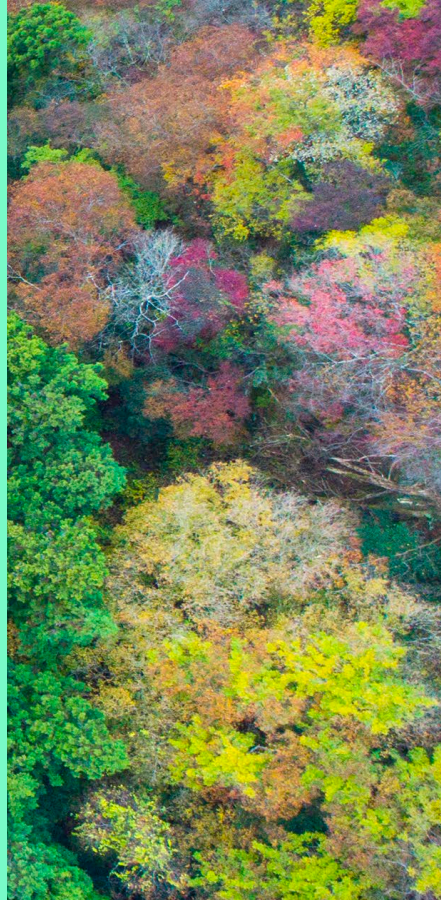




Jacobs

Challenging today.
Reinventing tomorrow.

Environmental, Social & Governance (ESG) Strategy

December 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:**
  - Global infrastructure modernization, climate response and industry digitization
  - U.S. Infrastructure Investment and Jobs Act to fuel 2H 22 growth and beyond
  - ESG and digital solutions embedded throughout global offerings
- **Strong track record of execution:**
  - Q4 net revenue increased 7% y/y and adjusted EBITDA up 12%
  - Q4 backlog increased to $26.6B, up 12% y/y
  - PA Consulting Q4 revenue growth of 41% y/y
  - Fiscal 2022 outlook represents accelerating y/y growth
  - Effectively deploying capital to maximize long-term shareholder value

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.

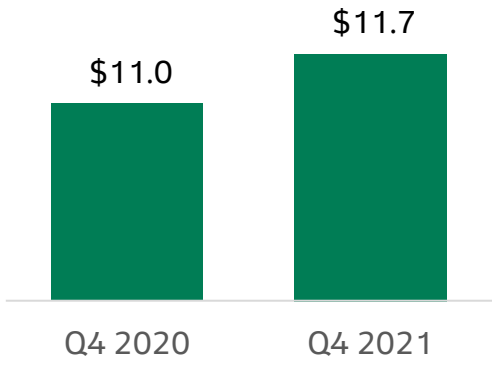
Cutting-edge manufacturing
Rapidly evolving, complex facilities require fast-paced, innovative solutions.

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

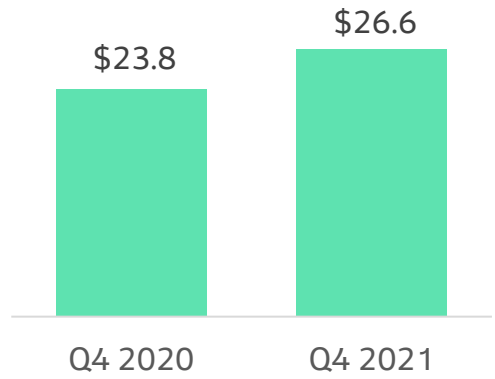
Jacobs

- People & Places Solutions
- PA Consulting
- Critical Mission Solutions

Net Revenue TTM As Reported
($ in Billions)



Backlog As Reported
($ in Billions)



Office of Global Climate Response and Environmental, Social & Governance (ESG)

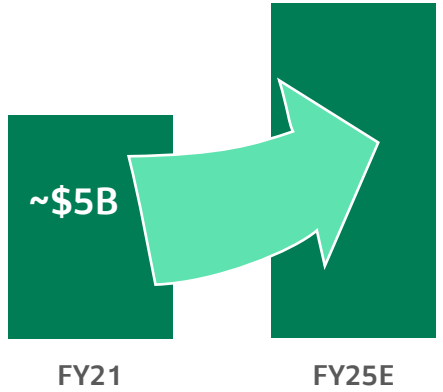
Decarbonization
- End-to-end net zero delivery
- Clean & smart mobility
- Carbon capture, utilisation & storage

Energy Transition
- Clean energy generation
- Grid modernization & storage
- Water-energy nexus

