



Challenging today.
Reinventing tomorrow.

Jacobs Program Management Co.
222 South 15th St, Suite 1408-S
Omaha, NE 68102
T +1.402.342.9765
www.jacobs.com

March 3, 2026

Attn: Craig Palik and Clinton Paul
Procurement Contract Officers
State of Nebraska Purchasing Bureau
1526 K Street, Suite 13, Lincoln, NE 68508
as.materielpurchasing@nebraska.gov

**Subject: Disaster Mitigation, Preparedness, Response, and Recovery Programs for the State of Nebraska
(Solicitation no: 123919 05)**

Dear Evaluation Committee,

We are grateful for the opportunity to stand alongside Nebraska as a long-term partner in community resilience. Our commitment is simple: bring local faces and 4 decades of national Federal Emergency Management Agency (FEMA) expertise, including in Nebraska, to help Nebraska lead a lifecycle program—from mitigation and preparedness to response and recovery—built on strong governance, transparent reporting, and audit-ready delivery aligned to your state needs.

Proposal Key:

Follow Jacobs Strength Signals – To make our differentiators easy to spot, we use three icons as “wayfinding” markers throughout our proposal. When you see an icon, you’re looking at a section where we demonstrate Jacobs’ core strengths:

-  **Technical Expertise & FEMA Experience—Applied to Nebraska’s Needs**
-  **Local Experience, Presence, & Relationships—Community Dedication in Action**
-  **Resource Reach Back & Subcontractor Teaming Strength—Flexible Capacity, Strong Governance**

Appendix B contains information to directly address evaluation criteria a-e.



Technical Expertise & FEMA Experience—Applied to Nebraska’s Needs. Jacobs brings proven FEMA program delivery across Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Assistance (HMA), with repeatable methods for eligibility, documentation, inspections, cost estimation, and closeout that protect funding and accelerate recovery. We pair that experience with Nebraska-specific field knowledge and FEMA program delivery—from southeast sandy-loam road conditions to culvert hydraulics and construction oversight—so every site decision is both locally informed and federally compliant. Our teams have earned positive applicant feedback on Nebraska recovery assignments and maintain a disciplined reporting culture that keeps progress visible. Our team has also supported FEMA in developing Version 5.0 of the Public Assistance Program and Policy Guide (PAPPG) including expanding mitigation measures in Appendix J. What this means for Nebraska: faster, cleaner recoveries; fewer reworks and deobligations; and competent and efficient application of FEMA-approved tools and policies for applicants and sub-recipients to navigate policy and documentation at pace.



Local Experience, Presence, & Relationships—Community Dedication in Action. Our approach centers on local people and community engagement. Jacobs’ Omaha office and Nebraska staff provide familiar leadership and on-the-ground coordination with cities, districts, and local authorities. We reinforce this with community participation and reporting under the city’s Economic Equity & Inclusion Program, reflecting a sustained commitment to Nebraska’s social value goals. What this means for Nebraska: trusted local relationships, faster applicant support, and resilience planning rooted in the needs of Nebraska communities by meeting applicants where they are when dealing with a devastating disaster.



Resource Reach Back & Subcontractor Teaming Strength—Flexible Capacity, Strong Governance. In addition to our existing depth of experienced and qualified FEMA resources, our subcontractors are established partners who have worked with us on FEMA response and recovery assignments and provide immediate surge capacity. We have the flexibility to add qualified firms as needs evolve, supported by our internal systems that accelerate onboarding while confirming Health, Safety,

March 3, 2026

Subject: Disaster Mitigation, Preparedness, Response, and Recovery Programs for the State of Nebraska (Solicitation no: 123919 05)

Security, and Environmental (HSSE) compliance; quality; and small-business participation. **What this means for Nebraska: scalable capacity (that pulls from a deployment-ready roster of 1000+ disaster-experienced professionals) with clear controls, transparent utilization reporting, and mentoring that gets you what you need when you need it.**

We're invested in Nebraska's communities and stand ready to set the right resources, governance, and support in place—so the state can lead disaster mitigation, preparedness, response, and recovery with confidence. Please do not hesitate to contact Marshall Sanders with any questions (contact information in signature line).

Regards,
Jacobs Program Management Co.



Marshall Sanders
Project Manager

+1.202.341.9778
Marshall.Sanders@jacobs.com



Jason Glasgow, P.E.
Manager of Projects

+1.770.330.9365
Jason.Glasgow@jacobs.com

Our Partnership Promise to Nebraska Communities

With Omaha-based staff and deep relationships across the state, we work shoulder-to-shoulder with Nebraska Emergency Management Agency (NEMA) and sub-recipients to simplify complex federal requirements, support applicants, and keep communities informed. Our Omaha presence, FEMA experience, and track record of engaging with city programs and local stakeholders means faster coordination, familiar points of contact, and trusted delivery. We align our program cadence to your task-order (TO) framework and reporting expectations, including weekly time summaries and monthly status reports, bringing clarity for decision-makers and confidence for auditors.

Nebraska Disaster Mitigation, Preparedness, Response, & Recovery Services

Prepared for Nebraska – Department of Administrative Services (DAS),
Materiel Division, State Purchasing Bureau (SPB)

Solicitation Number: 123919 05 | March 3, 2026



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**Attachment A
Bidder Questionnaire
RFP 124469 O5**

Bidder Name: Jacobs Project Management Co.

Bidder should provide a response to all questions in this attachment to meet the requirements of the RFP.

CORPORATE OVERVIEW							
1.1	<p>a. BIDDER IDENTIFICATION AND INFORMATION</p> <p>b. The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.</p>						
<p>Response:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 35%;"> <ul style="list-style-type: none"> ▪ Full company or corporate name: Jacobs Project Management Co., a wholly owned subsidiary of Jacobs Engineering Group Inc. ▪ Headquarters: 1999 Bryan Street, Ste. 3500 Dallas TX, 75201 USA ▪ Entity organization: Corporation ▪ State of Incorporation: Delaware ▪ Year Established: 1947 </div> <div style="width: 60%; background-color: #0056b3; color: white; padding: 10px;"> <h3 align="center">Jacobs by the Numbers</h3> <table border="0" style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">7 FEMA TASK ORDERS (TOs) DELIVERED IN NEBRASKA</td> <td style="width: 33%;">65+ FEMA TOS RATED "EXCEPTIONAL OR "VERY GOOD" (PAST 5 YEARS)</td> <td style="width: 33%;">30+ YEARS OF CONTINUOUS FEMA SUPPORT</td> </tr> <tr> <td>1000+ DISASTER EXPERIENCED PROFESSIONALS (JACOBS + SUBS)</td> <td>Nº2 ENR'S 2025 TOP 50 PROGRAM MANAGEMENT FIRMS (2025)</td> <td>40+ YEARS SUPPORTING PROJECTS IN NEBRASKA</td> </tr> </table> </div> </div>		7 FEMA TASK ORDERS (TOs) DELIVERED IN NEBRASKA	65+ FEMA TOS RATED "EXCEPTIONAL OR "VERY GOOD" (PAST 5 YEARS)	30+ YEARS OF CONTINUOUS FEMA SUPPORT	1000+ DISASTER EXPERIENCED PROFESSIONALS (JACOBS + SUBS)	Nº2 ENR'S 2025 TOP 50 PROGRAM MANAGEMENT FIRMS (2025)	40+ YEARS SUPPORTING PROJECTS IN NEBRASKA
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1.2	<p>c. FINANCIAL STATEMENTS</p> <p>The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.</p> <p>If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that solicitation evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.</p> <p>The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.</p> <p>d. The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.</p>						
<p>Response:</p> <ul style="list-style-type: none"> ▪ Jacobs most recent financial reports are provided in Appendix A. ▪ Jacobs Fiscally Responsible Representative: Mike Hsu, Treasurer Phone: 213.228.8219 Address: 555 South Flower Street, Suite 3200, Los Angeles, CA 90071 ▪ No judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the Jacobs viability or stability is known to exist. 							

1.3	<p>CHANGE OF OWNERSHIP</p> <p>e. If any change in ownership or control of the company is anticipated during the twelve (12) months following the solicitation response due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder(s) will require notification to the State.</p>
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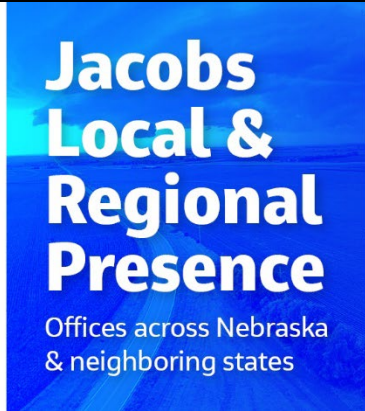
Response:

No change in ownership or control of the company is anticipated during the 12 months following the solicitation response due date stated on the cover letter.

1.4	<p>OFFICE LOCATION</p> <p>f. The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.</p>
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Response:

Jacobs Nebraska Office
2111 South 67th Street, Suite 300
Omaha, NE 68106



1.5	<p>RELATIONSHIPS WITH THE STATE</p> <p>g. The bidder should describe any dealings with the State over the previous ten (10) years. If the organization, its predecessor, or any Party named in the bidder's solicitation response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.</p>
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Response:

The table below provides a list of our teams contracts with the state of Nebraska in the past 10 years.

Exhibit A. Nebraska State Contracts in the Past 10 Years

Firm	Contract Date	Client Name	Agreement #	Project Name
Jacobs	10/Jan/2019	NDOT	VH1901	Nebraska Department of Transportation (NDOT)
Jacobs	18/Jun/2019	NDOT	XK1923	Preliminary, Functional and Final Design, Environmental and Bridge Repair Services
Jacobs	04/Feb/2020	NDOT	XK2010	US-138 West Roadway Design, Bridge Repair, Environmental and Public Involvement Services
Jacobs	04/Feb/2020	NDOT	XK2011	Chappell East Roadway Design and Environmental Services
Jacobs	29/Apr/2020	NDOT	XK2038	Highway 77 Princeton to N33 Project No. NH-77-2(166)
Jacobs	24/Jul/2020	NDOT	VH2007	State & Local Federal-AID Projects Contract – Revised Fees & Payment Exhibits
Jacobs	27/Jul/2020	NDOT	VH2019	State & Local Federal-AID Projects Contract – Revised Fees & Payment Exhibits
Jacobs	27/Jul/2021	NDOT	XK2131	Funk-E JCT N-44 Environmental, Roadway Design, Public Involvement, ROW Services
Jacobs	01/Dec/2021	NDOT	VK2144	NDOT COZAD Viaduct

Jacobs	28/Mar/2022	NDOT	VK2210	State & LPA On-Call Environmental Services (NEPA)
Jacobs	18/Apr/2022	NDOT	VK2220	Noise Training and Threatened and Endangered Species (T&E) Training
Jacobs	14/Dec/2023	NDOT	VK2361	State & LPA On-Call Environmental Services (NEPA) Studies
Jacobs	11/Jun/2025	NDOT	VK2300	Multi-Service Profesional Services On-Call – Spring 2025
Jacobs	26/Aug/2025	NDOT	XK2527	Broken Bow South Environmental and Survey

1.6	<p style="text-align: center;">h. BIDDER'S EMPLOYEE RELATIONS TO STATE</p> <p>If any Party named in the bidder's solicitation response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.</p> <p style="text-align: center;">i.</p> <p>If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for solicitation response submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this solicitation. If no such relationship exists, so declare.</p>
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Response:

Jacobs confirms that none of our intended team members that would support roles and tasks listed in our response to your solicitation were employees of the state within the past 12 months.

1.7	<p style="text-align: center;">j. CONTRACT PERFORMANCE</p> <p>If the bidder or any proposed subcontractor has had a contract terminated for default during the past ten (10) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.</p> <p>It is mandatory that the bidder submit full details of all termination for default experienced during the past ten (10) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's solicitation response accordingly. If no such termination for default has been experienced by the bidder in the past ten (10) years, so declare.</p> <p style="text-align: center;">k.</p> <p>If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.</p>
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Response:

Jacobs Engineering Group Inc. was terminated for default in August 2020 by the Procurement Office of the Arizona Department of Transportation (ADOT). The basis for the termination was a dispute over a real estate license requirement.

In August 2020, the Procurement Office of ADOT notified Jacobs Engineering Group Inc. (Jacobs) of its intent to terminate On-Call Acquisition and Relocation Services contracts (CTR049970 and CTR049971) for default due to a disputed real estate brokerage licensing requirement. Jacobs has been in the process with ADOT of correcting this administrative default and securing rescission of the notice. No TOs had been requested or issued under the subject On-Call.

Jacobs has delivered world-class engineering services with ADOT for more than 30 years and continues to win new contracts and deliver many projects with ADOT. This termination is not expected to have a material adverse effect on Jacobs Engineering Group Inc. or on the business, financial condition, results of operations, or cash flows for the company.

Our proposed subcontractors declare they have not had a contract terminated for default in the past 10 years.

1.8	I. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE
	<p>The bidder should provide a summary matrix listing the bidder's previous projects similar to this Solicitation in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the solicitation response.</p> <p>The bidder should address the following:</p> <p>i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this Solicitation. These descriptions should include:</p> <ul style="list-style-type: none"> a) The time period of the project, b) The scheduled and actual completion dates, c) The bidder's responsibilities, d) For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and e) Each project description should identify whether the work was performed as the prime Vendor or as a subcontractor. If a bidder performed as the prime Vendor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget. <p>ii. Bidder and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as subcontractor projects.</p> <p>iii. If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the bidders above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.</p> <p style="text-align: center;">m.</p>

Response:



Jacobs' **Technical Expertise & FEMA Experience**, including our PA, IA, and HMA experience, aligns to Nebraska's recovery needs and is supported by our established **Local Experience, Presence, & Relationships** and local experience. As summarized in Exhibit B, which includes two Nebraska-based projects, and detailed in the three narrative projects that follow, we combine repeatable, federally compliant delivery with on-the-ground leadership from our Omaha office, Nebraska staff, and **Resource Reach Back & Subcontractor Teaming Strength** to accelerate recoveries, strengthen applicant support through trusted local relationships, and deliver resilient solutions rooted in the needs of Nebraska communities.

Exhibit B. Jacobs Relevant FEMA Project Summary Matrix

Project Names		Relevant Scope							
		FEMA PA	FEMA IA	FEMA HMA	FEMA Grants	Program Management	Located in Nebraska Local Experience, Presence, & Relationships	Assessment Reporting System (CPARS)	Surge Staff Deployed Resource Reach Back & Subcontractor Teaming Strength
Key Projects	PATAC V Region VII Multiple Disasters Task Order	x		x	x	x	x	Project in progress – CPARS not issued yet	90+
	Florida Technical Support Services (TSS) 23-46 FL DR	x		x	x	x		Exceptional	80+
	LOGHOUSE (fka IA-TAC), supporting Regions I, II, III, IV, V - DR-4559\4570-LA		x			x		Satisfactory	25+
PATAC IV: PA Disaster Operations Support for the Severe Winter		x					x	Very Good	700+

Storm, Straight Line Winds and Flooding -DR-4420-NE							
IASC COVID-19 Vaccination Sites Non-Clinical Staffing Mission		x			x		Very Good/Satisfactory 25+
PATAC III	x			x	x		Exceptional/Very Good 300+
Kentucky Community Planning Capacity Building - TSS 22-143			x	x	x		Exceptional/Very Good 3

Jacobs Key Project 1: PATAC V, Region VII Multiple Disasters Task Order | FEMA

Time Period: October 30, 2024, to June 17, 2025

Completion Date: June 17, 2025

Budget Award amount/actual (time & materials): \$64,565,547/\$23,878,343

Responsibilities: PA; HMA; grants

Client Reference: Rachel Woods, FEMA Contracting Officer (CO)

Phone: 256.454.1197 | Fax: N/A | Email: Rachel.Woods@fema.dhs.gov

Our Role: Prime (managing partner for joint venture CH2M HILL (now Jacobs) – CDM PATAC Recovery Services (CCPRS))

Project Description and Services Provided

Under Public Assistance Technical Assistance Contract (PATAC) V, Jacobs supports FEMA’s PA program, which provides supplemental federal disaster grant assistance for emergency protective measures, and the repair, replacement, and restoration of disaster-damaged, publicly owned facilities and facilities of certain private nonprofit organizations. The program also encourages protecting damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. CCPRS (Jacobs) leveraged our **Resource Reach Back & Subcontractor Teaming Strength** to assemble a team of 157 resources to respond to disasters in FEMA Region VII (Nebraska, Iowa, Missouri, and Kansas) as requested. The team assembled included construction managers, management analysts, construction/building inspectors, civil engineers, structural engineers, mechanical engineers, electrical engineers, soil/geotechnical engineers, hydrologists, project managers for 406 mitigation, project managers for environmental and historic preservation (EHP), architectural historians, biologists, archaeologists, environmental planners, certified floodplain managers, and technical assistance coordinators (TAC). Under this TO, Jacobs provided **Technical Expertise & FEMA Experience** consisting of comprehensive technical and operational support for directly delivering FEMA’s PA program, including site inspections, field technical services, and program delivery managers. FEMA requested 157 resources, we presented 157 resources but only 95 were deployed due to workload needs shifting. Jacobs provided staff to both Lincoln and North Platt. Throughout the performance period, we consistently received positive feedback from FEMA Task Force Leaders (TFLs) and applicants. FEMA requested TACs to extend beyond their scheduled demobilization because of exceptional performance. Multiple TFLs and applicants recognized the high-quality technical support provided, and FEMA noted that our personnel integrated effectively into FEMA teams; demonstrated strong technical competence; and consistently showed dedication, flexibility, and mission focus in supporting disaster-impacted communities across FEMA Region VII.

Relevance to Nebraska

- Proven Nebraska delivery with the same subcontractors included in our proposal (Arcus, Flux, National Disaster Recovery Technical Assistance Consultants, Inc. [NDRtac])—providing successful workflow continuity, trusted communication channels, and reliable staffing models that Nebraska can depend on
- **Local Experience, Presence, & Relationships:** Firsthand experience with Nebraska’s disaster patterns, applicant needs, and regional FEMA/federal expectations
- Surge capability for Nebraska events via our **Resource Reach Back & Subcontractor Teaming Strength**, proving the ability to scale up rapidly when Nebraska faces concurrent flooding, severe storms, or infrastructure impacts
- Exceptional performance—evidence of reliable, compliant, and trusted delivery Nebraska can depend on for PA mission support
- **Technical Expertise & FEMA Experience:** Full lifecycle disaster grants capability with established partners whose longstanding subcontractor relationships make sure Nebraska receives a fully integrated team experienced across all service requirements—standing subcontractor relationships

- Experience supporting rural, urban, and infrastructure-heavy communities (inspections, technical services, and program delivery across diverse community types)—mirroring the mix of rural towns, agricultural assets, and urban centers like Omaha and Lincoln that Nebraska supports during disasters

Jacobs Key Project 2: Florida TSS 23-46 FL DR | FEMA

Time Period: April 13, 2023 to October 12, 2024

Completion Date(s): October 12, 2024

Budget Award amount/actual (time & materials): \$5,417,162/
\$5,166,317.85

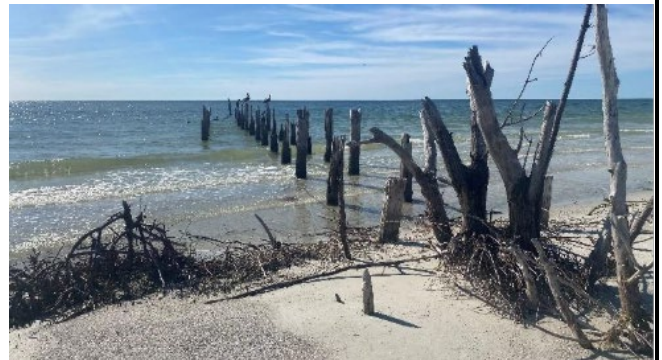
Responsibilities: PA; HMA; grants

Client Reference: Gretchen Carreiro, FEMA Contracting Officer
Representative (COR)

Phone: 202. 646.2615 | **Fax:** N/A | **Email:**

Gretchen.Carreiro@fema.dhs.gov

Our Role: Co-prime with Cadmus Consulting, through a General Services Administration (GSA) Contractor Teaming Arrangement (CTA)



Fort Meyers Beach Pier Post Hurricane Ian, a priority recovery project.

Project Description and Services Provided

Jacobs, as part of the Cadmus/Jacobs CTA, leveraged our **Technical Expertise & FEMA Experience** to support FEMA's Community Assistance (CA) program after Hurricane Ian and Tropical Storm Nicole, which resulted in federal disaster declarations across 26 Florida counties. Many impacted communities faced severe socioeconomic challenges, understaffing, and significant operational disruption. Jacobs leveraged our **Resource Reach Back & Subcontractor Teaming Strength** to deploy more than 80 staff to multiple locations in Florida, delivering analysis, planning, technical assistance, and community engagement to help these jurisdictions accelerate long-term recovery and build resilience. The scope of services we delivered included:

Program Support

- Operational planning for the Interagency Recovery Coordination (IRC) mission
- Subject matter expert (SME)-level technical assistance for recovery planning, project development, and implementation
- Data analytics to support informed decision-making across federal partners

Targeted Local Government Support

Jacobs provided embedded staff and on-site planning expertise to six priority communities, including services listed in the Exhibit below.

