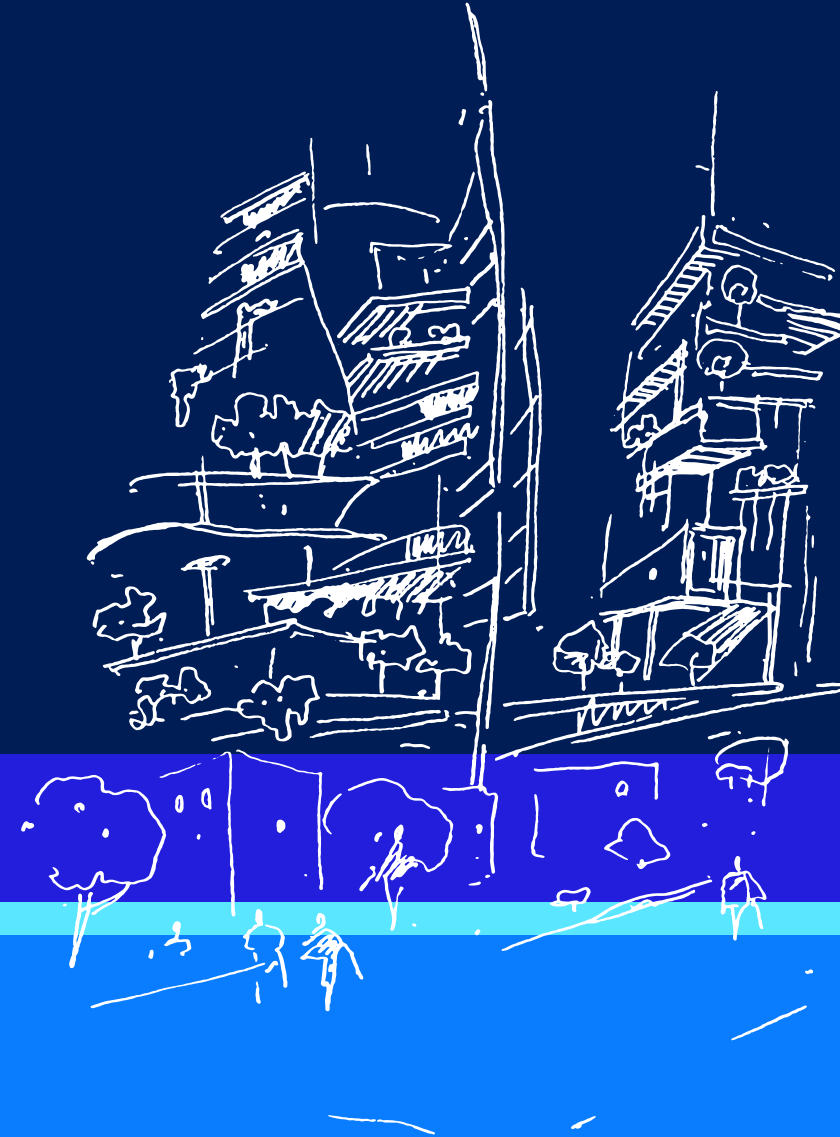




# Jacobs' core position in the AI build-out

June 2026



# DISCLAIMER

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## Forward-Looking Statement Disclaimer

Certain statements contained in this presentation constitute forward-looking statements within the meaning of the United States 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," "target," "goal" and similar words are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements we make concerning our expectations as to our future growth, prospects, financial outlook and business strategy, and any assumptions underlying any of the foregoing. 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 but are not limited to:

