or at all; and the inability of governments in certain of the countries in which we operate to effectively mitigate the financial or other impacts of the COVID-19 pandemic on their economies and workforces and our operations therein. The foregoing factors and potential future developments are inherently uncertain, unpredictable and, in many cases, beyond our control. For a description of these and additional 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 year ended October 2, 2020, and in particular the discussions contained therein under 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, and our Quarterly Report on Form 10-Q for the quarter ended January 1, 2021, and in particular the discussions contained under Part I, Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations; Part II, Item 1 - Legal Proceedings; and Part II, Item 1A - Risk Factors, as well as the Company's other filings with the Securities and Exchange Commission. The Company is not under any duty to update any of the forward-looking statements after the date of this presentation to conform to actual results, except as required by applicable law.

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. Reconciliation of the adjusted EPS, adjusted EBITDA and free cash flow outlook for fiscal 2021 and beyond to the most directly comparable GAAP measure is not available without unreasonable efforts because the Company cannot predict with sufficient certainty all of the components required to provide such reconciliation, including with respect to the costs and charges relating to transaction expenses, restructuring and integration and other non-recurring or unusual items to be incurred in such periods.

Pro Forma Figures

During this presentation, we may discuss comparisons of current period results to prior periods on a pro forma adjusted basis. Prior fiscal periods are presented as if the acquisitions of KeyW, the Wood Nuclear business and The Buffalo Group and divestiture of Energy, Chemicals and Resources business had occurred prior to the comparable periods, as adjusted for the exclusion of restructuring and other related charges and transaction expenses and other adjustments described on the Non GAAP Financial Measures slides as the end of this presentation. We believe this information helps provide additional insight into the underlying trends of our business when comparing current performance against prior periods.

Jacobs: Challenging today, Reinventing tomorrow

Compelling investment thesis with strong track record of execution

- Global infrastructure modernization, advanced facilities and national security
- End-to-end sustainable solutions embedded throughout global offerings
- Effectively deploying capital to maximize long-term value for shareholders
- Q2 net revenue increased 7% y/y and adjusted EBITDA up 27%
- Q2 backlog increased $2.3B to $25.6B, up 10% y/y
- PA Consulting Q2 revenue growth of 28% year-over-year
- Increasing FY21 adjusted EBITDA and adjusted EPS outlook

Jacobs

People & Places Solutions

Critical Mission Solutions

PA Consulting

Resilient environments

Environmental stewardship and climate change are the defining issues of our time.

Scientific discovery

We solve some of the most complex challenges of exploration — both in space and closer to home.

Thriving cities

Prosperous communities. Healthy cities. A brighter future. By working together we build a better future.

Mission critical outcomes

For the first time in history, security and defense threats have no borders.

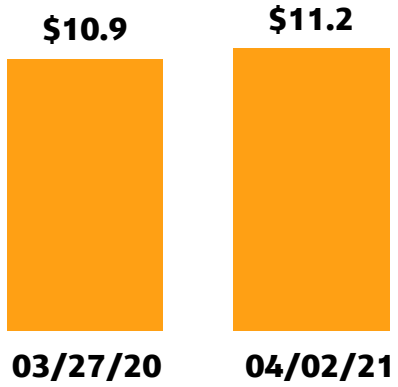
Cutting-edge manufacturing

Rapidly evolving, complex facilities require fast-paced, innovative solutions.

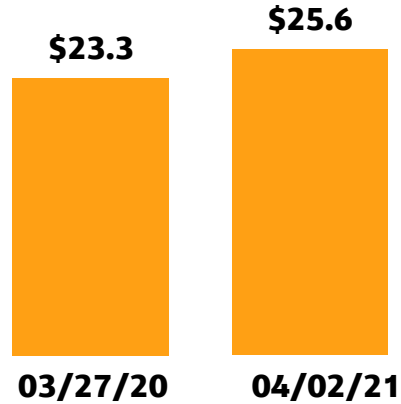
Operational advancement

It is one thing to dream up new solutions. At Jacobs, we also deliver them.

Net Revenue TTM As Reported
($ in Billions)



Backlog As Reported
($ in Billions)