Exhibit C. Services Delivered to Priority Communities

Category	Combined Services Delivered
Operational & Technical Program Support	<ul style="list-style-type: none"> ▪ Operational planning for the IRC mission ▪ SME level technical assistance for recovery planning, project development, and implementation-level technical assistance for recovery planning, project development, and implementation ▪ Data analytics to support informed, multi-agency decision-making
Community & Stakeholder Engagement	<ul style="list-style-type: none"> ▪ Public workshops, stakeholder meetings, and community engagement sessions ▪ Public surveys (including large-scale efforts such as 300+ responses) ▪ Community driven recovery prioritization processes-driven recovery prioritization processes
Long-Term Recovery Planning	<ul style="list-style-type: none"> ▪ Long-term recovery plans and planning workbooks development ▪ Funding pathways Identification and alignment with federal, state, and regional partners
Technical Assessments & Feasibility Studies	<ul style="list-style-type: none"> ▪ Environmental, housing, and solar feasibility studies ▪ Wastewater infrastructure feasibility studies ▪ Economic impact studies to support grant applications

Interagency & Multi-Jurisdictional Coordination	<ul style="list-style-type: none"> Coordination across municipalities, counties, state, and federal agencies (EPA, USACE, DOI, FEMA) Multi-jurisdictional engagement facilitation
Prioritization, Tools, & Decision Frameworks	<ul style="list-style-type: none"> Prioritization frameworks for recovery projects (including 37 projects and 68 project scopes) ArcGIS StoryMaps Long-term decision-making and prioritization tools
Embedded Staffing & Technical Surge Capacity	<ul style="list-style-type: none"> Embedded planners, engineers, and SME staff supporting jurisdictions on-site Technical surge support to address backlogs (e.g., 590 permit applications)
Permitting, Grant, & Funding Support	<ul style="list-style-type: none"> Assistance with permitting identification and resolution Funding strategy development Grant support, including FEMA PA and HMA programs
Outcomes Delivered Across All Communities	<ul style="list-style-type: none"> Accelerated recovery timelines Strengthened local capacity and governance Streamlined permitting, funding alignment, and long-term resilience building

Together, this work delivered measurable, community-driven results across six jurisdictions—each equipped with a customized long-term recovery plan and the tools needed to sustain progress well beyond the period of performance. By coordinating seamlessly across city, county, state, and federal partners, the team strengthened local capacity, streamlined permitting and funding alignment, and enabled data informed decision-making for years to come. Through embedded staff and targeted technical expertise, we accelerated recovery timelines and positioned each community to rebuild stronger, safer, and more resilient for the future.

Relevance to Nebraska

- Experience performing key competencies at the state and local level including stakeholder engagement, long-term recovery planning, funding and grant support, public outreach, permit identification, technical assessments, all of which demonstrate Jacobs' **Technical Expertise & FEMA Experience**
- Accelerating recovery timelines through on-location embedded staff and specialized technical support leveraging our **Resource Reach Back & Subcontractor Teaming Strength**
- Proven delivery of long-term recovery plans tailored to local needs
- Facilitating multi-jurisdictional coordination across city, county, state, and federal partners
- Equipping communities with tools for prioritization, permitting, funding alignment, and long-term decision-making

Jacobs Key Project 3: LOGHOUSE I | FEMA

Time Period: April 3, 2018, to January 30, 2025

Completion Date: January 30, 2025

Budget actual (Indefinite Delivery, Indefinite Quantity Contract): \$49,271,482

Responsibilities: IA

Client Reference: Derek Reaves, FEMA Contracting Officer Representative

Phone: 202.304.9516 | **Fax:** N/A | **Email:** Derek.Reaves@fema.dhs.gov

Our Role: Prime

Project Description and Services Provided

Jacobs supported FEMA with Logistics Housing Operations Unit Installation, Maintenance, and Deactivation (LOGHOUSE) in response to DR-4559\4570-LA Hurricane Laura/Delta Housing Recovery Mission. Our team executed comprehensive site inspections, completing 1,213 private and 27 commercial feasibility reports out of 1,259 FEMA-issued work orders. Under the Haul and Install Performance Area, we managed permitting, transporting, and installing 1,800 temporary transportable housing units (TTHUs), placing 1,061 modular housing units and 571 travel trailers across private and commercial sites. Jacobs completed on a total of 541 modular housing units and 384 travel trailers which included cleaning and making the units ready for reuse. The remainder of the units were still in service when the work transitioned to a small business closeout contractor. Jacobs also delivered extensive maintenance support, recording and resolving



*Tornado Recovery in Kansas and Texas
We turned a 66-acre wheat field into site capable of housing two-thirds of the town's population.*

15,413 maintenance issues and completing 22,782 preventive maintenance inspections. Our call center implemented a mass communication text messaging system for communication with all applicants for emergencies. For example, during Hurricane Ida's landfall, which impacted the project area, a mass text message was sent to all occupants about staff availability for responding to maintenance issues during the storm. After the storm, we quickly prioritized issues and responded accordingly while keeping staff safe and out of harm's way.

Jacobs assigned a full-time operations manager (FTOM) for continued operations who coordinated with the FEMA COR to identify and work through numerous challenges during this disaster. Through TO management, the FTOM collaborated closely with FEMA to resolve applicant issues, support Hurricane Ida response, and complete authorized additional out-of-scope tasks, earning feedback such as "The guys did a fantastic job! Thank you all for the assistance." and "Thanks for all your hard work!"

Contracts management focused on maintaining compliance with the contract and verifying our responses to FEMA's requests were accurate, complete, and timely. Our contracts manager maintained open communication and an excellent working relationship with FEMA COs and CORs, resolving contract/TO matters in a way that benefited both FEMA and Jacobs. FEMA's Quality Assurance Surveillance Plan (QASP) rated us "Outstanding," and applicants praised the team, including: "Applicant's mother said that FEMA has the best maintenance staff that anyone could ask for!"

Contract management maintained 24/7 coordination with FEMA COs to confirm compliance, timely responses, and successful contract extensions, while customer satisfaction surveys—over 225 completed—yielded a 99.03% average rating, with applicants, noting "Passionate worker who takes the time to listen. Gets things done," "Really blessed to have this mobile home to keep my family warm and safe," and "Very impressed with maintenance. Very pleased with all you do."

Relevance to Nebraska

- Demonstrated **Technical Expertise & FEMA Experience** via project staffing depth across IA and technical housing roles
- Proven ability to leverage our **Resource Reach Back & Subcontractor Teaming Strength** to rapidly mobilize and operate within required timelines
- Strong contract compliance and performance, matching evaluation criteria and requiring integrity, efficiency, and historical success
- Illustrates capability to manage high-volume, multi-county disaster operations
- Includes extensive applicant support and customer communication, emphasizing community-focused service delivery
- Coordination with FEMA leadership and CORs, demonstrating partnership and communication
- Provides evidence of quality assurance (QA) through FEMA QASP positive ratings and 99% customer satisfaction



Subcontractor Experience

Exhibit D. Subcontractor Relevant Project Summary Matrix

Subcontractor Name	Project Name	Client	Role	Relevant Scope			
				PA	IA	HMA	Grants
Arcus	PATAC III, IV, and V	FEMA	Subcontractor	X			X
Flux	PATAC IV and V	FEMA	Subcontractor	X	X		
NDRtac	PATAC III, IV, and V	FEMA	Subcontractor	X	X	X	



Arcus Key Project: PATAC III, IV, and V | FEMA

Time Period: PATAC III – 3/2014 to 12/2019; PATAC IV – 4/2019 to 11/2025; PATAC V – 4/2024 to Ongoing

Completion Date(s): PATAC III – 2014; PATAC IV – 2025; PATAC V – Ongoing

Responsibilities: PA – construction management and project management grants

Client Reference: Julia Ripley, CCPRS Resourcing Manager | **Phone:** 678.458.3975 | **Fax:** N/A | **Email:** Julia.Ripley@jacobs.com

Our Role: Subcontractor to Jacobs (CCPRS) and NISTAC+ (PATAC V only)

Share of Contract Cost: PATAC III 11% | PATAC IV 9% | PATAC V 2%

Project Description and Services Provided

Arcus Consulting Group, LLC, provided comprehensive technical assistance in support of CCPRS and the FEMA PA program to help eligible applicants and FEMA staff throughout the disaster recovery lifecycle, delivering **Technical Expertise & FEMA Experience**. The scope of work included 19 major disasters, 123 TOs, and 69 staff deployed across 18 states and territories (CA, NM, TX, MO, IA, NE, LA, NC, TN, PA, WI, FL, VA, DC, NJ, NY, Puerto Rico [PR], and the U.S. Virgin Islands [USVI]); delivering subject matter expertise in PA policy, regulations, and guidance; supporting applicant outreach, training, and technical briefings; assisting with project formulation, documentation, and eligibility determinations; and supporting development, review, and validation of project worksheets or equivalent documentation.

Arcus brought deep hazard mitigation expertise across critical infrastructure systems—including water/wastewater, power, schools, housing, hospitals, and marine structures—verifying that Nebraska projects met applicable technical and regulatory standards while aligning with FEMA mitigation policy and cost-effectiveness requirements.

Arcus also supported grants management activities; confirmed compliance with federal requirements (including environmental, historic preservation, and procurement standards); and performed QA activities to promote accuracy, consistency, and timeliness. Services were performed in support of response, recovery, mitigation, and closeout activities and were delivered on-site, remotely, or in hybrid environments as required by FEMA. Exemplifying our **Resource Reach Back & Subcontractor Teaming Strength**, in total, Arcus deployed 30+ staff within 2 weeks and 50+ staff within 1 month.

Arcus staff conducted comprehensive site inspections to validate infrastructure damage caused by springtime snowmelt and heavy rains that resulted in widespread flooding across Nebraska. Roads, bridges, and culverts were washed out, disrupting rural livelihoods and critical transportation networks used to move agricultural commodities. The team traveled extensively to reach remote, heavily impacted communities where hundreds of roadway systems in some counties needed repair or replacement. Inspectors worked closely with local highway departments and applicants to verify all damaged sites were accurately identified and documented to fully restore transportation infrastructure.

During site inspections, the team quantified and documented disaster-related damage, including debris impacts, and prepared detailed damage descriptions that included photographs and site sketches. They developed scopes of work and cost estimates for large projects, complying with applicable laws, regulations, policies, and relevant codes and standards while also identifying special consideration issues. Inspectors coordinated with other PA staff, obtained applicant concurrence on documented damages, and delivered completed inspection packages to the Site Inspection Task Force Leader and Program Delivery Manager in a timely manner. All site inspections and cost estimates were completed within 8 months to support recovery and rebuilding efforts across the affected regions.

Relevance to Nebraska

- Deep hazard mitigation expertise across critical infrastructure systems—including water/wastewater, power, schools, housing, hospitals, and marine structures—verifying Nebraska projects meet technical and regulatory standards
- Advanced cost-estimating tools and methodologies that speed project formulation while improving accuracy and reducing the risk of FEMA eligibility issues
- Proven ability to operate across technical, operational, and public-facing dimensions of disaster recovery, including policy interpretation, compliance, documentation, and coordination with oversight bodies such as the Office of Inspector General and Government Accountability Office
- Demonstrated Nebraska field performance, including rural transportation infrastructure inspections, accurate damage documentation, and timely project packages that support faster obligations

- Rapid surge capacity to supplement NEMA during overlapping or high-volume disasters, maintaining continuous service delivery
- Experience communicating with diverse stakeholders, preparing briefings and summaries that support state leadership decision-making and strengthen transparency during recovery operations



FLUX Key Project: PATAc IV, V, | FEMA (CCPRS)

Time Period: PATAc IV – 4/2019 to 11/2025; PATAc V – 2024 to Ongoing

Completion Date(s): PATAc IV – 2025; PATAc V – Ongoing

Responsibilities: PA – construction management and project management; grants

Client Reference: Julia Ripley, CCPRS Resourcing Manager | **Phone:** 678.458.3975 | **Fax:** N/A | **Email:** Julia.Ripley@jacobs.com

Our Role: Subcontractor to Jacobs (CCPRS),

Share of Contract Cost: PATAc IV 1% | PATAc V 4%

Project Description and Services Provided

Between April and June 2025, Flux Resources, LLC, supported Jacobs (CCPRS) on PATAc IV and V providing assistance for FEMA disasters across the U.S. with 406 mitigation, hydrology, soil/geotech engineer, program delivery management, and historical architecture. This included **Local Experience, Presence, & Relationships** through three federally declared disasters in the state of Nebraska—DR-4778-NE, DR-4786-NE, and DR-4808-NE. These events brought widespread severe storms, straight-line winds, tornado activity, and flooding across multiple counties. Impacts included rural roadway washouts, damage to water control facilities, power infrastructure disruptions, structural damage to public buildings, and significant debris generation affecting local jurisdictions already resource-constrained from previous events in the region. Leveraging **Technical Expertise & FEMA Experience**, Flux deployed experienced specialists across PA, IA, HMA, and grants management functions. Our work supported local applicants and the state, maintaining accurate documentation, rapid mobilization, and compliance with FEMA requirements under the Stafford Act.

Relevance to Nebraska

- In-state experience bringing direct familiarity with Nebraska-specific disaster conditions; FEMA Region VII processes; and coordination with state, local, and federal stakeholders
- Previous experience working directly with Jacobs leverages **Resource Reach Back & Subcontractor Teaming Strength** and enables immediate, lockstep integration into our reporting and quality systems—eliminating onboarding lag and delivering day-one efficiency for Nebraska
- **Technical Expertise & FEMA Experience:** Expert PA staff who know how to apply advanced regulatory knowledge, integrate 406 mitigation during formulation, and manage Grants Manager efficiently—providing Nebraska’s rural and resource-constrained applicants with faster funding decisions, clean documentation, and resilient “build back better” solutions
- IA specialists with deep Individuals and Households Program (IHP) Unified Guidance expertise and advanced National Emergency Management Information System proficiency deliver accurate eligibility decisions, reduce appeals and improper payments, and deliver faster, compassionate help for Nebraska disaster survivors.
- Combining 404 and 406 strategy, expert-level benefit-cost analysis (BCA) development, and full lifecycle grants management, our team increases Nebraska’s rate of obligated mitigation funds by confirming every sub-application is FEMA-compliant, technically defensible, and resilience-focused.



NDRtac Key Project: PATAc III, IV, and V | FEMA

Time Period: PATAc III – 2013 to 2018; PATAc IV – 2018 to 2024; PATAc V – 2024 to Ongoing

Completion Date(s): PATAc III – 1/2021; PATAc IV – 1/2024; PATAc V – Ongoing

Responsibilities: PA, IA, HMA

Client Reference: Julia Ripley, CCPRS Resourcing Manager | **Phone:** 678.458.3975 | **Fax:** N/A | **Email:** Julia.Ripley@jacobs.com

Our Role: Subcontractor to Jacobs (CCPRS)

Share of Contract Cost: PATAc III 6% | PATAc IV 4% | PATAc V 9%

Project Description and Services Provided

NDRtac successfully supported FEMA's PA, IA, and Hazard Mitigation Grant Program (HMGP) programs by deploying qualified consultants and managing multiple TOs through closeout. Under PATAAC III and IV, they provided disaster recovery services across 10 states and territories—including NE, IA, MO, TX, FL, NM, NY, NJ, PR, and USVI—following major events such as severe flooding and Hurricanes Sandy, Harvey, and Irma. Leveraging their **Technical Expertise & FEMA Experience**, their teams supported every stage of the recovery process, from preliminary damage assessments through closeout, leveraging a diverse cadre of FEMA-experienced specialists trained in both technical requirements and customer service. All personnel were fully vetted through background checks and security-clearance badging and equipped with the tools needed to deliver compliant recovery support quickly. During the 2017 sequence of Hurricanes Harvey, Irma, and Maria, NDRtac's continuous recruiting pipeline enabled rapid mobilization—filling hundreds of resource needs across TX, FL, PR, and USVI within days.

To deliver comprehensive, end-to-end disaster recovery support, our team worked with Jacobs to deliver **Resource Reach Back & Subcontractor Teaming Strength** by deploying a diverse group of specialized professionals whose combined expertise provided technical accuracy, regulatory compliance, and efficient project execution. This included financial and analytical specialists who strengthened documentation and grant compliance, architects and civil and electrical engineers who provided technical assessments and design-level support, and environmental and EHP experts who maintained alignment with federal standards. Our recovery personnel—including disaster recovery specialists, IA, and hazard mitigation professionals, program delivery managers (PDMGs), PA liaisons, and site inspectors—worked directly with applicants to assess damages, formulate eligible projects, and guide sub-recipients through the full FEMA lifecycle. Closeout and auditing experts contributed to clean, defensible files and expedited obligations, while project managers and Consolidated Resource Center (CRC) staff maintained coordinated communication, proactive issue resolution, and streamlined workflows. Together, this multidisciplinary team delivered a high-value, integrated approach that improved accuracy, accelerated timelines, and made sure applicants received the full benefits of FEMA programs with confidence and clarity.

Relevance to Nebraska

- In-state experience includes DR-4420-NE and DR-4321-NE—deployed 20 Disaster Recovery FEMA PA consultants to Nebraska for severe winter storm, straight line winds, and flooding spanning May 2019 to January 2021. We successfully closed out on January 2021.
- Direct partnership for **Resource Reach Back & Subcontractor Teaming Strength**, delivering seamless, lockstep alignment with Jacobs through CCPRS' rigorous compliance guidance, proven QA/quality control (QC) processes, and surge-ready staffing model—driving efficient project delivery, transparent performance monitoring, and faster closeout approvals supported by strong CPARS and client feedback
- **Technical Expertise & FEMA Experience**: 12+ years of PA expertise working directly with Jacobs across hurricanes, floods, fires, tornadoes, and earthquakes—applying Sandy Recovery Improvement Act (2013), Disaster Recovery Reform Act (2018), and FEMA's PA Program and Policy Guide (2025) to use simplified procedures, document management costs, confirm eligibility for facilities like schools, and support state-led PA—backed by on-hand subject matter guidance and a QA/QC matrix that streamlines approvals and accelerates obligation and audit-ready closeout for the state
- Experience supporting disasters' most vulnerable applicants by guiding homeowners through the full IA process—helping them register for assistance, document damages accurately, and submit complete applications—making faster eligibility decisions, reducing administrative burden on NEMA, and accelerating recovery for communities that may have limited staff or disaster experience

n. **SUBCONTRACTORS**

If the awarded bidder(s) intends to subcontract any part of its performance hereunder, the awarded bidder(s) should provide:




1.9

- i. name, address, and telephone number of the subcontractor(s),
- ii. specific tasks for each subcontractor(s),
- iii. percentage of performance hours intended for each subcontract; and
- iv. total percentage of subcontractor(s) performance hours.

No Response Required:

We've teamed with three subcontractors (summary information provided in Exhibit D below) to provide additional surge support and capability to respond to any disaster support needs. This approach has been very effective for the FEMA PATAC contract—we've been extremely successful in fulfilling large staffing requirements with rapid deployments.

Subcontractors

We affirm to use only the subcontractors named in this solicitation response for all contract performance, unless the state provides prior written authorization to do otherwise.

Our subcontractor partners include Arcus (veteran-owned small business [VOSB]), Flux, and NDRtac. We've successfully partnered with Arcus and NDRtac since 2012 and with Flux since 2019 in delivering FEMA PA disaster recovery work. As a result of our longstanding relationships and partnerships, we can efficiently ramp up to meet staffing needs with no learning curve. All three of our subcontractors have the staff capacity and capabilities to fill required roles. We're not constrained by a specific number of hours per subcontractor but will work with the team to identify and deploy the best resources to meet disaster response needs.

As an example, in response to March 2019 floods in Nebraska (DR-4420-NE), Arcus and NDRtac provided staff to support the Jacobs PA team and all three subcontractors provided staff for the Region VII PA response that included the April–June 2025 floods in Nebraska Declared Disasters (DR-4778, DR-4786, and DR-4808-NE).

Exhibit D. Subcontractor Key Information Summary

Key Information	Subcontractor Name		
	Arcus	Flux	NDRtac
Address	2001 L St. NW, Suite 500 Washington, DC 20036	6950 SW Hampton St., Suite 338 Tigard, OR 97223	59 Court St., Suite 202 Binghamton, NY 13901
Phone	512.791.6036	563.723.1947	607.321.1088
Specific Task Support	PA, HMA	PA, IA, HMA	PA, IA, HMA
% of Performance Hours Intended	To be determined by TO and scope requirements		
Total % of Performance Hours	We do not allocate fixed hours to any subcontractor; instead, we flexibly assign the right resources as needs evolve to make sure the state receives best-fit support for every preparedness and recovery need.		
# Staff	75+ disaster professionals	400+ disaster professionals	50+ disaster professionals
Nebraska-Specific Experience	FEMA-DR-4420-NE	FEMA-DR-4778-NE, DR-4786-NE, and DR-4808-NE	FEMA-DR-4420-NE and DR-4321-NE

TECHNICAL RESPONSE

Describe bidder’s process for providing PA technical services.

The bidder should address the following:

2.1

- i. Bidder’s process for reviewing projects for sub-recipients not yet obligated by FEMA
- ii. Bidder’s process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and smooth closeout process
- Bidder’s process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)

Response:

Disaster planning, response, and recovery environments are complex and have compressed timelines and increasingly expanding intergovernmental roles. While federal disaster programs such as FEMA’s PA framework continue to provide critical guidance and funding pathways, states are increasingly assuming greater operational responsibility, making faster decisions, and managing heightened compliance risk amid uncertainty. In this context, Nebraska’s ability to deliver timely, accurate, and defensible recovery outcomes depends on scalable capacity, technical rigor, and adaptable delivery models that are effective regardless of the level or structure of federal involvement—this is the core of our expertise.



Jacobs’ approach to PA and recovery support is intentionally designed to strengthen NEMA’s ability to lead, coordinate, and execute recovery activities across response, recovery, and planning phases. Rather than relying on rigid, dependent processes, Jacobs provides integrated technical, financial, and policy support that aligns with current federal requirements while remaining flexible enough to operate in state-led or hybrid delivery environments. Our proactive approach allows NEMA to maintain control during events, including leveraging our expertise in project development, oversight, and decision-making while keeping projects compliant, auditable, and positioned for successful funding and closeout.

Through embedded staffing, surge staffing, disciplined quality controls, and applicant-focused technical assistance, Jacobs serves as a force multiplier for NEMA—expanding state capacity during emergencies, disasters, and catastrophic events; reducing administrative burden; and improving the speed and quality of project delivery. Our experience supporting Nebraska and other jurisdictions across a range of disaster scenarios evidences our capacity to anticipate risk, adapt to changing program structures, and deliver consistent outcomes.

The following sections describe how Jacobs partners with NEMA to support efficient, compliant, and resilient recovery—regardless of how federal and state roles evolve in the future. Each section illustrates our typical approach, such as noting primary participants or teams we can reach out to on an as-needed basis. While these typical approaches are useful best practice, they also provide structure and opportunity to align to boots-on-the-ground realities. Each of our engagements is bespoke, guided by our leaders and experts, and relates to your teams’ needs.

i. Project Development – Pre-Obligation Intake and Eligibility

Steps 1 and 2: Initial Outreach and Connection and Formal Intake and Initial Eligibility

Primary Participants and Outreach

- Our Project Manager
- Our Senior Advisor for Public Assistance
- Our PA Program Liaison
- NEMA PA leadership and staff
- Eligible Nebraska sub-recipients (counties, municipalities, school districts, utilities, and other applicants)

Jacobs supports NEMA by establishing a scalable intake and eligibility framework that functions effectively regardless of the level of federal involvement. Working alongside NEMA leadership, Jacobs staff help confirm subapplicants, impacted assets and facilities, and work eligibility using current federal guidance where applicable, while also proactively making sure decisions are clearly documented and defensible at the state level. The project manager and PA program liaison serve as integration points with NEMA, while the Senior Advisor for PA provides policy interpretation and risk management informed by FEMA PA requirements and evolving federal-state delivery models. Together with your teams, we document the path forward and deliver agreed-on key tasks.

