Jefferies Virtual Industrials Conference

August 4, 2021



Jacobs

Challenging today.
Reinventing tomorrow.

Jacobs: Challenging today. Reinventing tomorrow.

- **Compelling investment thesis with strong track record of execution**
  - Global infrastructure modernization, advanced facilities and national security
  - ESG solutions embedded throughout global offerings
  - Effectively deploying capital to maximize long-term value for shareholders
  - Q3 net revenue increased 11% y/y and adjusted EBITDA up 26%
  - Q3 backlog increased to $25.4B, up 7% y/y
  - PA Consulting Q3 revenue growth of 36% y/y
  - Increasing FY21 adjusted EBITDA and adjusted EPS outlook

Jacobs

People & Places Solutions | PA Consulting | Critical Mission Solutions

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.

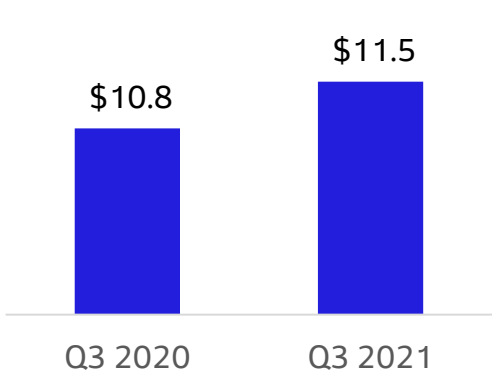
Thriving cities
Prosperous communities. Healthy cities. A brighter tomorrow. By working together we build a better future.

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

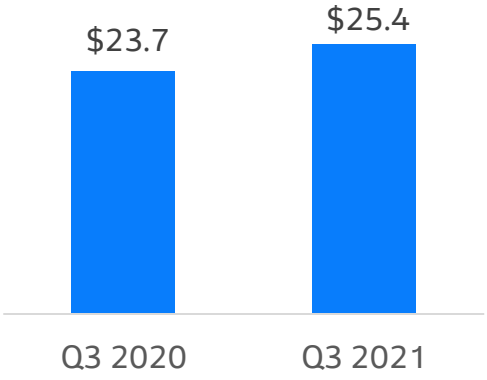
Cutting-edge manufacturing
Rapidly evolving, complex facilities require fast-paced, innovative solutions.

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)



Critical Mission Solutions

- **Base of recurring revenue; margin-accretive new business pipeline**
  - Multi-year enterprise contracts provide long-term stability
  - High-value solutions and efficient cost structure driving margin expansion
  - Next 18-month new business pipeline remains strong >$30 billion
- **Strategy aligned to critical national security priorities**
  - Aligned to high priority areas in space, digital modernization, cyber, all-source intelligence, and 5G networks
  - Positioned to grow through technology-enabled solutions such as strategic data utilization, space sensors, and clean energy
- **Recent customer wins**
  - Idaho National Labs remediation ($780M to be included in Q4 backlog)
  - Cyber and intelligence solutions for US Army (expected in Q4 backlog)
  - Biometrics and identity intelligence analytics for US Army
  - Airborne and space satellite intelligence solutions for confidential client

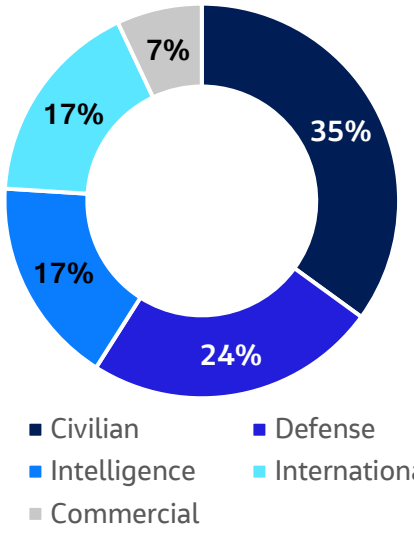
Critical Mission Solutions Snapshot

(TTM including The Buffalo Group)

U.S. / International	83% / 17%
Government	~89%
Reimbursable and Lower Risk Fixed Price Services	~95%
Recurring	~93%
Talent Force	~19k

Revenue by Customer

(TTM)



Backlog As Reported

($ in Billions)



A Deliberate and Focused Journey

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

MISSION CRITICAL FOCUS

2014 — *+766 Employees*

Expands capabilities within the **Intelligence Community**

Federal Network Systems

FY16 — *+183 Employees*

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

VANDYKE TECHNOLOGY GROUP

FY17 — *+463 Employees*

Expands **cyber, data analytics, and application development** capabilities.