Jacobs' Transformation Journey

2015 - 2016 ❯ 2017 - 2020 ❯ Future ❯

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

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

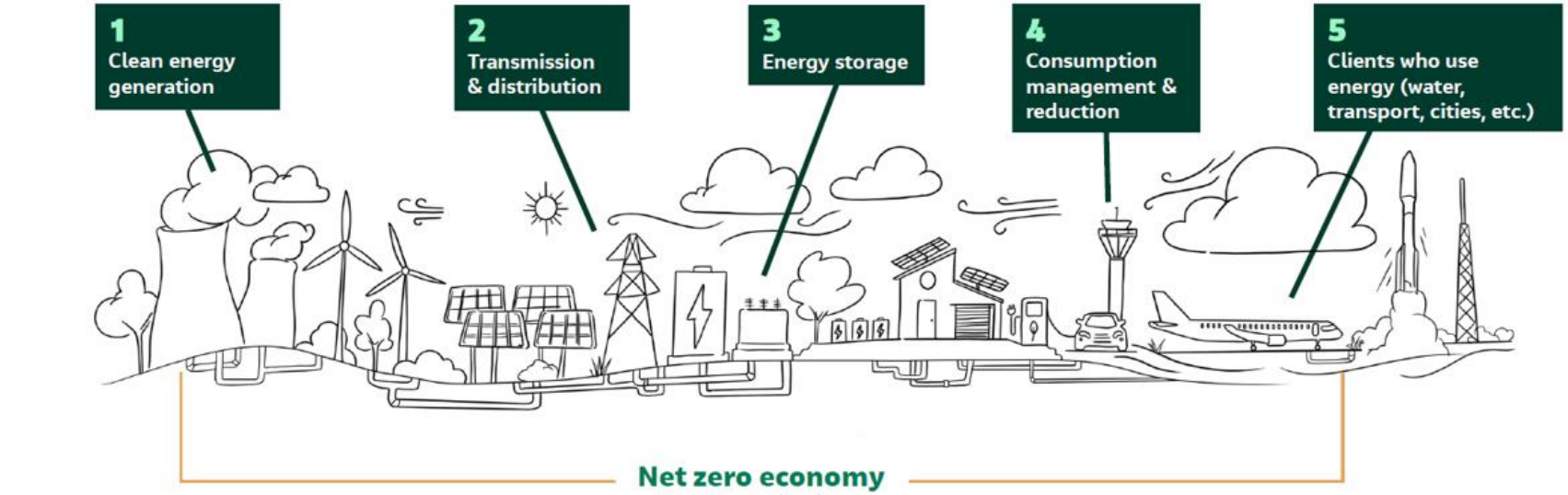
A Company like no other

- 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

Significant ESG growth opportunities across Jacobs

A sustainable business model aligning purpose and vision with both growth and positive impact

- ISS environmental and social scores significantly improve; annualized ESG related revenue approaching **$5 billion**
- Operationalizing sustainability across all aspects of our business
- Jacobs' end-to-end solutions support our clients' net zero objectives



Delivery, management & support	Advisory & consultancy services	Regulatory & Permitting	Digital services	Engineering & design	Maintenance, asset management & operations	Cyber security	Program Management & Implementation



Jacobs

Sustainable **Business Objectives**



PlanBeyond℠



Advance the health and well-being of society



Deliver solutions for the global water and sanitation crisis



Innovate for technological and scientific breakthroughs that have positive societal impact



Create a fair and inclusive future for all



Develop efficient and resilient critical infrastructure solutions that delivers net environmental gain and serves all of society



Accelerate solutions that address the climate emergency



13 CLIMATE ACTION

Jacobs' Climate Action Plan

Achieved 100% renewable energy for our operations in **2020**.

Achieved net zero carbon for our operations and business travel in **2020**.

Carbon negative for our operations and business travel by **2030**.

Approved **Science Based Targets** for carbon reduction

Global Affiliations

UN Global Compact

UN CFO Taskforce for the SDGs

World Climate Foundation

UN Business Ambition for 1.5°C

UN Race to Zero Campaign

Count Us In

Industry Rankings*

#1 Design Firm

#1 Combined Design and CM-PM

***Source:** *Engineering News-Record*, 2021 Top 500 Design Firms and 2020 Top Professional Services Firms

Innovation

Our **Climate Risk Assessment Tool** incorporates Task Force on Climate-related Financial Disclosures (TCFD) recommendations to identify and assess climate risks, combining high resolution climate data with GIS capabilities to support resilience planning and long-term decision making.



Our **Climate Action Solutions Framework** touches every aspect of the decarbonization and adaptation challenge

Client Challenges

- **Adaptation & Mitigation**
- **Energy Transition**
- **Carbon Footprint Reduction**
- **Natural Resource Stewardship**

Jacobs Solutions

- **Climate Risk Resilience**
- **Mitigation Consulting & Research**
- **Renewable Energy & Clean Power**
- **Energy Efficiency & Demand Response**
- **Energy Storage**
- **Carbon Capture & Storage**
- **Green Buildings**
- **Sustainable Transportation**
- **Regenerative Infrastructure**
- **Carbon Markets**
- **Clean Water & Sanitation**
- **Environment & Ecology**
- **Healthy & Vibrant Communities**