This early screening occurs before disaster declaration and applicant intake and is intentionally designed to strengthen NEMA's internal capacity to manage eligibility determinations, even in scenarios where federal technical involvement is reduced or delayed. Front-loading eligibility review protects the state from downstream rework, appeals, and audit exposure while enabling NEMA to move projects forward efficiently. Jacobs' experience operating across FEMA-led, state-led, private, and hybrid recovery environments helps us tailor this process to Nebraska's local needs, enabling operations recovery and timely project initiation for all of your needs. Our ability to leverage technical experts is a primary differentiator. Although our core team delivers directly to your needs, the depth and size of Jacobs' bench means we make any expert you need available to your teams.

We discuss the utility of Jacobs' bench in more detail in Appendix B of this response, but it's worth noting that Jacobs offers one of the largest and most experienced disaster recovery workforces in the nation, leveraging our subject matter expertise and reach back to a wide range of discipline resources and subcontractor teaming strength.

Across Jacobs and our teaming partners, we bring:

40k+

Global Architecture, Engineering, and Consulting Professionals

1k+

Disaster experienced professionals across the US

50+

Personnel with direct Nebraska experience having worked side by side with Nebraskans during some of the State's most challenging floods and severe weather incidents

65

Nebraska based Jacobs employees

Within that bench of professionals, we're organized across markets, connected across disciplines, and integrated across communities of practice. Our experts share and discuss best and recent practice globally, build bonefide technical libraries to share code and standard practice, and innovate together guided by the deep expertise of our Market Solutions Leadership. Our FEMA team knows your direct needs inside-and-out; Jacobs global practice helps build and deliver nuanced technical solutions across the world. This deep range of expertise extends beyond the 32 core

competencies of emergency management and is not limited to emergency planning and management; public information and communications; operational coordination; community assistance; infrastructure systems, threat and hazard identification; disaster risk reduction; long-term recovery planning; infrastructure systems; decision support; and policy implementation. Our list of nuanced expertise is extensive, and we leverage that expertise whenever clients have additional need for us to reach into the wider business.

Step 3: Damage Validation and Technical Review

Primary Participants and Outreach

- Our PA Technical Assistance Liaison
- Our Senior Debris Specialist (and other specialists as applicable)

- Our Disaster Recovery Specialist
- NEMA technical staff
- Sub-recipient leadership
- Public works departments or contractors/consortia representatives
- Facilities and utility leadership and/or local government representatives

Jacobs works with NEMA and sub-recipients to validate disaster-related damages and establish technically sound project foundations that support rapid recovery and long-term compliance and resilience. Our technical staff conduct field-based or remote assessments, confirm damage causation and extent, and document exposure conditions using standards aligned with best practice and state requirements while remaining adaptable to new processes. Jacobs emphasizes direct coordination with local public works and facility staff, making sure assessments reflect on-the-ground realities and local priorities. Our analysis teams can create dashboards and compliant reports with any and all preferred systems (geospatial, database, curated libraries, government portals, digital files, and signature documents).

Step 3 is performed during the early recovery window and is structured to function effectively whether inspections are federally led, state led, or jointly coordinated. Accurate and well-documented damage validation is critical to enabling NEMA to make informed decisions, manage workload, and maintain project momentum in environments where federal review timelines or staffing levels may fluctuate. Jacobs' approach strengthens NEMA's technical capacity, reduces relying on external reviewers, and makes sure projects are defensible regardless of future federal oversight models.

Step 4: Scope Development and Cost Estimation

Primary Participants and Outreach

- Our PA Technical Assistance Liaison
- Our Accounting Analyst
- Our HMA Program Liaison (for innovation, ideation, and 406 mitigation)
- NEMA recovery and grants staff
- Sub-recipient engineering, finance, and procurement staff
- Local consortia (Council of Governments [COGs], Voluntary Organizations Active in Disasters [VOADs], and other key partners)

Jacobs supports NEMA by developing clear, defensible scopes of work and cost estimates that enable efficient project approval and funding decisions under a range of federal engagement scenarios. Our team works with sub-recipients to translate validated damages into actionable project scopes and prepares cost estimates using FEMA-accepted methodologies while verifying documentation is sufficient for state-led review and long-term audit readiness. When appropriate, but with frequency, Jacobs integrates mitigation considerations early, supporting resilient recovery without delaying project development.

This work takes place before obligation or state authorization and is essential to maintaining recovery momentum in environments where federal approval pathways may change. By strengthening the quality and consistency of project documentation at the state level, Jacobs enables NEMA to assume greater control over recovery outcomes, reduce their dependence on federal technical staff, and move projects forward confidently. Our integrated PA and mitigation expertise makes sure Nebraska's projects remain compliant, fundable, and adaptable to evolving program structures.

Step 5: Quality Assurance and Ongoing Support

Primary Participants and Outreach

- Our Senior Advisor for Public Assistance
- Our Appeals Specialist
- Our PA Technical Assistance Liaison
- NEMA leadership and staff
- Key partners (for large or major programs)

Jacobs conducts a structured QA and QC review to support NEMA's decision-making authority and protect the state from compliance risk. This review confirms eligibility determinations, cost reasonableness, and documentation integrity, drawing on FEMA PA guidance

where applicable while emphasizing state standards and accountability. Jacobs coordinates closely with NEMA to resolve issues before projects advance, regardless of whether final approval rests with FEMA, the state, or a hybrid structure.

This step functions as a risk-management control point that becomes increasingly important as federal roles evolve. Pre-authorization QA/QC strengthens NEMA's institutional capacity; reduces uncertainty; and confirms projects can withstand federal review, audits, or post-award scrutiny. Jacobs uses senior-level reviewers and appeals-informed analysis, allowing Nebraska to proceed with confidence, even as external oversight frameworks shift.

ii. Project Monitoring and Closeout – Post Obligation

Applicant Support

Who

- Our PA Program Liaison
- Our PA Technical Assistance Liaison
- Our Accounting Analyst
- NEMA Grants Management staff
- Sub-recipient finance and project management

Jacobs supports NEMA by providing ongoing monitoring and financial review that confirms projects are implemented efficiently and payments remain eligible and well-documented. Our team reviews reimbursement requests, tracks progress against approved scopes, and provides hands-on guidance to sub-recipients. This approach supports NEMA's oversight responsibilities while reducing administrative burden on state staff.

This monitoring function is designed to be effective regardless of federal reimbursement structures or review timelines. By maintaining audit-ready documentation and proactive issue resolution, Jacobs helps NEMA sustain momentum, protect funding, and deliver timely recovery outcomes. Our role as an extension of state capacity allows Nebraska to maintain control over project delivery even in constrained or decentralized federal environments.

Scope Changes and Amendments & Appeals and Closeout

Who

- Our PA Program Liaison
- Our PA Technical Assistance Liaison
- Our Accounting Analyst
- NEMA leadership
- Sub-recipient signatories or representatives

Jacobs assists NEMA and sub-recipients with amendments, appeals, and closeout activities to verify projects are completed cleanly and funding is preserved. Our team prepares defensible documentation, supports policy interpretation, and manages closeout requirements in alignment with applicable federal and state standards. This support is especially critical as roles and responsibilities evolve and clarity may vary across programs.

Effective closeout protects Nebraska from long-term financial and compliance risk while allowing recovery staff to transition focus toward preparedness and mitigation planning. Jacobs' experience navigating FEMA audits, appeals, and program transitions enables NEMA to close projects confidently and maintain institutional knowledge regardless of how federal recovery programs are structured in the future.

Ongoing Support Following Obligation



AUDITS & APPEALS

Policy Expertise Coupled with AEC Expertise



FINANCIAL MONITORING AND COMPLIANCE

Robust Financial Review, Oversight, and Accounting Support



APPLICANT SUPPORT

Communicating, Building Capacity, and Providing Expertise



SCOPE CHANGES AND AMENDMENTS

Building Confidence and Enabling Predictable Delivery



Effective audit support is critical to protecting eligible funding and minimizing post-award findings. Jacobs applies proven appeal and documentation strategies informed by FEMA review and audit experience while maintaining consistent documentation integrity throughout the project lifecycle. By coordinating closely with NEMA on timing, sequencing, and readiness for closeout, Jacobs helps make sure projects are completed cleanly, withstand audit scrutiny, and allow state and local staff to transition focus toward ongoing recovery and future preparedness efforts.

Financial Monitoring and Compliance

Who

- Appeals Specialist
- Closeout Specialist
- Senior Advisor for PA

Jacobs supports NEMA and sub-recipients by monitoring; supporting; or managing project amendments, time extensions, appeals, and closeout activities in a manner that preserves eligibility and maintains long-term compliance. As project conditions evolve and activities reach completion, Jacobs prepares defensible amendment and appeal documentation, reconciles financial records, and assembles complete closeout packages aligned with applicable federal and state requirements. This support enables NEMA to address changes efficiently without disrupting project momentum or exposing the state to unnecessary compliance risk or financial exposure.

iii. Ongoing Sub-Recipient Support, Technical Support, and Applicant Support Participants and As-Needed Support Team

- Our PA Technical Assistance Liaison
- Our Senior Debris Specialist (and other specialists as applicable)
- Our Disaster Recovery Specialist
- Our PA Program Liaison
- Disaster Recovery Specialist
- NEMA leadership and technical staff
- Sub-recipient leadership
- Key partners

Jacobs provides continuous, hands-on support to sub-recipients throughout the full PA lifecycle, recognizing that disaster recovery happens in environments defined by urgency, uncertainty, and real human impact. Our PA Program Liaisons and Disaster Recovery Specialists work as extensions of NEMA's team, supporting local governments, utilities, school districts, and other eligible entities from initial intake through closeout. This sustained presence makes sure sub-recipients have consistent guidance during periods when local staff are managing immediate response needs, damaged infrastructure, and community expectations alongside complex administrative paperwork requirements.

Throughout recovery, Jacobs addresses technical and administrative burdens that often challenge sub-recipients with limited disaster experience or staffing capacity. Our teams translate PA requirements, protocols, and timelines into clear, actionable steps, helping applicants understand what's required, when it's required, and how to move projects forward without unnecessary delay. By providing structured coaching on documentation, eligibility, scope development, reimbursement, and closeout, Jacobs reduces rework, prevents avoidable compliance issues, and lets NEMA focus oversight resources where they're needed most.



Equally important, Jacobs recognizes that successful recovery depends on trust, communication, and alignment among stakeholders. Our approach integrates reach back into the business for expertise such as public engagement and communications support to help sub-recipients respond to community concerns, explain recovery processes and requirements, and manage expectations during emotionally charged times. Jacobs staff routinely supports leadership engagement with elected officials, department heads, and governing boards, helping build consensus around recovery priorities and funding strategies. This engagement makes sure technical decisions are understood, supported, and aligned with local and state recovery goals.

Jacobs' delivery model is intentionally action-oriented. While we provide planning and guidance, our main focus is advancing projects, securing eligible funding, and maintaining momentum toward obligation and completion. Leveraging our CCPRS systems,

Jacobs staff deliver hands-on grants support and trusted engagement where communities need it.

standardized workflows, and institutional knowledge gained from decades of FEMA PA delivery—including extensive experience supporting Nebraska projects and recoveries such as DR-4420-NE—our teams are equipped to move quickly while maintaining documentation integrity and compliance. This balance allows us to address immediate recovery needs while safeguarding long-term funding and audit readiness. Our expert teams access to RSMeans, Engineering Workbench, geospatial tools, PowerBI, and other data tools allows for quick and frequent review. Jacobs' tools like TrackRecord enable efficiencies, but our team is software agnostic and can plug into existing state and federal systems. While tools like RSMeans are available across the architecture, engineering, and consulting (AEC) industry, Jacobs suite of tools like TrackRecord help us monitor program delivery in real-time. Wherever required, teams have the capability to turn the data and content we develop into bespoke tools and dashboards to streamline and expedite your unique processes. Our team on this program has the deep expertise to understand your processes and systems and recommend where Jacobs tools can complement or supplement the platforms and systems you currently use.

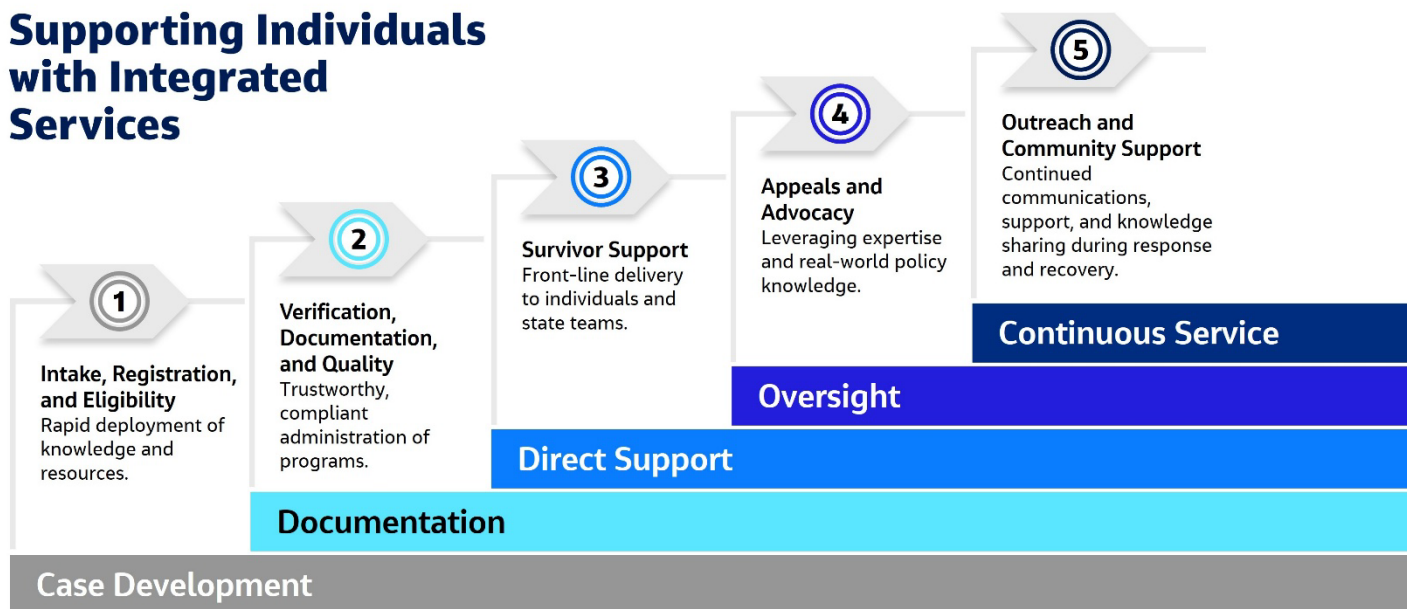
What ultimately differentiates Jacobs' ongoing sub-recipient support is our combination of technical rigor and a deeply human approach to recovery. Our teams understand that sub-recipients are navigating damaged communities, constituent concerns, and high-stakes decisions under intense pressure. By pairing regulatory expertise, proven systems, and disciplined protocols with empathy, clear communication, and collaborative problem-solving, Jacobs helps NEMA deliver recovery outcomes that are efficient, compliant, and responsive to community needs. Our approach strengthens local capacity, reduces state administrative burden, and makes sure Nebraska's recovery efforts translate into tangible, funded projects that help communities rebuild with confidence and resilience.

Response:

IA programs operate at the most personal and time-sensitive intersection of disaster recovery, directly affecting households and individuals navigating displacement, loss, and uncertainty. While FEMA's IA framework and Individual and Household Program (IHP) guidance continue to shape program requirements, states are increasingly responsible for managing survivor expectations, coordinating services, and delivering accurate, compassionate services under compressed timelines. Nebraska's ability to deliver effective IA-related outcomes depends on surge-ready capacity, disciplined quality controls, and survivor-centered support models that remain effective regardless of federal staffing levels or delivery structures.

Jacobs' approach to IA technical services is designed to strengthen NEMA's capacity to support survivors, manage administrative complexity, and deliver consistent, compliant outcomes during response and recovery. We provide integrated technical, operational, and applicant-facing support that aligns with current federal guidance while remaining flexible enough to operate in state-led or hybrid environments. Our main objective, however, is centering our focus on people and families. Our knowledge, experience, and flexibility support us in effectively focusing on people while simultaneously addressing administrative requirements. This model allows NEMA to maintain situational awareness, protect program integrity, and make sure survivors receive timely, accurate assistance during times of acute need.

Supporting Individuals with Integrated Services



Supporting Individuals with Integrated Services

Intake, Registration, and Eligibility Support

- Our IA Specialists
- Our Disaster Recovery Specialists
- Our wider bench of Outreach and Communications Specialists
- NEMA IA leadership and staff
- Disaster survivors and affected households
- Community partners, voluntary agencies, and local points of contact
- Local consortia (COGs, VOAD/COADs, key partners)

Jacobs supports NEMA by providing scalable, survivor-centered intake and eligibility support that functions effectively across varying levels of federal involvement. Our IA specialists and disaster recovery specialists work directly with NEMA, partners in case management, and other consortia of vendors and volunteers to help survivors with registration, eligibility verification, and documentation requirements. Our teams leverage existing NEMA tools and other tools we've developed across recoveries nationwide.

This makes sure intake is accurate while reducing confusion and frustration during high-stress circumstances. Jacobs staff help interpret program requirements, confirm household eligibility, and identify potential issues early, allowing NEMA to manage caseloads efficiently and consistently.

This support is provided during the immediate response and early recovery period, when survivors are seeking urgent assistance for housing, essential needs, and safety-related concerns. Early eligibility accuracy is critical to reducing appeals, improper payments, and downstream administrative burden. Jacobs' experience delivering IA services across FEMA-led, state-supported, and hybrid models allows us to adapt intake and eligibility processes to Nebraska's needs while maintaining compliance and empathy. In alignment with Jacobs' core values, our approach emphasizes clear communication, cultural awareness, and trust-building to make sure survivors feel supported rather than processed. Because we support our clients throughout all phases of disaster, we also provide logistical, technical, and policy insights during preparation. Our involvement with long-term recovery programs, hazard mitigation planning, operations continuity, and resilient asset management helps us solve problems effectively. We work with NEMA and partners to consider siting options long before deployment; we align our local rolodex with your local teams and governance such as Memorandums of Understanding (MOUs) to understand subapplicants before emergencies; and we connect with you to understand how your teams can proactively benefit from our expertise, our surge capacity, and our policy knowledge in advance. Connecting with you regularly to understand priorities is crucial to the trust and capability we share on your toughest days.

Verification, Documentation, and QA/QC

Who

- Our Lead IA Specialist
- Our IA Specialists
- Our Appeals Specialist
- NEMA IA and program oversight staff

Jacobs assists NEMA by reviewing IA applications for completeness, eligibility, and documentation accuracy before determination or payment, where appropriate. Our team applies structured QC protocols to identify missing information, inconsistencies, or policy concerns early in the process. As needed, beyond leveraging expertise, we secure outside data to sense-check reporting, which can be leveraged effectively before a larger study or audit. This proactive review helps NEMA reduce rework, prevent avoidable denials, and improve consistency across determinations, particularly during surge events when caseloads increase rapidly. Our digital approach to managing programs and projects allows for centralized dashboarding progress and also referring back to traditional in-person reporting with our trusted teams and partners.

These eligibility activities occur throughout active IA operations and are especially critical when federal review capacity is constrained or timelines are compressed. Strong QA/QC protects survivors from unnecessary delays and protects the state from compliance risk, audit exposure, and reputational harm. Jacobs and our partners also leverage institutional knowledge, FEMA-informed best practices, and disciplined review protocols to support fair, accurate, and defensible eligibility decisions while maintaining program momentum.

Survivor Support, Advocacy, and Appeals

- Our Appeals Specialist
- Our IA Specialists
- NEMA IA leadership and staff
- Survivors needing appeal assistance

Jacobs provides targeted support to NEMA and survivors during the appeals process, recognizing that appeals often represent moments of heightened stress and confusion for affected households. Our team helps with interpreting determinations; assembling supporting documentation; and preparing appeal materials that are clear, complete, and aligned with applicable program requirements. This support helps survivors understand their options and navigate the process with dignity and clarity.

Appeals support happens as determinations are issued and continues through resolution. Well-managed appeals preserve eligible assistance, reduce repeat submissions, and improve survivor confidence in the recovery process. Jacobs' experience supporting IA appeals across multiple disaster environments allows us to anticipate common issues, coach survivors effectively, and help NEMA resolve appeals efficiently while maintaining compliance and fairness.

Jacobs brings a large, deep, and nationally deployed bench of IA, recovery operations, data, logistics, and program management expertise that is already actively supporting the federal government at scale. Alongside our contracting partners, through contracts such as LOGHOUSE, IA-TAC, and related disaster operations, Jacobs routinely provides surge capacity across multiple FEMA regions, standing up complete functional units—including intake, case processing, quality control, call center operations, field inspections, housing operations, data management, and reporting—often within days of activation. This experience uniquely positions Jacobs to transfer that same surge-ready capability to states, including Nebraska, by replicating and adapting proven federal operating models, workflows, and controls to state-led or hybrid recovery environments when federal capacity, funding, or clarity is constrained.

While IA programs contain nuanced requirements that may evolve or differ across disasters, Jacobs’ strength lies in our ability to rapidly learn, operationalize, and scale new program elements using disciplined systems, experienced leadership, and embedded training models. We don’t rely on ad hoc staffing or institutional knowledge individuals have; instead, we leverage standardized protocols, CCPRS and related delivery systems, layered quality controls, and senior technical oversight to duplicate or replicate virtually any government recovery function required to support response and recovery. At the same time, Jacobs understands that IA delivery ultimately succeeds or fails at the community level—where survivors, local leaders, and frontline staff interact under pressure. By combining surge capacity, replicable operational models, and a people-centered approach grounded in empathy, communication, and trust, Jacobs enables states to fill gaps created by policy uncertainty or funding limitations while verifying recovery efforts remain effective, humane, and responsive to the real needs of individuals and communities.

iii. Ongoing Survivor, Community, and Stakeholder Support Survivor-Centered Engagement and Community Coordination Participants and As-Needed Support Team

- Our Lead IA Specialist
- Our IA Specialists
- Our Disaster Recovery Specialists
- Our wider bench of Outreach and Communications Specialists
- NEMA leadership and IA staff
- Local governments, voluntary agencies, and community organizations (RSFs, COADS, Consortia and Case Management Support functions).