Adaptation & Resilience
- Climate risk & vulnerability assessments
- Asset & infrastructure resilience
- Disaster planning, response & recovery

Natural & Social Capital
- Natural capital stewardship & restoration
- Social value impact
- Healthy & vibrant communities

ESG Business Transformation
- Sustainable business strategies
- ESG target setting & reporting
- Climate change strategy & risk mitigation
- Environment & resource management
- Social & governance performance management
- Product stewardship & circular economy



Estimated ESG Solutions Revenue

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



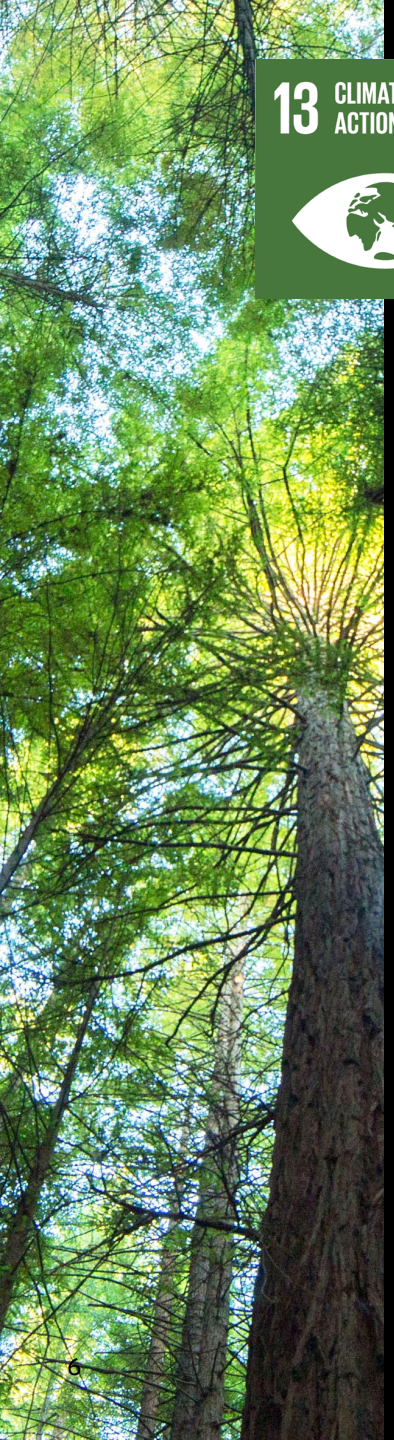
Create a fair and inclusive future for all



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

COP26 - 26th UN Climate Change Conference of the Parties

- Climate Action – Sustainable Innovation Forum:
  - Rethinking Mobility
  - Systems Solutions for Climate Resilient Cities
  - Transforming Infrastructure to Achieve our Climate Ambitions
- World Climate Forum – Investment COP Panel Sessions:
  - Climate Impacts on the World's Health
  - The Intelligent City
- COP26 Edinburgh Summit



Sustainable Global Events



Connecting Minds and Creating the Future

As the Program Delivery Management Provider for Expo 2020 Dubai, Jacobs Mace worked alongside the Expo team in managing the overall program delivery and masterplan of the infrastructure and public realm spaces.

Sustainability was fully integrated in the pre-event design and delivery of the site, the event operations, and into the legacy transition of more than 80% of the physical infrastructure to District 2020 – a post-event sustainable and smart city.

Office for
Low Emission
Vehicles

Bringing Ingenuity to Life

British Charge Point for Electric Vehicles

The UK government's transport decarbonization plan is a world-leading 'greenprint' for building a net zero transport system by 2050. Key to delivering on the plan will be a switch from petrol and diesel cars to electric vehicles (EVs).

Unveiled at COP26, PA Consulting teamed up with the Royal College of Art to design the blueprint for an emblematic charge point as recognizable as Britain's red post boxes or black cabs.



NatureWorks

Biopolymer Production Plant, Thailand

Jacobs recently completed front-end engineering design and has begun final detailed engineering design for NatureWorks, the largest supplier of polylactic acid (PLA), a low-carbon bioplastic derived from renewable, agricultural resources.

The Thailand plant is the world's first fully integrated design, featuring full cycle operations from the fermentation of sugar through to the production of the Ingeo™ biopolymer product.

Combining Life Science & Polymer Expertise



REMONDIS®

Generating Electricity from Waste

Swanbank Energy from Waste Plant, Queensland, Australia

We're providing engineering, design, procurement and environmental work for the construction of a Clean Energy and Resource Recovery Precinct at Swanbank to divert up to 500,000 tons of waste received at its landfill each year.

