





Jacobs

Challenging today.
Reinventing tomorrow.

Environmental, Social & Governance (ESG)

March 2022

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

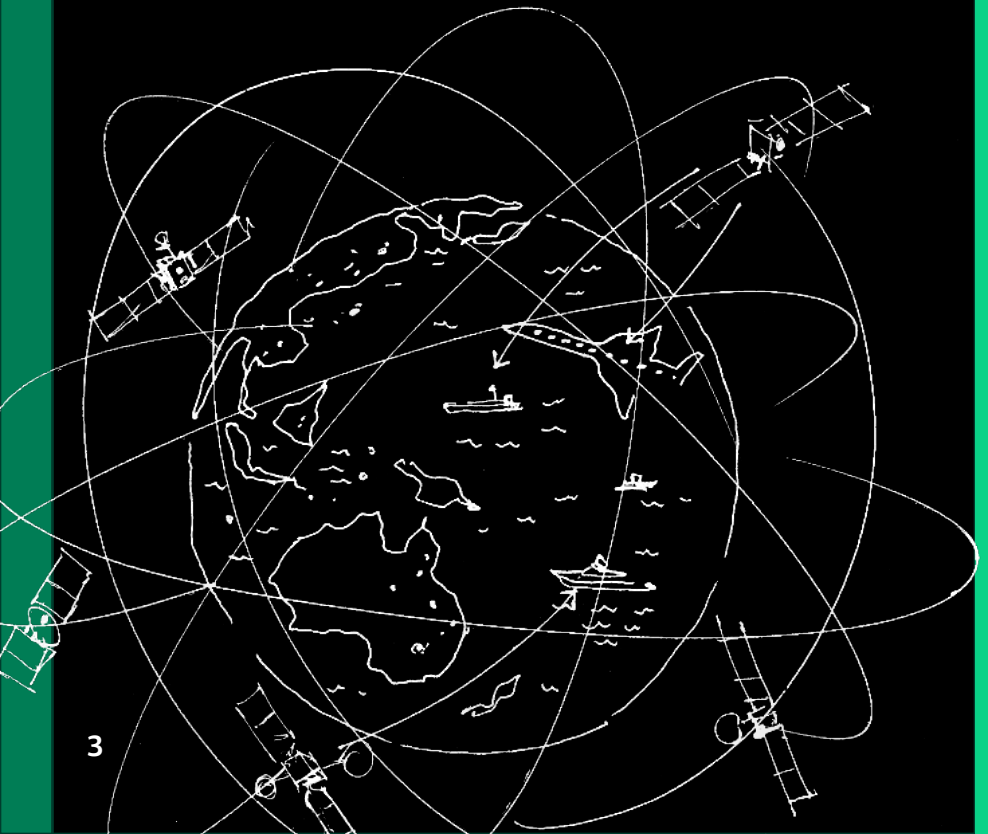
To supplement the financial results presented in accordance with generally accepted accounting principles in the United States (“GAAP”), we present certain non-GAAP financial measures within the meaning of Regulation G under the Securities Exchange Act of 1934, as amended. These measures are not, and 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.

Top 10 Risks by Impact

Global Risks Report



Economic Environmental Geopolitical Societal Technological

1. Climate action failure
2. Extreme weather
3. Biodiversity loss
4. Social cohesion erosion
5. Livelihood crises
6. Infectious diseases
7. Human environmental damage
8. Natural resource crises
9. Debt crises
10. Geoeconomic confrontation

Source: World Economic Forum - These are the biggest risks facing our world in 2022
(Note: data collected in late 2021, ~21 months into COVID-19 lockdown)