Jacobs provides ongoing, survivor-centered support throughout IA operations, recognizing that individual recovery doesn’t occur in isolation. Our teams work alongside NEMA to support community engagement, coordinate with voluntary agencies, and respond to survivor concerns related to housing, essential services, and program access. This engagement helps make sure survivors receive consistent information and are connected to appropriate resources beyond immediate financial assistance. Again, access to a comprehensive bench of discipline and subject matter experts enables you to bring the right person to the job at the right time.

Jacobs also supports communications and leadership engagement by helping NEMA and local officials explain IA processes, timelines, and limitations to the public. By supporting clear messaging and coordinated outreach, Jacobs helps manage expectations, reduce misinformation, and build trust during emotionally difficult recovery periods.

Action-Oriented Delivery and Capacity Building

Jacobs’ IA delivery model is intentionally action-oriented and capacity-focused. While we provide planning and guidance, our priority is helping NEMA deliver help quickly, accurately, and compassionately—particularly when survivors are facing displacement, loss of income, or safety concerns. Leveraging proven protocols, scalable staffing models, and systems informed by decades of FEMA IA delivery, Jacobs enables Nebraska to surge capacity, maintain program integrity, and adapt to changing federal roles without disrupting survivor services.

What differentiates Jacobs’ IA support is that we integrate technical expertise with a deeply human approach. Our teams understand that IA represents the most personal face of disaster recovery. By pairing regulatory knowledge, disciplined quality controls, and operational experience with empathy, communication, and survivor advocacy, Jacobs helps NEMA meet immediate needs; reduce administrative burden; and deliver IA outcomes that are fair, compliant, and responsive to community realities—while positioning the state for long-term recovery success.

2.3

Describe bidder’s process for providing HMGP technical services.

The bidder should address the following:

- i. Bidder's process to review applications for eligibility and completeness to FEMA approval
- ii. Bidder's process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and smooth closeout process
- iii. Bidder's process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)

Response:

Grant capacity and delivery, such as the HMGP, requires more than technical compliance with guidance; it requires the ability to translate mitigation concepts into fundable, implementable projects that communities can actually deliver. As federal policy, funding availability, and timelines evolve, states increasingly bear responsibility for prioritization, application quality, and long-term outcomes. Nebraska's success under HMGP depends on disciplined eligibility review, strong technical packages, and the ability to align mitigation funding with broader capital strategies and delivery realities at the local level.

Jacobs' HMGP approach integrates FEMA mitigation expertise with our broader grants, finance, engineering, and local delivery teams to help NEMA and sub-recipients move beyond application submission toward resilient, buildable projects. While our FEMA-experienced mitigation staff verify applications meet federal requirements, our wider bench confirms those projects are technically feasible, financially viable, and aligned with other funding sources—maximizing mitigation impact while reducing risk of delay, deobligation, or non-performance.

Jacobs' hazard mitigation approach is grounded in deep AEC expertise and a broad bench of specialized technical professionals who understand how projects are actually designed, permitted, funded, and built. Our teams include engineers, planners, cost estimators, construction managers, environmental specialists, and infrastructure delivery experts who routinely take complex projects from concept through construction and closeout. This delivery-focused perspective allows Jacobs to begin HMGP development with the end in mind—understanding not only if a mitigation concept is eligible, but if it can be designed efficiently, built within realistic budgets, and sustained over its lifecycle. By integrating design and delivery knowledge early, Jacobs helps make sure mitigation

projects are technically sound, cost-reasonable, and positioned to implement successfully. Jacobs leads, supports, and helps clients build capacity for grant programs like the HMGP, but we also assists clients and their applicants with HMA and hazard mitigation. As builders and designers, we have a paramount understanding of what solutions work where, how investments in hazard mitigation avoid future costs, and how projects can be bundled to maximize investments. We understand both how resilience is built and how it's paid for—across both grant programs, 406 PA recovery mitigations, and wider sets of projects and programs—we can help Nebraska be agile and protect critical systems. We've supported a range of proposal pursuits across project types as indicated in the image here, and we've seen mitigation projects through from concept to delivery.

Typical HMGP Projects Jacobs' Supports

Plan Creation	Planning Activities	Project Scoping	Financial and Technical Assistance
Governance Development	Site Improvements	Structure Improvements	Retrofit
Flood Control	Acquisitions	Defensible Space and Elevation	Stabilization and Restoration
Shelters	Safe Rooms	Utility and Infrastructure Protection	Program Management

This capability is especially critical in post-disaster environments, where communities are often rebuilding damaged or destroyed assets under time pressure and fiscal constraint. While some emergency management firms mainly focus on administrative compliance and application mechanics, Jacobs applies a full lifecycle, project and program delivery lens that sets subapplicants up for successful mitigation—not just successful paperwork. Our teams are adept at contextualizing and characterizing damage and risk, identifying where mitigation can be integrated into recovery efforts, and recognizing design opportunities where modest upfront investment can significantly reduce future losses. In these moments—when facilities must be rebuilt anyway or stay exposed to recurring hazards—Jacobs' ability to translate real-world conditions into resilient, buildable solutions makes sure mitigation investments deliver meaningful, lasting value.

i. Pre-Award Application Review – Eligibility, Completeness, and Approval Eligibility and Application Development Primary Participants and Outreach

- Our Senior Advisor for HMA
- Our HMA Program Liaison
- Our HMA BCA Specialist
- Our Grants and Finance Specialists
- Our EHP and Mitigation Specialists
- Our Technical Bench including engineering and planning Staff
- NEMA mitigation and grants staff, or local/regional grants staff as appropriate
- Sub-recipient leadership, engineers, planners, and finance staff

Jacobs supports NEMA by conducting structured eligibility and completeness reviews of HMGP applications before they're submitted for FEMA approval. Our FEMA-experienced mitigation staff review applicant eligibility, project type eligibility, alignment with the state hazard mitigation plan, and compliance with current HMGP guidance. In parallel, Jacobs' grants and finance specialists work with sub-recipients to verify applications reflect realistic scopes, cost assumptions, schedules, and delivery capacity—reducing the risk of technically "eligible" projects that aren't practically achievable.

This work happens during the HMGP application development and intake period and is critical to protecting state and local resources. Identifying eligibility gaps, BCA weaknesses, or scope inconsistencies early prevents resubmittals, delays, and FEMA disapprovals. Jacobs' integrated review model supports NEMA in advancing high-quality, defensible applications that are positioned for approval while remaining flexible to changing federal review standards or timelines.

Technical Review, BCA, and EHP Coordination

Jacobs leads development and validation of BCAs and technical documentation using FEMA-accepted methodologies, while coordinating early with EHP specialists to identify potential constraints. Our mitigation team applies deep FEMA expertise to confirm BCAs are defensible, while our engineering and planning staff validate that assumptions reflect real-world conditions and constructability.

By integrating grants, technical, and delivery perspectives at this stage, Jacobs helps NEMA avoid a common HMGP pitfall: applications that meet technical thresholds but stall during implementation. This approach improves approval rates, shortens review cycles, and verifies mitigation investments can move smoothly from award to execution.

ii. Post-Award Project Monitoring and Closeout Implementation Oversight and Eligible Payments Primary Participants and Outreach

- Our Project Manager
- Our Accounting Analyst
- Our HMA Program Liaison
- Our Grants and Finance Specialists
- NEMA grants and mitigation staff
- Sub-recipient project managers and finance staff

Following award, Jacobs supports NEMA and sub-recipients with post-award monitoring to confirm mitigation projects are implemented in accordance with approved scopes, budgets, and schedules. Our team reviews reimbursement requests; verifies eligible costs; and supports sub-recipients with documentation, procurement coordination, and reporting requirements. This oversight helps make sure payments remain eligible and that projects stay on track for timely completion.

This monitoring function is especially important as federal oversight models evolve and states assume greater responsibility for compliance and performance. Our experience managing FEMA-funded mitigation projects allows us to anticipate issues early, support amendments when needed, and reduce the risk of deobligation or closeout delays. By maintaining audit-ready documentation throughout implementation, Jacobs protects NEMA and sub-recipients from long-term financial and compliance risk.

As needed, our teams also have extensive grants management experience. This experience is aligned to our ability to train and upskill your local staff and teams. Our ability to train and help communities build internal capacity is essential to the long-term viability of programs, the ability to roadmap financial options, and to align aspirations and grant opportunities. This capacity building exercise is something we leverage whenever engaging subapplicants or consortia partnerships that serve their interests in response, recovery, or long-term preparedness.

Amendments and Closeout

Jacobs supports NEMA through amendments, extensions, and closeout activities by preparing defensible documentation and coordinating closely with sub-recipients. Our mitigation and grants staff confirm changes in scope, cost, or schedule are properly documented and aligned with program requirements. This disciplined approach enables clean closeout and allows NEMA to redeploy resources toward future mitigation and preparedness efforts.

iii. Sub-Recipient Support and Capital Integration Mitigation-Focused Applicant Support Participants and As-Needed Support Team

- Our HMA Program Liaison
- Our Grants and Finance Specialists
- Our engineers, planners, and delivery SMEs
- NEMA mitigation and grants staff
- Sub-recipient leadership and technical teams

Jacobs provides hands-on, applicant-focused support to sub-recipients throughout the HMGP lifecycle, recognizing that many communities lack the technical, financial, or administrative capacity to deliver complex mitigation projects on their own. Our team works directly with local governments to translate HMGP requirements into actionable steps, while also helping them align mitigation projects with broader capital improvement plans, infrastructure investments, and resilience goals.

Our Capabilities

Jacobs offers a dedicated team of economics and finance professionals specializing in hazard mitigation and resilience across various infrastructure and industry sectors. Collaborating with experts in engineering, hydrology, planning, cost estimation and asset management, we help clients and communities identify, plan, and fund essential resilience related improvements.

**Challenging today.
Reinventing tomorrow.**

Capital Planning
around Vulnerability
& Risk

- **Exposure and Risk Analysis** to assess assets vulnerable to hazards/ threats and evaluate associated infrastructure and community risk
- **Programmatic prioritization** using multi-criteria decision analysis to help agencies make informed planning and investment decisions

Adaptive Strategies
based on Economic
Benefits

- **Regional economic impact analysis** leveraging tools like IMPLAN, REMI, and RIMS II to help agencies understand benefits of resilience investment to their local economy
- **Social, demographic, and land-use analysis** can help agencies understand the distribution of future benefits from resilience investment

Cost Effectiveness
of Hazard Mitigation
Actions

- **Benefit-cost analysis** to evaluate cost effectiveness of resilience investment based on lifecycle costs vs anticipated cost of future damages
- **Business case analysis** evaluating hazard mitigation measures, policies, and standards based on cost effectiveness and return on investment

Funding
Support

- **Alternative funding methods** including land value capture, benefit assessment, and private partnerships
- **Grant application and management** support including comprehensive benefit analysis and project scoping to meet specific requirements and priorities of state and federal grant programs

Disaster
Recovery

- **Disaster impact assessments** including strategies for economic recovery, and funding/ management strategies to support planning and rebuilding
- **Long-term economic recovery planning** for resilient economic growth, including building resilient development into economic recovery planning

This support extends beyond HMGP compliance to include capital stacking and funding strategy development. Jacobs helps sub-recipients identify opportunities to combine HMGP with PA 406 mitigation, Section 408 modifications, state funds, local match strategies, and other federal or philanthropic funding sources. This integrated approach helps communities deliver more comprehensive, resilient projects than HMGP alone would allow.

Integrated Mitigation Delivery: Local Examples

In multiple jurisdictions on a wide range of projects, including in Nebraska, Jacobs has supported sub-recipients in developing mitigation projects that originated during PA damage assessments and evolved into fully funded and implemented HMGP projects. After severe flooding and storm events, communities were required to repair or replace damaged infrastructure while also addressing recurring exposure to the same hazards. Jacobs worked alongside NEMA and local officials to identify mitigation opportunities early in the recovery process—particularly Section 406 mitigation measures—so that risk reduction could be integrated into recovery decisions rather than treated as a separate, downstream effort.



Nebraska Project Experience *Missouri River Water Resource Recovery Facility, Omaha, NE (Temporary Levee – 2021)*

Feature Flood Project

Jacobs has an extensive history delivering engineering and design services across Nebraska, particularly for the city of Omaha and surrounding communities. Over the past 4 decades, we've supported transportation, wastewater treatment and collection systems, and stormwater projects through multiple projects and programmatic contracts. Our work spans roadway reconstruction, culvert replacements, multimodal transportation planning, and Complete Streets projects, as well as large-diameter sewer rehabilitation and managing the \$2B combined sewer overflow (CSO) program for 18 years. Other notable projects include the Cole Creek culvert replacement and stream restoration projects, the Monroe South Barrel sewer separation, and the Big Papillion Interceptor rehabilitation, which each involve advanced hydraulic modeling and phased construction planning.

Jacobs has also partnered with local agencies like NDOT on multi-service design and NEPA environmental contracts, providing field investigations, permitting, and environmental documentation. Our stormwater design work includes FEMA floodplain mapping, flood mitigation planning, and green infrastructure design for both Omaha and Bellevue. These projects often integrate innovative digital tools such as InfoWorks ICM for hydraulic modeling, StreetLight mobility analytics for traffic studies, and AI-powered platforms like Argon and AquaDNA for asset management and real-time system controls.

The timeline of Jacobs' Nebraska work reflects long-term engagement: from early wastewater treatment designs in the 1980s, to stream restoration and CSO program planning starting in the early 2000s, to current projects scheduled through 2027–2029, including flood protection measures at the Missouri River Water Resource Recovery Facility. Clients have included the city of Omaha Public Works Department, Omaha Streetcar Authority, NDOT, and the city of Bellevue, demonstrating Jacobs' ability to manage complex, cross-market projects that combine transportation, water resources, and environmental expertise.

On these types of projects, Jacobs applies a consistent, repeatable workflow that connects recovery to mitigation and verifies projects are positioned for both approval and delivery. We apply this approach on all mitigation-oriented recovery efforts, and it includes the following core steps:

- Doing early damage and risk characterization during PA formulation to understand failure modes, exposure, and long-term vulnerability
- Identifying 406 and 408 mitigation opportunities that can be implemented concurrently with recovery
- Evaluating mitigation pathways, including transition to HMGP where greater resilience or scope is warranted
- Doing technical, financial, and delivery feasibility screening to confirm projects can be built within realistic cost, schedule, and capacity constraints

Using this framework, Jacobs helped sub-recipients translate recovery-driven needs into HMGP-eligible mitigation projects. Our FEMA mitigation specialists worked in parallel with Jacobs' engineering, planning, and cost-estimating teams to refine project scopes, validate assumptions, and strengthen BCAs. At the same time, our grants and finance specialists coordinated with local leadership to align mitigation funding with PA recovery dollars, local match strategies, and other available capital sources—confirming projects were not only eligible, but financially executable.

Throughout the process, Jacobs worked closely with local staff and leadership to maintain alignment and momentum. Our teams supported consensus-building among public works staff, finance departments, and elected officials by clearly explaining tradeoffs,

timelines, and funding implications. This engagement confirmed mitigation decisions were understood and supported at the local level, reducing the risk of scope changes, delays, or loss of institutional buy-in during implementation.

As a result, mitigation projects Jacobs advanced were not only approved under HMGP, they were delivered successfully. By integrating mitigation into recovery planning from the outset and applying a disciplined, delivery-focused workflow, Jacobs helped communities move from disaster response to long-term risk reduction. This approach made sure when infrastructure had to be rebuilt anyway, mitigation investments were designed and implemented in a way that meaningfully reduced future exposure—demonstrating how recovery dollars can be leveraged to build safer, more resilient systems rather than simply restoring pre-disaster conditions. Outside of Nebraska we provide a range of grant program support and management to achieve cost-beneficial, resilient results. This includes:

Arlington, VA, Risk Assessment and Management Plan (RAMP)

Jacobs helped Arlington County create a long-term resilience plan for stormwater management. The risk assessment considered the costs of resilience improvements versus doing nothing, including damages, loss of service, and economic impacts. The team assessed vulnerabilities of critical assets and environmental impacts to come up with an adaptive management strategy for the stormwater system.

FEMA Community Assistance, Long-Term Post-Disaster Recovery Planning

Through FEMA's CA program, Jacobs helped communities in Florida and Hawaii with long-term recovery planning after severe storms and wildfires. We identified economic impacts, including those to public finance, regional economy and employment impacts, as well as distributional impacts. Jacobs helped develop solutions to enhance resilience and economic recovery, along with funding opportunities to accelerate the identified program.

California Department of Water Resources, Central Valley Flood Protection Plan Investment Strategy

Jacobs helped California's Department of Water Resources develop the investment strategy for the 2022 Central Valley Flood Protection Plan. The plan estimated ongoing and capital investment needs for levees, weirs, dams, pumping plants, floodways, and bypasses under the state's responsibility. The plan outlines phasing priorities; funding mechanisms; and cost shares from federal, state, and local sources and is critical in aligning actions to address flood management challenges.

Energy Water Wastewater Flood Transportation, Wisconsin DOT, I-90/I-94, I-39 Flood Triangle BCA

Jacobs conducted an impact analysis and BCA for flood management along the I-90/I-94, I-39 triangle, which has experienced six major floods in 30 years. Based on hydrologic modeling and traffic data, we estimated project savings from avoided travel delays, vehicle emissions, pavement damage, cleanup costs, and potential negative impacts on local tourism to aid the DOT's decision-making and future grant applications.

Tyndall Air Force Base (AFB), Nature-Based Coastal Resilience

After Hurricane Michael, Jacobs supported Tyndall AFB in Florida by developing a business case for nature-based coastal resilience solutions. Jacobs conducted BCA and partnered with the USACE Engineering with Nature team to create a multi-objective decision analysis. This analysis highlighted the benefits of nature-based solutions like enhanced dunes and oyster reefs in reducing mission impacts and improving environmental quality. Jacobs also developed funding applications, securing nearly \$11M for pilot projects.

What Differentiates Jacobs' HMGP Approach

What distinguishes Jacobs is not simply our ability to "answer the mail" on FEMA requirements, but our ability to connect mitigation policy to real projects, real funding, and real communities. By integrating FEMA mitigation expertise with grants strategy, financial structuring, engineering, and local delivery experience, Jacobs helps NEMA and its sub-recipients move mitigation projects from concept to completion. This approach increases approval rates, accelerates delivery, and makes sure Nebraska's mitigation investments produce lasting, resilient outcomes—regardless of how federal roles, funding levels, or program structures evolve.

HOURLY RATES

Bidders should provide not-to-exceed hourly rates that will be used for Task Orders as they are issued. There is no guarantee on the number of hours that will be used.

The hourly rates provided below will not be a scored item for the evaluation of this solicitation, but all responses will be reviewed for cost realism and reasonableness.

The roles listed below are mandatory roles that the bidder must be able to provide the State (See RFP Section V.F. for more detailed role descriptions). Bidders may add additional roles/titles as they see fit. The hourly rates shall be inclusive of labor, overhead, and all other expenses, with the exception of travel costs, which will be factored in as needed on task orders as they are issued to awarded bidders.

These not-to-exceed rates will be fixed for the first two (2) years of the contract. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The request for a price increase must be submitted in writing to the State Purchasing Bureau a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

Required Personnel Roles (See RFP Section V.F.)		Standard Hourly Not-to- Exceed Rate	Overtime Hourly Not-to- Exceed Rate
1.	Project Manager	\$218.08	\$218.08
2.	Senior Advisor for Public Assistance	\$203.11	\$304.66
3.	Public Assistance Program Liaison	\$163.87	\$245.81
4.	Public Assistance Technical Assistance Liaison	\$163.87	\$245.81
5.	Appeals Specialist	\$163.87	\$245.81
6.	Senior Debris Specialist	\$203.11	\$304.66
7.	Senior Advisor for Hazard Mitigation Assistance	\$203.11	\$304.66
8.	Hazard Mitigation Assistance Program Liaison	\$163.87	\$245.81
9.	Hazard Mitigation Assistance Benefit-Cost Analysis Specialist	\$203.11	\$304.66
10.	Hazard Mitigation Assistance Technical Liaison	\$163.87	\$245.81
11.	Lead Individual Assistance Specialist	\$163.87	\$245.81
12.	Individual Assistance Specialist	\$96.88	\$145.32
13.	Closeout Specialist	\$163.87	\$245.81
14.	Disaster Recovery Specialist	\$163.87	\$245.81
15.	Accounting Analyst	\$203.11	\$304.66
Additional Personnel Roles/Titles (Add Rows as Necessary)		Standard Hourly Not-to- Exceed Rate	Overtime Hourly Not-to- Exceed Rate

Appendix A. Financial Statements - Jacobs 2025 10k Report



Jacobs' most recent SEC Forms, Form 10-Q, and Form 8-K filings are provided as separate files and in their original SEC-filed format. These documents are incorporated by reference and submitted without modification. Please refer to additional files submitted with this proposal:

- File 2 of 3: Form 10Q dated December 26, 2025
- File 3 of 3: Form 8k dated February 3, 2026

Appendix B. Evaluation Criteria Supplemental Content





Evaluation Criteria Letter a. Ability, Capacity, and Skill

Ability



For more than 2 decades, Jacobs has delivered end-to-end PA, IA, and HMA services to communities recovering from complex and catastrophic disasters, demonstrating our **Technical Expertise & FEMA Experience**. Since our first FEMA contract, we've supported **more than 200 FEMA disaster task orders**, including **seven PA task orders totaling \$34.5M within the state of Nebraska**, giving us a uniquely deep understanding of the state's disaster history and operational environment.

Our experience spans the entire disaster lifecycle—from early damage assessments to long-term community recovery—backed by Jacobs' national network of multidisciplinary technical specialists across engineering, environmental sciences, cost estimating, mitigation planning, emergency management, cybersecurity, architecture, cultural resources, and long-term resilience planning. This reach allows Nebraska to draw on a deeply embedded, high-performing FEMA workforce and the specialized technical skills needed for unique hazards, infrastructure considerations, and community profiles across the state.