Presence within the **Federal Civilian Market**

BlueCanopy

FY18 — *+135 Employees*

Expands capabilities within the **nuclear, defense and water** markets

ch2m

FY20 — *+1633 Employees*

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

KeyW

FY20 — *+2204 Employees*

Expands **nuclear decommissioning and nuclear power** in European markets

wood.

FY21 — *+990 Employees*

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

THE BUFFALO GROUP

CMS Existing Capabilities 2013

- Operations and Maintenance
- Platform/Program Testing and Evaluation
- Software Design and Implementation
- Facility Design, Build
  (advanced facilities, wind tunnels)

Expanded Capabilities Today

- C5ISR
- Nuclear
- Cybersecurity
- Information Technology Services
- Facility Engineering & Operations
- Technical/Engineering Services

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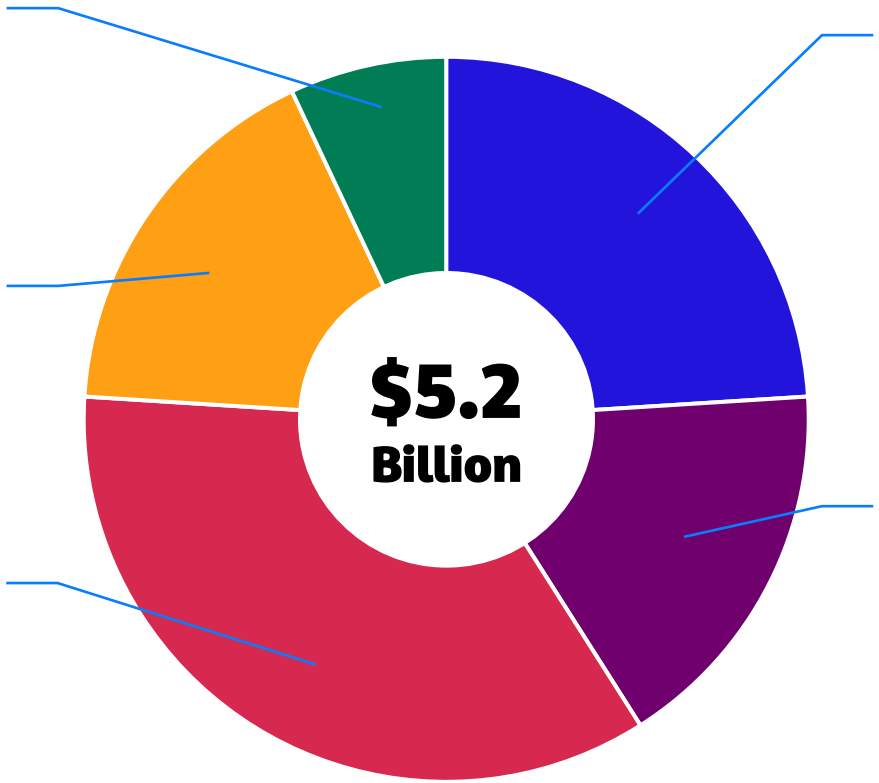
Diverse Customer Base

CMS serves a broad client base across the U.S. government, international and commercial markets

COMMERCIAL, $0.4 billion (7%)
- Telecom
- Automotive
- Aerospace

INTERNATIONAL, $0.9 billion (17%)
- UK Ministry of Defense
- Australian Department of Defense
- EMEA Nuclear

FEDERAL CIVILIAN, $1.8 billion (35%)
- NASA
- Energy
- Education
- Treasury
- Homeland Security



DEFENSE, $1.2 billion (24%)
- Army
- Air Force
- Navy/Marine Corps
- Space Force
- Joint Combatant Commands

INTELLIGENCE, $0.9 billion (17%)
- U.S. Intelligence Agencies
- Military Intelligence Agencies

Estimated percentages for trailing twelve months ending June 30, 2021.

