

This Question and Answer paper for PA Shareholders receiving Jacobs shares in exchange for their PA shares ('the transaction'). This applies if your Closing 20% share consideration is more than £901.80*

Please note, this Q&A is subject to update at any time.

First, identify your online provider, then click their name to review the detailed guidance:

Jacobs shares held at:	Relevant to:
<u>Fidelity</u>	Individual PA shareholders receiving less than 3,000 Jacobs shares (i.e. where your total (100%) closing consideration is less than GBP 1.503 million).
<u>Equiniti</u>	Individual PA shareholders receiving 3,000 or more Jacobs shares (i.e. where your total (100%) closing consideration is GBP 1.503 million or more). AND PA shareholders who are not individuals (i.e. family trusts and personal service company PA shareholders).

*Any PA shareholder whose final 20% closing consideration is less than £901.80 will be paid this amount in cash at closing, alongside their 80% closing cash amount.

Disclaimer

Nothing in this document constitutes legal, tax or financial advice. If you do not understand anything in this document or if you require legal, tax or financial advice in respect of your specific circumstances it is strongly recommended that you seek professional advice from an appropriately authorised independent adviser.

This communication is for information purposes only and is not intended to be, and is not, an offer or invitation to sell, or to purchase or subscribe, any shares or other securities.

The information in this document in respect of taxation is general in nature. The information has not been tailored to your personal circumstances and the actual tax consequences for you may be different than as set out in this document.

JACOBS SHARES HELD AT FIDELITY

When will I receive my Jacobs shares subject to the one-year lock-up?

Your Jacobs shares will be registered in your name on the date of the transaction closing.

The shares will be viewable via Fidelity's portal as soon as administratively possible (expected to be within a week) after the transaction has closed. You will not receive a share certificate. Your shares will be in "book-entry" form, which means that your holdings will be viewable online.

Where can I view my Jacobs shares?

After the shares have been deposited into your account, Fidelity will email you (Fidelity.Investments@mail.fidelity.com) a link to their portal, NetBenefits, with log in information. This email will include instructions for setting up your account, including tax certification during the online account set up process.

Your account will be pre-loaded with your full legal name, mailing address, email address, and for US nationals and green card holders your Social Security Number (SSN). For PA employees, the initial email address will be your @paconsulting.com address but you may wish to change this to your personal email. Also pre-loaded are date of birth and employment start date for PA employees. For non-employees, the Fidelity portal set up still requires a pre-loaded birth date and a notional PA hire date. For all non-PA employee shareholders, we have used a notional hire date of 1 January 2026 and a notional date of birth of 1 January 2000.

To complete your account set-up, you will need to provide the information requested by Fidelity in their portal, including demographic and tax ID information.

How do I certify my Fidelity account for tax purposes?

U.S. nationals and U.S. permanent residents (Green Card holders) will need to review their demographic information and confirm they are not subject to backup withholding. Follow the prompts in Fidelity's portal.

All other shareholders will need to provide [W-8 BEN](#) information when registering their account online. Follow the prompts in Fidelity's portal. Note this information will need to be re-submitted every 3 years.

If I have a U.S. Fidelity brokerage account, will the shares be deposited into that account?

If you have a U.S. Fidelity brokerage account linked to your SSN, your shares will be deposited into your existing account.

If you do not have a U.S. Fidelity brokerage account linked to your SSN, the shares you receive will be held in a limited purpose trust account. Note: if you have a Fidelity International brokerage account (UK only), your shares will not be accessible through this brokerage account, and you will have to create a new log in to access the transaction shares in the new limited purpose trust account.

Can I transfer shares after the one-year lock-up period to a different broker?

Once the one-year lock-up on your shares is lifted, you can transfer the shares into your Fidelity International brokerage account or any other full-service individual brokerage account (for example, UK broker [Hargreaves Lansdown](#)) you may have in any country.

Will the portal record details of my Jacobs share dealings?