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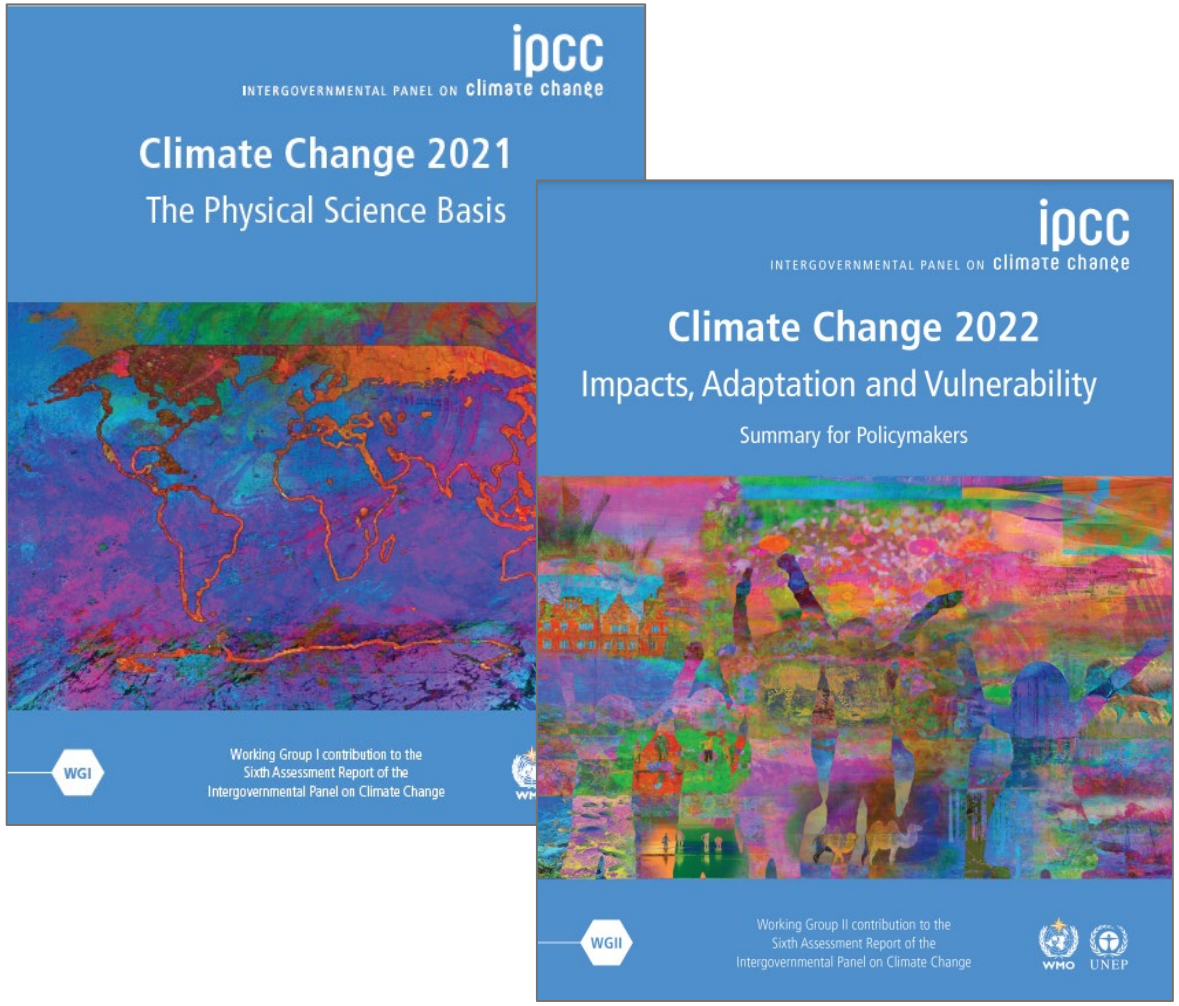
Intergovernmental Panel on Climate Change (IPCC)



"This (2022) report is a dire warning about the conse-quences of inaction. It shows that climate change is a grave and mounting threat to our wellbeing and a healthy planet. Our actions today will shape how people adapt and nature responds to increasing climate risks."

Hoesung Lee, Chair of the IPCC

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Purpose Built: Mitigating Global Risks & Building Long-term Resilience

Water
Transportation
Cities & Places
Energy & Environment
Advanced Manufacturing
Health & Life Sciences
National Security
Space



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Predicated on Jacobs Industry Leadership

Infrastructure

#1 Aerospace
#1 Mass Transit & Rail
#1 Marine & Port Facilities
#1 Telecommunications
#1 Towers & Antennae
#1 Wastewater Treatment
#1 Sanitary & Storm Sewers
#1 Sewer & Waste
#2 Transportation
#2 Airports
#2 Highways & Bridges
#2 Water Treatment, Desalination
#2 Water Transmission Lines
#3 Water Supply

Energy & Environment

#1 Environmental Consulting
#1 Clean Air Compliance
#1 Chemical & Soil Remediation
#1 Hazardous Waste
#1 Nuclear Waste
#1 Site Assessment & Compliance
#2 Wind Power
#2 Co-Generation
#3 Nuclear Plants
#5 Solar Power

Cities & Places

#1 Government Offices
#3 General Buildings

Health & Life Sciences

#1 Pharmaceuticals
#3 Healthcare Facilities

Advanced Manufacturing

#1 Auto Plants
#1 Data Centers
#1 Semiconductors
#1 Manufacturing
#1 Industrial Process
#1 Pulp & Paper
#2 Electronics Assembly

