Jacobs Challenging today. Reinventing tomorrow.

Jacobs Investor Presentation

December 2022



Disclaimer

Forward-Looking Statement Disclaimer

Certain statements contained in this presentation constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly relate to any historical or current fact. 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 2023 or future fiscal years, including our expectations for our fiscal 2023 adjusted EPS and adjusted EBITDA, revenue growth, adjusted operating profit to net revenue, interest expense; and the impact of foreign currency translation on our fiscal 2023 financial outlook. You should not place undue reliance on these forward-looking statements. Although such statements are based on management's current estimates and expectations and/or 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 three-year corporate strategy, including our ability to invest in the tools needed to 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 or to achieve them fully and to successfully integrate acquired businesses while retaining key personnel, the impact of the COVID-19 pandemic, 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, financial market risks that may affect the Company's funding obligations under defined benefit pension and postretirement plans, as well as general economic conditions, including inflation and the actions taken by monetary authorities in response to inflation, changes in interest rates and foreign currency exchange rates, changes in capital markets, the possibility of a recession 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 and 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.

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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 fiscal year 2023: adjusted EBITDA and adjusted EPS, based on different FX rate scenarios, and the associated difference on net revenue between the two scenarios 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.

Jacobs – Company Overview

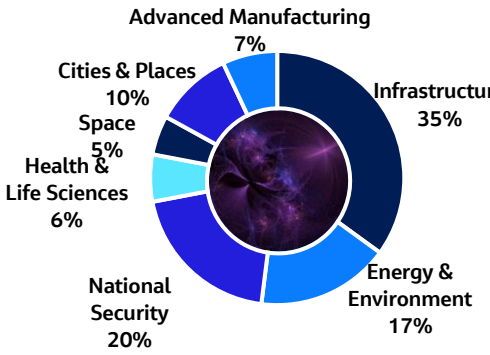


- Jacobs provides a full spectrum of professional services to solve the world's most critical problems by turning abstract ideas into realities that transform the world for good
- Deep global domain knowledge – applied together with the latest advances in technology – are why customers large and small 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

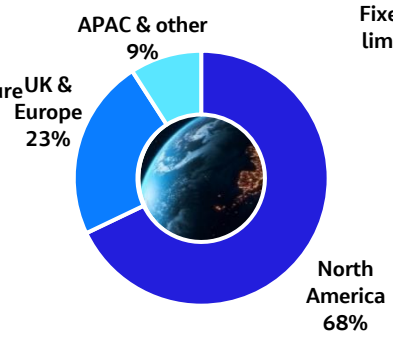
Employees: ~60,000

Fiscal 2022

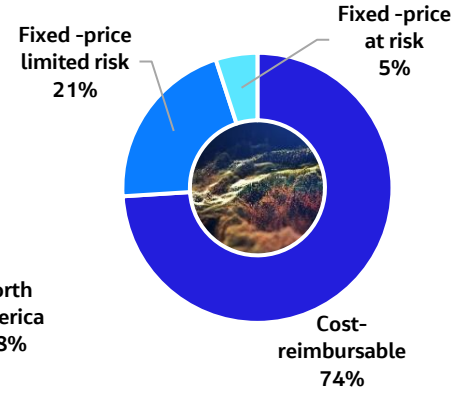
By Sector[1]



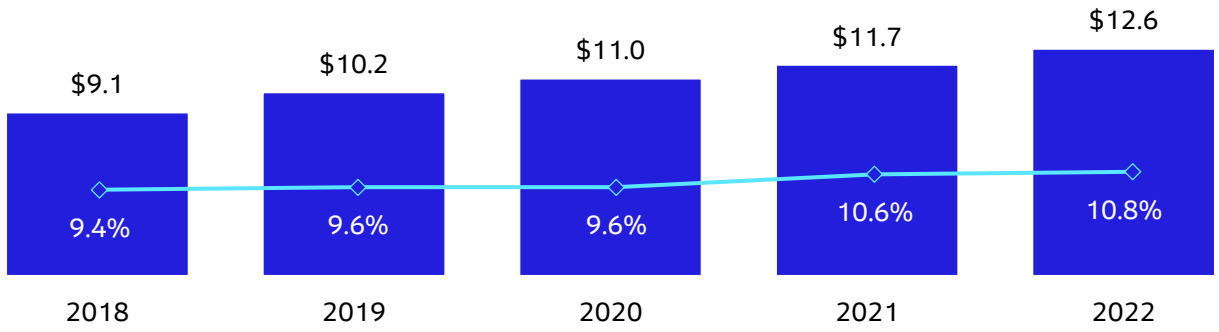
By Region



By Contract Mix



Net Revenue[2] ($B)



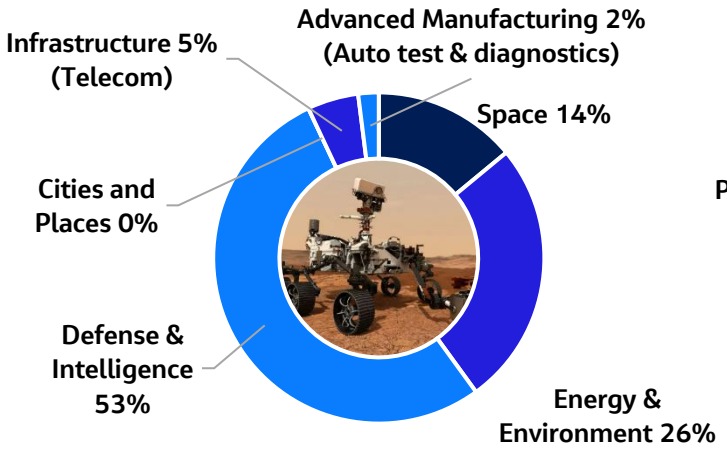
Adjusted EBITDA Margin[2]

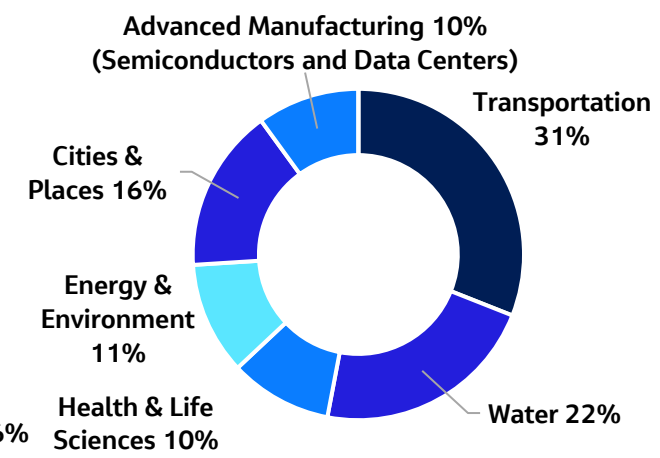
[1] Excludes PA Consulting
[2] Fiscal year 2018 net revenue and adjusted EBITDA includes CH2M as if it closed at beginning of the fiscal year 10/1/2017 vs 12/7/2017

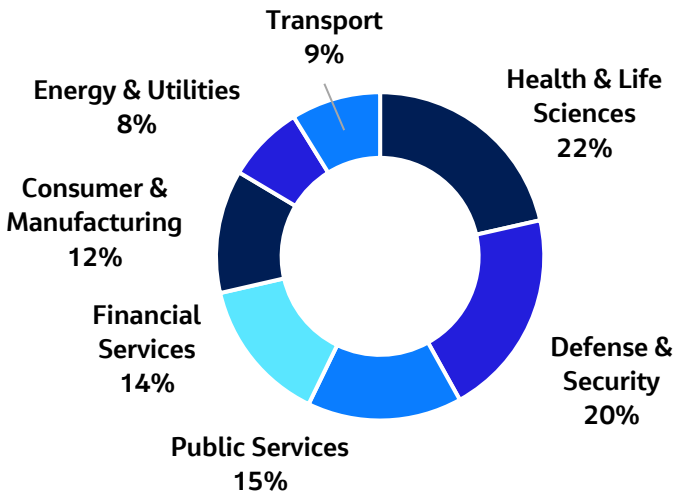
Jacobs Fiscal 2022 Segment Summary

	Critical Mission Solutions	People & Places Solutions	PA Consulting Investment
Revenue (% of Total)	**$5,234 million**	**Gross revenue $8,570 million Net revenue $6,251 million**	**$1,119 million**
US / International	82% / 18%	62% / 38%	13% / 87% (~77% UK)
Public / Private	88% / 12%	61% / 39%	49% / 51%
Reimbursable / Fixed	79% / 21%	72% / 28%	67% / 33%
% Operating Profit Margin	**8.1%**	**13.2%[2]**	**20.7%**

Approx. Revenue by Market (for FY 2022)