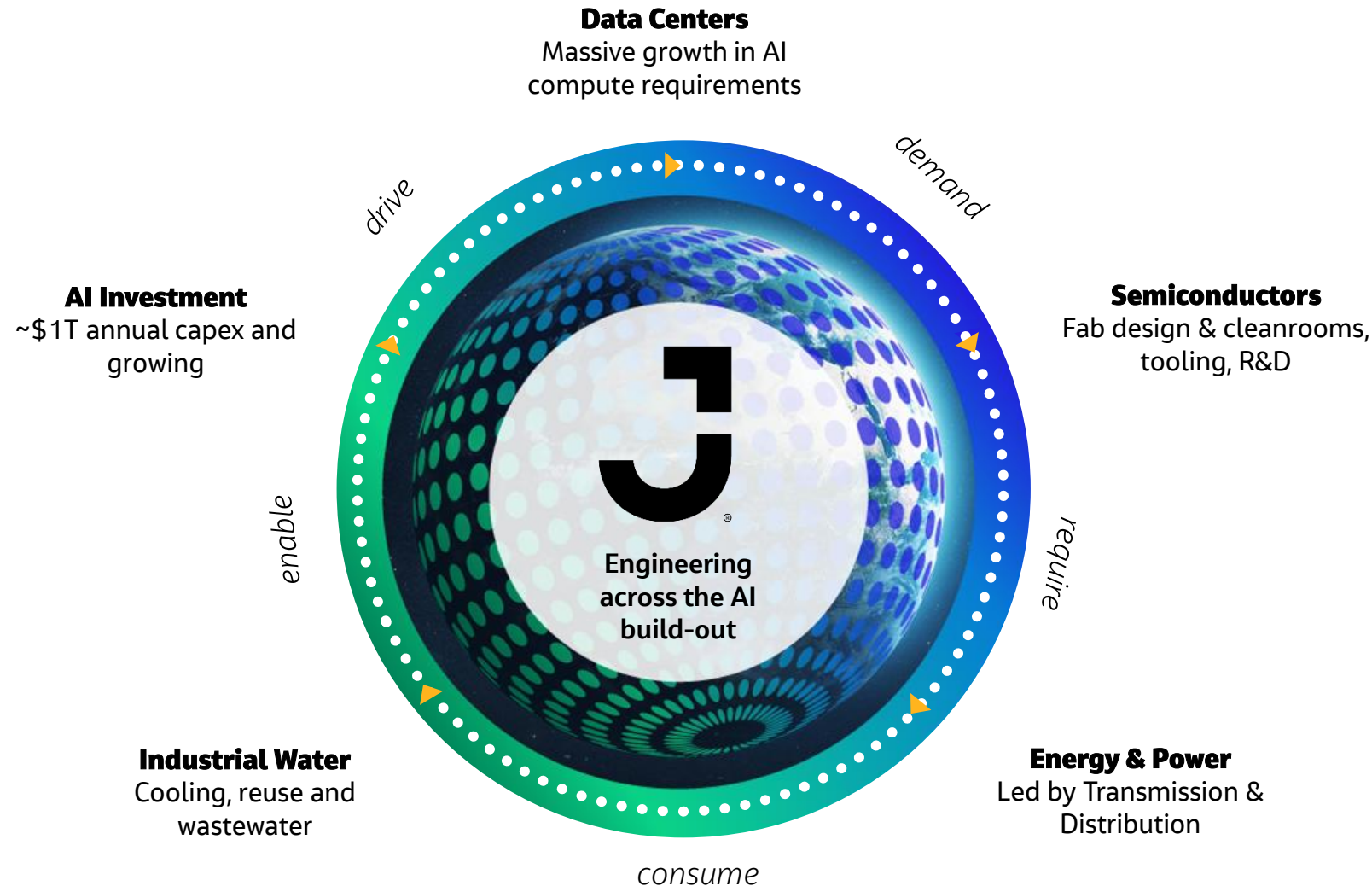
- general economic conditions, including inflation and the actions taken by monetary authorities in response to inflation, changes in interest rates and foreign currency exchange rates, changes in capital markets and stock market volatility, instability in the banking industry, labor shortages, or the impact of a possible recession or economic downturn or changes to monetary or fiscal policies or priorities in the U.S. and the other countries where we do business on our results, prospects and opportunities;
- competition from existing and future competitors in our target markets, as well as the possible reduction in demand for certain of our product solutions and services, including delays in the timing of the award of projects or reduction in funding, or the abandonment of ongoing or anticipated projects due to the financial condition of our clients and suppliers or due to governmental budget constraints or changes to governmental budgetary priorities, or the inability of our clients to meet their payment obligations in a timely manner or at all;
- our ability to fully execute on our corporate strategy, including the impact of acquisitions (including the transaction to acquire the remaining stake in PA Consulting (the "PA Consulting Transaction"), strategic alliances, divestitures, and other strategic events resulting from evolving business strategies, including on our ability to maintain our culture and retain key personnel, customers or suppliers, or 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, and our ability to invest in the tools needed to implement our strategy;
- financial market risks that may affect us, including by affecting our access to capital, the cost of such capital and/or our funding obligations under defined benefit pension and post-retirement plans;
- legislative changes, including potential changes to the amounts provided for under the Infrastructure Investment and Jobs Act, as well as other legislation and executive orders, including any directive to federal agencies to reduce federal spending or the size of the federal workforce, and changes in U.S. or foreign tax laws, including the tax legislation enacted in the U.S. in July 2025, statutes, rules, regulations or ordinances, including the impact of, and changes to, tariffs and retaliatory tariffs or trade policies, that may adversely impact our future financial position or results of operations;
- increased geopolitical uncertainty and risks, including policy risks and potential civil unrest, relating to the outcome of elections across our key markets and elevated geopolitical tension and conflicts, including the Russia-Ukraine conflict and on-going, escalated and/or future tensions and conflicts in the Middle East, among others; and
- the impact of any 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, as well as the inability of governments in certain of the countries in which we operate to effectively mitigate the financial or other impacts of any future pandemics or infectious disease outbreaks 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 Company's filings with the U.S. Securities and Exchange Commission, including in particular the discussions contained in our fiscal 2025 Annual Report on Form 10-K 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 in our most recently filed Quarterly Report on Form 10-Q under Part I, Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations. 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 and Operating Metrics

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 and in the supplemental disclosures package on our investor relations website at [invest.jacobs.com](http://invest.jacobs.com).