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

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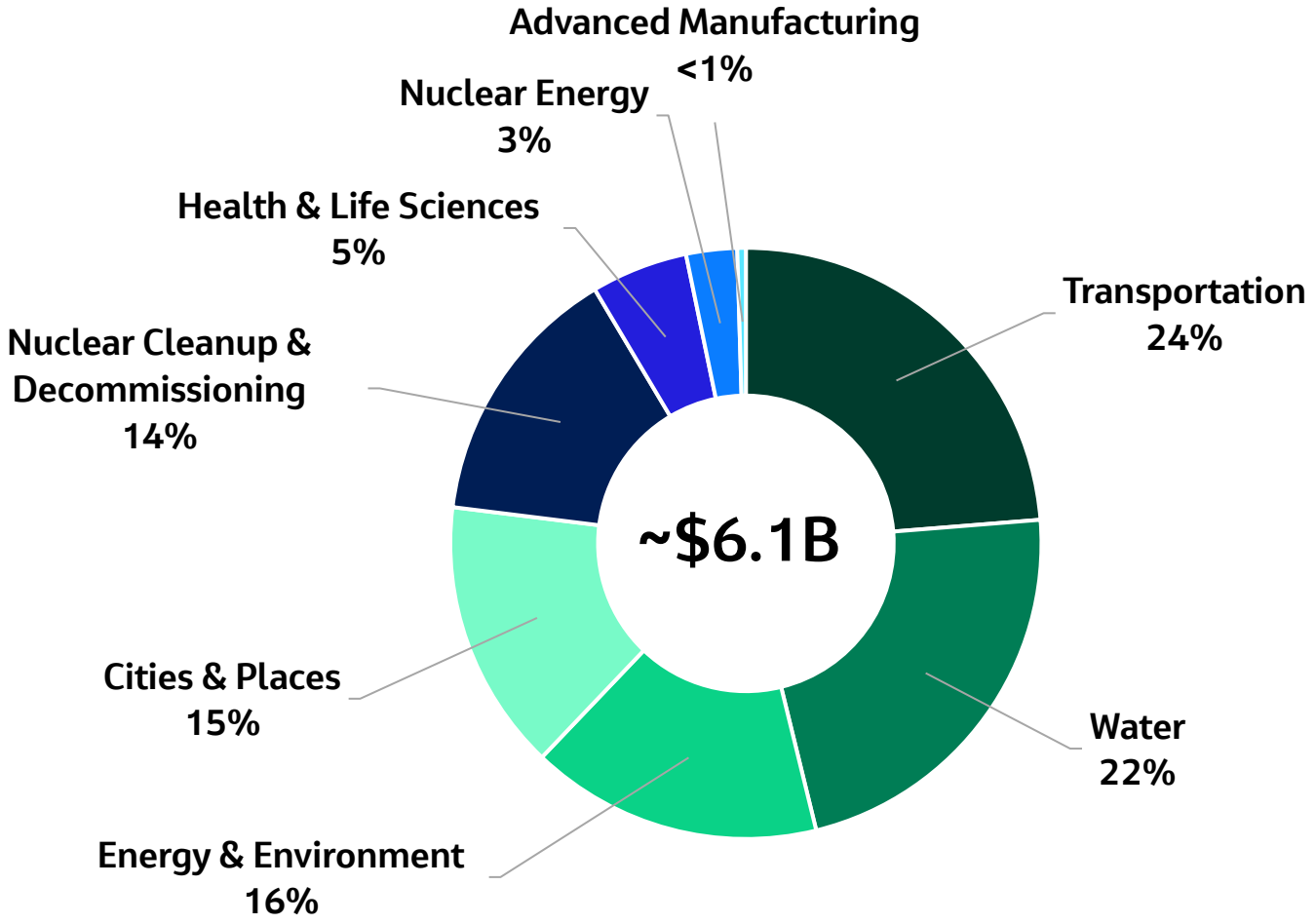
Large ESG revenue base poised for accelerated growth



FY21 revenue, excluding PA Consulting

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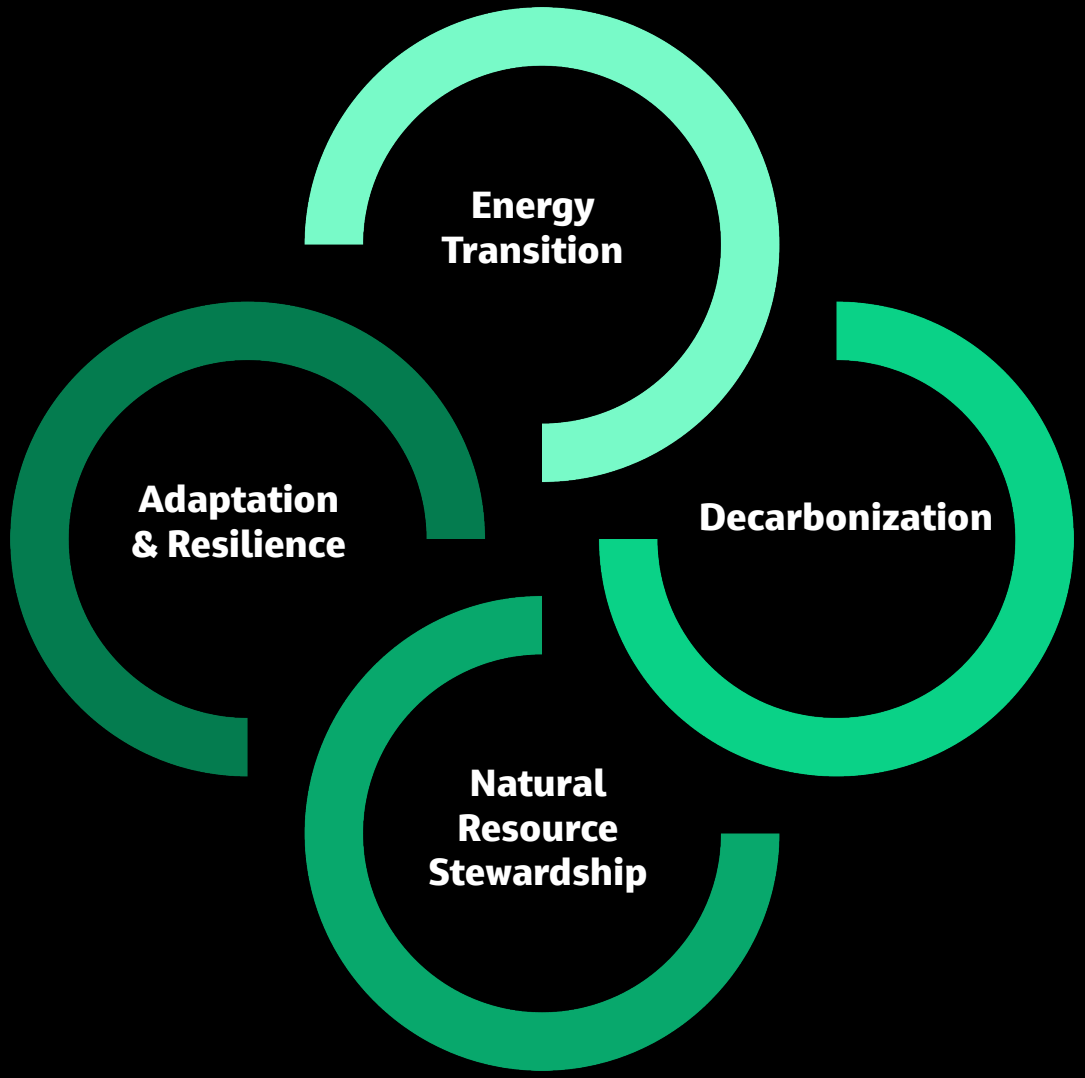
Office of Global Climate Response & Environmental, Social & Governance