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Enabling the Client Mission

CMS creates, delivers and succeeds with certainty for its customers



FEDERAL CIVILIAN

- NASA's largest non-OEM services provider
- Leader in design-build of aerodynamic, climatic, altitude and acoustic facilities and intelligent asset management solutions
- Leading Tier-1 nuclear services provider for the DoE and Atomic Energy of Canada Ltd
- Program management, facility O&M, site remediation, waste management, spent fuel operations, environmental remediation and reactor decommissioning



DEFENSE

- Delivers warfighter mission support
- Provides satellite operations in support of ballistic missile defense system testing
- 4th largest information network in the DoD and 10th largest telephony network in the world
- Enterprise and mission IT
- Largest services provider to Army test and evaluation ranges
- Weapon systems sustainment



INTELLIGENCE

- Enables critical U.S. national security missions by providing technical services and advanced tools for collecting, transforming, analyzing and synthesizing data into actionable information
- ISR quick-reaction capabilities from concept to operations that support multi-domain missions—land, sea, air, cyber, and space
- Integrated full-service cybersecurity services, including defensive and offensive operations, and mission training



INTERNATIONAL

- Supports U.K. and Australia defense ministries across a wide range of services, including the Continuous at Sea Deterrent (CASD) and submarine construction and sustainment
- Program management, testing, and sustainment of military systems and vehicles
- Tier-1 nuclear service offerings in the UK and Europe offering full lifecycle solutions



COMMERCIAL

- Complete end-to-end 5G telecom development and field services
- Leader in design-build of aerodynamic, climatic, altitude and acoustic facilities and intelligent asset management solutions for automotive and aerospace applications

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Recent Notable Contract Wins

Awarded **$434M**

Provide **weapons operations, maintenance, and sustainment** support for the North American Aerospace Defense (NORAD) Cheyenne Mountain Complex

Awarded **$6.4B**

Department of Energy's Idaho National Lab as the prime partner to use our **nuclear tech-driven solutions** to reduce the environmental legacy of the Cold War and protect the Snake River Aquifer

Awarded **$625M**

At NASA's Kennedy Space Center, a follow-on contract to the Test and Operations Support Contract recognizing increased work in support of key **space exploration programs**, including the Artemis I mission

Awarded **$235M**

Provide **advanced cyber and intelligence solutions** for Army INSCOM and its 902nd Military Group at Ft. Meade, MD

Awarded **$52M**

For the Australian DoD and Royal Australian Air Force provide engineering and technical services in support of the DoD's **electronic air and space surveillance systems**

Awarded **$500M**

Multiple-award IDIQ under AT&T's Turf 5.0 program to in support of AT&T's nationwide **5G services** buildout

Awarded **$421M**

For the Navy's King's Bay submarine base in Camden County, GA, provide base operations services utilizing **intelligent asset management** capabilities

Awarded **$950M**

Provide various unmanned aircraft and radio frequency **satellite payload services** for the Air Force and its Advanced Battle Management System (ABMS), which allows a joint force to collect, analyze, share information in real time

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Contracts awarded in the past 12 months (August 4, 2021)

Who We Are

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

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

- Advanced Cyber Training
- Digital Solutions
- Enabling Technologies
- Cyber Resilience

- Information Operations
- Defensive & Offensive Operations
- Space/Counter Space Operations
- Mission Operations

- All Source/Multi-INT Fusion
- Open-Source Intelligence & PAI Analysis
- Biometrics & Identify Intelligence
- Advanced Analytics & Automation

Supporting Key Missions

- Counterterrorism / Counterinsurgency
- Space / Counterspace
- Watchlisting / Threat Detection
- Counterintelligence
- Counter Proliferation
- Defensive & Offensive Cyber Operations
- Insider Threat
- Indications & Warnings (I&W)

By the Numbers

3600+
Cyber & Intelligence Professionals

150
Active Projects

90%
Cleared Staff

30
Locations

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Cyber & Intelligence Growth Strategy

Continue as true enablers for **delivering and operationalizing the next generation Cyber & Intelligence solutions** into Multi-Domain and Joint All-Domain operations for mission-critical clients.

Expand the Cyber service offerings focused on an information environment that includes assets such as networks, technology, infrastructure and data.

Expand our Intelligence service offerings focused on all-source intelligence, counterterrorism, air & space convergence, and open source & social media analysis.

Growth Oriented **Strategic M&A** to broaden and deepen our capabilities, customers, contract vehicles, past performance and people.