Backed by Jacobs' global **Communities of Practice (CoP)**, our staff are supported by a deep bench of more than 5,000 project and program managers, engineers, planners, environmental scientists, cost estimators, and resilience experts who continuously share best practices and technical innovations that directly benefit Nebraska. These CoPs provide:

- **Real-time knowledge sharing** informed by ongoing FEMA, state, and local-led recovery programs
- **Technical depth and peer review**, verifying Nebraska receives best-in-class methodologies
- **Rapid reach back capability** for concurrent needs to specialists nationwide for discipline-specific consultation

This internal collaboration model means Nebraska benefits not just from the project team assigned, but from the full strength of Jacobs' global expertise and proven disaster technical leadership. This internal collaboration model gives the state confidence that every task order is supported by proven expertise and immediate access to the right resources at the right time.



Capacity



Jacobs offers one of the largest and most experienced disaster recovery workforces in the nation, leveraging our **Resource Reach Back & Subcontractor Teaming Strength**. Across Jacobs and our teaming partners, we bring:

- 40,000+ global architecture, engineering and consulting professionals
- 1,000+ disaster-experienced professionals across the U.S.
- 50+ personnel with direct Nebraska experience having worked side-by-side with Nebraskans during some of the state's most challenging floods and severe weather incidents
- 65 Nebraska-based Jacobs employees

Our capacity is strengthened by our operational models proven under high-volume deployments. For example, under FEMA Region 7 operations, we deployed 250+ staff concurrently across Nebraska, Iowa, and Missouri, maintaining high performance across surge conditions. Our Contractor Performance Assessment Reporting System (**CPARS**) ratings in these TOs included **Exceptional** and **Very Good** marks in quality, schedule, cost control, management, and regulatory compliance—demonstrating that even under peak stress, Jacobs delivers reliable, compliant performance.

Because Jacobs combines FEMA-trained personnel with a strong bench of technical experts and experienced subcontractors, Nebraska receives a scalable workforce model that provides:

- **Day-one surge readiness**, with trained staff monitoring events and prepared to mobilize immediately
- **Wave-based deployment** strategies proven on large-scale FEMA missions
- **Flexible staffing** that's able to scale up or down depending on disaster severity and concurrency across multiple counties

This readiness is supported by our internal training, quality control, and deployment systems that provide the state with consistent performance across all task orders.

Skill

Jacobs' skill set and **Technical Expertise & FEMA Experience** is rooted in decades of FEMA mission support, extensive FEMA Region 7 experience, and the technical proficiency gained from thousands of statewide inspections, policy reviews, project formulations, mitigation analyses, and closeouts across diverse hazards. Our teams include certified planners, engineers, environmental scientists, EHP specialists, financial analysts, hazard mitigation experts, and senior advisors who have directly supported Nebraska communities.

What Sets Jacobs' Skill Apart:

- **Deep Nebraska familiarity:** Leveraging our **Local Experience, Presence, & Relationships**, our staff understand Nebraska's infrastructure, agricultural impacts, and the distinct needs of both rural and urban communities—and with an Omaha office, we provide an on-the-ground presence that offers faster coordination, local insight, and immediate support to benefit communities across the state.

With robust capacity and a scalable team—including local Nebraska resources and established partners—we provide rapid mobilization, consistent quality, and reliable performance as needs arise.



- **High CPARS performance:** Our documented **Exceptional/Very Good** ratings in FEMA Region 7 PA work demonstrate not only technical accuracy but also stakeholder communication, problem-solving, and regulatory fluency.
- **Strong teaming relationships:** Many of our subcontractors have partnered with us for more than a decade, bringing additional discipline-specific strengths and local knowledge and bolstering our **Resource Reach Back & Subcontractor Teaming Strength**.
- **Proven technical excellence:** Across the disaster continuum, Jacobs provides design, engineering, environmental, cybersecurity, asset management, infrastructure restoration, and long-term resilience planning skills—all accessible to Nebraska as needed.
- **CoP skill multiplier:** Our CoPs make sure **Jacobs staff deployed to Nebraska are backed by:**
 - Ongoing training cycles, mentoring, and FEMA policy updates
 - Technical peer review, improving accuracy, defensibility, and consistency
 - Specialized technical pull-in, such as environmental review, risk assessments, architectural/engineering design, and emergency planning

This means Nebraska receives not just personnel—but a coordinated network of experts working behind the scenes to maintain high-quality, compliant, and efficient project delivery.

Evaluation Criteria Letter b. Character, Integrity, Reputation, Judgment, Experience, and Efficiency

At Jacobs, we do things right, providing services of the highest caliber, never compromising our integrity. Our core values center on integrity, sound judgment, and an unwavering commitment to ethical contracting. We prioritize the safety and wellbeing of our employees, clients, and the communities we serve—demonstrated through our safety culture, called BeyondZero®, and robust quality programs that extend across every project. We conduct business with integrity while avoiding conflicts of interest and personal gain. Each staff member is expected to adhere to a high standard of ethical conduct. Our success depends on the way our staff conduct business and the way the public experiences or even perceives that conduct. Unethical actions, or the appearance of unethical actions, aren't acceptable. We expect our staff to comply with applicable laws, observe ethical standards, act in good faith, responsibly with due care, competence, and diligence, and without misrepresenting material facts or circumstances and without seeking to improperly influence or hinder independent audits in any way in our performance.



In disaster mitigation, preparedness, response, and recovery, we place the health and safety of our people, our clients, and the communities we serve at the center of everything we do. We implement rigorous, field-ready health and safety plans for all disaster activities—from damage assessments and inspections to long-term recovery and closeout—recognizing that much of this work occurs in hazardous, post-disaster environments. Our safety culture extends beyond compliance to proactive risk identification, environmental protection, and continuous improvement, making sure work is performed safely, responsibly, and with minimal impact to surrounding communities and natural resources.

We pair this commitment to safety with transparent governance, ethical decision-making, and disciplined management, helping us deliver recovery programs that are not only compliant, but defensible and sustainable over the long term. By integrating health and safety planning, environmental stewardship, and quality control into every task order, we help Nebraska execute disaster programs that protect people today while strengthening resilience for the future. Our longstanding reputation for ethical public contracting, demonstrated through multiple consecutive FEMA contract awards, including PATAC, Individual Assistance Support Contract (IASC), and LOGHOUSE, reflects FEMA's trust in our ability to perform safely, responsibly, and reliably under demanding conditions

Our experience includes managing large-scale, multi-year disaster recovery programs, supporting state and local governments through hurricanes, floods, wildfires, and other federally declared disasters. We recognize that approaches to today's recovery efforts increase the resilience and suitability of tomorrow, aiming to lesson or remove the impacts of future disasters.

Evaluation Criteria Letter c. Performing the Contract Within the Specified Time Frame

Jacobs has a proven, decades-long record of meeting—and often exceeding—the response time, staffing, and performance deadlines required under FEMA disaster programs. Over the past 20 years of delivering disaster preparedness, response, recovery, and mitigation services, we've leveraged our **Resource Reach Back & Subcontractor Teaming Strength** to consistently adhere to required mobilization timelines; deliver work within period-of-performance constraints; and maintain **Exceptional** ratings for schedule, responsiveness, and management in CPARS evaluations.

Jacobs Character & Integrity Framework



Integrity in Every Action: Ethical decision-making, transparent communication.



Community-Centered Service: Respect for NE communities; serving with empathy.



Unwavering Accountability: On-time, compliant, high quality delivery backed by CPARS.



Trusted Partnerships: Longstanding FEMA performance and proven teaming relationships.





Our history demonstrates that when a disaster strikes, we mobilize rapidly and bring the right personnel to the field without delay. Under FEMA PA, IA, HMA, LOGHOUSE, and Technical Support Services task orders, Jacobs has repeatedly prepared staff through onboarding and completing FEMA required training so staff are knowledgeable on FEMA policies and procedures on day one of mobilization. Through this approach, we've deployed trained staff within days—even hours—of notification. For example, in FEMA Region 7 (including Nebraska), our teams have been praised for arriving on-site ahead of client expectations; maintaining full staffing throughout performance; and completing project formulation, inspections, and documentation milestones on or ahead of schedule.



Our CPARS consistently reinforce our **Technical Expertise & FEMA Experience** for contract performance. FEMA has noted our **Exceptional or Very Good** ratings in categories such as schedule adherence, responsiveness to changing workload, accuracy of documentation, and ability to meet accelerated timelines. These ratings reflect Jacobs' disciplined internal processes, including pre-established mobilization protocols, a national-surge bench of qualified specialists, and dedicated supervisory review that confirms work products are complete, compliant, and on time.

We deliver reliability by combining rapid mobilization capabilities with a deep bench of disaster-experienced trained personnel—many with Nebraska-specific deployments—supported by proactive management tools, clear communication, and real-time performance tracking. This approach makes sure every task order, whether small or complex, is staffed quickly, executed efficiently, and monitored closely to meet the state's schedule expectations. With our strong regional presence, longstanding FEMA experience, and consistent record of timely performance, Jacobs provides Nebraska full confidence that all contract requirements are met within specified time frames.

Our Teaming Engine



Directly supporting our ability to perform the contract within the specified time frame is our teaming engine, SAP Ariba, used to deliver rapid mobilization and timely access to qualified resources. Through our SAP Ariba-enabled procurement system, subcontractors are pre-qualified, vetted, and onboarded in advance of task order award, allowing Jacobs to meet required response times and staffing deadlines without delay. Standardized contract playbooks, right-sized terms aligned to scope and risk, and tiered vendor governance reduce procurement lead time and eliminate startup delays, resulting in faster cycle times, from notice to proceed through execution. This disciplined approach allows us to consistently adhere to mobilization timelines, maintain schedule performance, and deliver work on time throughout the period of performance.

How Jacobs' SAP Ariba supports Nebraska's goals



Qualify once, mobilize fast:

Ariba based prequalification and accreditation streamline surge staffing for PA/IA/HMA task orders.



Evaluation Criteria Letter d. Jacobs' Disaster Mitigation, Preparedness, Response, & Recovery Services



Jacobs has a proven record delivering comprehensive disaster-related solutions for federal, state, and local agencies. Our expertise leverages our **Technical Expertise & FEMA Experience** and spans the full disaster lifecycle—mitigation, preparedness, response, and recovery—supported by deep technical resources, robust FEMA contract experience, and specific knowledge of Nebraska's infrastructure.

We've provided continuous FEMA support since 1996, delivering work in all 10 FEMA regions, including PA, IA, HMA, and LOGHOUSE. Under the LOGHOUSE contract, we've managed more than 67 FEMA task orders since 2018, responding to 44 natural disaster events across 14 states, and completed inspections on more than 36,000 sites. Our PA experience includes:

- **Supporting FEMA Region 7 flood disaster needs in Nebraska, Iowa, and Missouri** with over 250 staff deployed on all three disasters at the same time, leveraging our **Resource Reach Back & Subcontractor Teaming Strength**. Our CPARS for these disasters included all **Exceptional** ratings for our support on the Iowa task order and all **Very Good** ratings for our support in Nebraska and Missouri. All ratings include the categories of quality, schedule, cost control, management, and regulatory compliance.
- **Large deployments:** Jacobs (as the lead partner of the CCPRS joint venture) has experience successfully managing large-scale disaster operations, both nationwide and in FEMA Region 7. We worked closely with FEMA on the wave deployment schedule to two different locations as defined by FEMA management. Incorporating industry best practices and lessons learned, we deployed staff on large-scale deployments in multiple waves that benefit Nebraska residents.

Nebraska Experience

In addition to our FEMA work, we showcase our **Local Experience, Presence, & Relationships** through our extensive history delivering engineering and design services across Nebraska, particularly for the city of Omaha and surrounding communities. Over the past 4 decades, we've supported transportation, wastewater treatment and collection systems, and stormwater projects through multiple projects and

40+ Years
JACOBS
SUPPORTING
NEBRASKA
STATE PROJECTS

programmatic contracts. Our work spans roadway reconstruction, culvert replacements, multimodal transportation planning, and Complete Streets projects, as well as large-diameter sewer rehabilitation and managing the \$2B CSO program

for 18 years. Other notable projects include the Cole Creek culvert replacement and stream restoration projects, the Monroe South Barrel sewer separation, and the Big Papillion Interceptor rehabilitation, each of which involved advanced hydraulic modeling and phased construction planning.



Missouri River Water Resource Recovery Facility, Omaha, NE (Temporary Levee – 2021)



We've also partnered with local agencies like NDOT on multi-service design and NEPA environmental contracts, providing field investigations, permitting, and environmental documentation. Our stormwater design work includes FEMA floodplain mapping, flood mitigation planning, and green infrastructure design for Omaha and Bellevue. These projects integrate innovative digital tools such as InfoWorks ICM for hydraulic modeling, StreetLight mobility analytics for traffic studies, and AI-powered platforms like Argon and AquaDNA for asset management and real-time system controls.

Our timeline of Nebraska work reflects long-term engagement: from early wastewater treatment designs in the 1980s, to stream restoration and CSO program planning starting in the early 2000s, to current projects scheduled through 2027–2029, including flood protection measures at the Missouri River Water Resource Recovery Facility. Clients have included the city of Omaha Public Works Department, Omaha Streetcar Authority, NDOT, and the city of Bellevue, demonstrating our ability to manage complex, cross-market projects that combine transportation, water resources, and environmental expertise.

Evaluation Criteria Letter e. Other Information: Jacobs Differentiators

Jacobs offers a rare combination of FEMA policy leadership, technical depth, and Nebraska delivery experience that directly strengthens disaster recovery outcomes for the state. We help you move from response to recovery with confidence by aligning eligibility, engineering feasibility, cost validation, and documentation from the outset, reducing rework, accelerating obligations, and protecting long-term-compliance.

A key differentiator is our direct role in shaping the rules that govern PA nationwide. Jacobs supported FEMA in developing **Version 5.0 of the Public Assistance Program and Policy Guide (PAPPG)**—the primary regulatory framework used to determine eligibility, compliance, and funding decisions. Project Manager Marshall Sanders, along with other Jacobs staff, were instrumental in its development, including identifying additional mitigation measures that were added to PAPPG Version 5.0's Appendix J list of cost-effective mitigations measures. This direct experience with FEMA increases mitigation accessibility for communities nationwide, including in Nebraska. We apply this first-hand policy expertise to Nebraska's recovery programs, providing consistent interpretation of guidance, defensible decisions, and audit-ready outcomes.

Jacobs has supported recovery, preparedness, and infrastructure programs for disasters like the **Missouri River flooding, severe winter storms, and statewide infrastructure impacts**, working closely with clients including the **city of Omaha and NDOT**. These efforts extend beyond FEMA program management into practical execution, where engineering, environmental compliance, and constructability determine success.



Public Assistance Program and Policy Guide

Version 5.0, Effective January 6, 2025
(FP 104-009-2)






Leveraging our **Technical Expertise & FEMA Experience**, FEMA's Version 5.0 Public Assistance Program and Policy Guide was developed in early 2025 with oversight and assistance from Jacobs.



Nebraska Disaster Mitigation, Preparedness, Response, & Recovery Services



The depth and breadth of our technical bench extends well beyond core program management into highly specialized, applied disciplines that support every phase of disaster recovery and preparedness. By providing direct access to engineers, environmental and historic preservation specialists, hydraulic modelers, cost estimators, mitigation specialists, and resilience experts, we help Nebraska address immediate recovery needs while strengthening long-term infrastructure performance.

By combining  **Technical Expertise & FEMA Experience**,  **Local Experience, Presence, & Relationships**, and  **Resource Reach Back & Subcontractor Teaming Strength**, Jacobs gives the state of Nebraska the confidence to lead disaster mitigation, preparedness, response, and recovery programs that are compliant, executable, and built to deliver durable outcomes for communities statewide.

Appendix C.
Contractual Agreement
Form & Completed
Sections II through IV



CONTRACTUAL AGREEMENT FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Contractual Agreement Form, the bidder guarantees compliance with the provisions stated in this solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder is not owned by the Chinese Communist Party.

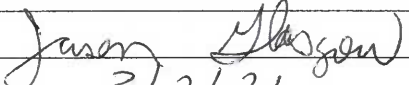
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

X **NEBRASKA VENDOR AFFIDAVIT:** Bidder hereby attests that bidder is a Nebraska Vendor. "Nebraska Vendor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation. All vendors who are not a Nebraska Vendor are considered Foreign Vendors under Neb. Rev Stat § 73-603 (c).

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

THIS FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

COMPANY:	Jacobs Project Management Co.
ADDRESS:	2111 S 67th St, Suite 300, Omaha, NE 68106
PHONE:	770 330 9365
EMAIL:	jason.glasgow@jacobs.com
BIDDER NAME & TITLE:	Jason Glasgow, Manager of Projects
SIGNATURE:	
DATE:	3/2/26

VENDOR COMMUNICATION WITH THE STATE CONTACT INFORMATION (IF DIFFERENT FROM ABOVE)


NAME:	
TITLE:	
PHONE:	
EMAIL:	

II. TERMS AND CONDITIONS

Bidder should read the Terms and Conditions within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Terms and Conditions Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Terms and Conditions Within Section as Written (Initial)	Exceptions Taken to Terms and Conditions Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
		

The bidders should submit with their solicitation response any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the solicitation response as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award has been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one (1) Party has a particular clause, then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

1. The contract resulting from this Solicitation shall incorporate the following documents:
 - a. Solicitation, including any attachments and addenda;
 - b. Questions and Answers;
 - c. Bidders properly submitted solicitation response, including any terms and conditions or agreements submitted by the bidder;
 - d. Addendum to Contract Award (if applicable); and
 - e. Amendments to the Contract. (if applicable)

These documents constitute the entirety of the contract.




Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) Executed Contract and any attached Addenda 3) Addendums to the solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda or attachments, and 5) the Vendor's submitted solicitation response, including any terms and conditions or agreements that are accepted by the State.





III. VENDOR DUTIES

Bidder should read the Vendor Duties within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Vendor Duties Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
		<p>1. Clause/Section Article I, Insurance Requirements, fifth paragraph (single sentence above 1. WORKERS' COMPENSATION INSURANCE).</p> <p>2. Explanation: Jacobs respectfully requests that the insurance requirements conform to the listed limits in this Contract.</p> <p>3. Request replacement of the sentence.</p> <p>Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein. Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the certificate of insurance provided by Vendor.</p>
		<p>1. Clause/Section Article I, Insurance Requirements, 1. WORKERS' COMPENSATION INSURANCE</p> <p>2. Explanations: Jacobs does not procure insurance for each project, rather it maintains its existing corporate policies. Jacobs prefers to remove vague "minimum" limit language and to agree to specific limits.</p> <p>3. Request one insertion and two deletions.</p> <p>1. WORKERS' COMPENSATION INSURANCE</p> <p>The Vendor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Vendor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter. The required amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.</p>
		<p>1. Clause/Section Article I, Insurance Requirements, 2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE.</p> <p>2. Explanations:(first paragraph) a) Jacobs does not procure insurance for each project, rather it maintains its existing corporate policies. b) Jacobs' insurance protects Jacobs' interests by covering its negligent operations. c) Subcontractors will provide certificates for their own insurance. Jacobs prefers to remove vague "minimum" limit language and to agree to specific limits.</p> <p>(second paragraph) a) Jacobs does not employ Independent Vendors. b) The phrase "others as required by the contract documents" is not defined for Jacobs to determine if they should be afforded additional insured status, please confirm identity of "others." c) The insurance industry indicates auto liability coverage with a "combined single limit."</p> <p>3. Request the following revisions for the first paragraph: five deletions and three insertions; for the second paragraph: two deletions and one insertion.</p>

		<p>The Vendor shall take-out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Vendor and any Subcontractor performing work covered by this contract from for claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from negligent operations under this contract, whether such operation be by the Vendor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the required amounts of such insurance shall not be less than limits stated hereinafter.</p> <p>The Commercial General Liability Insurance shall be written on an occurrence basis, and provide Premises/Operations, Products/Completed Operations, Independent Vendors, Personal Injury, and Contractual Liability coverage. The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter. The Commercial Automobile Liability Insurance shall be written with a combined single limit to cover all Owned, Non-owned, and Hired vehicles.</p>
		<p>1. Clause/Section Article I, Insurance Requirements, "REQUIRED INSURANCE COVERAGE chart, COMMERCIAL GENERAL LIABILITY, row 10, Abuse & Molestation.</p> <p>2. Explanation: "Abuse & Molestation" coverage is required for work that requires direct interaction with children, so this coverage is not applicable to our scope.</p> <p>3. Request deletion of this requirement in row 10.</p> <p>Abuse & Molestation included</p>
		<p>1. Clause/Section Article I, Insurance Requirements, "REQUIRED INSURANCE COVERAGE chart, WORKER'S COMPENSATION, row 1, column 2, Employers Liability Limits.</p> <p>2. Explanation: The insurance industry indicates the sub-limits for Employers Liability as "each accident, each employee disease, and policy limit" – this request is needed to provide a compliant certificate.</p> <p>3. Request replacement of "\$500K/\$500K/\$500K" with "\$500K each accident, each employee disease, and policy limit."</p> <p>Employers Liability Limits \$500K each accident, each employee disease, and policy limit \$500K/\$500K</p>
		<p>1. Clause/Section Article I, Insurance Requirements, "REQUIRED INSURANCE COVERAGE chart, MANDATORY COI LIABILITY WAIVER LANGUAGE paragraph.</p> <p>2. Explanation: Section 2, paragraph 2 under COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE, first bolded sentence, requires that Jacobs "include" the State as additional insured, not "name," revising here to be consistent and allows Jacobs to comply by providing a blanket additional insured endorsement.</p> <p>3. Request replacement of "name" with "include" in this paragraph.</p> <p>MANDATORY COI LIABILITY WAIVER LANGUAGE</p> <p>Commercial General Liability & Commercial Automobile Liability policies shall name include the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured to</p>
		<p>Clause/Section Article Q, Warranty, line 5.</p> <p>Explanation: Jacobs shall re-perform warranty work at no cost to the State, with no anticipation of having a third party re-perform on our behalf.</p> <p>Request deletion of the last phrase of the second sentence on line 5.</p> <p>Q. WARRANTY</p> <p><small>Outside any release to the contrary, the Vendor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Vendor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or it shall be liable to the State for the cost of such services as warranted. Vendor shall reimburse the State all fees paid to specialist for this assistance/contract. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including without limitation actual damages and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.</small></p>

A. INDEPENDENT VENDOR / OBLIGATIONS

It is agreed that the Vendor is an independent Vendor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Vendor is solely responsible for fulfilling the contract. The Vendor or the Vendor's representative shall be the sole point of contact regarding all contractual matters.

The Vendor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Vendor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.