PlanBeyond℠



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Accelerators drive additional growth across all markets



Infrastructure ▪ National Security ▪ Advanced Manufacturing ▪ Health & Life Sciences ▪ Energy & Environment ▪ Cities & Places ▪ Space

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Water

- Integrated Water Management (OneWater)
- Water-Energy Nexus
- Ecosystem Restoration
- Adaptation & Resilience
- Water Equity

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Water





Delta Conveyance Program: engineering design services for California's largest water conveyance program which will secure clean water for 27 million people and three million acres of agricultural lands.



Ejby Mølle Wastewater Treatment Plant: partnered with VCS Denmark to transform Odense, Denmark's, largest wastewater treatment plant from an electrical power consumer to a net producer of electricity and heat energy capable of serving more than 400,000 people.



Thames Estuary Asset Management 2100: delivery partner with the UK Environment Agency and Balfour Beatty, overseeing the refurbishment, maintenance and upgrade of over 4,000 flood defence assets along the 175-km tidal River Thames, including the iconic Thames Barrier.



Rikers Island Redevelopment: study to determine the feasibility of replacing the current New York City jail complex with a new Wastewater Resource Recovery Facility and Renewable Energy Hub, serving as a catalyst for equitable and inclusive economic development.

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Transportation

- Public Transit
- Clean & Smart Mobility
- Adaptation & Resilience
- Decarbonized Construction

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Transportation



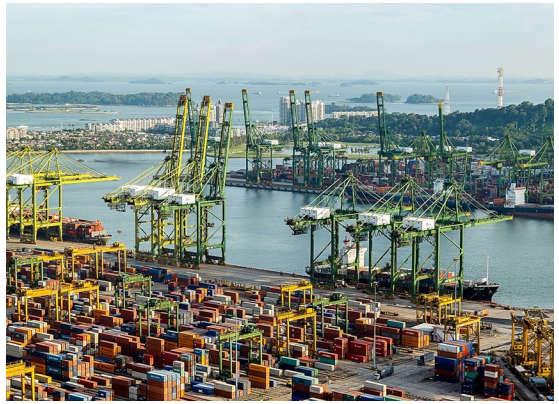
Brisbane Metro Bus Rapid Transit: technical advisor for a fleet of new battery electric, bi-articulated vehicles (the first of their kind in Australia) and redesign of the public transport network that will move the area's 1.6 million people daily.



Michigan Department of Transportation: first shared public electric road system for wireless electric vehicle charging in the U.S. ElectReon is leading the pilot program, supported by Jacobs, NextEnergy, Ford Motor Co, DTE, and the City of Detroit.



FlyZero, Airport Infrastructure for Hydrogen Aircraft: study to identify the feasibility and indicative costs of key infrastructure elements for airports to be able to accommodate hydrogen aircraft, helping UK aerospace develop a zero-carbon emission aircraft by 2030.



PSA International: standard guidance and methodologies for assessing climate resilience, risks, vulnerabilities and adaptations across 60 terminals for one of the world's largest port operators, with flagship operations in Singapore and Antwerp.

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Environmental

- Sustainability & ESG Consulting
- Environmental Planning & Justice
- Remediation & Regeneration
- Nature-based Solutions
- Waste Management & Circular Economy
- Emergency Management Planning, Response & Recovery

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Environmental



Expo 2020 Dubai: supported Expo with the planning, management and achievement of one of the most sustainable global events to date, setting a high bar for accurate greenhouse gas accounting of mitigation measures, including energy efficient structures, low carbon materials and substantial waste diversion.



Travis Air Force Base, California: harnessing big data to identify a diverse and highly specialized microbial ecosystem of naturally occurring bacteria and fungi that work in concert to break down and/or decrease PFAS contaminants in soil, groundwater and other media.