The facility will generate up to 50 MW of electricity to export to the Queensland network.





9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Going Beyond

Cutting-edge Manufacturing	Bristol Myers Squibb Large-Scale Cell Culture Manufacturing Facility
Operational Advancement	Port of Los Angeles TraPac Automated Container Terminal
Mission Critical Outcomes	Cybersecurity support for the U.S. Patent and Trademark Office
Resilient Environments	Thames Estuary Asset Management 2100
Scientific Discovery	Advancing ITER's leading-edge research in fusion energy

Global Industry Rankings*

#1 Aerospace
#1 Auto Plants
#1 Data Centers
#1 Environmental Consulting
#1 Industrial Process
#1 Manufacturing
#1 Pharmaceuticals
#1 Semiconductors
#1 Sewer & Waste
#1 Telecommunications
#1 Wastewater Treatment
#2 Transportation
#2 Water Treatment, Desalination
#3 Water Supply

***Source:** *Engineering News-Record* 2021: Top 500 Design Firms and Top 200 Environmental Firms

U.S. AIR FORCE

Biogeochemical Reactors for “Green” PFAS Remediation

Our in situ (in place) green and sustainable remediation approach at Travis Air Force Base in California harnesses big data and machine learning to identify a diverse and highly specialized microbial ecosystem of naturally occurring bacteria and fungi that work in concert to break down PFAS contaminants.

