

Jacobs

Challenging today.
Reinventing tomorrow.

Environmental, Social, and Governance (ESG) Strategy

September 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
- ESG solutions embedded throughout global offerings
- Effectively deploying capital to maximize long-term shareholder value
- 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

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- 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.

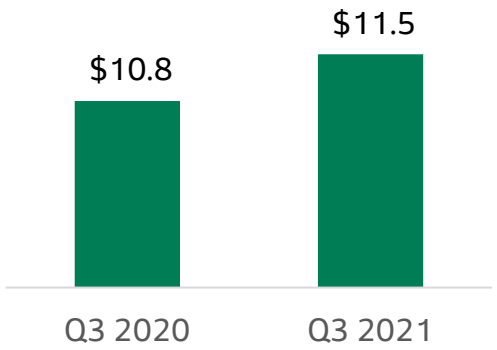
Thriving cities
Prosperous communities. Healthy cities. A brighter tomorrow. By working together we build a better future.

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

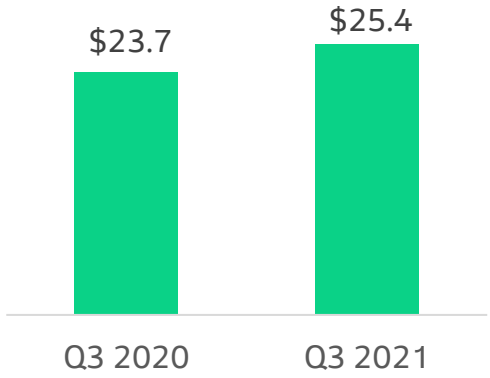
Cutting-edge manufacturing
Rapidly evolving, complex facilities require fast-paced, innovative solutions.

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)



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



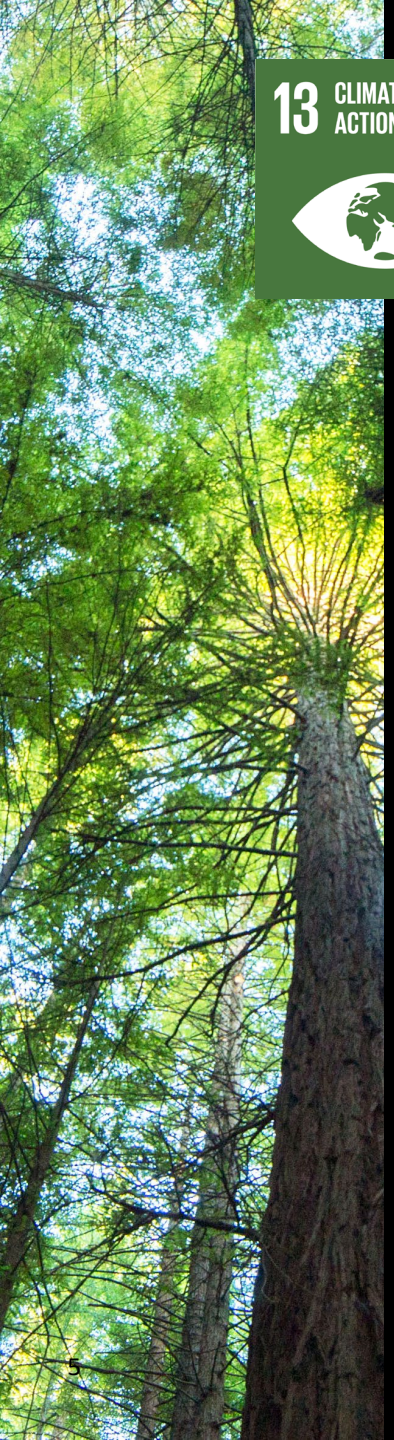
Create a fair and inclusive future for all



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

Accelerate solutions that address the climate emergency.

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



PSA
The World's Port of Call

Driving Sustainable Growth

PSA International aims to be a global leader in climate action driving sustainable growth in the port/logistics industry.

Developing standard guidance and methodologies for assessing climate resilience, risks, vulnerabilities and adaptations across 60 terminals for one of the world's largest port operators.

Climate Risk Assessment



Energy Transition



Airport Infrastructure for Hydrogen Aircraft

UK Government's Department for Business, Energy & Industrial Strategy (BEIS) project to help UK aerospace develop a zero-carbon emission aircraft by 2030.

Awarded hydrogen study to identify the feasibility and indicative costs of key infrastructure elements for airports to be able to accommodate hydrogen aircraft as part of the Aerospace Technology Institute's FlyZero program.

Net Zero Development

Transition of Shell in Germany to a Net Zero Emissions Company

Shell Energy and Chemicals Park and Campus Rheinland, Germany.

Site master planning and net zero emission strategy for the new Energy Campus.

Shell will be a tenant along with other green entrepreneurial partners in the energy transition.



Blue Carbon Sequestration



U.K. Saltmarsh Carbon Code

Led by the UK Centre for Ecology & Hydrology (UKCEH), a multi-team partnership is developing scientific and revenue models and a certification scheme for UK projects wanting to attract private investment by selling companies the blue carbon benefits that will result from restoring saltmarshes.

Coastal wetland habitats trap and bury carbon at a greater rate per area than terrestrial habitats such as forests or peatlands.



10 REDUCED INEQUALITIES

Going Beyond

TogetherBeyond	Our eight Jacobs Employee Networks (JENs) have nearly 23,000 members
Equality & Justice	Investing $10M over next five years in support of Black educational and professional development and scholarship opportunities
Giving	Global employee/corporate giving and volunteering program – Collectively℠
STEAM	Expanding leanings and career opportunities in Science, Technology, Engineering, the Arts and Mathematics
Environmental Justice	Supporting communities with cleaner air to breath, cleaner water to drink, and cleaner soil beneath their feet

Create a fair and inclusive future for all.

- Business Ethics
- Impact Evaluation
- Social Value Measurement
- Wellbeing Analysis
- Behavioral Science
- Survey Design
- Best-Practice Guidance
- Training



Environmental Justice

Superfund Cleanups

For more than 40 years, Jacobs has delivered complex projects for the U.S. Environmental Protection Agency that have resulted in communities having cleaner air to breath, cleaner water to drink, and cleaner soil beneath their feet.





EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Social Value Assessment

City Centre Transformation

Delivering a city center that works for everyone, with attractive, livable public spaces, sustainable and active travel made as easy as possible and with people's overall health, wellbeing and happiness center-stage.

Performed monetization of social value for increased economic activity, increased accessibility, enhanced public spaces, active travel increase, accident prevention, and air pollution reduction.



Equitable & Inclusive Economic Development

Rikers Island Redevelopment

Jacobs is conducting a study to determine the feasibility of constructing a new Wastewater Resource Recovery Facility and Renewable Energy Hub on Rikers Island.

This is the first phase of a 20-year program that will completely reimagine New York City's wastewater infrastructure and community landscape and serve as a catalyst for equitable and inclusive economic development.



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

Environmental and PFAS Overview

Water Business 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

Jacobs

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