Confidential Client: 20-plus year relationship as the premier environmental solutions provider to one of the world's largest chemical companies, helping the client achieve its valuing nature goal by delivering business-driven projects that enhance ecosystems and the environmental conditions that support them.



Tyndall Air Force Base Restoration: development of the "Installation of the Future" standards to meet resiliency and sustainability targets for the rebuilding of the base after the category 5 Hurricane Michael, incorporating nature-based solutions to reduce coastal flood risks while creating social and environmental benefits.

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Energy

- Renewable & Clean Energy
- Grid Modernization
- Energy Storage
- Adaptation & Resilience

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Energy





SuedLink: program management for the longest underground power cable in the world, integrating wind from the north and solar from the south into Germany's electricity grid to support the country's 2050 target of 80% of power provided by clean energy.



RWE, Pembroke Power Station, South Wales: feasibility study for installing a 100-megawatt electrolyser to produce green hydrogen from local and grid connected renewable energy, supporting the development of the UK hydrogen economy.



Empire Offshore Wind, South Brooklyn Marine Terminal: owner's engineer for Empire Offshore Wind – a joint venture between Equinor and BP – for the redevelopment of the South Brooklyn Marine Terminal which will serve as the logistics base, marshalling yard, and long-term operations base for New York's 80,000-acre Empire Windfarm (EW1 and 2).



Pacific Gas and Electric, Electric Undergrounding Program: program management partner for the largest program of its kind in the U.S., bringing 10,000 miles of power lines under-ground to mitigate wildfires in and near high fire-threat areas and respond to California's evolving climate challenges.

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Cities & Places

- Active/Livable Cities
- Net Zero Buildings/Campuses
- Social Value & Wellbeing
- Adaptation & Resilience

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Cities & Places





Edinburgh City Center Transformation: development of the transformation strategy and delivery plan for making the city more accessible for residents, visitors and business; creating better connectivity with sustainable, smart and cleaner transport; enhancing civic centers; and improving air quality.



Shell Energy and Chemicals Park and Campus: site master planning and sustainability solutions for a new Energy Campus in Rheinland, welcoming third-party partners and investors to build the value chains of the future and supporting the transition of Shell in Germany to a net-zero-emissions company.



Meridian Water: program and master planning leadership, technical design and planning advisory services for the £7bn North London sustainable mixed-use development, meeting the UK's highest health and building standards and targeting net zero carbon by 2030.



Port of San Francisco Waterfront Resilience Program: program manager leading the preservation and fortification of the 100-year-old Embarcadero Seawall for sea level rise adaptation, flood protection, and earthquake resilience.

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Health & Life Sciences

- Healthcare Facilities
- Biopharmaceutical Manufacturing
- Biotechnology
- Health System Resilience

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Health & Life Sciences



UC Davis Health - South Placer Center for Health: integrated master planning for a 60-acre site, sustainability master planning, and climate protection strategies for a new 835,000 sq. ft. net zero hospital complex, ensuring the future campus will achieve the University of California system-wide sustainability and carbon neutrality goals.



COVID-19 Vaccines: Jacobs, as the largest service provider to the pharmaceutical industry, retrofitted manufacturing facilities for COVID-19 vaccine production, and is helping to propel the technology shift from traditional manufacturing to mRNA technologies.



NatureWorks, Thailand: engineering design of a new biopolymer production plant for the largest supplier of polylactic acid (PLA), a low-carbon bioplastic derived from renewable, agricultural resources like corn or sugarcane, and used in a range of consumer goods.



Mercy - Pandemic Preparedness: consulting and advisory for one of the largest U.S. health systems to enhance and transform existing pandemic preparedness and emergency management capabilities into a world class program – serving as a model of excellence and a resource for other healthcare systems around the globe.