# AI investment is driving growth for Jacobs



# 10%+

of Adj. Net Revenue<sup>1</sup>  
directly related to the AI  
build-out

# 37%

Y/Y growth in AI build-out  
Adj. Net Revenue  
in Q2 2026

<sup>1</sup>Adjusted net revenue is calculated by adjusting revenue from continuing operations to exclude amounts we bill to clients on projects where we are procuring subcontract labor or third-party materials and equipment on behalf of the client (referred to as "pass throughs"). These amounts are considered pass throughs because we receive no or only a minimal mark-up associated with the billed amounts. Includes Data Centers, Semiconductors; E&P, Water, and Digital related to data centers; excludes indirect AI-driven exposure across other end markets.

# And various other sectors are boosting investment on the back of AI

Significant growth in our business as clients face new challenges and opportunities across the asset lifecycle.

TTM Adjusted Net Revenue Growth is robust with AI transformation driving capital cycles in various markets.

**+72%**

## AI Data Centers

Advisory, engineering, program management; digital twins via NVIDIA Omniverse, site optimization

**+19%**

## Energy & Power

Grid infrastructure, transmission & distribution, generation, sustainable power

**+14%**

## AI & Digital Advisory

PA Consulting helps clients move from AI investment to enterprise value

**+11%**

## Semiconductors

Logic, high-bandwidth memory chips, R&D, tooling, advanced packaging

**+10%**

## Life Sciences

AI in drug discovery. Biologics, clean rooms, process piping, bioreactor to finished product