By-name personnel commitments made in the bidder's solicitation response shall not be changed without the prior

IV. PAYMENT

Bidder should read the Payment clauses within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Payment clauses Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Payment Clauses Within Section as Written (Initial)	Exceptions Taken to Payment Clauses Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
		1. Clause/Section: Article H, RIGHT TO AUDIT (First Paragraph is Nonnegotiable), second paragraph. 2. Explanation: Jacobs defines certain items that would not be subject to audit. 3. Request insertion of new language as the first sentence of the second paragraph. Notwithstanding the foregoing, this right to examine and audit shall not extend to Contractor's accounts that reflect Contractor's overheads, burden rates, fringe rates, multipliers, fees or profit. In addition, none of Contractor's account or financial records related for fixed price or lump sum Services are subject to examination or audit. The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Vendor, the Vendor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Vendor agrees to correct any material weaknesses or condition found as a result of the audit.

A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)

Pursuant to Neb. Rev. Stat. § 81-2403, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

B. TAXES (Nonnegotiable)

The State is not required to pay taxes and assumes no such liability as a result of this Solicitation. The Vendor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Vendor's equipment which may be installed in a state-owned facility is the responsibility of the Vendor.

C. INVOICES

Invoices for payments must be submitted by the Vendor to the agency requesting the services with sufficient detail to support payment. Invoices shall include, but are not limited to:

1. Billing period,
2. Total billed amount, and
3. Total hours billed

Supporting documentation shall include, but not be limited to:

1. Staff name,
2. Hours worked each day,
3. Hourly rate, and

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-Q

(Mark one)

Quarterly Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

For the quarterly period ended December 26, 2025

Transition Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

For the transition period from _____ to _____

Commission File Number 1-7463

JACOBS SOLUTIONS INC.

(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction of incorporation or organization)

88-1121891
(I.R.S. Employer Identification Number)

1999 Bryan Street
(Address of principal executive offices)

Suite 3500 Dallas Texas

75201
(Zip Code)

(214) 583 – 8500

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of Each Class</u>	<u>Trading Symbol(s)</u>	<u>Name of Each Exchange on Which Registered</u>
Common Stock	\$1 par value J	New York Stock Exchange

Indicate by check-mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days: Yes No

Indicate by check-mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check-mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
Emerging growth company	<input type="checkbox"/>		

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check-mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

Number of shares of common stock outstanding at January 23, 2026: 117,446,713

JACOBS SOLUTIONS INC.

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Part I - FINANCIAL INFORMATION

Item 1. Financial Statements.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(In thousands, except share information)

	December 26, 2025	September 26, 2025
	(Unaudited)	
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 1,552,913	\$ 1,235,448
Receivables and contract assets	3,059,769	2,989,067
Prepaid expenses and other	144,016	134,804
Total current assets	4,756,698	4,359,319
Property, Equipment and Improvements, net	307,202	311,872
Other Noncurrent Assets:		
Goodwill	4,793,637	4,780,818
Intangibles, net	683,648	717,670
Deferred income tax assets	315,480	325,814
Operating lease right-of-use assets	297,701	289,101
Miscellaneous	460,129	467,941
Total other noncurrent assets	6,550,595	6,581,344
	<u>\$ 11,614,495</u>	<u>\$ 11,252,535</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities:		
Accounts payable	\$ 1,262,870	\$ 1,261,489
Accrued liabilities	1,042,175	1,037,754
Operating lease liabilities	111,703	111,040
Contract liabilities	1,160,967	940,616
Total current liabilities	3,577,715	3,350,899
Long-term debt	2,486,022	2,236,456
Liabilities relating to defined benefit pension and retirement plans	269,908	272,069
Deferred income tax liabilities	147,603	151,821
Long-term operating lease liabilities	361,913	362,361
Other deferred liabilities	230,123	212,330
Total other noncurrent liabilities	3,495,569	3,235,037
Commitments and Contingencies		
Redeemable Noncontrolling interests	1,092,980	1,018,694
Stockholders' Equity:		
Capital stock:		
Preferred stock, \$1 par value, authorized - 1,000,000 shares; issued and outstanding - none	—	—
Common stock, \$1 par value, authorized - 240,000,000 shares; issued and outstanding - 117,586,748 shares and 119,081,294 shares as of December 26, 2025 and September 26, 2025, respectively	117,587	119,081
Additional paid-in capital	2,678,370	2,706,376
Retained earnings	1,334,005	1,525,760
Accumulated other comprehensive loss	(686,062)	(710,410)
Total Jacobs stockholders' equity	3,443,900	3,640,807
Noncontrolling interests	4,331	7,098
Total Group stockholders' equity	3,448,231	3,647,905
	<u>\$ 11,614,495</u>	<u>\$ 11,252,535</u>

See the accompanying Notes to Consolidated Financial Statements – Unaudited.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF EARNINGS
Three Months Ended December 26, 2025 and December 27, 2024
(In thousands, except per share information)
(Unaudited)

	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Revenues	\$ 3,293,281	\$ 2,932,956
Direct cost of contracts	(2,528,031)	(2,211,689)
Gross profit	765,250	721,267
Selling, general and administrative expenses	(532,689)	(512,849)
Operating Profit	232,561	208,418
Other Income (Expense):		
Interest income	7,629	9,656
Interest expense	(34,254)	(34,820)
Miscellaneous income (expense), net	287	(130,107)
Total other expense, net	(26,338)	(155,271)
Earnings from Continuing Operations Before Taxes	206,223	53,147
Income Tax Expense from Continuing Operations	(73,109)	(57,149)
Net Earnings (Loss) of the Group from Continuing Operations	133,114	(4,002)
Net Earnings (Loss) of the Group from Discontinued Operations, net of tax	554	(1,001)
Net Earnings (Loss) of the Group	133,668	(5,003)
Net Earnings Attributable to Noncontrolling Interests from Continuing Operations	(2,440)	(6,080)
Net Earnings Attributable to Redeemable Noncontrolling Interests	(5,720)	(7,047)
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	124,954	(17,129)
Net Earnings (Loss) Attributable to Jacobs from Discontinued Operations	554	(1,001)
Net Earnings (Loss) Attributable to Jacobs	\$ 125,508	\$ (18,130)
Net Earnings Per Share:		
Basic Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.12	\$ (0.10)
Basic Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Basic Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
Diluted Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Diluted Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)

See the accompanying Notes to Consolidated Financial Statements - Unaudited.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)
Three Months Ended December 26, 2025 and December 27, 2024
(In thousands)
(Unaudited)

	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Net Earnings (Loss) of the Group	\$ 133,668	\$ (5,003)
Other Comprehensive Income (Loss):		
Foreign currency translation adjustments	25,517	(160,148)
Change in cash flow hedges	(2,121)	5,821
Change in pension plan liabilities	1,357	24,176
Other Comprehensive Income (Loss) Before Taxes	24,753	(130,151)
Income Tax Benefit (Expense):		
Cash flow hedges	541	(1,484)
Change in pension plan liabilities	(946)	(1,132)
Income Tax Expense:	(405)	(2,616)
Net Other Comprehensive Income (Loss)	24,348	(132,767)
Net Comprehensive Income (Loss) of the Group	158,016	(137,770)
Net Earnings Attributable to Noncontrolling Interests	(2,440)	(6,080)
Net Earnings Attributable to Redeemable Noncontrolling Interests	(5,720)	(7,047)
Net Comprehensive Income (Loss) Attributable to Jacobs	<u>\$ 149,856</u>	<u>\$ (150,897)</u>

See the accompanying Notes to Consolidated Financial Statements - Unaudited.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
For the Three Months Ended December 26, 2025 and December 27, 2024
(In thousands)
(Unaudited)

	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total Jacobs Stockholders' Equity	Noncontrolling Interests	Total Group Stockholders' Equity
Balances at September 27, 2024	\$ 124,084	\$ 2,758,064	\$ 2,366,769	\$ (699,450)	\$ 4,549,467	\$ 17,836	\$ 4,567,303
Net (loss) earnings	—	—	(18,130)	—	(18,130)	6,080	(12,050)
Foreign currency translation adjustments net of deferred taxes of \$—	—	—	—	(160,148)	(160,148)	—	(160,148)
Pension plan liability, net of deferred taxes of \$1,132	—	—	—	23,044	23,044	—	23,044
Change in cash flow hedges, net of deferred taxes of \$1,484	—	—	—	4,337	4,337	—	4,337
Dividends	—	—	(261)	—	(261)	—	(261)
Redeemable Noncontrolling interests redemption value adjustment	—	—	54	—	54	—	54
Repurchase and issuance of redeemable noncontrolling interests	—	—	983	—	983	—	983
Distribution of SpinCo Business	—	—	1,000	—	1,000	—	1,000
Noncontrolling interests - distributions and other	—	—	—	—	—	(2,309)	(2,309)
Stock based compensation	—	13,059	—	—	13,059	—	13,059
Issuances of equity securities including shares withheld for taxes	284	(3,609)	(3,095)	—	(6,420)	—	(6,420)
Repurchases of equity securities	(1,456)	(32,359)	(167,811)	—	(201,626)	—	(201,626)
Balances at December 27, 2024	\$ 122,912	\$ 2,735,155	\$ 2,179,509	\$ (832,217)	\$ 4,205,359	\$ 21,607	\$ 4,226,966
Balances at September 26, 2025	\$ 119,081	\$ 2,706,376	\$ 1,525,760	\$ (710,410)	\$ 3,640,807	\$ 7,098	\$ 3,647,905
Net earnings	—	—	125,508	—	125,508	2,440	127,948
Foreign currency translation adjustments, net of deferred taxes of \$—	—	—	—	25,517	25,517	—	25,517
Pension plan liability, net of deferred taxes of \$946	—	—	—	411	411	—	411
Change in cash flow hedges, net of deferred taxes of \$(541)	—	—	—	(1,580)	(1,580)	—	(1,580)
Dividends	—	—	(38,009)	—	(38,009)	—	(38,009)
Redeemable Noncontrolling interests redemption value adjustment	—	—	(65,590)	—	(65,590)	—	(65,590)
Repurchase and issuance of redeemable noncontrolling interests	—	—	219	—	219	—	219
Noncontrolling interests - distributions and other	—	—	—	—	—	(5,207)	(5,207)
Stock based compensation	—	17,287	—	—	17,287	—	17,287
Issuances of equity securities including shares withheld for taxes	280	(4,961)	(3,907)	—	(8,588)	—	(8,588)
Repurchases of equity securities	(1,774)	(40,332)	(209,976)	—	(252,082)	—	(252,082)
Balances at December 26, 2025	\$ 117,587	\$ 2,678,370	\$ 1,334,005	\$ (686,062)	\$ 3,443,900	\$ 4,331	\$ 3,448,231

See the accompanying Notes to Consolidated Financial Statements – Unaudited.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Three Months Ended December 26, 2025 and December 27, 2024
(In thousands)
(Unaudited)

	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Cash Flows from Operating Activities:		
Net Earnings (Loss) of the Group	\$ 133,668	\$ (5,003)
Adjustments to reconcile net earnings (loss) to net cash flows provided by operations:		
Depreciation and amortization:		
Property, equipment and improvements	21,613	20,922
Intangible assets	37,996	38,661
Loss on investment in equity securities	—	145,215
Stock based compensation	17,287	13,059
Equity in earnings of operating ventures, net of return on capital distributions	(3,245)	(2,236)
Loss (gain) on disposals of assets, net	267	(622)
Deferred income taxes	6,156	20,253
Changes in assets and liabilities:		
Receivables and contract assets, net of contract liabilities	152,660	(57,753)
Prepaid expenses and other current assets	(6,620)	9,617
Miscellaneous other assets	10,747	17,243
Accounts payable	438	(37,225)
Accrued liabilities	(12,955)	(31,398)
Other deferred liabilities	20,082	1,863
Other, net	2,666	(25,140)
Net cash provided by operating activities	<u>380,760</u>	<u>107,456</u>
Cash Flows from Investing Activities:		
Additions to property and equipment	(15,821)	(10,333)
Disposals of property and equipment and other assets	—	1,481
Capital contributions to equity investees, net of return of capital distributions	334	932
Net cash used for investing activities	<u>(15,487)</u>	<u>(7,920)</u>
Cash Flows from Financing Activities:		
Proceeds from long-term borrowings	719,000	589,000
Repayments of long-term borrowings	(474,000)	(221,000)
Repayments of short-term borrowings	—	(5,345)
Proceeds from issuances of common stock	7,741	7,984
Common stock repurchases	(252,082)	(201,626)
Taxes paid on vested restricted stock	(16,329)	(14,404)
Cash dividends to shareholders	(38,558)	(36,481)
Net dividends associated with noncontrolling interests	(5,218)	(2,245)
Repurchase of redeemable noncontrolling interests	(403)	(3,729)
Net cash (used for) provided by financing activities	<u>(59,849)</u>	<u>112,154</u>
Effect of Exchange Rate Changes	11,664	(58,180)
Net Increase in Cash and Cash Equivalents and Restricted Cash	317,088	153,510
Cash and Cash Equivalents, including Restricted Cash, at the Beginning of the Period	1,236,816	1,146,931
Cash and Cash Equivalents, including Restricted Cash, at the End of the Period	<u>\$ 1,553,904</u>	<u>\$ 1,300,441</u>

See the accompanying Notes to Consolidated Financial Statements – Unaudited.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Basis of Presentation

Unless the context otherwise requires:

- References herein to “Jacobs” are to Jacobs Solutions Inc. and its predecessors;
- References herein to the “Company”, “we”, “us” or “our” are to Jacobs Solutions Inc. and its consolidated subsidiaries; and
- References herein to the “Group” are to the combined economic interests and activities of the Company and the persons and entities holding noncontrolling interests in our consolidated subsidiaries.

On August 29, 2022, Jacobs Engineering Group Inc. (“JEGI”), the predecessor to Jacobs Solutions Inc., implemented a holding company structure, which resulted in Jacobs Solutions Inc. becoming the parent company of, and successor issuer to, JEGI (the “Holding Company Reorganization”). For purposes of this report, references to Jacobs and the “Company”, “we”, “us” or “our” or our management or business at any point prior to August 29, 2022 refer to JEGI, or JEGI and its consolidated subsidiaries as the predecessor to Jacobs Solutions Inc.

The accompanying consolidated financial statements and financial information included herein have been prepared pursuant to the interim period reporting requirements of Form 10-Q. Consequently, certain information and note disclosures normally included in financial statements prepared in accordance with accounting principles generally accepted in the United States (“U.S. GAAP”) have been condensed or omitted. Readers of this Quarterly Report on Form 10-Q should also read our consolidated financial statements and the notes thereto included in our Annual Report on Form 10-K for the fiscal year ended September 26, 2025 (“2025 Form 10-K”).

In the opinion of management, the accompanying unaudited consolidated financial statements contain all adjustments (consisting of normal recurring adjustments) necessary for a fair presentation of our consolidated financial statements as of December 26, 2025, and for the three months ended December 26, 2025.

Our interim results of operations are not necessarily indicative of the results to be expected for the full fiscal year.

On September 27, 2024, Jacobs Solutions Inc. (“Jacobs”) completed the previously announced Reverse Morris Trust transaction pursuant to which (i) Jacobs first transferred its Critical Mission Solutions business (“CMS”) and portions of its Divergent Solutions (“DVS”) business (referred to herein as the Cyber & Intelligence business (“C&I”) and together with CMS referred to as the “SpinCo Business”), to Amazon Holdco Inc., a Delaware corporation, that was subsequently renamed Amentum Holdings, Inc. (“SpinCo”) (the “Separation”), (ii) Jacobs then effectuated a spin-off of SpinCo by distributing 124,084,108 shares of SpinCo Common stock, par value \$0.01 per share (the “SpinCo Common Stock”) by way of a pro rata distribution to its shareholders such that each holder of shares of Jacobs Common stock, par value \$1.00 per share, (the “Jacobs Common Stock”) was entitled to receive one share of SpinCo Common Stock for each share of Jacobs Common Stock held as of the record date, September 23, 2024 (the “Distribution”), and (iii) finally, Amentum Parent Holdings LLC merged with and into SpinCo, with SpinCo surviving the merger (the “Merger” and together with the Separation and the Distribution, the “Separation Transaction”).

As a result of the Separation, substantially all SpinCo Business-related assets and liabilities have been separated and distributed (the “Disposal Group”). The Company determined that the Disposal Group should be reported as discontinued operations in accordance with ASC 205-20, *Discontinued Operations* because their disposal represents a strategic shift that had a major effect on the Company’s operations and financial results. As such, the financial results of the SpinCo Business are reflected in the Company’s Consolidated Statements of Earnings as well as relevant disclosures as discontinued operations for all periods presented. See Note 14- *Discontinued Operations* for more information.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

2. Use of Estimates and Assumptions

The preparation of financial statements in conformity with U.S. GAAP requires us to employ estimates and make assumptions that affect the reported amounts of certain assets and liabilities; the revenues and expenses reported for the periods covered by the financial statements; and certain amounts disclosed in these Notes to the Consolidated Financial Statements. Although such estimates and assumptions are based on management's most recent assessment of the underlying facts and circumstances utilizing the most current information available and past experience, actual results could differ significantly from those estimates and assumptions. Our estimates, judgments and assumptions are evaluated periodically and adjusted accordingly.

Please refer to Note 2- *Significant Accounting Policies* of Notes to Consolidated Financial Statements included in our 2025 Form 10-K for a discussion of other significant estimates and assumptions affecting our consolidated financial statements.

3. Fair Value and Fair Value Measurements

Certain amounts included in the accompanying consolidated financial statements are presented at fair value. Fair value is defined as the price that would be received from selling an asset or paid to transfer a liability in an orderly transaction between market participants as of the date fair value is determined (the "measurement date"). When determining fair value, we consider the principal or most advantageous market in which we would transact, and we consider only those assumptions we believe a typical market participant would consider when pricing an asset or liability. In measuring fair value, we use the following inputs in the order of priority indicated:

Level 1 - Quoted prices in active markets for identical assets or liabilities.

Level 2 - Observable inputs other than quoted prices in active markets included in Level 1, such as (i) quoted prices for similar assets or liabilities; (ii) quoted prices in markets that have insufficient volume or infrequent transactions (e.g., less active markets); and (iii) model-driven valuations in which all significant inputs are observable or can be derived principally from, or corroborated with, observable market data for substantially the full term of the asset or liability.

Level 3 - Unobservable inputs to the valuation methodology that are significant to the fair value measurement.

Please refer to Note 2- *Significant Accounting Policies* of Notes to Consolidated Financial Statements included in our 2025 Form 10-K for a more complete discussion of the various items within the consolidated financial statements measured at fair value and the methods used to determine fair value. Please also refer to Note 17- *Commitments and Contingencies and Derivative Financial Instruments* for discussion regarding the Company's derivative instruments and Note 14- *Discontinued Operations* for discussion regarding the Company's investment in Amentum common shares.

The net carrying amounts of cash and cash equivalents, trade receivables and payables and short-term debt approximate fair value due to the short-term nature of these instruments. See Note 12- *Borrowings* for a discussion of the fair value of long-term debt.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

4. New Accounting Pronouncements

ASU 2025-12, *Accounting Standards Codification ("Codification") Improvements*, represents changes to the Codification that clarify, correct errors or make minor improvements to U.S. GAAP. The amendments in this update are effective for annual reporting periods beginning after December 15, 2026, and interim periods within those annual reporting periods, with early adoption permitted. ASU 2025-12 will be effective for the Company in first quarter of fiscal 2028. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2025-11, *Interim Reporting (Topic 270): Narrow-Scope Improvements*, clarifies the applicability of Topic 270, the types of interim reporting, and the form and content of interim financial statements in accordance with U.S. GAAP, as well as includes a disclosure principle that requires entities to disclose events since the end of the last annual reporting period that have a material impact on the entity. The amendments in this update are effective for interim reporting periods within annual reporting periods beginning after December 15, 2027, with early adoption permitted. ASU 2025-11 will be effective for the Company in first quarter of fiscal 2029. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2025-09, *Derivatives and Hedging, (Topic 815): Hedge Accounting Improvements*, clarifies certain aspects of the guidance on hedge accounting to address several incremental hedge accounting issues arising from the global reference rate reform initiative. The amendments in this update are effective for annual reporting periods beginning after December 15, 2026, and interim periods within those annual reporting periods, with early adoption permitted. ASU 2025-09 will be effective for the Company in first quarter of fiscal 2028. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2025-05, *Financial Instruments—Credit Losses, (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets*, provides all entities with a practical expedient option when estimating expected credit losses for current accounts receivable and current contract assets arising from transactions accounted for under Topic 606. The amendments in this update are effective for annual reporting periods beginning after December 15, 2025, including interim periods within those annual periods, with early adoption permitted. ASU 2025-05 will be effective for the Company in first quarter of fiscal 2027. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2025-03, *Business Combinations, (Topic 805) and Consolidation (Topic 810): Determining the Accounting Acquirer in the Acquisition of a Variable Interest Entity*, clarifies the guidance in determining the accounting acquirer in a business combination effected primarily by exchanging equity interests when the acquiree is a variable interest entity that meets the definition of a business. The standard is effective for fiscal years beginning after December 15, 2026, including interim periods within those fiscal years. Early adoption is permitted, and the standard is to be applied prospectively to acquisitions after the adoption date. ASU 2025-03 will be effective for the Company in the first quarter of fiscal 2028. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2024-03, *Income Statement, (Subtopic 220-40): Reporting Comprehensive Income - Disaggregation of Income Statement Expenses*, requires disclosure, in the notes to financial statements, of specified information about certain costs and expenses. The amendments in this update also provide guidance on the disaggregation disclosure requirements for certain expense captions presented on the face of an entity's income statement and provide guidance on the disclosure of selling expenses. The amendments in ASU 2024-03 are effective for annual reporting periods beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027, with early adoption permitted. The amendments should be applied prospectively; however, retrospective application is also permitted. ASU 2024-03 will be effective for the Company in the fourth quarter of fiscal 2027. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

ASU 2023-09, *Income Taxes, (Topic 740): Improvements to Income Tax Disclosures*, provides qualitative and quantitative updates to the Company's effective income tax rate reconciliation and income taxes paid disclosures, among others, in order to enhance the transparency of income tax disclosures, including consistent categories and greater disaggregation of information in the rate reconciliation and disaggregation by jurisdiction of income taxes paid. The amendments in ASU 2023-09 are effective for fiscal years beginning after December 15, 2024, with early adoption permitted. The amendments should be applied prospectively; however, retrospective application is also permitted. ASU 2023-09 will be effective for the Company in the fourth quarter of fiscal 2026. The Company is evaluating the impact of this guidance on its consolidated financial statements and related disclosures.