Jacobs Global Nuclear Portfolio



BY THE NUMBERS (FY21P)

$1.4B+
In FY21E revenue

5,200+
employees

50+
nuclear programs

20+
locations

FULL LIFECYCLE TIER-1 CAPABILITIES

- Decommissioning & Remediation
- Environmental Remediation
- Facility Operations & Management
- Field Service
- Groundwater Remediation
- New Build Design & Construction
- Program Management
- Research & Development
- Spent Fuel Operations
- Waste Management

HIGHLIGHTS

- From initial design to remediation, we provide high-value consulting and proprietary technologies through the entire nuclear lifecycle for our civil, national security, and commercial clean energy clients
- Portfolio is ~ 70% clean-up, 20% defense, 10% power & fuel
- Geographic diversity: ~50% North America, 45% UK, 5% ROW
- Multi-faceted clean energy initiatives:
  - Delivery of Hinkley Point C, a UK nuclear plant under construction to provide low-carbon electricity for 6M homes
  - Developing SMRs and AMRs for electricity generation or delivering synthetic fuels
  - Working with global community to bring fusion power to commercial viability

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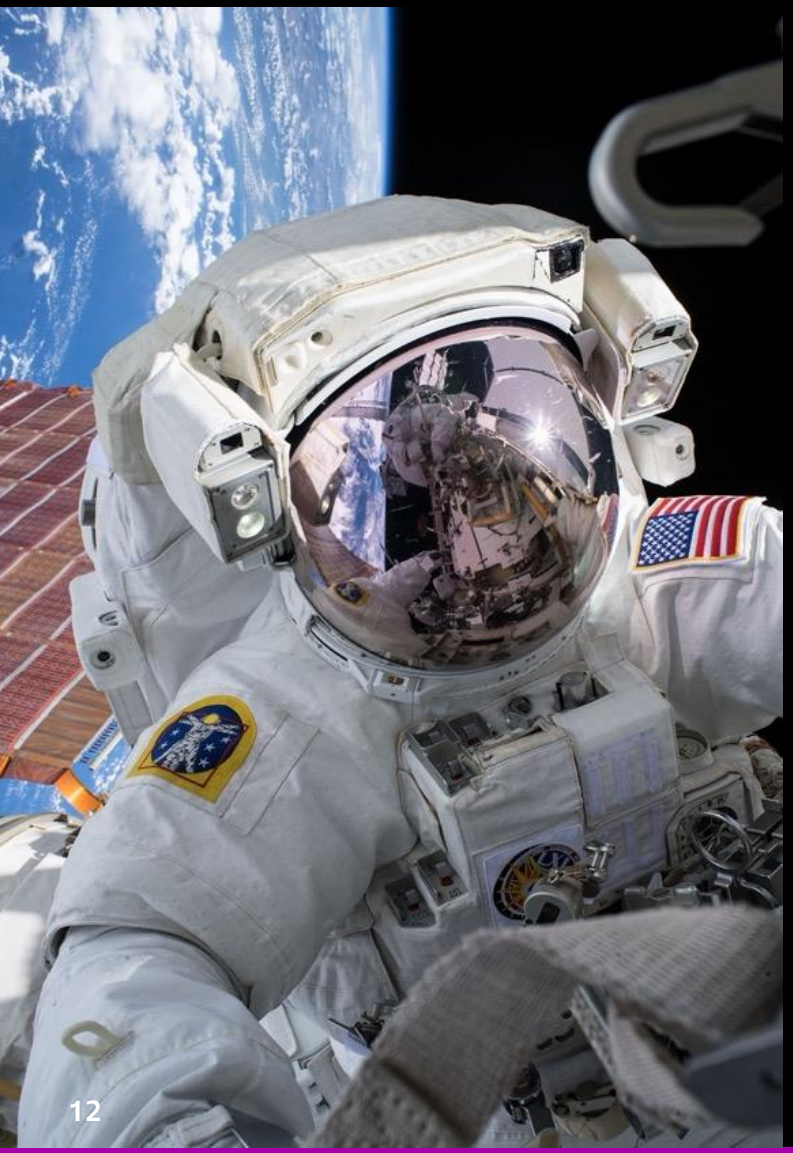
Jacobs Space Portfolio Overview



BY THE NUMBERS (FY21P)

$1.4+B
In FY21E revenue

6600+
employees

50+
spacecraft programs

20+
locations

SELECT CLIENTS

NASA · Missile Defense Agency, Department of Defense · United States Space Command · ULA United Launch Alliance · SpaceX

HIGHLIGHTS

- From idea to operation, we deliver know-how and value to every stage of the space system lifecycle for our civil, national security, and commercial space clients
- Largest services provider to NASA with over 5,000 employees supporting 8 of 10 centers
- Multi-faceted space initiatives:
  - Sustain NASA portfolio while expanding space ops and R&D
  - Continue to develop and deploy mission-tailored ISR solutions
  - Leverage proven past experience to capture share in the space domain