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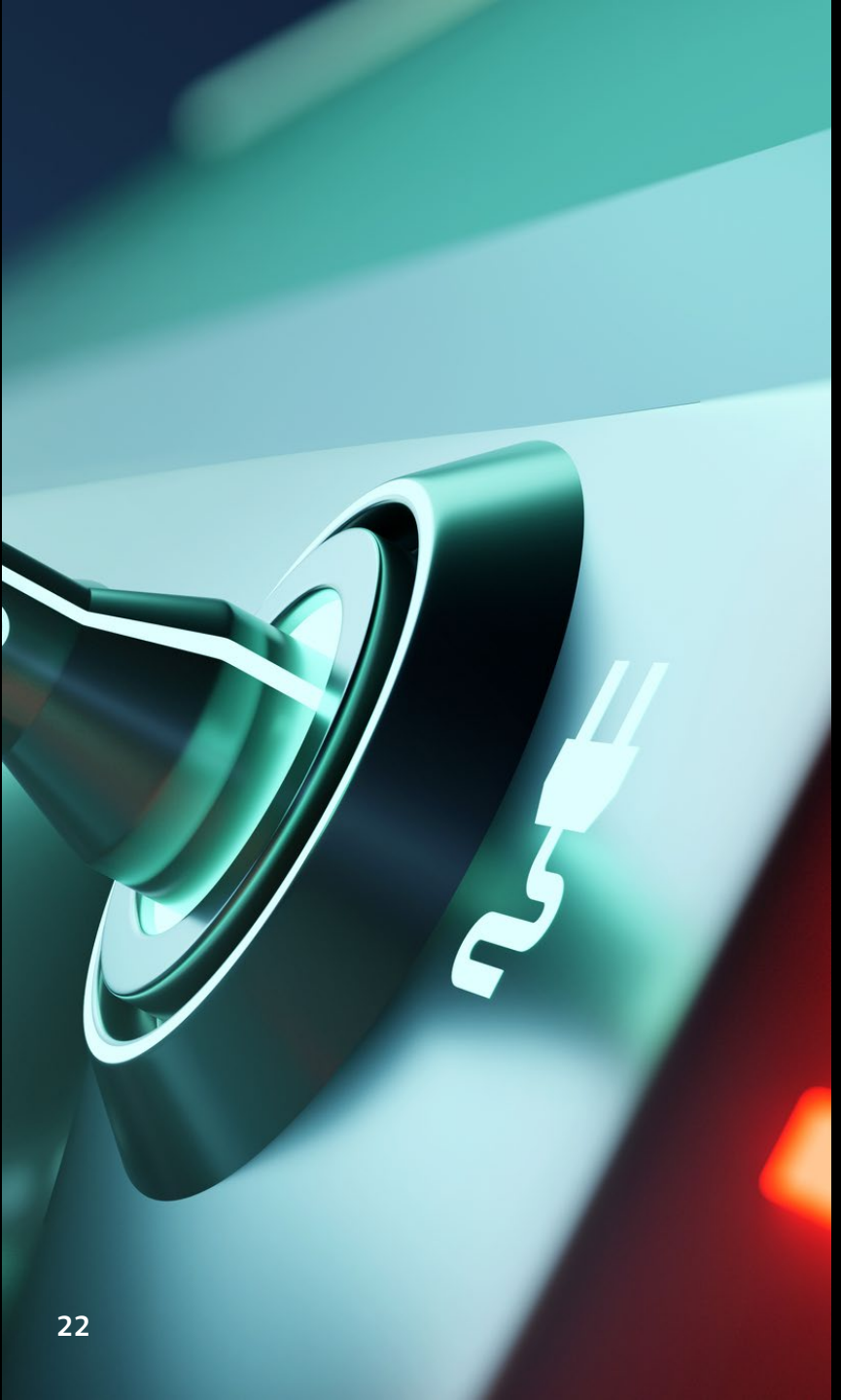

Advanced Manufacturing

- Electric Vehicle & Battery Manufacturing
- Semiconductors
- Green Data Centers
- Operational Decarbonization & Resource Management

Advanced Manufacturing



Electric Vehicle & Battery Manufacturing: Jacobs has completed 25 million square feet (2,322,576 square meters) of EV manufacturing facilities and three of the largest battery plants in the world, for a total of 350 GwH.



Intel: supporting the corporation's goals to increase domestic chipmaking capacity, end the semiconductor shortage, meet global demand and create a more balanced, resilient supply chain with the construction of two new fabs at Intel's Ocotillo campus in Chandler, Arizona



Data Centers: partnering with some of the world's largest technology and data center providers to address the critical challenges of sustainability and carbon neutrality and driving innovation around renewable power and water technologies.



Western Digital: working with this global hard disk drive manufacturer and data storage company on reducing energy, water, carbon and waste at their manufacturing facilities around the world and updating vulnerability assessments across the company's facilities portfolio with special emphasis on hazards associated with climate change.

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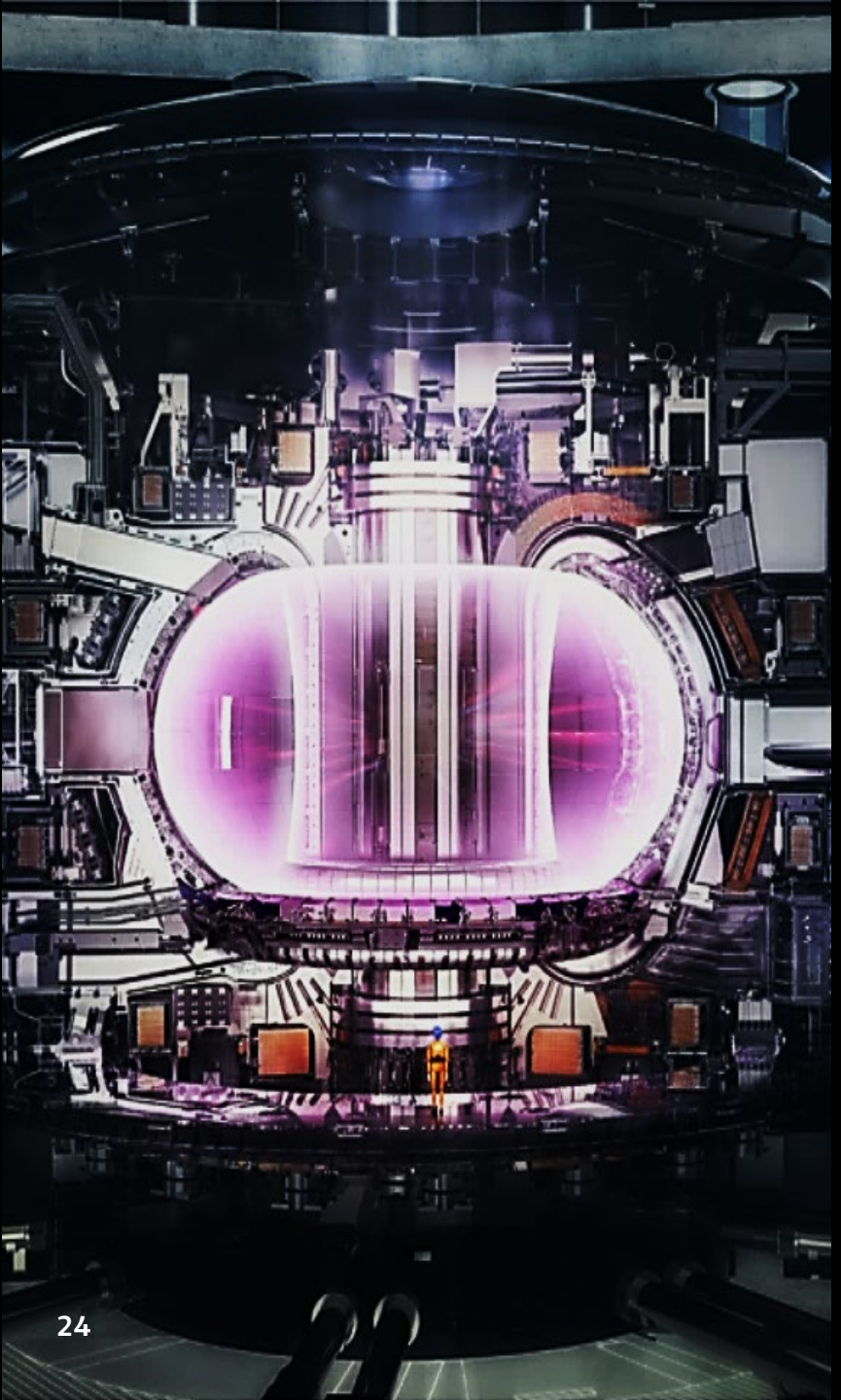

Nuclear

- Commercial Nuclear Power
- Fusion Energy
- Decommissioning & Cleanup

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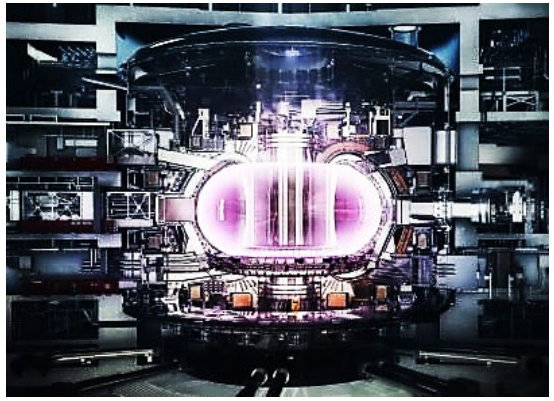
Nuclear





Hinkley Point C: technical and project management services for a 3,200 MWe power station in Somerset that will meet approximately 7% of the U.K.'s electricity needs and provide low-carbon electricity for approximately six million homes.



Fusion Energy: Jacobs is contributing to leading-edge research in fusion – a potential source of safe, non-carbon emitting and virtually limitless energy – with ITER, the world's largest fusion energy project in France and with the UK Atomic Energy Authority.



U.S. Department of Energy, East Tennessee Technology Park: delivered the world's first successful cleanup and closure of a uranium enrichment complex, opening up more than 720 acres of land and 322,000-square-feet of space enabling economic development for the local community.



Fukushima Daiichi Nuclear Power Plant: performed a major study for managing radioactive waste at Fukushima, helping Japan's Nuclear Damage Compensation and Decommissioning Facilitation Corporation to develop a long-term waste management strategy for the site.

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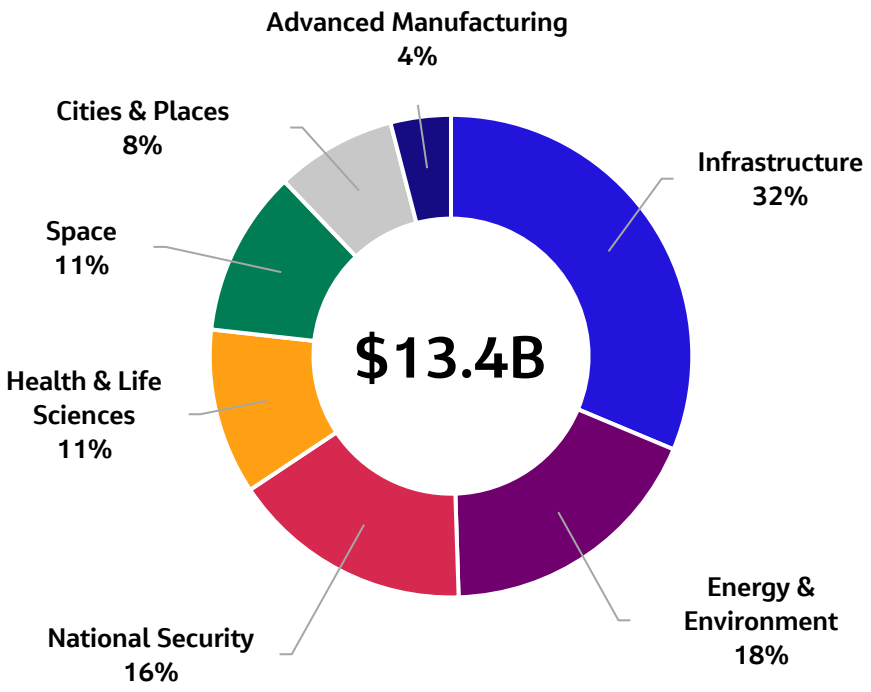
Purpose-led company with ESG foundational in all our markets

Jacobs portfolio by market[1]
(approx. from FY'21 Gross Revenue)



- ~$8T addressable market – highly fragmented competitive landscape
- ESG and Climate Response are core to Jacobs' go-to-market strategy well beyond the FY22-24 strategy period
- 50% of the company's overall growth by 2025 will be tied to Climate Response/ESG
- Targeting higher growth and higher margin sub-segments
- Continued mix of organic growth plus targeted acquisitions

Market[1]	Estimated annual total addressable market (Billions)[2]	Forecast CAGR 2021-2024
Infrastructure	2114	~4-5%
Energy & Environment	997	~4-6%
National Security	352	~7-8%
Health & Life Sciences	183	~3-4%
Space	165	~5-6%
Cities & Places	3455	~3-4%
Advanced Manufacturing	529	~3-4%

[1] Excludes PA Consulting; see appendix for definition of markets
[2] TAMs based on McKinsey research and company estimates; excludes Africa, China, Eastern Europe, Iran, Latin America, Russia

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Summary: Environmental, Social & Governance

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 largest positive impact for society as a business.
- Leverages Jacobs' full suite of solutions to play a key role in advancing a net zero economy.
- Achieved industry leading ISS Prime Status for our ESG corporate rating.
- FY21 annualized ESG related revenue ~$6.1 billion or > 45% of the company's revenue.

- FY21 ESG Disclosures
- Climate Action Plan
- PlanBeyond 2.0
- Climate Risk Assessment FY21
- Approved Science-Based Targets
- 2021 CDP Submission
- FY21 GHG Verification Statements
- FY19 & FY20 GHG Verification Statements
- Jacobs Carbon Neutrality Commitment
- Jacobs Sustainability Microsite



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







Jacobs

Challenging today.
Reinventing tomorrow.

Market growth is aligned with strong secular trends

Markets	Definitions
Infrastructure	*Addresses global national governments' focus on modernizing aging infrastructure and post-pandemic economic stimulus. As an example, over 80% of the $550B US Infrastructure Investment and Jobs Act is aligned with our Infrastructure markets (Water, Transportation, Telecom), with a further ~12% aligned with other Jacobs markets (Energy & Environment, Advanced Manufacturing).* *Capitalizes on Jacobs' advanced design, engineering, program management, urban and transportation planning, scientific and technology services.*
National Security	*Encompasses solutions for public and private sector institutions, systems, and programs that serve to create, secure, and defend national interests and infrastructure against foreign and domestic threats across multiple domains.* *Leverages Jacobs leading capabilities and deep expertise in cyber, intelligence, defense, analytics, geospatial technology, and threat protection.*
Advanced Manufacturing	*Captures the supercycle in electronics in response to the global supply chain disruption affecting the full range of specialized manufacturing sectors.* *Differentiating capabilities include Jacobs' highly advanced design and engineering in the electrification ecosystem, data centers, and semiconductor manufacturing – deployed through a global integrated delivery platform.*
Health & Life Sciences	*Underpinned by the aging population and ever-increasing health equity and access concerns, this market focuses on the growth of digital health and need for increased speed-to-market of new medicines – resulting in increased contract manufacturing to respond to demand for enhanced health system readiness.* *Jacobs' deep subject matter expertise across diverse scientific, infrastructure, environmental and digital domains in biopharmaceutical manufacturing, health governance, health infrastructure, and operations advisory provides market differentiation and distinct competitive advantage.*
Energy & Environment	*Centered on responding to global challenges driven by climate change, urbanization, resource scarcity, digital proliferation and energy security, including the global energy diversification and transition efforts by both public and private sector clients in response to the shift from fossil fuel to clean and renewable energy sources.* *As the world's largest environmental consulting firm – and backed by decades of cross-market delivery in natural sciences and engineering – Jacobs is at the forefront of solving the planet's most critical environmental challenges from impact assessment and natural systems modeling to remediation and compliance.*
Cities & Places	*Recognizes the need for holistic, balanced urban and placemaking solutions around the globe.* *Jacobs integrates and leverages data, technology, mobility and connectivity to improve economic and social equity, and overall resiliency of cities and communities, and includes combined domain expertise from strategic planning, architecture, design, engineering, natural sciences, and the arts.*
Space	*Represents an industry at an inflection point: government and private sector space agencies worldwide are experiencing widespread industry disruption and innovation.* *Jacobs delivers high-end solutions for remote sensing and earth observation, intelligence gathering, communications and navigation, and space-enabled science and exploration through its decades of experience and capabilities in scientific, engineering, and technology innovation.*