**+10%**

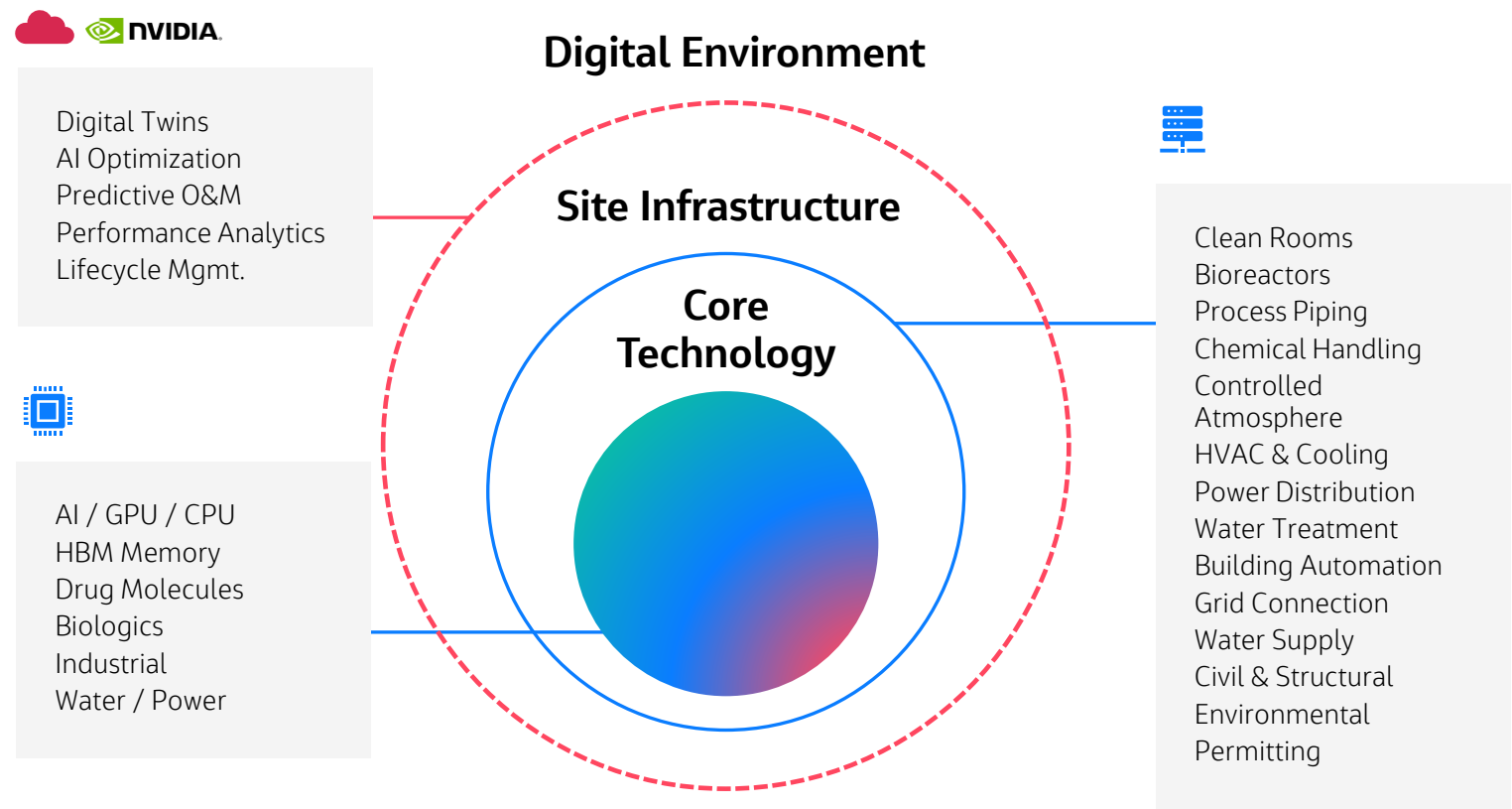
## Water

Process & cooling, water treatment, wastewater, environmental compliance, conveyance



# We approach infrastructure with the core technology at the center

Jacobs' deep domain knowledge drives leading solutions across the asset lifecycle



## Competitive Differentiation

Deep process expertise, better solutions through data, trusted partner for decades

## Client Value

Faster speed-to-market, optimized cost/risk profile and certainty of delivery

## Jacobs Value Capture

Deliver more projects, expand scope and increase addressable market



# Optimizing data centers with digital twins

Leveraging NVIDIA libraries to help enable faster builds and more seamless retrofits.

## How it propels Jacobs

01

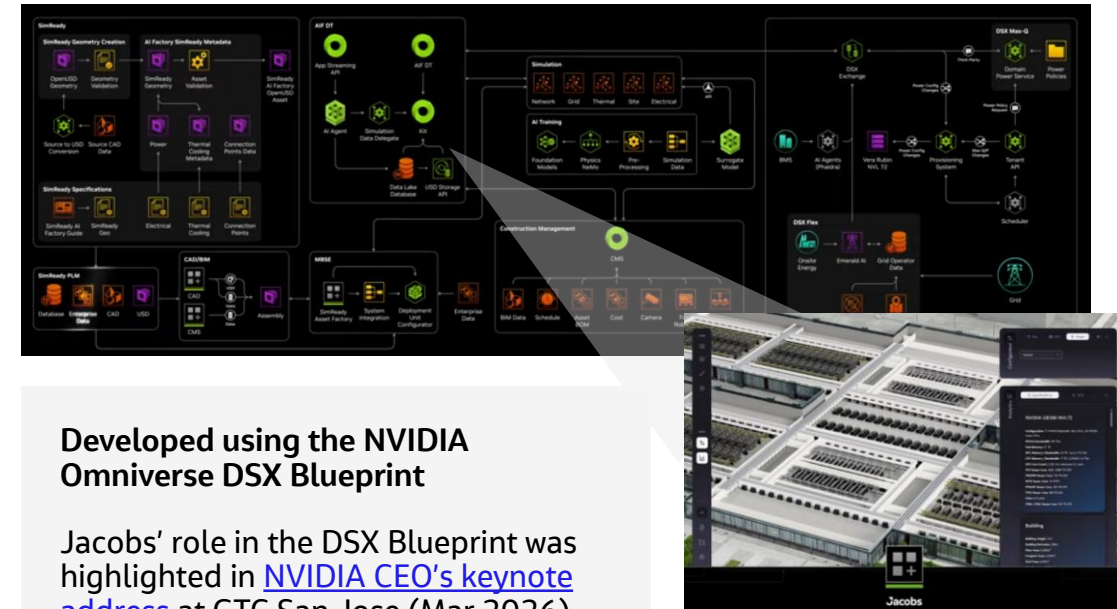
Jacobs brings deep domain expertise to the Omniverse, enabling the **digital-to-physical infrastructure build**

02

Jacobs is **embedded through NVIDIA ecosystem relationships**, technical know-how and the standard reference design

03

Creates earlier access to hyperscaler, neo-cloud and AI infrastructure opportunities, **driving new awards**



**ENR N°1** Data Centers<sup>1</sup>

<sup>1</sup>Data Centers ranking anticipated based on Jacobs' #1 ENR ranking in Telecommunications, which encompasses data center project work. Data Center-specific ranking subject to ENR 2026 Source Book publication.

<sup>2</sup>Reflects factored gross profit pipeline as of June 1, 2026.

Data center factored pipeline up more than **4X<sup>2</sup>** year-over-year, with opportunities stretching into 2028.