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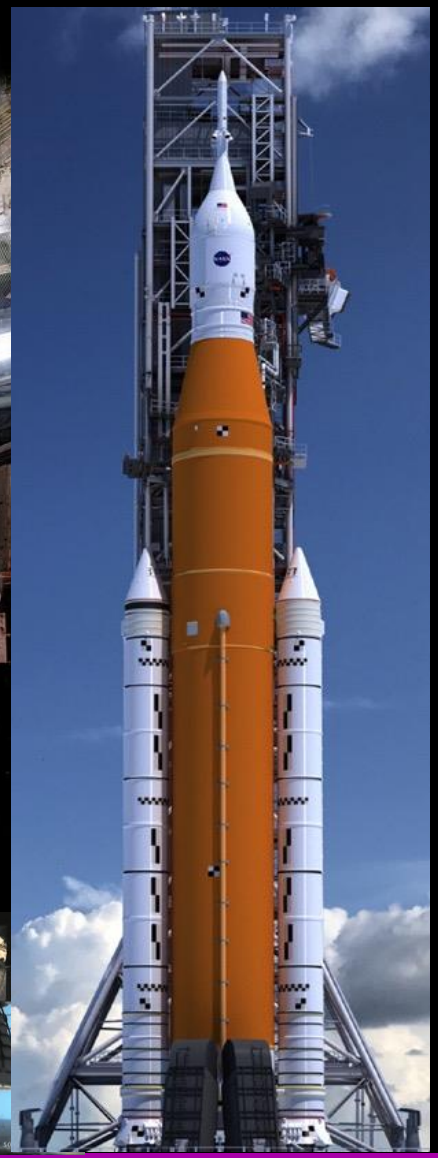
Jacobs is a Leading Solutions Provider to NASA







KEY CABAILITIES & SERVICES

- IT Modernization
- Launch Support
- Modeling & Simulation
- On-Orbit Operations
- Program Management
- R&D, Sciences
- R&D/Test Facility D/B/O/M
- Rocket Propulsion
- Software Engineering
- Systems Engineering/Development

HIGHLIGHTS

- Jacobs is a key partner with NASA providing innovative solutions for its missions that explore the limits of the universe
- Largest services provider to NASA with over 5,000 employees supporting 8 of 10 centers
- Comprehensive offering of services supporting NASA's Artemis mission to the Moon and beyond, including Exploration Ground Systems (EGS), the Orion spacecraft, Space Launch System (SLS), and the International Space Station (ISS)
- Jacobs was an integral support partner in the successful "Green Run" series hot fire test of the SLS rocket's core stage from Stennis SC, and assembling the rocket at Kennedy, marking critical milestones ahead of NASA's future lunar missions
- NASA's Mars Perseverance Rover gets boost from Jacobs across multiple programs, including building a calibration device on a rover instrument (SHERLOC) in search for signs of microbial life and collect rock and soil samples for return to Earth

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Jacobs Defense Space



KEY CABAILITIES & SERVICES

- Cybersecurity
- Engineering & Integration
- IT Modernization
- Intelligence Analytics
- Modeling & Simulation
- Program Management
- Satellite Payloads
- Software, DevSecOps
- Test & Evaluation
- Weapon Systems Sustainment

HIGHLIGHTS

- Leading provider of space solutions to the DOD and IC for emerging threats like hypersonic weapons and cyber attacks
- Support MDA with IT modernization and enterprise communication support, and Ballistic Missile Defense System operations, engineering, and program support
- NORAD mission operations and other program support following successful recent phase-in of USAF NISSC-2 contract
- Strategic entre as A&D space payload provider of affordable, space-flight proven Active Electronically Scanned Arrays (AESA)
- Support DOD's joint all-domain intel initiative (JADC2) utilizing satellite connectivity in LEO/NEO adding more capacity for intel analysis
- Provide intelligence support services including offensive and defensive space operations, warning and assessment of adversarial space-based capabilities, and space situational awareness

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Challenging today.
Reinventing tomorrow.



1. Growth Oriented Technology Solutions Provider

- An all-source intelligence, cyber, digital services, and engineering provider
- Long tradition of serving the DoD, IC and federal civil clients

2. People Driven Culture

- Inclusion and diversity as a priority
- World class talent
- Purpose-driven: *Providing solutions for a connected, sustainable world*

3. Future Focus

- Our journey is deliberate, adding capabilities that align with our corporate strategy
- Strong financial position for continued investment in our people and our businesses