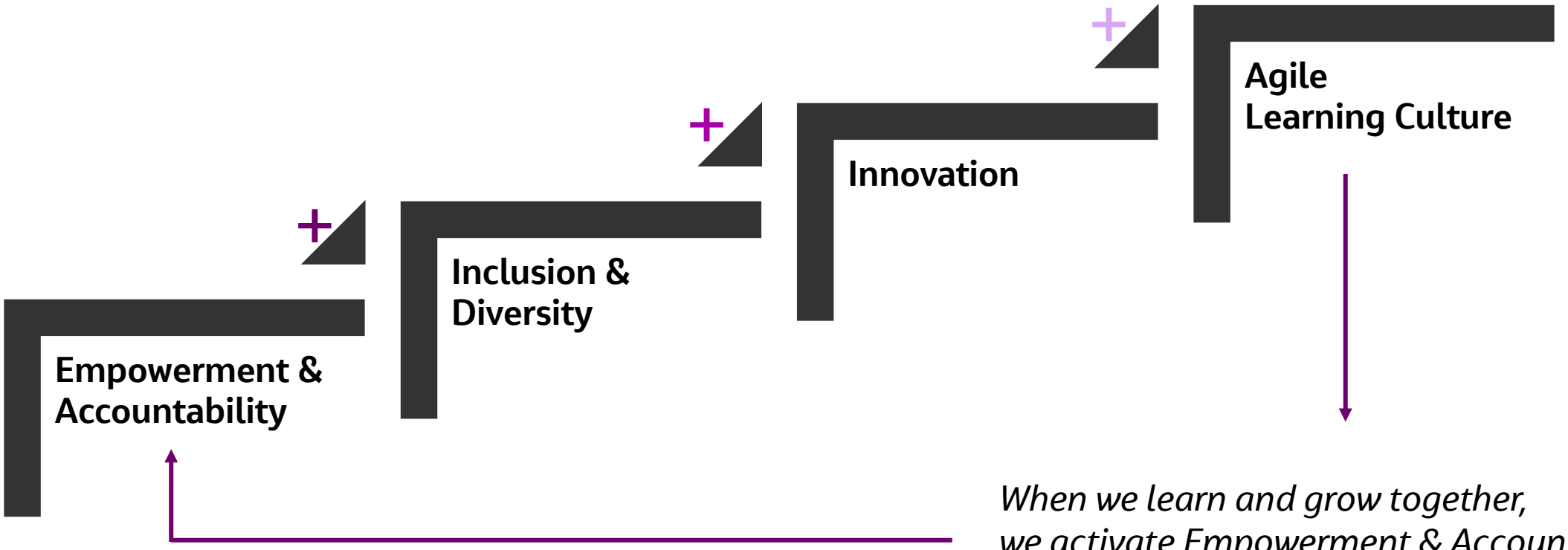
Note: All data as of FYE 2022 unless otherwise noted

Our foundation is strong

Jacobs **Challenging today. Reinventing tomorrow.**

Purpose	**To create a more connected, sustainable world.**	
Values	We do things right.	We challenge the accepted.
	We aim higher.	We live inclusion.
Employee Value Statement	**Jacobs. A world where you can.**	
	Where you can be you.	Where you can do. / Where you can grow.

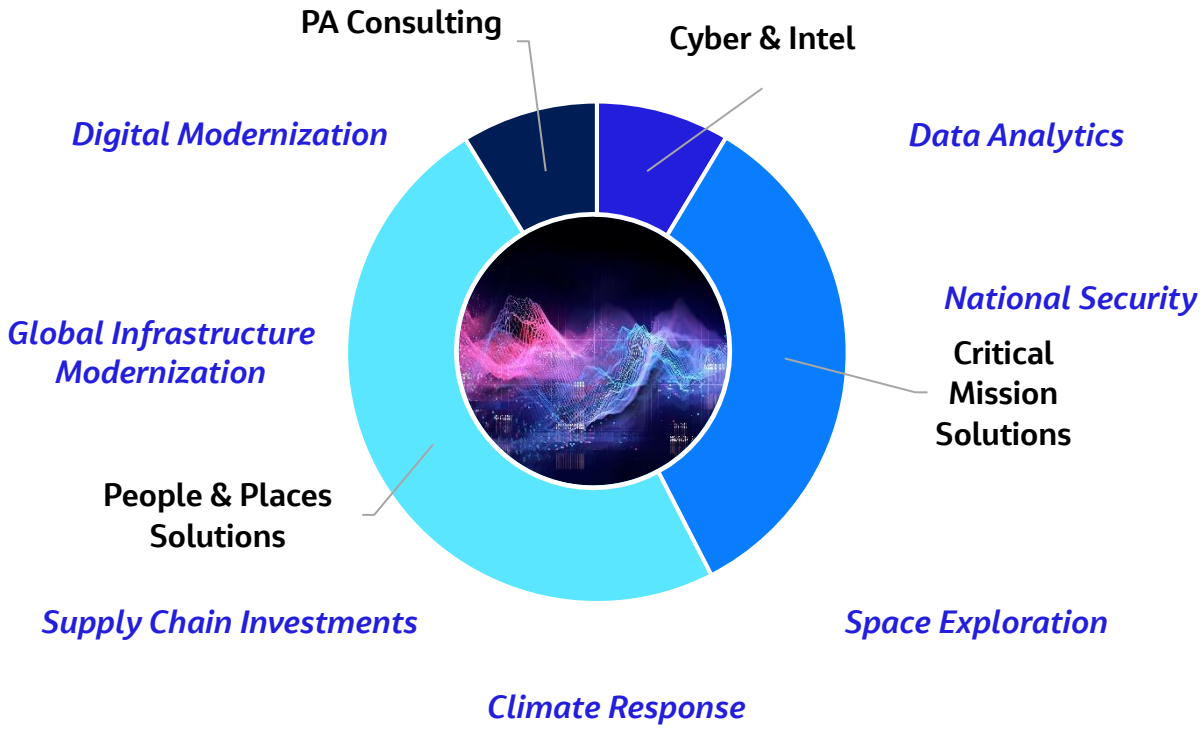
Our cultural transformation: *An inspirational journey for all*



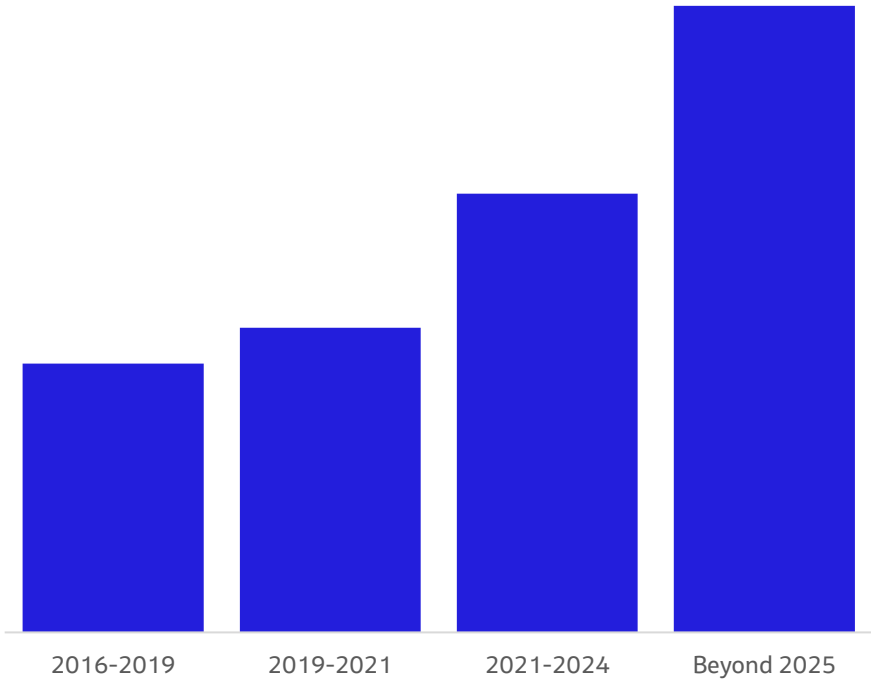
When we learn and grow together,
we activate Empowerment & Accountability,
Inclusion & Diversity, and Innovation.
We lead, embrace, and anticipate change.

A diversified business profile; continue to reshape toward higher growth

Diversified Revenue Mix Aligned to Secular Growth Trends



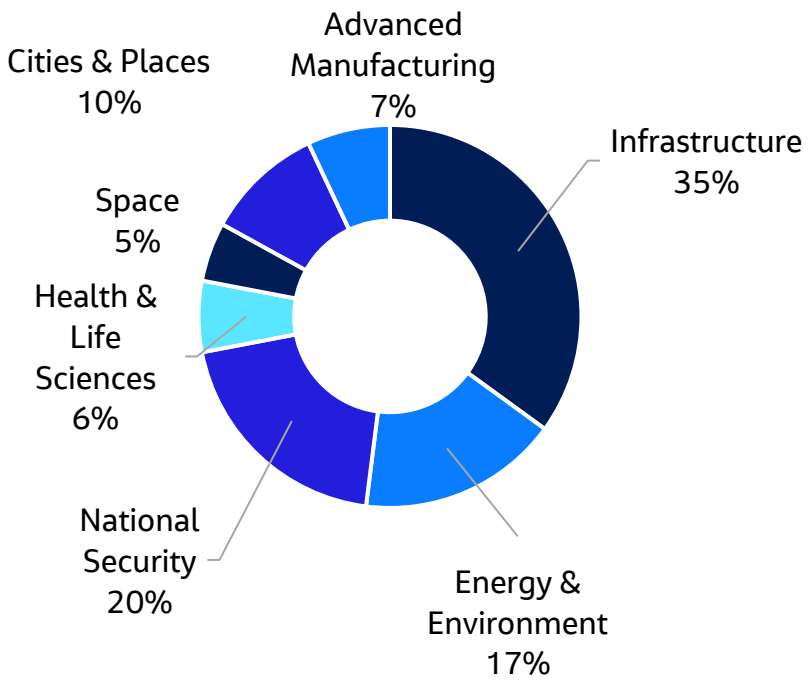
Portfolio Actions Result in Higher Growth Addressable Market



Source: company estimates

Portfolio strongly aligned with most attractive secular growth

Jacobs portfolio by market[1]
(approx. from FY'22 Gross Revenue)



- **~$8T addressable market – highly fragmented**
- **Targeting higher growth and higher margin sub-segments**
- **Client segments expected to outpace market growth rates**
  - **US Infrastructure, Electrification, Data and Cyber, Semiconductors**
- **Opportunities to disrupt market through new Divergent Solutions unit**

Market[1]	Estimated annual total addressable market (Billions)[2]	Forecast CAGR 2021-2024
Infrastructure	2,114	~4-5%
National Security	352	~7-8%
Energy & Environment	997	~4-6%
Health & Life Sciences	183	~3-4%
Space	165	~5-6%
Cities & Places	3,455	~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

Jacobs deep domain knowledge across diverse markets

Intel
Leverage digital replication to design and program manage increased semiconductor manufacturing capacity

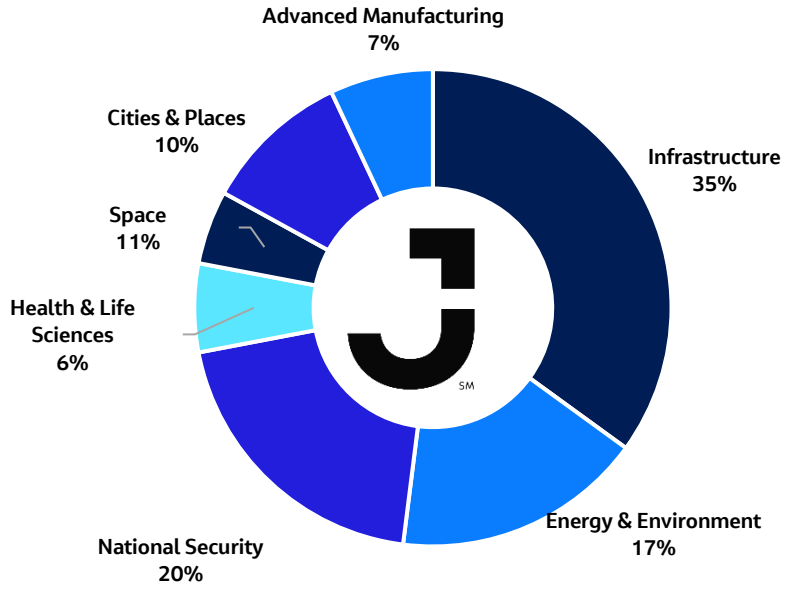
NASA
Marshall – Engineering solutions to support the Space Launch System, and space flight projects
Johnson – Science and engineering support to space station, Orion and life support and robotics systems
Kennedy – Launch control system development and payload processing

Confidential Pharma Customers
Design and program manage new and retrofit existing pharmaceutical and biotechnology laboratories and manufacturing facilities that produce vaccines, gene therapies, cell cultures and bulk drug substances.

Navy CLEAN
Addressing the full array of legacy contamination issues from hydrocarbons and solvents to the urgent focus on PFAS and other emerging contaminants.

US Dept. of Defense Cyber Crime Center
Modernization, design, development and delivery of specialized cyber training, applied in US Federal and critical infrastructure markets.

Jacobs portfolio by market[1] (approx. from FY'22 Gross Revenue)



Penn Station Access, Metropolitan Transportation Authority:
Prime designer for the largest expansion of Metro-North's regional railroad system in its history, providing new commuting options for Bronx residents currently underserved by public transportation.

Tuas Water Reclamation Plant, Singapore:
largest membrane bioreactor facility in the world co-located with the Integrated Waste Management Facility to form the Tuas Nexus, where the waste product of one industry become the fuel for the other.

FlyZero Airport Infrastructure for Hydrogen Aircraft:
In-depth feasibility study to identify the key infrastructure elements to advance the UK Aerospace Technology Institute's goal of developing a zero-carbon emission aircraft by 2030.

Intelligent Asset Management
Provide integrated technology solutions to deliver analytics-based monitoring and preventive maintenance of operational technology at Navy Kings Bay, West Sound, Mayport, NASA Langley and Ames.

Precision Agriculture:
Accelerating the digital transformation of the farming industry by enabling rapid planning and response through multispectral sensor imagery and data

[1] Excludes PA Consulting; see appendix for definition of markets

Delivering sustainable solutions

Member of Dow Jones Sustainability™ North America Index

Nature-based Solutions



Tyndall Air Force Base, FL: Jacobs is partnering with The Nature Conservancy and the University of Florida on the modeling, engineering, design and permitting of nature-based solutions at Tyndall, including oyster reefs, living shorelines, shoreline enhancement, and seagrass restoration.

Green Fleets



New York City Metropolitan Transportation Authority: supporting New York MTA as North America's largest transit agency leading the transition to zero emissions for one of the largest bus fleets in the world by 2040

Pumped Hydro



Origin Energy, Australia: prepared the feasibility study, developed the reference design and now delivering the Environmental Impact Statement for the Shoalhaven hydro power station pumped storage expansion of ~235MW of added capacity in New South Wales.

Justice40



Confidential Client, US: review and advisory for a Department of Transport on Justice40 and social equity in the US West, supporting advancement of environmental justice for marginalized communities impacted by the climate crisis, pollution and socioeconomic inequality

Wind Farm



Squadron Energy, Australia: owner's engineer for the Clarke Creek Wind Farm, one of Queensland's largest renewable energy projects. The wind farm will power an estimated 660,000 homes or about 40% of homes across Queensland, Australia.

Nuclear Decommissioning



Tokyo Electric Power Company, Japan: project management support, long-term decommissioning strategy planning, management and implementation of supply chain resources and fuel debris retrieval program definition for the Fukushima Daiichi Nuclear Power Plant.

EV Infrastructure



Nevada Department of Transportation: together with StreetLight, helped NDOT develop and submit a state EV infrastructure deployment plan, making Nevada eligible to receive funds through the National Electric Vehicle Infrastructure Formula Program; plan implementation will enhance EV charging infrastructure and networks and transform the alternative fuel landscape

Climate Adaptation



Irish Rail: project design, statutory approval, environmental assessments and construction supervision for the biggest coastal resilience project in Northwestern Europe, to address and implement material protection of the East Coast Railway and coastal infrastructure against the effects of climate change, with design life of 100 years.

Delivering Data Solutions Across Key Areas of Domain Expertise

Transportation Platform

StreetLight
Software as a Service (SaaS) platform providing human mobility, supply chain efficiency Mobility Decarbonization and social value analytic through machine-learning.

GeoPod
Integrated hardware (cameras and GPS/Inertial Measurement Unit) and custom software system enabling geographic image mapping.

Track Record
Project management and software suite that provides permission, site team collaboration, approvals and automated workflows

Aviation Suite – Navigation Data
Aeronautical navigation data solutions to commercial and government clients

Water Platform

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

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

Flood Modeller
Industry-leading flood modelling software allowing you to confidently assess flood risk from rivers, surface water and urban drainage systems.

National Security Platform

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

Extreme Search
Allows Enterprise IT to analyze all IT infrastructure event logs more completely, including the application of AI/ML algorithms.

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

Aviation Suite – Air Drop
Software used to plan and execute highly accurate cargo and personnel airdrops.

People & Places Solutions

Deep domain expertise + data-driven solutions + global scale

- Impact of expertise at scale driving differentiated solutions
- Global delivery model benefiting capacity demands and talent utilization
- Delivering higher margin digital solutions to existing and new customers

Climate Change + Global Infrastructure Modernization + Supply Chain

- Climate, decarbonization and social value gaining momentum across sectors
- IIJA supported projects starting to convert from sales to delivery phase
- Double-digit operating profit growth in advanced facilities driven by supply chain investments

Recent customer wins

- New South Wales Health Infrastructure and the Children's Hospital of Philadelphia
- Streamlining complex technology & data landscape with National Highways
- Establishing a new green hydrogen facility in South Korea with Elenergy
- Addressing climate adaptation for the Joint Base Pearl Harbor-Hickam
- Delivering transformational programs in the Middle East

People & Places Solutions Snapshot

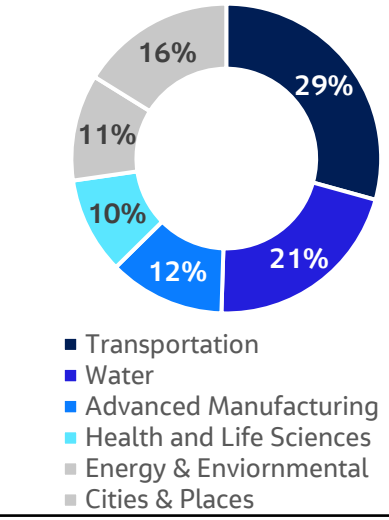
(Net Revenue Q4 2022)

U.S. / International	62% / 38%
Public / Private Sector	61% / 39%
Reimbursable and Lower Risk Fixed Price Services	~93%
Talent Force	~38k

Net Revenue by Sector

(Q4 2022)

Sector mappings updated in Q3 2021



Backlog

($ in billions)



People & Places Solutions markets

P&PS provides end-to-end solutions for our clients' most complex challenges – whether climate change, energy transition, connected mobility, integrated water management, smart cities or vaccine manufacturing



Advanced Manufacturing

- Capturing unprecedented multi-year super-cycle in semiconductors in response to global supply chain disruption
- Trusted advisor to many Electronics and Specialized Manufacturing clients
- Data centers, driving decarbonization and cloud condo strategies
- Electric Vehicle Manufacturing



Health and Life Sciences

- Largest professional services provider to the biopharmaceutical industry
- Health System Governance, Health Infrastructure and Health Operations Advisory
- Digital Health: data solutions and cyber expertise, telehealth
- #1 ENR ranking in Healthcare facilities design and Pharmaceuticals



Energy & Environmental

- Responding to challenges driven by climate change, urbanization, resource scarcity, energy security & digital proliferation
- Supporting global energy diversification and transition efforts across all sectors
- Renewables and hydrogen
- Environmental planning, remediation, regeneration, operational excellence and PFAS solutions
- ENR ranked top global Environmental Consultant



Cities & Places

- Integrating data, technology, mobility and connectivity to improve economic and social equity and the resiliency of cities & communities
- Architecture, Structures, Building Systems, Interiors & Strategies
- Market leaders in Defense and Government buildings
- Industry leading PMCM capabilities
- Sustainable and intelligent buildings



Transportation

- Market leading position in Mass Transit & Rail, Marine & Port Facilities, Highways & Bridges, and Airports
- PMCM capabilities delivering world's largest Transportation megaprojects
- Transportation Advisory & Planning
- Decarbonization
- Data & Cyber solutions
- EV charging



Water

- Unique OneWater end-to-end approach providing social value across the complete water cycle
- Drinking water and reuse, wastewater, conveyancing and storage and water resources
- Water-Energy nexus
- Digital Water including OT Cyber
- Nature based solutions

Empowered by digitally enabled solutions across all end markets

People and Places Solutions project highlights

Thames Tunnel



Supported London's Thames Tideway Tunnel 'super sewer' as program manager

Expo 2020 Dubai



As the official program delivery management provider

The Elizabeth Line



Supporting delivery of the Elizabeth line, the most significant addition to London's transport network in a generation

Ellinikon Urban Regeneration



Overall program management consultant for the regeneration of the former Athens airport. The largest urban regeneration investment ever in Greece

Other Notable Projects

- Evaluating embodied carbon for confidential data center clients
- Creating a more efficient & resilient supply chain with Port of Alaska
- Connecting underserved communities with the largest expansion for New York MTA
- Exploring first-of-its kind PFAS natural remediation for Australian aviation sector
- Extending up to 18 years of partnership with Yarra Valley Water
- Transforming the UK Electricity & Gas Transmission System with National Grid

Critical Mission Solutions

Strong base of recurring revenue; new business pipeline margin-accretive

- Multi-year enterprise contracts provide long-term stability
- High-value solutions and efficient cost structure driving future margin expansion
- 24-month new business pipeline remains strong at ~$30B; ~$10B awaiting award
- Gross profit in backlog up 10% y/y and 12% y/y in constant currency

Strategy aligned to critical national security, space and energy priorities

- Aligned to high priority areas in space, digital modernization, data, cyber, all-source intelligence, energy transition, environmental restoration, and 5G networks
- Positioned to grow through technology-enabled solutions such as strategic data utilization, space sensors, robotics and intelligent asset management

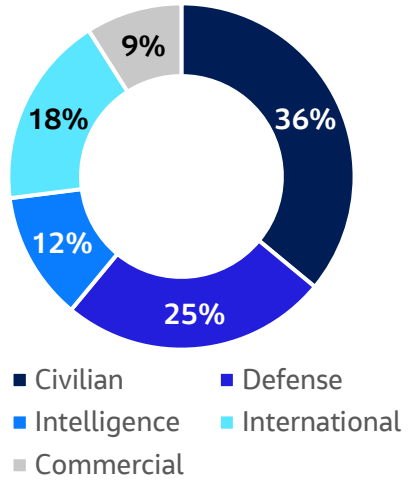
Recent customer wins

- Navy Underwater Launch Test Facility
- Classified software development and sustainment
- U.S. Air Force Communication, Navigation, Surveillance & Air Traffic Management
- Naval Research Laboratory's Radar Division

Critical Mission Solutions Snapshot
(TTM including BlackLynx)

U.S. / International	82% / 18%
Government	~88%
Reimbursable and Lower Risk Fixed Price Services	~93%
Recurring	~93%
Talent Force	~19k

Revenue by Customer
(TTM)



Backlog
($ in billions)



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

Critical Mission Solutions – recent notable contract wins

Awarded
$4.6B
8.5 years to 2025

Operating the Missile Defense Integrated Operations Center, supporting its network infrastructure, modeling and simulation, and development of systems

Awarded
$6.4B
10 years to 2032

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
$3.9B
10 years to 2032

At NASA's JETS II, provide engineering design, development, sustaining engineering, analysis, assessment, technology development, test services and laboratory/facility operation and maintenance for the JSC Engineering Directorate

FY23E rebid
$2.5B
10 years

At NASA's Kennedy Space Center, upcoming rebid for the Test and Operations Support Contract recognizing increased work in support of key **space exploration programs**, including the Artemis I mission

Awarded
$434M
6 years to 2026

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

Awarded
$950M
10 years to 2031

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

Awarded
$421M
8 years to 2028

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

Awarded
$500M
4 years

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

Cyber – recent notable contract wins

Awarded **$302M** **7 years**

Providing wide-ranging **cyber, digital services and modern software engineering** that support geospatial intelligence (**GEOINT**) for accessing and delivering intelligence and collection automation.

Awarded **$234M** **5 years**

Providing support for sensitive activities in the areas of **cyber intrusion damage assessment**, geospatial intelligence, language-enabled socio-cultural analysis, **digital media forensics and human intelligence targeting.**

Awarded **$302M** **7 years**

Providing design, development, and sustainment for ODS services. The contract conducts agile principles and lean startup practices and employs test-driven Continuous Integration/Continuous Delivery (CI/CD) development, following an agile framework with multiple scrum teams developing services and capabilities within an agile release train

Awarded **$241M** **5 years**

Preparing and creating data sets for Artificial Intelligence applications. Examples include Extract Transform Load (ETL) and Data Engineering development, Database Design and Development, Data Science Development, Data Analysis, Project and Outreach Program Management.

Awarded **$184M** **5 years**

Providing strategic **and tactical warning, exposing and exploiting terrorist vulnerabilities**, supporting DOD combating terrorism operations, and preventing terrorists from acquiring increased capabilities.

Awarded **$168M** **5 years**

Providing **technical analysis, cyber, design, implementation of new technologies,** and analysis of alternatives as well as **software development,** integration and test , deployment and sustainment of a variety of customers projects.

Awarded **$500M** **5 years**

Providing support for Artificial Intelligence/Machine Learning (AI/ML), Cyber, Geospatial and Advanced Sensor C4I for a variety of customer programs/projects.

PA Consulting

Unique combination of outcome-driven strategic and digital consulting

- End-to-end innovation by combining strategists, scientists and digital experts
- Deep industry expertise across a diverse set of sectors and customers

Bringing Ingenuity to Life to build a positive human future

- Purpose-driven strategy to address our clients' biggest challenges
- Well positioned for growth in various macro-economic scenarios
- Proprietary technology offerings
  - Oakdoor - cyber appliance for segmented network security
  - iPredict - AI system for predicting failures in critical electricity distribution
  - Pulpac – exclusive development partnership for sustainable packaging

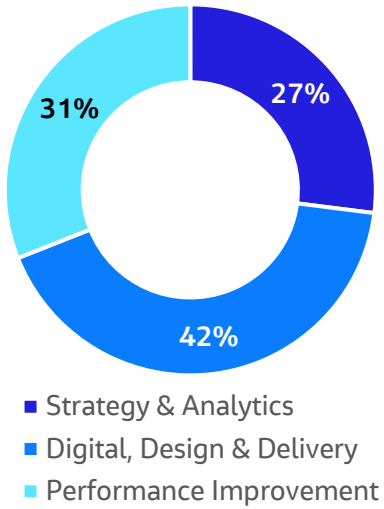
Recent customer wins

- Selected by Ministry of Defence for large multi-year contract providing crucial protection to the UK Armed Forces against improvised explosive devices (IEDs)
- Working for the UK government's health department to help deliver a once-in-a-generation program for adult social care reform
- New projects won with Schiphol Airport including boardroom advisory and working with Jacobs to further optimize airside operations

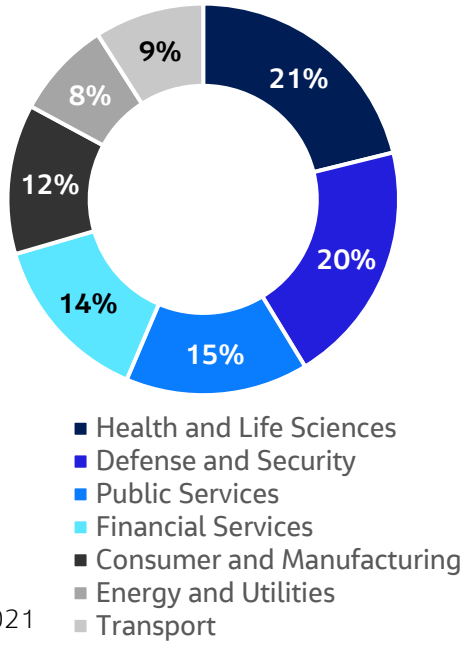
PA Consulting Snapshot
(Revenue Q4 2022)

UK / US / Other	78% /13% / 9%
Public / Private Sector	51% / 49%

Revenue by Capability
(Sept 2022 TTM)



Revenue by Sector
(Sept 2022 TTM)



PA Consulting investment closed March 2, 2021

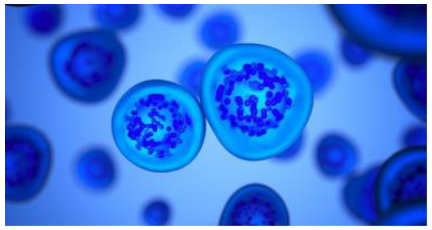
PA Consulting indicative projects

Improving Peoples Lives:
Working across the ecosystem with priority focus on pharma, biotech, integrated care & MedTech

U.K. Ventilator Challenge
Achieving the impossible to save lives during COVID-19



Ori Biotech
Revolutionizing cell and gene therapy manufacturing



Pharmaxis
Developing the Orbital® inhaler being used in key research to combat tuberculosis



Building a More Sustainable World:
Embracing sustainability to transform business performance

PulPac
Developing a revolutionary low-cost approach to producing sustainable packaging



Stuffstr
Enabling an innovative circular economy business model in retail



ØRSTED
Leading the transformation to green energy



Protecting the World:
Helping organizations evolve, reshape & reorganize to counter threats & keep society safe

UK Space Agency
Designing the UK's regulator for space flight



UK Ministry of Defence
Keeping the nation safe by understanding the impact of future technologies



WePROTECT
Halting online child sexual exploitation and abuse



Designing Next Gen, Smart Infrastructure:
Reimagining an infrastructure future that delivers more for the world

iPredict ™
Preventing power outages by using machine learning to predict the failure of utility assets



Virgin Hyperloop One
Creating the first major new mode of transport in more than a century



High-BIAS
Strengthening global navigation with quantum technology



Advisory Services accelerating our positive social impact

Our teams are motivated by a common desire to create a better future for all.

Improving healthcare for families



In collaboration with PA, on behalf of a confidential Life Sciences client we are developing a state-of-the-art gene cell therapy facility which will impact the lives of families needing this healthcare.

Jacobs is also developing one of the world's first true healthcare digital twins enabling improvements to patient safety in emergency departments across the US.

Connecting communities



Jacobs was recently appointed as the Great British Railway Transition Team, a critical element of the UK rail reform program to meet the future needs of passengers while tackling decarbonizing the network.

We are partnered with PA, to provide connectivity solutions which support Hampshire's ambitions for economic growth and inclusive communities

Forestry protection



Together with PA we are implementing a monitoring and evaluation framework for England's tree planting program as part of our work with the Department of Environment, Forestry and Rural Affairs.

We're also combining forces with PA to help PG&E underground 10K miles of electrical cables and mitigate future forest fires in California.

Impacting air quality for all



PA is working with Jacobs to help a consortium of investors acquire a stake in the largest green hydrogen business in the Western US. PA will help the clients navigate the multimillion-dollar investment decision. Supporting the move to cleaner energy.

Segment financials

$'s in millions	2021	2022	Y/Y	Y/Y CC[2]
Critical Mission Solutions Operating Profit as a % of revenue	447 8.8%	424 8.1%	-5.1% (68) bps	-3.2%
People & Places Solutions Operating Profit as a % of net revenue	780 13.0%	824 13.2%	5.5% 16 bps	9.9%
PA Consulting Operating Profit[3] as a % of revenue	151 24.1%	232 20.7%	N/M	N/M
Adjusted Unallocated Corporate Costs	(190)	(166)	(25)	N/A
Adjusted Operating Profit from Continuing Operations[1] as a % of net revenue	1,188 10.1%	1,314 10.4%	10.6% 28 bps	13.2%
Adjusted EBITDA from Continuing Operations[1] as a % of net revenue	1,244 10.6%	1,364 10.8%	9.6% 20 bps	12%

Strong People and Places Solutions Performance Drives Overall Growth



Extreme search

"Extreme Search is an integrated collection of powerful AI-based analytics engineered to automate and accelerate incident detection and response, and provides a comprehensive view of all IT operations, making years of historical data immediately searchable."

Doug Wolfe
Jacobs, GM Divergent Solutions

[1]See reconciliation at the end of presentation
[2]year over year constant currency represent growth and margin using FX rates from the year ago period applied to current results
[3]PA Consulting acquisition closed March 21, 2021 results represent reported results,

Balance sheet and cash flow

Strong cash flow generation

- FY22 cash flow from operations (CFFO) $475M and FCF[1] of $347M; includes net one-time cash headwinds of $526M; comprised of $475M Inpex legal matter, $55M CARES Act repayment and a net benefit of $4M from other items
- Achieved 97% FY22 adj. FCF to adj. net income; expect ~100% underlying FY23 cash conversion
- **Balance sheet strength affords capital deployment**
- Executed $282M of share repurchases in fiscal 2022
- Q4 dividend of $0.23/share an increase of 10% y/y, was paid October 28, 2022

Robust cash flow enables financial flexibility

- Q4 cash and equivalents of $1.1B and gross debt of $3.4B; net debt of $2.3B resulting in 1.6x of net debt to FY23E adjusted EBITDA
- Repaid $481M private notes at par on October 7th
- Entered into10-year interest rate lock for notional $500M at 2.7% rate in Q4 2022

Q4 Leverage Metrics ($ billions)	FY22 Q4
Q4 Net Debt Position	**$2.3B**
Q4 net debt to adjusted FY23E EBITDA	**1.6***
Fixed/Floating Mix	**~40%/60%**
Weighted average interest rate	**3.6%**



Water Platform

"From enhancing watershed management in California to removing harmful sewer overflows in Manchester, the Divergent Solutions Water Platform aids in the digital transformation of the entire global water cycle."

Gregg Kennedy
Jacobs, VP Water Platform

* FY2023E adjusted EBITDA assumed mid-point of outlook

[1] Free cash flow (FCF) calculated as reported cash flow from operations minus CAPEX

Outlook & Summary

Initiating Fiscal 2023 Outlook

- Diverse portfolio of recurring revenue provides opportunity to grow under multiple economic scenarios with upside from Climate Response, Consulting & Advisory and Data Solutions accelerators
- Based on fiscal 2022 average rates, the company's outlook for fiscal 2023 adj. EBITDA is $1,465M to $1,545M, and adj. EPS of $7.60 to $7.90, up 10% and 12% respectively at the midpoints.
- Based on FX rates in early November, the company's outlook for fiscal 2023 adj. EBITDA is $1,400M to $1,480M and adjusted EPS of $7.20 to $7.50, up 6% at the midpoints.
- On a net revenue basis, the difference between these two scenarios is approximately $430 million.
- Expect low to mid single digit year-over-year adjusted EPS growth in 1H 2023 due to FX impact, with the FX impact moderating in 2H 2023
- Remain committed to double-digit multi-year constant currency earnings growth driven by accelerating revenue, strong backlog and robust global sales pipeline, consistent with our strategic accelerators

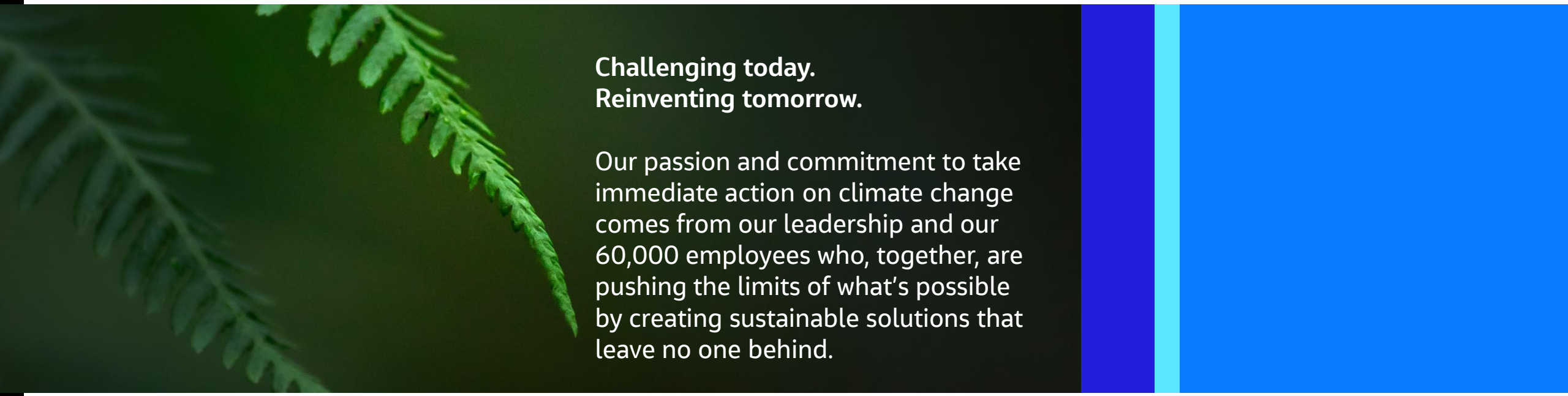
FY23 net interest expense & other income	**(~$120M)**
FY23 effective tax rate	**~23%**
FY23 non-controlling interest	**(~$100M)**
Q1 2023 fully diluted average share count	**~130M**
Annual CAPEX	**~1% of net revenue**



Aqua DNA

"Aqua DNA combines our industry-leading domain knowledge with our cutting edge digital capability to transform network operations and deliver a lasting impact through improved service levels and enhanced environmental protection."

Susan Moisio
Jacobs, Global Water Director



Challenging today.
Reinventing tomorrow.

Our passion and commitment to take immediate action on climate change comes from our leadership and our 60,000 employees who, together, are pushing the limits of what's possible by creating sustainable solutions that leave no one behind.

We do things right.

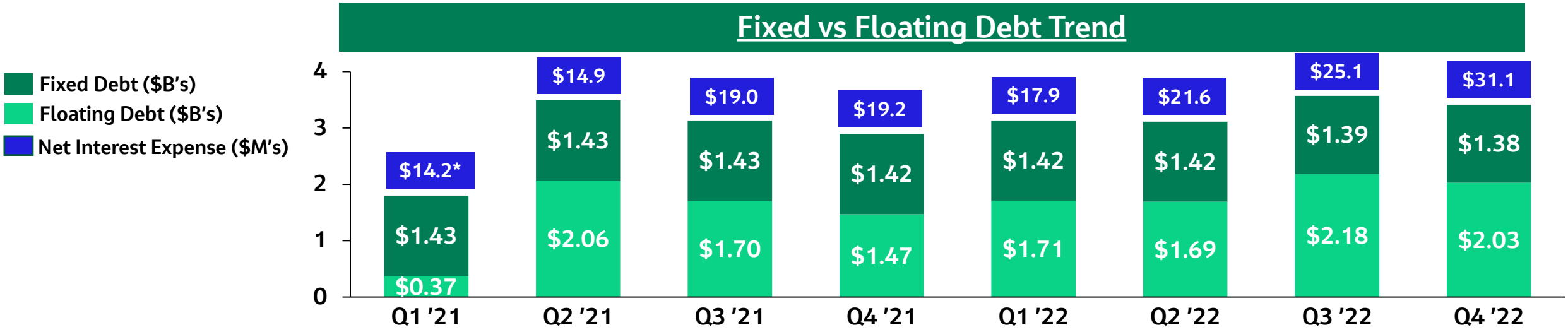
We challenge the accepted.

We aim higher.

We live inclusion.

Debt & Interest Overview

Fixed vs Floating Debt Trend



Debt Breakdown

Tranche	9/30 Debt	'22 Rate	'23 Rate**
Revolver	$978M	2.2%	5.4%
USD Term Loans	$311M	2.2%	5.4%
GBP Term Loans	$744M	2.1%	3.9%
Total Floating	$2,033M	2.2%	4.9%
PP / Treasury Lock	$500M	5.4%	5.5%
Swaps	$875M	2.3%	2.3%
Total Fixed	$1,375M	3.4%	3.5%
Total Debt	$3,408M	2.7%	4.3%

Interest Rate Derivative Overview

Hedge	Notional (USD)	Fair Value	Fixed Rate	Maturity
10 YR USD Floating	$200M	$36M	1.116% + Spread	APR '30
5 YR USD Floating	$325M	$27M	0.704% + Spread	FEB '25
10 YR GBP Floating	$222M	$51M	0.82% + Spread	APR '30
EUR cross-currency	$128M	$14M	1.611% + Spread	OCT '23
Treasury Lock	$500M	$41M	2.72% + Spread	2033
Total	$1,375	$169M		

* GAAP interest expense included additional $4M expense of bridge loan for PA investment
** '23 rates includes rate hikes through November 2022

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

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

Decarbonization
- Clean & smart mobility
- Net zero buildings & campuses
- Business & industrial decarbonization

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

Natural Resource Stewardship
- Integrated water management
- Nature-based solutions
- Circular economy

ESG Business Transformation
- Sustainable business strategies
- Social value & equity
- Governance

Climate Response

Climate change: the greatest challenge and opportunity of our generation

"*With our future in the balance, the planning, commitments and sustainability steps we take today are critical to leading the world to a more climate-resilient existence for generations to come.*"



Jan Walstrom
SVP, Office of Global Climate Response & ESG and Enterprise Risk Management

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 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.
- Jacobs supports governmental clients in the delivery of critical missions which keep their citizens safe from nuclear attack, prevent large-scale war, and defend their global allies and partners. Jacobs does this by assisting governmental organizations to safely deliver their mission-critical infrastructure and tailored solutions in complex environments around the world.
- Jacobs does not manufacture nuclear warheads or nuclear weapons components.

- Climate Action Plan 2022
- FY21 ESG Disclosures
- PlanBeyond 2.0
- Climate Risk Assessment FY22
- Approved Science-Based Targets
- 2021 CDP Submission
- FY21 GHG Verification Statement
- FY19 & FY20 GHG Verification Statements
- Jacobs Carbon Neutrality Commitment
- Jacobs Sustainability Microsite

Corporate ESG Performance
Prime
RATED BY ISS ESG

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

Sector description

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.*

Selected financial data

$'s in millions	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022
Backlog	22,671	23,291	23,674	23,818	**23,818**	25,105	25,571	25,436	26,631	**26,631**	28,006	27,790	28,090	27,862	**27,862**
Revenue	3,360	3,427	3,260	3,520	**13,567**	3,382	3,548	3,576	3,586	**14,093**	3,381	3,384	3,827	3,881	**14,923**
Net Revenue	2,658	2,786	2,681	2,832	**10,957**	2,733	2,971	2,964	3,042	**11,711**	2,908	3,270	3,192	3,234	**12,604**
Adjusted Gross Profit	645	648	631	665	**2,589**	632	767	817	827	**3,044**	796	870	824	837	**3,329**
Adjusted G&A	(408)	(412)	(392)	(407)	**(1,619)**	(373)	(456)	(502)	(525)	**(1,856)**	(489)	(538)	(497)	(490)	**(2,014)**
Adjusted Operating Profit From Continuing Operations as a % of Net Revenue	237 8.9%	237 8.5%	239 8.9%	258 9.1%	**970** **8.9%**	259 9.5%	311 10.5%	315 10.6%	303 9.9%	**1,188** **10.1%**	308 10.6%	332 10.1%	327 10.3%	347 10.7%	**1,314** **10.4%**
Adj. Net Interest Income (Expense)	(13)	(14)	(17)	(13)	**(57)**	(12)	(15)	(19)	(19)	**(65)**	(18)	(22)	(25)	(31)	**(96)**

Selected financial data

$'s in millions	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	Q1 2021	Q2 2021[1]	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022
Critical Mission Solutions															
Backlog	8,473	9,135	9,066	9,104	**9,104**	9,683	9,779	9,565	10,589	**10,589**	10,798	10,556	10,222	10,561	10,561
Revenue	1,182	1,243	1,211	1,329	**4,966**	1,295	1,310	1,218	1,264	**5,087**	1,163	1,366	1,317	1,387	5,234
Operating Profit as a % of revenue	90 7.6%	84 6.8%	90 7.4%	108 8.1%	**372** **7.5%**	110 8.5%	114 8.7%	108 8.9%	115 9.1%	**447** **8.8%**	111 9.6%	113 8.3%	104 7.9%	95 6.9%	424 8.1%
People & Places Solutions															
Backlog	14,197	14,156	14,608	14,714	**14,714**	15,422	15,512	15,557	15,738	**15,738**	16,932	16,965	17,542	17,032	17,032
Revenue	2,178	2,184	2,049	2,191	**8,601**	2,087	2,140	2,103	2,049	**8,378**	1,928	2,171	2,232	2,239	8,570
Net Revenue	1,476	1,542	1,470	1,503	**5,991**	1,438	1,563	1,491	1,505	**5,996**	1,456	1,607	1,597	1,592	6,251
Operating Profit as a % of Net Revenue	178 12.1%	189 12.3%	190 13.0%	183 12.2%	**741** **12.4%**	196 13.7%	202 12.9%	205 13.8%	177 11.7%	**780** **13.0%**	192 13.2%	191 11.9%	210 13.2%	231 14.5%	824 13.2%
PA Consulting															
Backlog	—	—	—	—	—	—	280	314	304	**304**	276	269	326	269	269
Revenue	—	—	—	—	—	—	98	256	273	**627**	290	297	278	254	1,119
Operating Profit as a % of revenue	—	—	—	—	—	—	28 28.4%	57 22.2%	66 24.3%	**151** **24.1%**	63 21.8%	68 23.0%	51 18.5%	49 19.4%	232 20.7%

[1] PA Consulting results are reflected from the March 2, 2021 acquisition date

Other operational metrics from continuing operations

$'s in thousands	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022
Depreciation (pre-tax)	22,152	22,566	22,276	24,076	**91,070**	22,989	25,090	26,405	26,540	**101,024**	26,237	26,383	25,301	24,533	**102,454**
Amortization of Intangibles (pre-tax)	21,845	22,094	23,135	23,489	**90,563**	23,155	30,598	49,555	46,468	**149,776**	46,907	48,431	51,551	51,713	**198,602**
Pass-Through Costs Included in Revenue	701,754	641,393	578,717	687,980	**2,609,843**	648,677	576,629	612,045	544,435	**2,381,785**	472,380	563,668	635,419	647,265	**2,318,732**
Capital Expenditures	22,260	39,077	27,484	29,448	**118,269**	16,766	28,287	20,617	27,144	**92,814**	19,318	28,905	31,830	47,562	**127,615**
Fully Diluted Weighted Average Share Count	134.7	133.6	131.3	131.4	**132.7**	131.2	131.2	131.4	131.4	**131.3**	130.3	130.0	128.9	128.6	**129.4**

Non GAAP financial measures

U.S. GAAP Reconciliation for fiscal years 2022 and 2021

Unaudited	For the Year Ended September 30, 2022			
	U.S. GAAP	Effects of Restructuring, Transaction and Other Charges (1)	Other Adjustments (2)	Adjusted
Revenues	$14,922,825	$ —	$ —	$14,922,825
Pass through revenue	—	—	(2,318,732)	(2,318,732)
Net revenue	14,922,825	—	(2,318,732)	12,604,093
Direct cost of contracts	(11,595,785)	1,633	2,318,732	(9,275,420)
Gross profit	3,327,040	1,633	—	3,328,673
Selling, general and administrative expenses	(2,409,190)	196,251	198,602	(2,014,337)
Operating Profit	917,850	197,884	198,602	1,314,336
Total other income (expense), net	(41,503)	(12,492)	5	(53,990)
Earnings from Continuing Operations Before Taxes	876,347	185,392	198,607	1,260,346
Income Tax Expense for Continuing Operations	(160,903)	(65,888)	(41,442)	(268,233)
Net Earnings of the Group from Continuing Operations	715,444	119,504	157,165	992,113
Net Earnings Attributable to Noncontrolling Interests from Continuing Operations	(36,788)	—	—	(36,788)
Net Loss (Earnings) Attributable to Redeemable Noncontrolling interests	(34,585)	(1,511)	(22,065)	(58,161)
Net Earnings attributable to Jacobs from Continuing Operations	644,071	117,993	135,100	897,164
Net Earnings attributable to Discontinued Operations	(32)	—	—	(32)
Net Earnings attributable to Jacobs	$ 644,039	$ 117,993	$ 135,100	$ 897,132
Diluted Net Earnings from Continuing Operations Per Share	$ 4.98	$ 0.91	$ 1.04	$ 6.93
Diluted Net Earnings from Discontinued Operations Per Share	$ —	$ —	$ —	$ —
Diluted Earnings Per Share	$ 4.98	$ 0.91	$ 1.04	$ 6.93
Operating Profit Margin	6.2%			10.4%

(1) Includes charges associated with various restructuring, transaction and other related activity costs associated with Company transformation initiatives and acquisition related programs, including $91.3 million pre-tax related to the final settlement of the Legacy CH2M Matter, net of previously recorded reserves, approximately $27 million in third party recoveries recorded as receivables reducing SG&A, and $78.3 million for the Company's real estate impairment.
(2) Includes (a) the removal of pass through revenues and costs for the People & Places Solutions line of business for the calculation of operating profit margin as a percentage of net revenue of $2.3 billion, (b) the removal of amortization of intangible assets of $198.6 million, (c) applicable redeemable noncontrolling interests impacts for the above adjustment items and (d) income tax expense adjustments for the above pre-tax adjustment items.

Non GAAP financial measures

Unaudited	For the Year Ended October 1, 2021 U.S. GAAP	Effects of Restructuring, Transaction and Other Charges (1)	Other Adjustments (2)	Adjusted
Revenues	$14,092,632	$ —	$ —	$ 14,092,632
Pass through revenue	—	—	(2,381,785)	(2,381,785)
Net revenue	14,092,632	—	(2,381,785)	11,710,847
Direct cost of contracts	(11,048,860)	9	2,381,785	(8,667,066)
Gross profit	3,043,772	9	—	3,043,781
Selling, general and administrative expenses	(2,355,683)	350,385	149,749	(1,855,549)
Operating Profit	688,089	350,394	149,749	1,188,232
Total other expense, net	7,513	42,549	(84,477)	(34,415)
Earnings from Continuing Operations Before Taxes	695,602	392,943	65,272	1,153,817
Income Tax Expense for Continuing Operations	(274,781)	6,729	16,144	(251,908)
Net Earnings of the Group from Continuing Operations	420,821	399,672	81,416	901,909
Net Earnings Attributable to Noncontrolling Interests from Continuing Operations	(39,213)	—	—	(39,213)
Net (Earnings) Loss Attributable to Redeemable Noncontrolling Interests	85,414	(95,246)	(27,307)	(37,139)
Net Earnings attributable to Jacobs from Continuing Operations	467,022	304,426	54,109	825,557
Net Earnings attributable to Discontinued Operations	10,008		—	10,008
Net Earnings attributable to Jacobs	$ 477,030	$ 304,426	$ 54,109	$ 835,565
Preferred Redeemable Noncontrolling interests redemption value adjustment	(57,307)	57,307	$ —	—
Net earnings from continuing operations allocated to common stock for EPS calculation	$ 409,715	$ 361,733	$ 54,109	$ 825,557
Diluted Net Earnings from Continuing Operations Per Share	$ 3.12	$ 2.76	$ 0.41	$ 6.29
Diluted Net Earnings from Discontinued Operations Per Share	$ 0.08	$ —	$ —	$ 0.08
Diluted Earnings Per Share	$ 3.20	$ 2.76	$ 0.41	$ 6.37
Operating Profit Margin	4.88%			10.15%

(1) Includes charges associated with various restructuring, transaction and other related activity costs associated with Company transformation initiatives and acquisition related programs, impairment charges relating to our investment in AWE ML, along with pre-tax $297.8 million in PA Consulting deal related costs and applicable redeemable noncontrolling interests impacts for the above adjustment items. Also includes $57.3 million or $(0.44) per share in EPS numerator adjustments relating to the PA preference shares redemption value, which does not affect net earnings.

(2) Includes (a) the removal of pass through revenues and costs for the People & Places Solutions line of business for the calculation of operating profit margin as a percentage of net revenue of $2.4 billion, (b) the removal of amortization of intangible assets of $149.8 million, (c) the removal of $34.7 million in fair value gains and (losses) related to our investment in Worley stock and certain foreign currency revaluations relating to ECR sale, (d) the removal of the fair value gains and (losses) of the Company's investment in C3 of $49.6 million, (e) the removal of $29.1 million additional income tax expense attributable to tax rate increases in the UK during 2021, (f) associated noncontrolling interest impacts for the above adjustment items and (g) income tax expense adjustments for the above pre-tax adjustment items.

Reconciliation of net earnings from continuing operations attributable to Jacobs to adjusted EBITDA

Reconciliation of Adjusted EBITDA (in thousands):

	Three Months Ended		Twelve Months Ended	
	September 30, 2022	October 1, 2021	September 30, 2022	October 1, 2021
Adj Net earnings from Continuing Operations	$ 231,060	$ 207,147	$ 897,164	$ 825,557
Adj. Income Tax Expense for Continuing Operations	(63,454)	(57,259)	(268,233)	(251,908)
Adj. Net earnings from Continuing Operations attributable to Jacobs before income taxes	294,514	264,406	1,165,397	1,077,465
Depreciation expense	24,533	26,540	102,454	101,024
Interest income	(1,565)	(770)	(4,489)	(3,503)
Adj. Interest expense (1)	32,695	19,926	100,246	68,714
Adjusted EBITDA	$ 350,177	$ 310,102	$ 1,363,608	$ 1,243,700

(1) Year ended October 1, 2021 has been adjusted to exclude one-time PA Consulting deal related finance costs of $4.0 million.

Reconciliation of Jacobs free cash flow

Reconciliation of Free Cash Flow (in thousands):

	Three Months Ended		Twelve Months Ended	
	September 30, 2022	October 1, 2021	September 30, 2022	October 1, 2021
Net cash provided by operating activities	$ 277,540	$ 202,704	$ 474,709	$ 726,276
Additions to property and equipment	(47,562)	(27,144)	(127,615)	(92,814)
Free cash flow	$ 229,978	$ 175,560	$ 347,094	$ 633,462

Reconciliation of Jacobs Revenue and EPS Detail

Reconciliation from GAAP to non-GAAP constant currency Net Revenue

(in thousands)	Three Months Ended September 30, 2022	Three Months Ended October 1, 2021	Three Months Ended % Change	Twelve Months Ended September 30, 2022	Twelve Months Ended October 1, 2021	Twelve Months Ended % Change
Total Net Revenue						
Net Revenue	$ 3,233,783	$ 3,042,052	6.3 %	$12,604,093	$11,710,847	7.6 %
Exchange rate effect	143,931			292,727		
Constant currency Net Revenue	$ 3,377,714		11.0 %	$12,896,820		10.1 %

Reconciliation from non-GAAP Adjusted EPS from Continuing Operations to non-GAAP constant currency Adjusted EPS from Continuing Operations

	Three Months Ended September 30, 2022	Three Months Ended October 1, 2021	Three Months Ended % Change	Twelve Months Ended September 30, 2022	Twelve Months Ended October 1, 2021	Twelve Months Ended % Change
Total Adjusted EPS from Continuing Operations (1)						
Adjusted EPS from Continuing Operations	$ 1.80	$ 1.58	13.9 %	$ 6.93	$ 6.29	10.2 %
Exchange rate effect	0.07			0.19		
Constant currency Adjusted EPS from Continuing Operations	$ 1.87		18.4 %	$ 7.12		13.2 %

Selected financial data

(in thousands)	Three Months Ended September 30, 2022	Three Months Ended October 1, 2021	% Change	Twelve Months Ended September 30, 2022	Twelve Months Ended October 1, 2021	% Change
Total Adjusted EBITDA						
Adjusted EBITDA	$ 350,177	$ 310,102	12.9 %	$ 1,363,608	$ 1,243,700	9.6 %
Exchange rate effect	11,627			30,357		
Constant currency Adjusted EBITDA	$ 361,804		16.7 %	$ 1,393,965		12.1 %

Reconciliation from GAAP to non-GAAP constant currency Backlog

(in thousands)	September 30, 2022	October 1, 2021	% Change
Total Backlog			
Backlog	$27,862,061	$26,629,753	4.6 %
Exchange rate effect		(720,006)	
Constant currency Backlog		$25,909,747	7.5 %

Use of Non-GAAP financial measures and operating metrics

Net revenue is calculated excluding pass-through revenue of the Company's People & Places Solutions segment from the Company's revenue from continuing operations. Adjusted net earnings from continuing operations, adjusted EPS from continuing operations, adjusted operating profit and adjusted operating profit margin are calculated by (i) excluding recoveries, costs and other charges associated with restructuring activities implemented in connection with the acquisitions of CH2M, John Wood Group nuclear business, Buffalo Group, BlackLynx, and StreetLight Data, the strategic investment in PA Consulting, the sale of the ECR business and other related cost reduction initiatives, which included involuntary terminations, costs associated with co-locating offices of acquired companies, separating physical locations of ECR and continuing operations, professional services and personnel costs, amounts relating to certain commitments and contingencies relating to discontinued operations of the CH2M business, including the final settlement charges relating to the Legacy CH2M Matter, net of previously recorded reserves; (ii) excluding the costs and other charges associated with our Focus 2023 transformation initiatives, which included costs and charges associated with the re-scaling and repurposing of physical office space, employee separations, contractual termination fees and related expenses (the amounts referred in (i) and (ii) are collectively referred to as the "Restructuring, transaction costs and other (recoveries)" or and "Restructuring, transaction costs and other charges"); (iii) excluding transaction costs and other charges incurred in connection with closing of Buffalo Group, BlackLynx and StreetLight Data acquisitions and the strategic investment in PA Consulting, including advisor fees, change in control payments, the impact of the quarterly adjustment to the estimated future payout of contingent consideration to the sellers in connection with acquisitions; certain consideration amounts for PA Consulting that were required to be treated as post-completion compensation expense given retention related requirements applicable to the distribution of such funds to PA Consulting employees, and impacts resulting from the non-cash purchase accounting adjustment related to the investment in PA Consulting to reflect a change in the preliminary purchase price allocation for the redeemable non-controlling interests, certain equity based compensation expenses associated with PA Consulting's benefit programs, and similar transaction costs and expenses (collectively referred to as "transaction costs"); (iv) adding back amortization of intangible assets; (v) the removal of fair value adjustments and dividend income related to the Company's investments in Worley and C3 stock and certain foreign currency revaluations relating to ECR sale proceeds; (vi) excluding charges resulting from the revaluation of certain deferred tax assets/liabilities in connection tax rate increases in the United Kingdom during fiscal 2021; (vii) charges associated with the impairment of our AWE ML investment; (viii) charges to interest expense associated with one-time deal related bank fees; (ix) certain non-routine income tax adjustments for the purposes of calculating the Company's annual non-GAAP effective tax rate to facilitate a more meaningful evaluation of the Company's current operating performance and comparisons to the Company's operating performance in other periods; and (x) other income tax adjustments associated with the pre-tax income adjustments above. Adjustments to derive adjusted net earnings from continuing operations, and adjusted EPS from continuing operations are calculated on an after-tax basis.

Use of Non-GAAP financial measures and operating metrics (cont.)

Adjusted EBITDA, and the resulting calculation of adjusted EBITDA margin, is calculated by adding income tax expense, depreciation expense and adjusted interest expense, and deducting interest income from adjusted net earnings from continuing operations. Adjusted interest expense excludes one-time fees related on our debt facilities that are included in our interest expense under GAAP.

Free cash flow is calculated using the reported statement of cash flows, provided from operations less additions to property and equipment. Adjusted free cash flow is calculated by taking free cash flow (calculated as previously described) adjusted for the cash payments/receipts related to the adjustments made to GAAP net earnings to arrive at adjusted net earnings from continuing operations. In addition, in fiscal 2022, adjusted free cash flow excluded the repayment of $55M of payroll tax deferral which was permitted by the CARES Act.
Certain percentage changes are quantified on a constant currency basis, which provides information assuming that foreign currency exchange rates have not changed between the prior and current periods. The constant currency impact on the fourth quarter and fiscal year 2022 adjusted EPS results is calculated by applying the FX rates from the prior period to operating profit and utilizing our adjusted income tax rate and fully diluted share count. The constant currency impact on the fourth quarter and fiscal year 2022 adjusted EBITDA results is calculated by applying the FX rates from the prior period to operating profit. For purposes of constant currency calculations, we use the prior period average exchange rates as applied to the current period adjusted amounts.

We believe that the measures listed above are useful to management, investors and other users of our financial information in evaluating the Company's operating results and understanding the Company's operating trends by excluding or adding back the effects of the items described above and below, the inclusion or exclusion of which can obscure underlying trends. Additionally, management uses such measures in its own evaluation of the Company's performance, particularly when comparing performance to past periods, and believes these measures are useful for investors because they facilitate a comparison of our financial results from period to period.

This presentation also contains certain operating metrics which management believes are useful in evaluating the Company's performance. We regularly monitor these operating metrics to evaluate our business, identify trends affecting our business, and make strategic decisions. Backlog Revenue is the total dollar amount of revenues we expect to record in the future as a result of performing work under contracts that have been awarded to us. Backlog Gross Profit is the gross profit associated with the backlog contract. Book-to-bill ratio is an operational measure representing the ratio of change in backlog revenue, or backlog gross margin, since the prior reporting period plus reported revenue or reported gross margin for the reporting period to the reported revenues or gross margin for the same period. Cash conversion is the ratio of cash flow from operations to GAAP net earnings from continuing operations. Adjusted cash conversion is the ratio of adjusted free cash flow to adjusted net earnings from continuing operations (calculated as previously described).