Big Data & Machine Learning



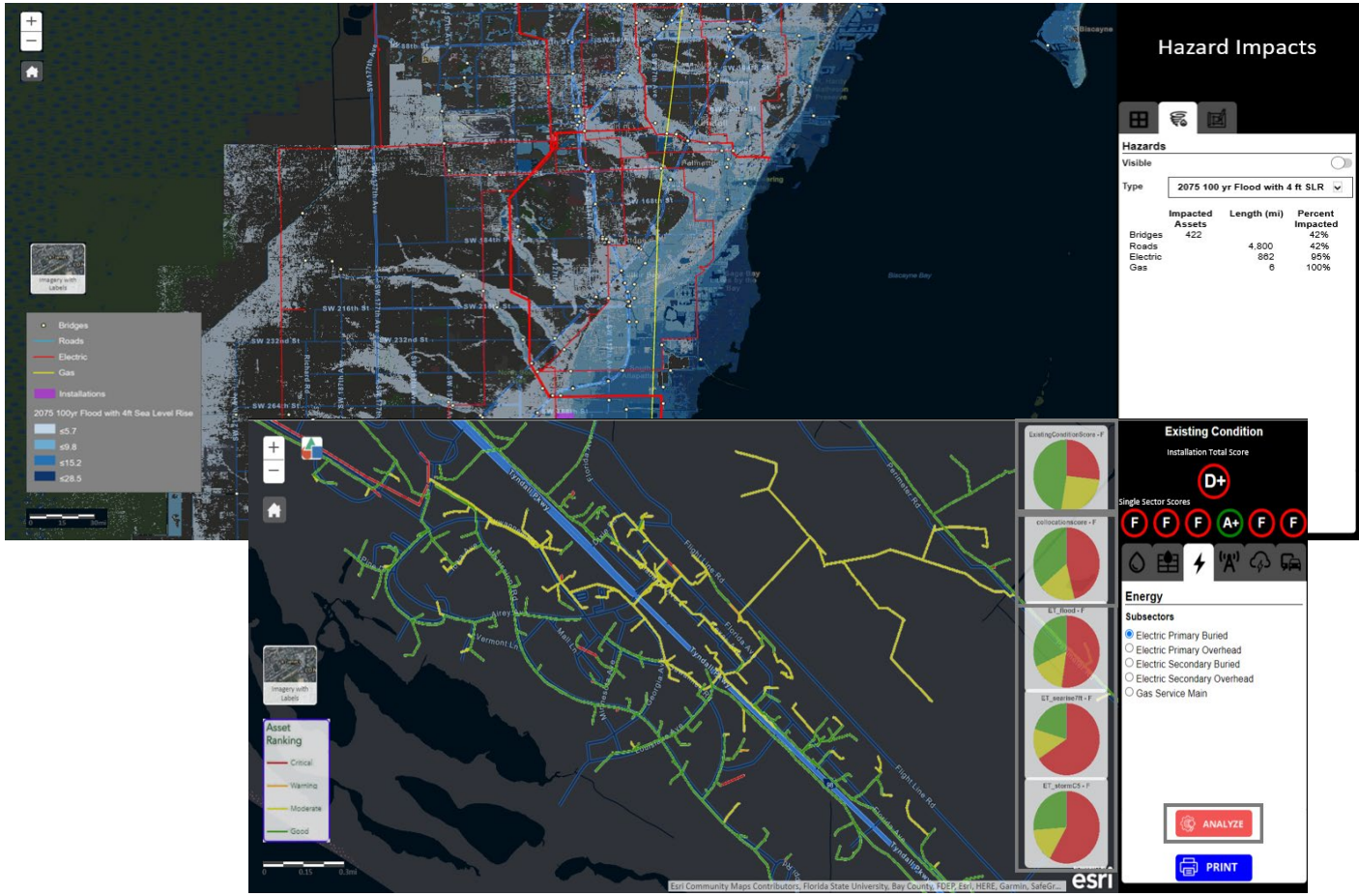
Kaleidoscope℠
by Jacobs

Comprehensive Methodology to Make Infrastructure More Resilient

Supporting all dimensions of the Infrastructure Investment and Jobs Act, Kaleidoscope uses predictive algorithms to generate vulnerability assessments across key sectors of infra-structure in a community, including transport, water, energy, communications and sanitation.

By identifying vulnerabilities and how they may potentially impact a community's resilience, organizations can better prioritize capital expenditures and maximize positive outcomes.

Kaleidoscope



Environmental, Social & Governance Summary

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

- Fully integrates purpose with profit and operationalizes sustainability across all aspects of our business
- Drives how we can have the biggest positive impact for society as a business
- Leverages 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*

Corporate ESG Performance

Prime

RATED BY ISS ESG

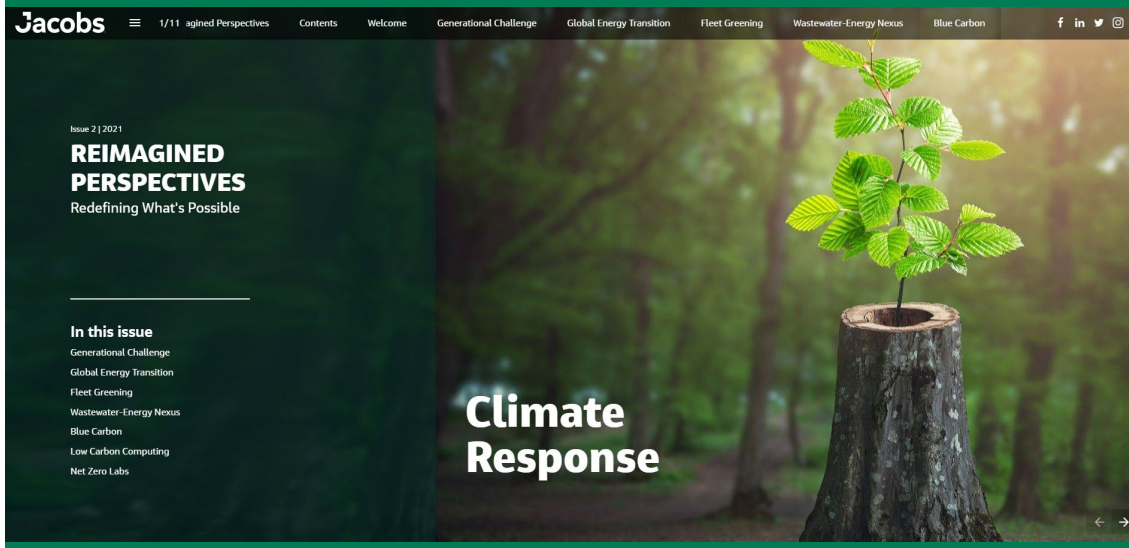
Member of Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Reimagined Perspectives

Redefining what's possible, the current issue of Jacobs' **Reimagined Perspectives** focuses on Climate Response:

- Global Energy Transition
- Fleet Greening
- Wastewater-Energy Nexus
- Blue Carbon
- Low Carbon Computing
- Net Zero Labs



Explore the issue online

"Our purpose at Jacobs is to create a more connected, sustainable world — shaping solutions for a future that incorporates sustainable principles as essential to the well-being of all people and our planet — and in the process, enabling all generations to believe in the reality of a resilient future where we thrive in harmony with our planet."

Steve Demetriou
Chair and CEO

Jacobs

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Reinventing tomorrow.