Yes, Fidelity's portal will record all transaction details related to your Jacobs shares, including cost basis information and cash dividend payments as applicable.

Can I vote my shares?

Voting is the same for all Jacobs shareholders, whether or not their shares are restricted, and shareholders may vote their Jacobs shares in accordance with the voting procedures applicable to Jacobs shareholders generally. See Jacobs investor relations page for our recent proxy statement to shareholders.

Can I buy more Jacobs shares through my Fidelity account?

U.S. shareholders (this includes US citizens/green card holders living and working outside the US) may purchase Jacobs shares through their U.S. Fidelity brokerage account.

Shareholders outside of the U.S. may not purchase additional Jacobs shares through the Fidelity limited purpose trust account. Due to various limitations, this account will be set up for holding the shares that you receive as part of transaction consideration. In order to purchase Jacobs shares, you will have to work through a non-Fidelity brokerage account.

Please note that you are required to comply with all insider trading laws and Jacobs policies, including the insider trading policy, prior to selling your Jacobs shares or trading in Jacobs shares. These policies will be shared in due course.

How can I sell my Jacobs shares?

After the one-year lock-up period ends, you may request to sell some or all of your Jacobs shares by submitting a sale request through Fidelity's NetBenefits portal. Online sales do not incur any fees while there is a \$32.95 transaction fee for a representative assisted sale i.e. if you call Fidelity to request a sale.

Additionally, there will be a foreign exchange rate (FX fee) if you choose to convert your proceeds from USD to your local currency.

As noted above, you are required to comply with all insider trading laws and Jacobs policies, including the insider trading policy, prior to selling your Jacobs shares or trading in Jacobs shares.

Are there any administrative fees related to my use of Fidelity's platform?

There are no fees to use the platform for viewing your account or downloading documents.

How do I receive dividend payments / share sale proceeds?

Payments/share sale proceeds will be deposited directly into your Fidelity account. Shareholders can then transfer funds electronically to their personal bank account. Subject to the conversion charges noted above.

Can I invest in Jacobs shares through a Jacobs employee stock purchase plan?

To be determined, separate communications regarding such will come at a later date if available.

Where do I go for assistance?

For assistance, please contact Fidelity directly. Calling instructions can be found at:

Fidelity Global Call (www.fidelity.com/globalcall) for international shareholders and 1-800-544-9354 for U.S. shareholders.

JACOBS SHARES TO BE HELD AT EQUINITI

When will I receive my Jacobs shares subject to the one-year lock-up?

Your Jacobs shares will be registered in your name on the date of the transaction closing.

The shares will be viewable via Equiniti's Shareholder Central portal as soon as administratively possible (expected to be within a week) following the transaction closing. You will not receive a share certificate. Your shares will be in "book-entry" form, which means that your holdings will be viewable online.

Where can I view my Jacobs shares?

You can view your Jacobs transaction consideration shares through Equiniti's **Shareholder Central** portal:
<https://equiniti.com/us/ast-access/individuals/>

Access Instructions

You will receive a statement from Equiniti through postal mail with registration instructions and your account number.

Your Equiniti account will be pre-loaded with your full legal name, mailing address, email address, and for US nationals and green card holders your SSN. For PA employees, the initial email address will be your @paconsulting.com address which you can change to your personal email.

To complete your account set-up, you will need to provide all information requested by Equiniti, including demographic and tax id information.

For U.S. Shareholders

You will register on Equiniti's Shareholder Central portal using the account number from Equiniti and your SSN.

For Non-U.S. Shareholders

You will need an Authentication ID to complete your registration. You can request the Authentication ID on Equiniti's Shareholder Central portal using the account number in the statement from Equiniti. The Authentication ID will be mailed to your address on record with Equiniti.

Your shares will become viewable once your ownership has been fully recorded **and** the required tax documentation is on file with Equiniti (see below).