SuedLink

Energy transition



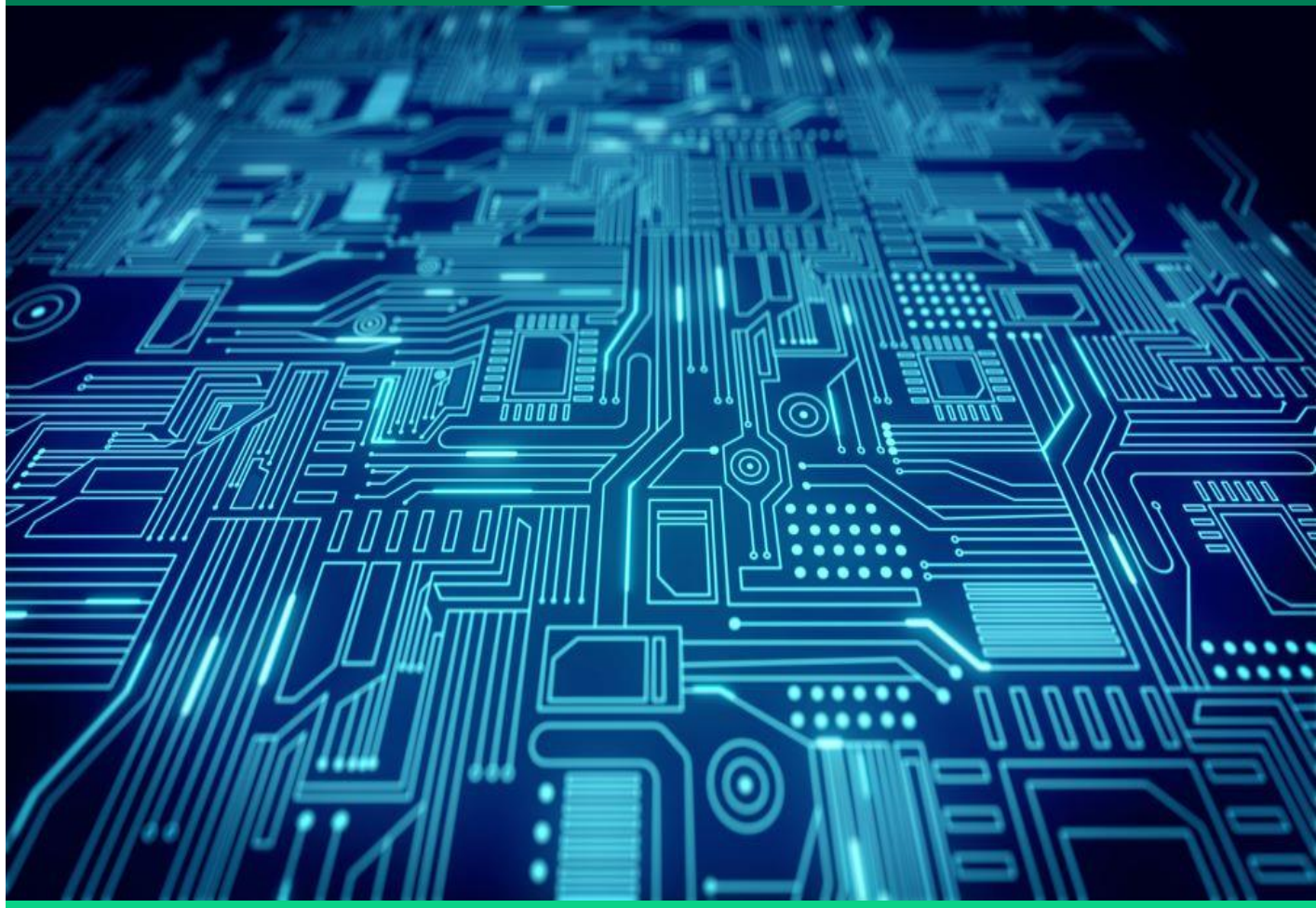
Integrating renewable sources into Germany's electricity grid

Longest underground power cable in the world at 700km.

80% of Germany's power is targeted to come from renewable sources by 2050.

Interconnectors will provide cross-border energy resilience.

Supply chain decarbonization



Global Energy & Resource Management

Reducing global climate change impacts across research, development and manufacturing facilities owned by Western Digital Corporation in the United States, China, India, Israel, Japan, Malaysia, Philippines and Thailand.

King County METRO

Sustainable transportation

Battery Electric Bus (BEB) Facilities

King County Metro is leading the transit industry – and the country – by being an early adopter of a battery-electric bus fleet.

The new South Annex Base will build on the project equity framework we developed by involving our UK-based Simetrica-Jacobs team and TotalValueX™.



meridian water

20-Year London Regeneration Programme

£7.75bn sustainable and resilient residential and mixed-use development in North London.

Meridian Water is planned and designed to meet the UK's highest health and building standards and has targeted net zero carbon for the development by 2030.

Net zero development



Installation of the Future

After being severely impacted by Category 5 Hurricane Michael in October 2018, Tyndall Air Force Base has embarked on a rebuild program that is focused on creating a resilient, sustainable and smart Installation of the Future.

Nature-based coastal resilience



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Reinventing tomorrow.





Environmental, Social, and Governance (ESG) summary

A sustainable business model aligning purpose and vision with both growth and positive impact:

- Fully integrating purpose with profit and operationalizing sustainability across all aspects of our business
- Drives how we can have the biggest positive impact for society as a business
- Jacobs' full suite of solutions to play a key role in advancing a net zero economy
- ISS environmental and social scores significantly improve; annualized ESG related revenue ~$5 billion

Jacobs ESG Investor Page

2020 ESG Data Disclosure for Analysts

Water Business Overview

Environmental and PFAS Overview

PlanBeyond℠

- **Achieved 100% renewable energy** for our operations in **2020**.
- **Achieved net zero carbon** for our operations and business travel in **2020**.
- **Carbon negative** for our operations and business travel by **2030**.

Jacobs' *Climate Action Plan*

Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA