Jefferies Virtual IT Summit
Fireside Chat



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Jacobs

Challenging today.
Reinventing tomorrow.

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 press release that are not based on historical fact are forward-looking statements. When used herein, words such as "expects," "anticipates," "believes," "seeks," "estimates," "plans," "intends," "future," "will," "would," "could," "can," "may," and similar words are intended to identify 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 2022 or future fiscal years, including our expectations for our fiscal 2022 adjusted EBITDA, adjusted EPS and adjusted cash conversion, and our goals to achieve net zero carbon emissions by 2040. Although such statements are based on management's current estimates and/or 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 our ability to execute on our newly-announced three-year corporate strategy, including our ability to invest in the tools needed to fully implement our strategy, competition from existing and future competitors in our target markets, our ability to achieve the cost-savings and synergies contemplated by our recent acquisitions within the expected time frames and to successfully integrate acquired businesses while retaining key personnel, the impact of the COVID-19 pandemic, including the emergence and spread of variants of COVID-19, and any resulting economic downturn on our results, prospects and opportunities, measures or restrictions imposed by governments and health officials in response to the pandemic, the timing of the award of projects and funding under the Infrastructure Investment and Jobs Act, as well as general economic conditions, including inflation, changes in interest rates and foreign currency exchange rates and changes in capital markets, and geopolitical events and conflicts, among others. The impact of such matters includes, but is not limited to, the possible reduction in demand for certain of our product solutions and 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 or changes to governmental budgetary priorities; 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 have and could continue to negatively affect our supply chain and our ability to timely and satisfactorily complete our clients' projects; difficulties associated with retaining key employees or hiring additional employees; 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 the discussions contained 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 in our most recently filed Annual Report on Form 10-K, and 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, in our most recently filed Quarterly Report on Form 10-Q, 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 growth targets for net revenue, adjusted operating profit and adjusted operating profit margin for future periods for fiscal 2022 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 acquisitions and the PA Consulting investment 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.

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Company Overview



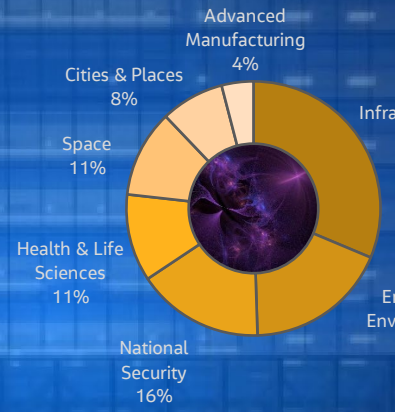
- Jacobs provides a full spectrum of professional services to solve the world's most critical problems by turning abstract ideas into realities that transform the world for good
- Deep global domain knowledge – applied together with the latest advances in technology – are why customers large and small choose to partner with Jacobs
- Jacobs operates in three segments: Critical Mission Solutions (CMS) and People & Places Solutions (P&PS), its majority investment in PA Consulting

Employees: 55,000

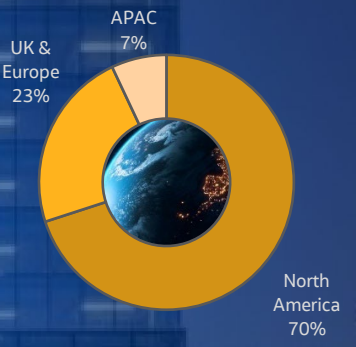
- ~$6B of ESG related revenue

Fiscal 2021

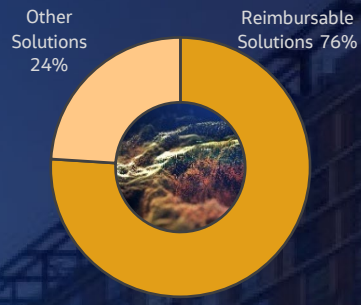
By Sector[1]



By Region

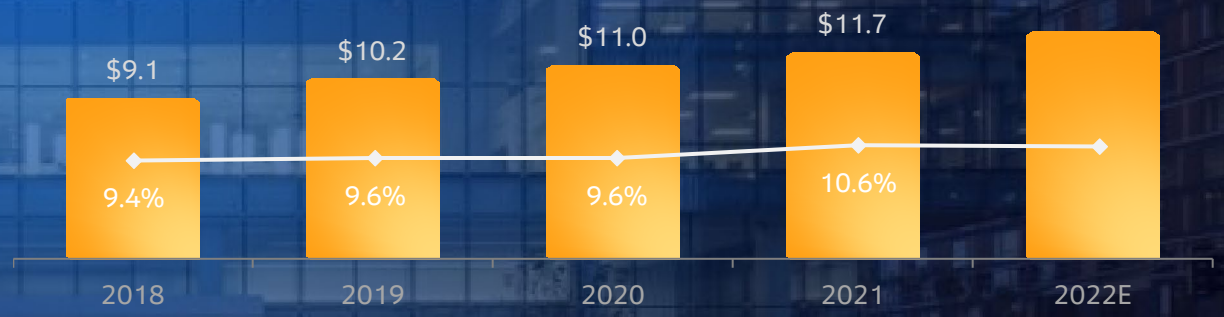


By Mix



Net Revenue[2] ($B)

Adjusted EBITDA Margin[2]



[1] Excludes PA Consulting
[2] Fiscal year 2018 net revenue and adjusted EBITDA includes CH2M as if it closed at beginning of the fiscal year 10/1/2017 vs 12/7/2017

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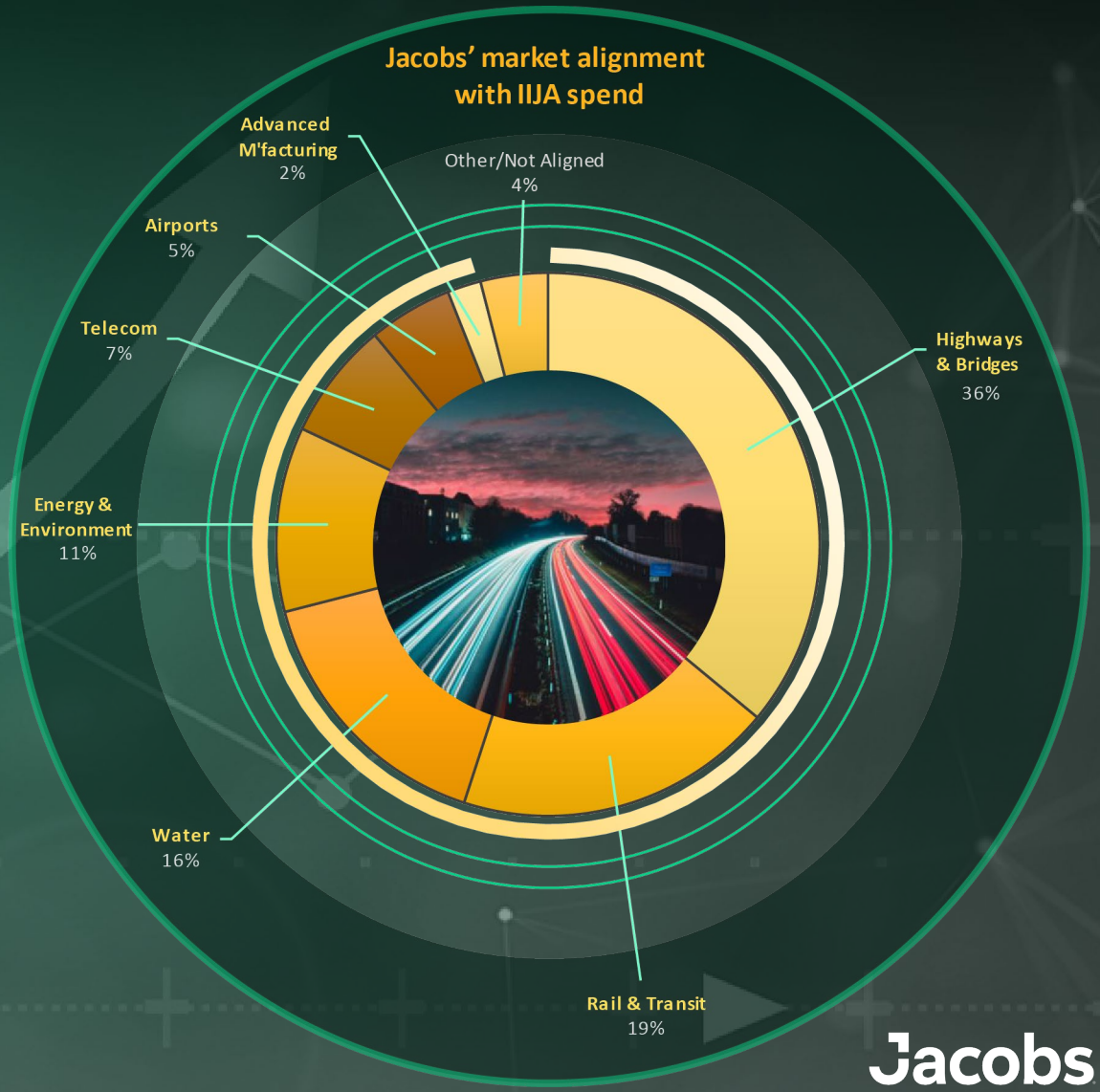
Our Critical Infrastructure alignment with IIJA to drive significant multi-year growth

Spend in $B

	FY21	Current baseline (over 5 years)	IIJA (above-baseline increase)	
Highways and bridges	47.0	236.0	304.0	+29%
Mass transit	13.0	69.0	108.0	+57%
Amtrak	2.2	11.0	58.0	+527%
Port infrastructure	0.2	1.2	2.3	+48%
Airports	3.8	19.0	25.0	+73%
Drinking water	1.1	5.7	12.0	+107%
Wastewater	1.6	8.2	12.0	+44%
EPA Superfund	1.2	6.0	3.5	+58%
USACE civil works	2.6	13.0	12.0	+88%



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Supporting the Ukraine crisis

- Monitor and **analyze Russia's successes and failures as it pertains to multi-domain modern warfare**, and Russia's ability or inability to seize upon its space and cyber gains made at the outset of the conflict.
- Evaluating **Open-source Intelligence (OSINT)** to assess how the Russian state media is using the conflict to push narratives, providing twice-weekly Situation Reports on Russian language state media and the Russian destabilization efforts across Ukraine.
- Providing **cyber intelligence analysis** of advanced and persistent actors and their efforts to conduct cyber-enabled operations, to include developing several **intelligence reports on Russian cyber hacktivism** efforts in Ukraine.



- Developing mission-critical data and software applications that enable mission partners to conduct **Real-time geospatial analysis** of events in Ukraine.
- Over 100 data analyst and scientists providing expertise in foreign influence and **misinformation / disinformation (MIS/DIS)**, facial image attribution, foreign military leadership, and customized biometric watch-listing.
- Providing **offensive and defensive Space Operations**—leveraging All Source Intelligence Analysis, and AI/ML—to assess adversarial space-based capabilities and mitigate the threat of a Russian attack on U.S. assets in the Cyber and Space domains.
- Conducting critical **analysis on isolated, detained, missing and/or captured US persons** in the Ukraine conflict, including informing senior executives and policy makers on the status and environment of captured individuals.

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Capital deployment aligned to organic growth strategy

Federal Network Systems | VanDyke | BlueCanopy | KeyW | The Buffalo Group | BLACKLYNX | STREETLIGHT DATA | Jacobs

2014 - 2017

Expanded capabilities within the Intelligence Community, Added **cyber capabilities** within the Intelligence Community, Expanded **cyber, data analytics, and application development** capabilities and Established presence within the Federal Civilian Market

2019

Expanded ISR, advanced engineering, and technology solutions within areas of intelligence, cyber, space, and law enforcement

2020

Broadened and deepened **cyber, analytics, DevSecOps, All Source Intelligence, and Digital Services** in the Intelligence Community, Space and Combatant Commands

2021

Market leading suite **of software-enabled solutions and products** in edge computing, hybrid-cloud infrastructure and collection automation.

2022

Mobility **analytics SaaS (Software-as-a-Service)** provider, expands our comprehensive cutting-edge, technology-enabled data driven solutions

2023

Providing **platforms, technologies and software enabled services** across the national security, commercial and critical infrastructure markets



Core Markets

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

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Divergent Solutions — who we are

Core foundation for operationalizing and delivering **creative, innovative, next-generation cloud, cyber, data and digital solutions** across the company to **enable** our customers and partners **globally**.

Divergent Solutions



Cyber & Intelligence Solutions

Delivering **mission critical solutions** across the Defense and Intelligence Communities with **world class cyber and intelligence professionals and secure technologies**



Technical & Innovative Solutions

Providing **data, cyber and innovation expertise and developing secure solutions** across critical infrastructure, commercial and federal civilian markets



Platforms, Technologies & Software Solutions

Expanding Jacobs position to be part of our **client's global digital ecosystem** through revolutionizing next generation solutions with **technologies, platforms and software enabled services**

Critical Infrastructure

Anticipate 50%+ growth by 2025

Ongoing investment in platforms, technologies and software-enabled services across commercial and critical infrastructure markets

National Security

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Divergent Solutions



Technology-Enabled

Core Platforms / doubling-down on technology investments that strengthen our Water, Transportation, and National Security Platforms while accelerating mission transformation for our clients. .

Next-Gen

Cloud Solutions / cloud and hybrid-cloud platforms focused on a range of transformative use cases from automating data management and security to helping communities assess critical infrastructure vulnerabilities.

Enablement

Consulting & Advisory / preparing customers' people, processes, and technologies to deliver secure compelling experiences and digital acceleration.

Global

Insights Solutions / advanced data analytic and integrated digital solutions with over 2500 data analyst and data scientist around the globe.

Revolutionary

Edge Computing / software accelerating sensor collection and real-time analytics solutions that enable processing at the edge.

Disruptive

Emerging Technologies / accessing emerging technology and harnessing the agility of the commercial sector through targeted Venture Capital Investments, Startup Community and a growing ecosystem of Strategic Partners.

Innovative

Cyber Resiliency / offensive and defensive cyber solutions including cyber planning & training, threat intelligence, cyber-R&D, secure mobility, and software & hardware security engineering.

Versatile

Data Solutions / advanced data solutions that leverage AI/ML techniques to organize and map data sets in real-time and create actionable analysis across various industries.

ESG-Focused

Climate Response / mitigating global risks and building long-term resilience through Jacobs' industry leading solutions in ecosystem restoration, water and wastewater management, smart mobility and decarbonized construction, among others.

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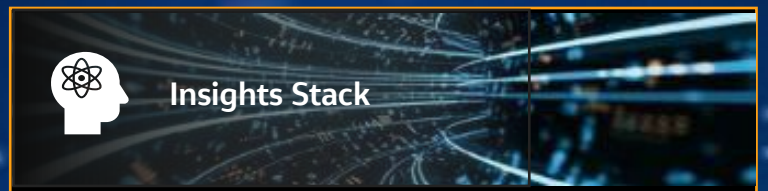
National Security Platform



Web-based and on-premise state-of-the-art Learning Management Environment built specifically for advanced cyber training.

- End-to-end training solution for implementing hands-on, state-of-the-art cyber security training and assessment
- Provides flexibility of instructor-led or self-paced training and testing within a curated and controlled virtual on prem, in the cloud, or a hybrid environment.



A full-stack suite of tools using data science and AI/ML for threat detection, analytics, and IOT exploitation.

- Advanced suite of tools used across intelligence, defense, and financial sectors to extract cyber insights from extremely high volumes of data
- Identifies sophisticated adversarial cyber activity using machine learning algorithms
- Counters misinformation through open-source analysis and malware detection to provide integrated picture of adversarial tactics



The GeoPod™ System is a culmination of cutting-edge technology, hardware integration and custom software to create an integrated system that uniquely enables geographically-distributed imagery mapping of the highest grade and reliability.

- Data -as -a-Service enterprise grid aerial mapping of corridors and large-scale products.
- 50% less expensive than competing aerial services and FAA approved for temporary installation on to aircraft.



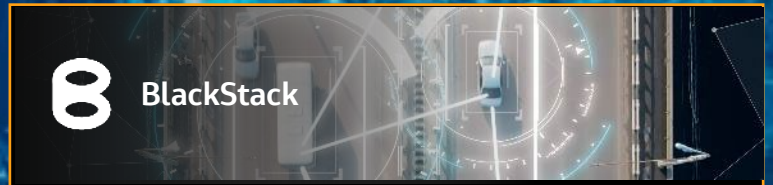
Analytical tool suite using AI/ML techniques to organize and map data sets in real-time to create actionable analysis.

- CyberLynx: PCAP/network forensic analysis on raw files
- SearchLynx: Text search, pattern matching, and analytics with geolocation data and social/seized media
- VisionLynx: Object detection and recognition on wide area imagery and video
- SignalLynx: Accelerated processing and field detection of critical signals



A Platform-as-a-Service (PaaS) flexible hybrid cloud that enables modern software development with an infrastructure to automate data management and security.

- Accredited IT infrastructure for secure DevSecOps development in I.C.
- Automates data security and access control to enable compute, development, and communications of any kind
- Scalable On-Prem, Cloud and Hybrid-Cloud Deployments



Software accelerating sensor collection and real-time analytics platform; processing at the edge.

- Bypass extract, transform, load (ETL) & tagging for accelerated edge analytics
- Leverages AI/ML to automate intelligent search resulting in 200x+ reductions in analysis time
- Rapid deployment to multitude of infrastructure environments

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Critical Infrastructure Platforms

Transportation Platform

Streetlight Data



Software as a Service (SaaS) platform that provides human mobility, supply chain efficiency and social value analytics through its machine-learning algorithms.

- Over ~40 billion data inputs ingested and processed every month.
- Route Science® transforms over 10 TB of data and 10,000+ transportation analysis a month.

Aviation Suite



Full suite of software tools that provide navigation, airdrop and mission planning solutions for public and private sector aviation customers.

- Ingests and formats mission data for loading into flight management systems across all flight platforms.
- Ready made software product/solutions platform from which to expand across all markets focused on Agile Release Trains.

Water Platform

Aqua DNA



Predictive analytics platform that integrates innovative technologies for wastewater pump cleaning and sewer network performance using AI and algorithms.

- Deployed with one of the UK's largest water utility client.
- Approximately 1 billion data points process per day.
- Over 6,000 IoT sensors installed supplementing STS and existing data sets.

Jacobs | HITACHI DragonFly



AI-based solution transforming manual process of analyzing inspection video to auto-analyze video.

- Determines asset condition faster, more accurately and more cost effectively.
- Closed Circuit TV automation of sewage inspection

Jacobs | Palantir O&M optimization Solution



Data analytics solution aggregates and analyzes plant data to manage and optimize water and wastewater treatment plant operations and maintenance (O&M).

- Leveraging Jacobs' proprietary machine learning modules and wastewater process optimization tools such as Replica™
- Helping clients deliver ESG goals in areas such as energy consumption reduction

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Partner Technology Enabled Ecosystem

NIGHTDRAGON



- Investment and advisory firm focused on growth and late-stage investments in cyber, safety, security and privacy industries
- Collaborate with NightDragon across various portfolio companies, including Interos, NetAbstraction and HawkEye360
- Leverage go-to-market alliances, co-investment and other joint efforts

HawkEye 360



- Investor and exclusive Hawkeye360 distributor
- Private and public sector remote sensing customers
- Co-development of remote sensing geospatial technologies

NetAbstraction



- Distribute and integrate ransomware protection suite NetAccess and NetEnclave
- Commercial customers
- Secure critical data and host applications in the cloud

interos



- AI/ML enabled SAS platform
- Protect public and private sector global supply chains
- Supporting ESG and climate supply chain analysis

MGL



- Commercial fleet electrification and microgrids
- Consolidate and streamline fleet electrification planning activities
- Help clients avoid service disruptions, lost revenue and wasted resources

electreon



- Electric vehicle (EV) charging projects for industry leading fleet operators
- Cutting-edge wireless and in-road wireless EVcharging
- Global solutions for roads and facilities

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Divergent Solutions

- Bringing "**World Class**" secure data solutions in a way that enables our global customers to create the transformation they need for their missions
- A foundational National Security data, cyber and digital business today, allowing for **accelerated expansion** into the **Commercial and Critical Infrastructure markets**
- **Strategic Alliances and Partnerships** focused on **customized solutions** that solve our customers challenges
- Venture Capital **investments** with **emerging technology** companies and the **startup community**
- Ongoing **investment** in platforms, technologies and software-enabled services across **commercial and critical infrastructure markets**