What US tax forms do I need to complete to certify my account for tax purposes?

To tax-certify your account, you will need to ensure that Equiniti has the appropriate tax information required by the IRS based on your tax status.

US. nationals and U.S. permanent residents (Green Card holders) who have an SSN: your information should be pre-populated and your account should be tax certified when you log in. If not, complete IRS Form W-9 and submit it to Equiniti.

Non-U.S. individuals: Your account will not be tax certified when you log in and you will need to complete IRS Form [W-8 BEN](#) (individuals) or [W-8 BEN-E](#) (entities) and submit it to Equiniti.

Completed tax forms may be submitted by either method below:

☐ Fax: 718-236-2641

☐ Mail: Equiniti

ATTN: Tax Operations Department, 1110 Centre Point Curve, Suite 101, Mendota Heights, Minnesota 55120 USA

Your tax certification status will be clearly noted in your account in the Tax Category field directly under your account number.

Will the portal record details of my Jacobs share dealings?

Yes, Equiniti's portal will record all transaction details related to your Jacobs shares, including cost basis information and cash dividend payments as applicable.

Your initial postal correspondence from Equiniti will note a market value price for each Jacobs shares you received of \$128.44 which reflects the closing price of the Jacobs shares on the closing date (March 20, 2026). However, please note that the cost basis of the shares for tax purposes is \$128.02 (the closing Jacobs share price on March 19, 2026) as set forth in your PA share sale confirmation letter issued by the PA shares team on 26 March 2026.

Can I vote my shares?

Voting is the same for all Jacobs shareholders, whether or not their shares are restricted, and shareholders may vote their Jacobs shares in accordance with the voting procedures applicable to Jacobs shareholders generally. See Jacobs investor relations page for our recent proxy statement to shareholders.

Can I buy more Jacobs shares through my Equiniti account?

Shareholders may not purchase additional Jacobs shares through their Equiniti account. In order to purchase Jacobs shares you will need to do so through a non-Equiniti brokerage account.

Please note that you are required to comply with all insider trading laws and Jacobs policies, including the insider trading policy, prior to selling your Jacobs shares or trading in Jacobs shares. These policies will be shared in due course.

Can I invest in Jacobs shares through a Jacobs employee stock purchase plan?

To be determined, separate communications regarding such will come at a later date if available.

How can I sell my Jacobs shares?

At the point the one-year lock-up period ends Jacobs will instruct Equiniti to release the sale restriction. You may request to sell some or all of your Jacobs shares by submitting a sale request through your online account. In addition to submitting a sale request online, you may also contact the call center, and a Customer Service Representative can take your trade request over the phone.

Jacobs' dedicated toll free Customer Service number for U.S.-based shareholders is 1-800-249-7140. For foreign holders, the number is +1 718-921-8156.

Fees apply to share sales and are subject to change; the current fees are a \$15.00 transaction fee plus a broker commission of \$0.12 per share.

Please note that sale proceeds are issued by check only. Direct deposit is not available for sales proceeds or dividend payments, and the check will be mailed to the address on record.

Please note that you are required to comply with all insider trading laws and Jacobs policies, including the insider trading policy, prior to selling your Jacobs shares or trading in Jacobs shares.

Can I transfer shares after the one-year lock-up period to a different broker?

Once the one-year lock-up on your shares is lifted, you can transfer the shares into any full-service individual brokerage account (for example, UK broker [Hargreaves Lansdown](#)) you may have in any country.

Are there any administrative fees related to my use of Equiniti's platform?

There are no fees to use the platform for viewing your account or downloading documents.

How do I receive dividend payments / share sale proceeds.

Payment will be made to you by check at the address on file with Equiniti.

Where do I go for assistance?

For assistance, shareholders should contact Equiniti directly at 1-800-249-7140 (non-US holders to +1 718-921-8156) or by email at helpast@equiniti.com or JacobsSolutions@equiniti.com.