ASU 2023-06, *Disclosure Improvements: Amendments - Codification Amendments in Response to the Disclosure Update and Simplification Initiative of the Securities and Exchange Commission ("SEC")*. The Financial Accounting Standards Board issued the standard to introduce changes to U.S. GAAP that originate in either SEC Regulation S-X or S-K, which are rules about the form and content of financial reports filed with the SEC. The provisions of the standard are contingent upon instances where the SEC removes the related disclosure provisions from Regulation S-X and S-K. ASU 2023-06 is effective for fiscal years beginning after December 15, 2024, with early adoption permitted. The amendments should be applied prospectively; however, retrospective application is also permitted. ASU 2023-06 will be effective for the Company in the fourth quarter of fiscal 2026. The Company does not expect that the application of this standard will have a material impact on our consolidated financial statements and related disclosures.

5. Revenue Accounting for Contracts

Disaggregation of Revenues

Our revenues are principally derived from contracts to provide a diverse range of technical, professional, and construction services to a large number of industrial, commercial, and governmental clients. We provide a broad range of engineering, design, and architectural services; construction and construction management services; operations and maintenance services; and technical, digital, process, scientific and systems consulting services. We provide our services through offices and subsidiaries located primarily in North America, Europe, the Middle East, India, Australia, Africa, and Asia. We provide our services under cost-reimbursable (including limited amounts of guaranteed maximum price) and fixed-price contracts. Our contracts are with many different customers in numerous industries. Refer to Note 18- *Segment Information* for additional information on how we disaggregate our revenues by reportable segment.

The following table further disaggregates our revenue by geographic area for the three months ended December 26, 2025 and December 27, 2024 (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Revenues:		
United States	\$ 2,059,773	\$ 1,812,830
Europe	788,214	712,567
Canada	61,131	58,972
Asia	32,685	33,369
India	33,746	36,935
Australia and New Zealand	159,790	140,032
Middle East and Africa	157,942	138,251
Total	<u>\$ 3,293,281</u>	<u>\$ 2,932,956</u>

Contract Liabilities

Contract liabilities represent amounts billed to clients in excess of revenue recognized to date. Revenue recognized for the three months ended December 26, 2025 that was previously included in the contract liability balance on September 26, 2025 was \$448.8 million. Revenue recognized for the three months ended December 27, 2024 that was included in the contract liability balance on September 27, 2024 was \$410.7 million.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

Remaining Performance Obligations

The Company's remaining performance obligations as of December 26, 2025 represent a measure of the total dollar value of work to be performed on contracts awarded and in progress. The Company had approximately \$18.5 billion in remaining performance obligations as of December 26, 2025. The Company expects to recognize approximately 46% of its remaining performance obligations into revenue within the next twelve months and the remaining 54% thereafter. The majority of the remaining performance obligations after the first twelve months are expected to be recognized over a four-year period.

Although our remaining performance obligations reflect business volumes that are considered to be firm, normal business activities including scope adjustments, deferrals or cancellations may occur that impact volume or expected timing of their recognition. Remaining performance obligations are adjusted to reflect any known project cancellations, revisions to project scope and cost, foreign currency exchange fluctuations and project deferrals, as appropriate.

6. Earnings Per Share and Certain Related Information

Basic and diluted earnings per share ("EPS") are computed using the two-class method, which is an earnings allocation method that determines EPS for common shares and participating securities. The undistributed earnings are allocated between common shares and participating securities as if all earnings had been distributed during the period. Participating securities and common shares have equal rights to undistributed earnings. Net earnings used for the purpose of determining basic and diluted EPS is determined by taking net earnings, less earnings available to participating securities and the redeemable noncontrolling interests redemption value adjustment associated with the PA Consulting transaction.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

The following table reconciles the numerator and denominator used to compute basic EPS to the numerator and denominator used to compute diluted EPS for the three months ended December 26, 2025 and December 27, 2024 (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Numerator for Basic and Diluted EPS:		
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	\$ 124,954	\$ (17,129)
Redeemable Noncontrolling interests redemption value adjustment (See Note 15 - PA Consulting Redeemable Noncontrolling Interests)	7,688	4,568
Net earnings (loss) from continuing operations allocated to common stock for EPS calculation	\$ 132,642	\$ (12,561)
Net earnings (loss) from discontinued operations allocated to common stock for EPS calculation	\$ 554	\$ (1,001)
Net earnings (loss) allocated to common stock for EPS calculation	\$ 133,196	\$ (13,562)
Denominator for Basic and Diluted EPS:		
Shares used for calculating basic EPS attributable to common stock	118,594	124,055
Effect of dilutive securities:		
Stock compensation plans (1)	412	—
Shares used for calculating diluted EPS attributable to common stock	119,006	124,055
Net Earnings Per Share:		
Basic Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.12	\$ (0.10)
Basic Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Basic Earnings Per Share	\$ 1.12	\$ (0.11)
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
Diluted Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Diluted Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)

Note: Per share amounts may not add due to rounding.

- (1) For the three months ended December 27, 2024, because Net Earnings (Loss) Attributable to Jacobs from Continuing Operations was a loss, the effect of antidilutive securities of 576 was excluded from the denominator in calculating diluted EPS.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

Share Repurchases

On January 25, 2023, the Company's Board of Directors authorized a share repurchase program of up to \$1.0 billion of the Company's common stock, which expired on January 25, 2026 (the "2023 Repurchase Authorization"). By the end of the second fiscal quarter of 2025, the company had repurchased the full amount of common stock authorized under the 2023 Repurchase Authorization.

On January 30, 2025, the Company's Board of Directors authorized an incremental share repurchase program of up to \$1.5 billion of the company's common stock, to expire on January 30, 2028 (the "2025 Repurchase Authorization"). At December 26, 2025, the Company had \$966.2 billion remaining under the 2025 Repurchase Authorization.

The following table summarizes repurchase activity for fiscal 2026 under the 2025 Repurchase Authorization for the three months ended December 26, 2025:

Amount Authorized (2025 Repurchase Authorization)	Average Price Per Share (1)	Total Shares Repurchased and Retired
\$1,500,000,000	\$142.05	1,774,592

(1) Includes commissions paid and excise tax due under the Inflation Reduction Act of 2022 and calculated at the average price per share.

Our share repurchase program does not obligate the Company to purchase any shares. Share repurchases may be executed through various means including, without limitation, accelerated share repurchases, open market transactions, privately negotiated transactions, purchases pursuant to Rule 10b5-1 plans or otherwise. The authorization for the share repurchase programs may be terminated, increased or decreased by the Company's Board of Directors in its discretion at any time. The timing, amount and manner of share repurchases may depend upon market conditions and economic circumstances, availability of investment opportunities, the availability and costs of financing, currency fluctuations, the market price of the Company's common stock, other uses of capital and other factors.

Cash Dividends

On January 29, 2026, the Company's Board of Directors declared a quarterly dividend of \$0.36 per share of the Company's common stock to be paid on March 20, 2026, to shareholders of record on the close of business on February 20, 2026. Future dividend declarations are subject to review and approval by the Company's Board of Directors. Dividends paid through the first fiscal quarter of 2026 and the preceding fiscal year are as follows:

Declaration Date	Record Date	Payment Date	Cash Amount (per share)
November 18, 2025	December 2, 2025	December 19, 2025	\$0.32
July 31, 2025	August 22, 2025	September 19, 2025	\$0.32
April 30, 2025	May 23, 2025	June 20, 2025	\$0.32
January 30, 2025	February 21, 2025	March 21, 2025	\$0.32
September 26, 2024	October 25, 2024	November 22, 2024	\$0.29

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

7. Goodwill and Intangibles

The carrying value of goodwill appearing in the accompanying Consolidated Balance Sheets at December 26, 2025 and September 26, 2025 was as follows (in thousands):

	Infrastructure & Advanced Facilities	PA Consulting	Total
Balance September 26, 2025	\$ 3,351,490	\$ 1,429,328	\$ 4,780,818
Foreign currency translation adjustments and other	2,249	10,570	12,819
Balance December 26, 2025	<u>\$ 3,353,739</u>	<u>\$ 1,439,898</u>	<u>\$ 4,793,637</u>

The following table provides certain information related to the Company's acquired intangibles in the accompanying Consolidated Balance Sheets at December 26, 2025 and September 26, 2025 (in thousands):

	Customer Relationships, Contracts and Backlog	Developed Technology	Trade Names	Total
Balance September 26, 2025	\$ 521,275	\$ 19,524	\$ 176,871	\$ 717,670
Amortization	(31,269)	(2,998)	(3,729)	(37,996)
Foreign currency translation adjustments and other	2,766	1	1,207	3,974
Balance December 26, 2025	<u>\$ 492,772</u>	<u>\$ 16,527</u>	<u>\$ 174,349</u>	<u>\$ 683,648</u>

The following table presents estimated amortization expense of intangible assets for the remainder of fiscal 2026 and for the succeeding years.

Fiscal Year	(in millions)
2026	\$ 101.3
2027	109.6
2028	99.2
2029	99.2
2030	76.8
2031	57.3
Thereafter	140.2
Total	<u>\$ 683.6</u>

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

8. Receivables and Contract Assets

The following table presents the components of receivables and contract assets appearing in the accompanying Consolidated Balance Sheets at December 26, 2025 and September 26, 2025, as well as certain other related information (in thousands):

	<u>December 26, 2025</u>	<u>September 26, 2025</u>
Components of receivables and contract assets:		
Amounts billed, net	\$ 1,567,508	\$ 1,386,253
Unbilled receivables and other	1,058,553	1,115,286
Contract assets	433,708	487,528
Total receivables and contract assets, net	<u>\$ 3,059,769</u>	<u>\$ 2,989,067</u>

Amounts billed, net consist of amounts invoiced to clients in accordance with the terms of our client contracts and are shown net of an allowance for expected credit losses. We anticipate that substantially all of such billed amounts will be collected over the next twelve months.

Unbilled receivables and other, which represent an unconditional right to payment subject only to the passage of time, are reclassified to amounts billed when they are billed under the terms of the contract. We anticipate that substantially all of such unbilled amounts will be billed and collected over the next twelve months.

Contract assets represent unbilled amounts where the right to payment is subject to more than merely the passage of time and includes performance-based incentives and services that have been provided in advance of agreed contractual milestones. Contract assets are transferred to unbilled receivables when the right to consideration becomes unconditional and are transferred to amounts billed upon invoicing.

9. Accumulated Other Comprehensive Income (Loss)

The following table presents the Company's roll forward of accumulated other comprehensive loss after-tax as of December 26, 2025 (in thousands):

	<u>Change in Net Pension Obligation</u>	<u>Foreign Currency Translation Adjustments</u>	<u>Gain/(Loss) on Cash Flow Hedges ⁽¹⁾</u>	<u>Total</u>
Balance at September 26, 2025	\$ (372,910)	\$ (373,969)	\$ 36,469	\$ (710,410)
Other comprehensive income	643	25,517	235	26,395
Reclassifications from accumulated other comprehensive loss	(232)	—	(1,815)	(2,047)
Balance at December 26, 2025	<u>\$ (372,499)</u>	<u>\$ (348,452)</u>	<u>\$ 34,889</u>	<u>\$ (686,062)</u>

(1) Included in the Company's cumulative net unrealized gains from interest rate and cross currency swaps recorded in accumulated other comprehensive loss as of December 26, 2025 were approximately \$6.2 million in unrealized gains, net of taxes, which are expected to be realized in earnings during the twelve months subsequent to December 26, 2025.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

10. Income Taxes

The Company's effective tax rates from continuing operations for the three months ended December 26, 2025 and December 27, 2024 were 35.5% and 107.5%, respectively. Significant items contributing to differences between the statutory U.S. federal corporate tax rate of 21.0% and the Company's effective tax rate for the three-month period ended December 26, 2025 were \$16.6 million of unfavorable tax impacts related to non-deductible incentive compensation associated with the Company's PA Consulting investment, as well as U.S. state income tax expense of \$5.8 million and U.S. tax on foreign earnings of \$4.6 million. These expense items are expected to have a continuing impact on the Company's effective tax rate for the remainder of the fiscal year.

The most significant items contributing to the difference between the statutory U.S. federal corporate tax rate of 21.0% and the Company's effective tax rate of 107.5% for the three-month period ended December 27, 2024 were \$37.0 million in unfavorable tax impacts associated with the non-deductibility of losses from the Company's investment in Amentum stock as well as U.S. state income tax expense of \$5.4 million and U.S. tax on foreign earnings of \$4.9 million.

On July 4, 2025, H.R. 1, also referred to as the "One Big Beautiful Bill Act" ("OBBBA"), was enacted in the U.S. The OBBBA includes significant provisions, such as the permanent extension of certain expiring provisions of the Tax Cuts and Jobs Act ("TCJA"), modifications to the international tax framework and pre-TCJA treatment for certain business provisions. ASC 740, *Income Taxes*, requires the effects of changes in tax rates and laws on deferred tax balances to be recognized in the period in which the legislation is enacted. The OBBBA has multiple effective dates, with certain provisions effective in 2025 and others implemented through 2027. The Company is currently assessing its impact on the consolidated financial statements for the provisions that will be effective in future periods.

The amount of income taxes the Company pays is subject to ongoing audits by tax jurisdictions around the world. In the normal course of business, the Company is subject to examination by tax authorities throughout the world, including such major jurisdictions as Australia, Canada, India, the United Kingdom and the United States. Our estimate of the potential outcome of any uncertain tax issue is subject to our assessment of the relevant risks, facts, and circumstances existing at the time. The Company believes that it has adequately provided for reasonably foreseeable outcomes related to these matters. However, future results may include favorable or unfavorable adjustments to our estimated tax liabilities in the period the assessments are made or resolved, which may impact our effective tax rate.

11. Joint Ventures, VIEs and Other Investments

For the Company's consolidated variable interest entities ("VIE") joint ventures, the carrying value of assets and liabilities was \$155.9 million and \$140.9 million, respectively, as of December 26, 2025 and \$163.4 million and \$144.7 million, respectively, as of September 26, 2025. There are no consolidated VIEs that have debt or credit facilities.

For the Company's proportionate consolidated VIEs, the carrying value of assets and liabilities was \$146.7 million and \$138.6 million, respectively, as of December 26, 2025, and \$143.9 million and \$131.9 million, respectively, as of September 26, 2025.

The carrying values of our investments in equity method joint ventures in the Consolidated Balance Sheets (reported in Other Noncurrent Assets: Miscellaneous) as of December 26, 2025 and September 26, 2025 were \$39.3 million and \$36.3 million, respectively. Additionally, income from equity method joint ventures (reported in Revenue) was \$4.2 million and \$3.7 million, respectively, during the three months ended December 26, 2025 and December 27, 2024. As of December 26, 2025, the Company's equity method investment carrying values do not include material amounts exceeding their share of the respective joint ventures' reported net assets.

Accounts receivable from unconsolidated joint ventures accounted for under the equity method was \$12.8 million and \$13.6 million as of December 26, 2025 and September 26, 2025, respectively.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

12. Borrowings

At December 26, 2025 and September 26, 2025, long-term debt consisted of the following (principal amounts in thousands):

	Interest Rate	Maturity	December 26, 2025	September 26, 2025
Revolving Credit Facility	Benchmark + applicable margin (1)	February 2028	\$ 640,000	\$ 395,000
2025 Term Loan Facility - USD Portion	Benchmark + applicable margin (2)	March 2027	200,000	200,000
2025 Term Loan Facility - GBP Portion	Benchmark + applicable margin (2)	March 2027	554,320	550,261
Fixed-rate:				
5.9% Bonds, due 2033	5.9% (3)	March 2033	500,000	500,000
6.35% Bonds, due 2028	6.35%	August 2028	600,000	600,000
Less: Deferred Financing Fees			(8,298)	(8,805)
Total Long-term debt, net			<u>\$ 2,486,022</u>	<u>\$ 2,236,456</u>

- (1) The U.S. dollar denominated borrowings under the Revolving Credit Facility bear interest at either a SOFR rate plus a margin of between 0.975% and 1.725% or a base rate plus a margin of between 0% and 0.625% depending on the Company's Consolidated Leverage Ratio or Debt Rating (each as defined in the Revolving Credit Facility (defined below)). The interest rate under the Revolving Credit Agreement also incorporates a modest sustainability-linked pricing adjustment, which resulted in a favorable interest rate adjustment to the Company in February 2025. The applicable SOFR rates, including applicable margins, at December 26, 2025 and September 26, 2025 were approximately 5.04% and 5.37%. Borrowings denominated in British pounds bear interest at an adjusted SONIA rate plus a margin of between 0.908% and 1.658%. There were no amounts drawn in British pounds as of December 26, 2025.
- (2) Borrowings under the 2025 Term Loan Facility bear interest at either a SONIA rate or term SOFR rate plus a margin of between 0.975% and 1.60% or a base rate plus a margin of between 0% and 0.50% depending on the Company's Consolidated Leverage Ratio or Debt Rating. The applicable SOFR and SONIA rates, including applicable margins, at December 26, 2025 and September 26, 2025 were approximately 5.02% and 5.42% for borrowings denominated in U.S. dollars and 4.72% and 4.97% for borrowings denominated in British pounds.
- (3) The interest rate payable on the 5.90% Bonds (as defined below) may be increased by an additional 12.5 basis points on each of September 1, 2028 and September 1, 2030, based on whether or not the Company achieves the key performance indicators set forth in the First Supplemental Indenture (as defined below). Each key performance indicator is independent of the other. Therefore, we may achieve one, both, or neither.

We believe the carrying values of the Revolving Credit Facility and the 2025 Term Loan Facility approximates fair value based on the interest rates and scheduled maturities applicable to the outstanding borrowings. At December 26, 2025, the fair value of the 5.90% Bonds and the 6.35% bonds is estimated to be \$527.4 million and \$632.0 million, respectively, based on Level 2 inputs. The fair value is determined by discounting future cash flows using interest rates available for issuances with similar terms and average maturities.

Revolving Credit Facility and Term Loans

The Company and certain of its subsidiaries maintain an unsecured revolving credit facility (the "Revolving Credit Facility") established under a third amended and restated credit agreement, dated February 6, 2023 (the "Revolving Credit Agreement"), among Jacobs and certain of its subsidiaries as borrowers and a syndicate of U.S. and international banks and financial institutions. Amounts up to \$2.25 billion in credit extensions under the Revolving Credit Facility can be funded in U.S. dollars, British Sterling, Euros, Canadian dollars, Australian dollars, Swedish Krona, Singapore dollars and other agreed upon alternative currencies. The Revolving Credit Agreement also provides for a letter of credit sub facility of \$400.0 million, and provides for a \$100.0 million sub facility for swing line loans. Letters of credit are subject to fees based on the Company's Consolidated Leverage Ratio or Debt Rating, whichever is more favorable to the Company. The maturity date of the Revolving Credit Facility is February 6, 2028. The Company is a guarantor of the obligations of JEGI and its subsidiaries under the Revolving Credit Agreement.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

The Company and JEGI maintained an unsecured delayed draft term loan facility (the "2021 Term Loan Facility") established under an amended and restated term loan agreement dated February 6, 2023 (the "Amended and Restated Term Loan Agreement"), by and among the Company and JEGI and a syndicate of banks and financial institutions. On March 13, 2025, the Company exchanged approximately 19.5 million shares of our investment in Amentum Holdings, Inc. for approximately £239.8 million, or \$311.5 million, in aggregate principal amount under the 2021 Term Loan Facility in an equity-for-debt transaction (the "Equity-for-Debt Transaction"). The aggregate principal amount of debt was immediately extinguished, and the Company received no other consideration (cash or otherwise) in connection with the exchange. For more information, please refer to Note 14- *Discontinued Operations*. In connection with the Equity-for-Debt Transaction, \$20.5 million in discounts and expenses were recognized as loss on extinguishment of debt.

On March 27, 2025, the Company, as guarantor, and JEGI, as borrower, entered into a term loan agreement (the "2025 Term Loan Facility") with Bank of America, N.A., as administrative agent and sole lead arranger, and the lenders party thereto. Under the 2025 Term Loan Facility, JEGI borrowed a \$200.0 million term loan and £410.0 million term loan for a term of two-years from the date of initial funding, maturing on March 26, 2027. The proceeds from the 2025 Term Loan Facility were used to repay the remaining outstanding 2021 Term Loan Facility principal equal to \$120.0 million and £410.2 million, or \$531.6 million, with the remaining proceeds used for general corporate purposes.

We were in compliance with the covenants under the Revolving Credit Facility and 2025 Term Loan Facility at December 26, 2025.

5.90% Bonds, due 2033

On February 16, 2023, JEGI completed an offering of \$500.0 million aggregate principal amount of 5.90% Bonds due 2033 (the "5.90% Bonds"). The 5.90% Bonds are fully and unconditionally guaranteed by the Company (the "5.90% Bonds Guarantee"). The 5.90% Bonds and the 5.90% Bonds Guarantee were offered pursuant to a prospectus supplement, dated February 13, 2023, to the prospectus dated February 6, 2023, that forms a part of the Company's and JEGI's automatic shelf registration statement on Form S-3ASR previously filed with the SEC, and were issued pursuant to an Indenture, dated as of February 16, 2023, between JEGI, as issuer, the Company, as guarantor, and U.S. Bank Trust Company, National Association, as trustee (the "Trustee"), as amended and supplemented by the First Supplemental Indenture, dated as of February 16, 2023 (the "First Supplemental Indenture"). Interest on the 5.90% Bonds is payable semi-annually in arrears on each March 1 and September 1, until maturity. The 5.90% Bonds bear interest at 5.90% per annum, subject to adjustments as discussed in note (3) to the table above.

Prior to December 1, 2032 (the "5.90% Bonds Par Call Date"), JEGI may redeem the 5.90% Bonds at its option, in whole or in part, at any time and from time to time, at the redemption price calculated by JEGI (expressed as a percentage of principal amount and rounded to three decimal places) equal to the greater of: (1) (a) the sum of the present values of the remaining scheduled payments of principal and interest on the 5.90% Bonds being redeemed, assuming that such 5.90% Bonds matured on the 5.90% Bonds Par Call Date, discounted to the redemption date on a semiannual basis (assuming a 360-day year of twelve 30-day months), at the Treasury Rate (as defined in the First Supplemental Indenture) plus 35 basis points, less (b) interest accrued to the redemption date, and (2) 100% of the principal amount of such 5.90% Bonds to be redeemed, plus, in either case, accrued and unpaid interest on the 5.90% Bonds, if any, to, but excluding, the redemption date. At any time and from time to time on or after the 5.90% Bonds Par Call Date, JEGI may redeem the 5.90% Bonds, at its option, in whole or in part, at a redemption price equal to 100% of the principal amount of the 5.90% Bonds to be redeemed, plus accrued and unpaid interest thereon, if any, up to, but excluding, the redemption date.

6.35% Bonds, due 2028

On August 18, 2023, JEGI completed an offering of \$600.0 million aggregate principal amount of 6.35% Bonds due 2028 (the "6.35% Bonds"). The 6.35% Bonds are fully and unconditionally guaranteed by the Company (the "6.35% Bonds Guarantee"). The 6.35% Bonds and the 6.35% Bonds Guarantee were offered pursuant to a prospectus supplement, dated August 15, 2023, to the prospectus dated February 6, 2023, that forms a part of the Company and JEGI's automatic shelf registration statement on Form S-3ASR previously filed with the SEC, and were issued pursuant to the Indenture, as amended and supplemented by the Second Supplemental Indenture, dated as of August 18, 2023 (the "Second Supplemental Indenture"). Interest on the 6.35% Bonds is payable semi-annually in arrears on each February 18 and August 18, until maturity. The Notes will bear interest at a rate of 6.35% per annum and will mature on August 18, 2028. The 6.35% Bonds bear interest at 6.35% per annum.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

Prior to July 18, 2028 (the "6.35% Bonds Par Call Date"), JEGI may redeem the 6.35% Bonds at its option, in whole or in part, at any time and from time to time, at the redemption price calculated by JEGI (expressed as a percentage of principal amount and rounded to three decimal places) equal to the greater of: (1) (a) the sum of the present values of the remaining scheduled payments of principal and interest on the 6.35% Bonds being redeemed, assuming that such 6.35% Bonds matured on the 6.35% Bonds Par Call Date, discounted to the redemption date on a semiannual basis (assuming a 360-day year of twelve 30-day months), at the Treasury Rate (as defined in the Second Supplemental Indenture) plus 30 basis points, less (b) interest accrued to the redemption date, and (2) 100% of the principal amount of such 6.35% Bonds to be redeemed, plus, in either case, accrued and unpaid interest on the 6.35% Bonds, if any, to, but excluding, the redemption date. At any time and from time to time on or after the 6.35% Bonds Par Call Date, JEGI may redeem the 6.35% Bonds, at its option, in whole or in part, at a redemption price equal to 100% of the principal amount of the 6.35% Bonds to be redeemed, plus accrued and unpaid interest thereon, if any, to, but excluding, the redemption date.

Other arrangements

The Company holds an interest rate derivative contract to swap a portion of our variable rate debt to fixed rate debt. See Note 17- *Commitments and Contingencies and Derivative Financial Instruments* for discussion regarding the Company's derivative instruments.

The Company issued \$0.3 million in letters of credit under the Revolving Credit Facility, leaving \$1.61 billion of available borrowing capacity under the Revolving Credit Facility at December 26, 2025. In addition, the Company had issued \$249.8 million under various separate, committed and uncommitted letter-of-credit facilities for total issued letters of credit of \$250.1 million at December 26, 2025.

13. Pension and Other Postretirement Benefit Plans

The following table presents the components of net periodic pension benefit expense recognized in earnings during the three months ended December 26, 2025 and December 27, 2024 (in thousands):

Component:	Three Months Ended	
	December 26, 2025	December 27, 2024
Service cost	\$ 2,838	\$ 2,499
Interest cost	21,880	20,402
Expected return on plan assets	(27,522)	(24,687)
Amortization of previously unrecognized items	3,380	3,002
Total net periodic pension benefit expense recognized	<u>\$ 576</u>	<u>\$ 1,216</u>

The service cost component of net periodic pension benefit is presented in the same line item as other compensation costs (direct cost of contracts and selling, general and administrative expenses) and the other components of net periodic pension expense are presented in miscellaneous income (expense), net on the Consolidated Statements of Earnings.

The following table presents certain information regarding the Company's cash contributions to our pension plans for fiscal 2026 (in thousands):

Cash contributions made during the first three months of fiscal 2026	\$ 4,011
Cash contributions projected for the remainder of fiscal 2026	9,839
Total	<u>\$ 13,850</u>

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

14. Discontinued Operations

Separation of Critical Mission Solutions (“CMS”) and Cyber & Intelligence (“C&I”) Businesses

On September 27, 2024, Jacobs completed the previously announced Reverse Morris Trust transaction pursuant to which (i) Jacobs first transferred its CMS and portions of its DVS business to Amazon Holdco Inc., a Delaware corporation (SpinCo), which has since been renamed Amentum Holdings, Inc., (ii) Jacobs then effectuated a spin-off of SpinCo by distributing 124,084,108 shares of SpinCo Common Stock, by way of a pro rata distribution to its shareholders such that each holder of shares of Jacobs Common Stock was entitled to receive one share of SpinCo Common Stock for each share of Jacobs common stock held as of the record date, September 23, 2024 (the "Distribution"), and (iii) finally, Amentum Parent Holdings LLC merged with and into SpinCo, with SpinCo surviving the merger. Amentum Holdings, Inc., as the surviving entity of the Separation Transaction is now an independent public company with common stock listed on the New York Stock Exchange under the symbol "AMTM" ("Amentum").

In connection and in accordance with the terms of the Separation Transaction and prior to the Distribution and the Merger, Jacobs received a cash payment from SpinCo of approximately \$911.0 million, after adjustments based on the estimated levels of cash, debt and working capital in the SpinCo Business as of the transaction date, and recorded estimated additional net working capital receivable amounts reflected in Receivables and Contract Assets in the Company's September 27, 2024 Consolidated Balance Sheet, subject to final settlement between the parties after the closing of the transaction and as set forth in the Agreement and Plan of Merger, dated as of November 20, 2023 (as amended, the "Merger Agreement"). Subsequent to the closing and upon final determination in March 2025, the parties determined that the Company was entitled to \$70.0 million in final settlement of the post-closing working capital adjustment, resulting in a \$24.0 million reduction from preliminary recorded receivable amounts, which was charged to Retained Earnings in the Company's Consolidated Balance Sheet. The \$70.0 million final receivable balance was collected in full on April 10, 2025 and immediately utilized to pay down existing amounts owed on Company's Revolving Credit Facility upon receipt.

JACOBS SOLUTIONS INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

Summarized Financial Information of Discontinued Operations

The following table represents earnings from discontinued operations, net of tax (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Revenues	\$ —	\$ 64
Direct cost of contracts	—	(60)
Gross (loss) profit	—	4
Selling, general and administrative expense ⁽¹⁾	487	(1,348)
Operating (Loss) Profit	487	(1,344)
Other income, net	—	—
(Loss) Earnings Before Taxes from Discontinued Operations	487	(1,344)
Income Tax Benefit (Expense)	67	343
Net (Loss) Earnings of the Group from Discontinued Operations	554	(1,001)
Net Earnings Attributable to Noncontrolling Interests from Discontinued Operations	—	—
Net (Loss) Earnings Attributable to Jacobs from Discontinued Operations	\$ 554	\$ (1,001)

(1) Selling, general and administrative expenses for the three months ended December 26, 2025 were favorably impacted by \$0.8 million from an indemnity reserve in respect of an ongoing non-U.S. tax matter related to an entity that was part of the separated SpinCo Business.

No notable components of net cash flows from discontinued operations were included in our Consolidated Statements of Cash Flows for the three months ended December 26, 2025 and December 27, 2024.

No assets and liabilities remained held for spin as of December 26, 2025 and September 26, 2025 balance sheet dates.

Investment in Amentum Stock

As a result of the Separation Transaction on September 27, 2024, Jacobs held approximately 29.2 million of the outstanding shares of Amentum common stock initially recorded on a net book value basis under spin-off accounting rules.

Following the Merger and in accordance with the Escrow Agreement, Jacobs transferred approximately 10.9 million of the 29.2 million of Amentum shares held into escrow to be held and distributed between the parties based on terms and conditions set forth in the Merger Agreement. The entire 29.2 million shares of Amentum, consisting of both the 10.9 million in escrow shares and the remaining 18.3 million shares owned by Jacobs was reflected in the Company's September 27, 2024 Consolidated Balance Sheet pending final settlement of the escrow shares at a recorded fair value of \$749.5 million.

In February 2025, in connection with the determination of SpinCo's fiscal year 2024 performance against certain agreed upon milestones and ensuing escrow share settlement proceedings (the "Post-Closing Additional Merger Consideration Adjustment"), the parties agreed that Jacobs was entitled to receive at least an additional 1.2 million shares held in escrow, which were then released to Jacobs. Subsequently, on March 13, 2025, Jacobs completed the Equity-for-Debt Transaction (see Note 12- *Borrowings* for additional information). After giving effect to the above transactions, the Company's remaining investment in Amentum represented the 9.7 million shares remaining in escrow.

Further, on April 7, 2025, the parties agreed to a final determination of the Post-Closing Additional Merger Consideration Adjustment, pursuant to which Jacobs became entitled to receive approximately 7.3 million Amentum shares from the remaining 9.7 million shares held in escrow mentioned above, and former Amentum equity sponsors became entitled to receive the remainder of approximately 2.4 million shares. The finalization of the shares deemed owed to the former Amentum equity sponsors resulted in approximately \$21.9 million in charges to Miscellaneous Expense in the Company's Consolidated Statement of Earnings in the second fiscal quarter of 2025. These shares were subsequently released to the respective parties during the third fiscal quarter of 2025.

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Finally, on April 30, 2025, the Jacobs Board of Directors declared a dividend in kind to distribute the remaining 7.3 million shares of Amentum's stock to Jacobs' shareholders of record as of May 16, 2025, which were distributed on a pro rata basis on May 30, 2025, resulting in an impact on retained earnings as shown on the Company's Consolidated Statements of Shareholders' Equity for the year ended September 26, 2025. Following the distribution, the Company no longer owns any shares of Amentum common stock.

The Company reported \$145.2 million in fair value mark-to-market losses and other related charges associated with the investment in Amentum shares for the three months ended December 27, 2024, which were included in Miscellaneous Income (Expense), net as reported in Other Income (Expense) in the Company's Consolidated Statement of Earnings.

Transition Services Agreement

Upon closing of the Separation Transaction, the Company entered into a Transition Services Agreement (the "TSA") with Amentum pursuant to which the Company, on an interim basis, will provide various services to Amentum including corporate, information technology, and project services. The initial term of the TSA began immediately following the closing of the transaction on September 27, 2024. As of September 26, 2025, the TSA was substantially exited with certain agreed upon extensions which were completed as of December 26, 2025. Pursuant to the terms of the TSA, the Company received payments for the interim services. From inception of the TSA agreement, the Company recognized costs recorded in SG&A expense incurred to perform the TSA, offset by \$0.1 million and \$11.4 million in TSA related income for such services that is reported in miscellaneous income (expense) for the three month periods ended December 26, 2025 and December 27, 2024, respectively.

Sale of Energy, Chemicals and Resources ("ECR") Business

On April 26, 2019, Jacobs completed the sale of its Energy, Chemicals and Resources ("ECR") business to Worley Limited, a company incorporated in Australia ("Worley"), for a purchase price of \$3.4 billion consisting of (i) \$2.8 billion in cash plus (ii) \$58.2 million ordinary shares of Worley, subject to adjustments for changes in working capital and certain other items. For the three month periods ended December 26, 2025 and December 27, 2024, there were no amounts reported in Net Loss Attributable to Jacobs from Discontinued Operations on the Consolidated Statement of Earnings related to ECR.

15. PA Consulting Redeemable Noncontrolling Interests

In connection with the Company's strategic investment in PA Consulting, the Company recorded redeemable noncontrolling interests, including subsequent purchase accounting adjustments, representing the noncontrolling interest holders' equity interests in the form of preferred and common shares of PA Consulting, with substantially all of the value associated with these interests allocable to the preferred shares. PA Consulting is accounted for as a consolidated subsidiary and as a separate operating segment.

During the three months ended December 26, 2025 and December 27, 2024, PA Consulting repurchased certain shares of the redeemable noncontrolling interest holders for \$0.4 million and \$3.7 million respectively, in cash. The difference between the cash purchase prices and the recorded book values of these repurchased and issued interests was recorded in the Company's consolidated retained earnings. The Company held approximately 71% of the outstanding ownership of PA Consulting as of December 26, 2025 and September 26, 2025.

For the three months ended December 26, 2025 and December 27, 2024, there was a \$0.06 and \$0.04 adjustment to earnings per share resulting from adjustments to the redeemable noncontrolling interests to reflect the excess of redemption values over fair values of the B common shares component of the redeemable noncontrolling interests. The redemption value adjustments associated with redeemable noncontrolling interests preference share repurchase and reissuance activities that were recorded had an immaterial impact to earnings per share for the three months ended December 26, 2025 and December 27, 2024.

The changes above had no impact on the Company's overall results of operations, financial position or cash flows. See Note 6- *Earnings Per Share and Certain Related Information* for more information.

Changes in the redeemable noncontrolling interests during the three months ended December 26, 2025 are as follows (in thousands):

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Balance at September 26, 2025	\$	1,018,694
Accrued Preferred Dividend to Preference Shareholders		21,570
Attribution of Preferred Dividend to Common Shareholders		(21,570)
Net earnings attributable to redeemable noncontrolling interests to Common Shareholders		5,720
Redeemable Noncontrolling interests redemption value adjustment		65,590
Repurchase of redeemable noncontrolling interests		(622)
Cumulative translation adjustments and other		3,598
Balance at December 26, 2025	\$	<u>1,092,980</u>

In addition, certain employees and non-employees of PA Consulting are eligible to receive equity-based incentive grants since the March 2, 2021 original investment date. Under the terms of the applicable agreements, these grants have reached vested status on a tranche basis of approximately 40% through July 2025, with the remaining 60% anticipated to vest and result in associated expense recognition upon a liquidity event, as defined in the applicable agreements, which is expected to take place in 2026. The Company has accrued liabilities associated with the vested grants at fair value in the amounts of \$127.5 million and \$103.8 million reported in Other deferred liabilities in our Consolidated Balance Sheets as of December 26, 2025 and September 26, 2025, respectively. Also, during the three months ended December 26, 2025 and December 27, 2024, the Company has recorded \$22.6 million and \$5.9 million, respectively, in expenses associated with these agreements, which is reflected in selling, general and administrative expenses in the Consolidated Statements of Earnings. As of December 26, 2025, there was approximately \$178 million of total unrecognized compensation cost related to the remaining 60% vesting of the associated grants under these agreements based on December 26, 2025 fair values which are anticipated to vest upon a liquidity event, as defined in the applicable agreements. This cost is expected to be recognized in Selling, general and administrative expenses when such a liquidity event is considered probable, which could occur in the second quarter of fiscal 2026.

On January 2, 2026, Jacobs entered into an Implementation Deed (the "Implementation Deed") with PA Consulting. Pursuant to the Implementation Deed and certain related agreements, and subject to the terms and conditions thereof, Jacobs will acquire from shareholders of PA Consulting all of the remaining issued share capital of PA Consulting ("PA Shares") owned by the PA Consulting shareholders other than Jacobs and its affiliates. The Company will acquire the PA Shares for an aggregate initial consideration of approximately £1.216 billion to be paid through a combination of cash and new shares of Jacobs' common stock, par value \$1.00 per share ("Company Common Stock"), with the number of shares of Company Common Stock set at 20% of the aggregate initial consideration, net of certain PA Consulting shareholder expenses and after making payments with respect to certain PA Shares which the Company has agreed to acquire for 100% cash, and issued at a price of £100.20 per share, as set forth in the Implementation Deed. The initial consideration is subject to adjustment in accordance with the terms of the Implementation Deed. Assuming the transaction closes, on the second anniversary of the effective date as defined under the terms of the Implementation Deed, the Company will pay an additional £75 million in shares of Company Common Stock, cash or a combination thereof, as determined by the Company in its sole discretion (the transactions described in this paragraph, collectively, the "PA Consulting Transaction"). The completion of the PA Consulting Transaction is subject to the satisfaction or waiver of certain closing conditions, including approvals by the PA Consulting shareholders, the High Court of Justice in England and Wales, the UK Secretary of State and the Danish Business Authority, and the consummation of certain related transactions. The PA Consulting Transaction is expected to close in the second quarter of fiscal 2026. Upon consummation of the PA Consulting Transaction, the Company will no longer carry Redeemable Noncontrolling Interests on the Jacobs Consolidated Financial Statements commencing with the period in which the transaction is consummated.

Restricted Cash

The Company's investment in PA Consulting includes \$1.0 million and \$1.4 million at December 26, 2025 and September 26, 2025, respectively, in cash that is restricted from general use and is reflected in Prepaid expenses and other in the Company's Consolidated Balance Sheets.

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16. Restructuring and Other Charges

During fiscal 2023, the Company implemented restructuring and separation initiatives relating to the Separation Transaction (see Note 14- *Discontinued Operations* for additional information) which continued through fiscal years 2024 and 2025; Jacobs has substantially completed the restructuring program for the Separation Transaction at the end of calendar year 2025. Restructuring initiatives were also implemented during fiscal 2023 relating to our PA Consulting business, which are substantially completed. During the first fiscal quarter of 2026, the Company implemented integration initiatives relating to the PA Consulting Transaction (see Note 15- *PA Consulting Redeemable Noncontrolling Interests* for additional information). While restructuring activities for these programs are comprised mainly of employee termination costs, the separation and integration activities are primarily related to the engagement of outside services, dedicated internal personnel and other related costs dedicated to those transactions.

Collectively, the above-mentioned restructuring activities are referred to as "Restructuring and other charges."

The following table summarizes the impacts of the Restructuring and other charges by operating segment for the three months ended December 26, 2025 and December 27, 2024 (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Infrastructure & Advanced Facilities	\$ 2,242	\$ 14,976
PA Consulting	1,757	(236)
Total ⁽¹⁾	\$ 3,999	\$ 14,740

- (1) The three months ended December 26, 2025 and December 27, 2024 included approximately \$2.2 million and \$15.0 million, respectively, in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs). The three months ended December 26, 2025 included approximately \$1.8 million in restructuring and other charges relating to the PA Consulting Transaction (primarily professional services and dedicated internal personnel), which were included in operating profit in the Company's Consolidated Statement of Earnings (mainly in SG&A).

The activity in the Company's accruals for Restructuring and other charges for the three months ended December 26, 2025 is as follows (in thousands):

Balance at September 26, 2025	\$ 14,516
Net Charges	3,999
Payments and other	(14,155)
Balance at December 26, 2025	\$ 4,360

The following table summarizes the Restructuring and other charges by major type of costs for the three months ended December 26, 2025 and December 27, 2024 (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Voluntary and Involuntary Termination	\$ 1,709	\$ 385
Outside Services ⁽¹⁾	1,176	11,412
Other ⁽²⁾	1,114	2,943
Total	\$ 3,999	\$ 14,740

- (1) Amounts in the three months ended December 26, 2025 are comprised of professional services relating to the Separation Transaction and PA Consulting Transaction. Amounts in the three months ended December 27, 2024 are comprised of professional services relating to the Separation Transaction.

- (2) Amounts in the three months ended December 26, 2025 are comprised of charges relating to the PA Consulting Transaction and Separation Transaction. Amounts in the three months ended December 27, 2024 are comprised of charges relating to the Separation Transaction.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS - (CONTINUED)

Cumulative amounts incurred to date for restructuring and other programs that were active as of December 26, 2025 by each major type of cost are as follows (in thousands):

Voluntary and Involuntary Termination	\$	110,751
Outside Services		159,651
Other ⁽¹⁾		3,925
Total	\$	<u>274,327</u>

(1) Cumulative amount includes a \$35.2 million realized gain on interest rate swaps settled during the fourth quarter of fiscal 2024.

17. Commitments and Contingencies and Derivative Financial Instruments

Derivative Financial Instruments

The Company is exposed to interest rate risk under its variable rate borrowings and additionally, due to the nature of the Company's international operations, we are at times exposed to foreign currency risk. As such, we sometimes enter into foreign exchange hedging contracts and interest rate hedging contracts in order to limit our exposure to fluctuating foreign currencies and interest rates.

During fiscal 2022, the Company entered into two treasury lock agreements with a total notional value of \$500.0 million to manage its interest rate exposure to the anticipated issuance of fixed rate debt before December 2023. On February 13, 2023, the Company settled these treasury lock agreements and issued the 5.90% Bonds in the aggregate principal amount of \$500.0 million, which resulted in the receipt of cash and a pre-tax gain of \$37.4 million, which is being amortized to interest expense and recognized over the term of the 5.90% Bonds. See Note 12- *Borrowings* for further discussion relating to the terms of the 5.90% Bonds. The unrealized net gain on these instruments was \$20.2 million and \$20.9 million, net of tax, and is included in accumulated other comprehensive loss as of December 26, 2025 and September 26, 2025, respectively.

In fiscal 2020 we entered into interest rate swap agreements to manage the interest rate exposure on our variable rate loans. By entering into the swap agreements, the Company converted the variable rate based liabilities into fixed rate liabilities for a period of five to ten years. During the fiscal 2023 transition from LIBOR to SOFR, the terms of the swaps were amended accordingly and remained designated as cash-flow hedges in accordance with ASC 815, *Derivatives and Hedging*. As of December 26, 2025 and September 26, 2025, the Company has one ten-year outstanding instrument with a notional value of \$200.0 million.

The fair value of the interest rate swap at December 26, 2025 and September 26, 2025 was \$19.3 million and \$20.5 million, respectively, included within miscellaneous other assets on the Consolidated Balance Sheet. The unrealized net gain on the interest rate swap as of December 26, 2025 and September 26, 2025 was \$14.7 million and \$15.6 million, respectively, net of tax, and was included in accumulated other comprehensive loss.

Additionally, the Company held foreign exchange forward contracts in currencies that support our operations, including Australian Dollar, British Pound and other currencies, with notional values of \$439.8 million at December 26, 2025 and \$491.9 million at September 26, 2025. The length of these contracts currently ranges from one to three months. The fair value of the foreign exchange contracts at December 26, 2025 was \$1.9 million, of which \$2.1 million is included within current assets and \$(0.2) million is included within current liabilities on the Consolidated Balance Sheet as of December 26, 2025. The fair value of the contracts as of September 26, 2025 was \$(0.3) million, of which \$(2.3) million is included within current liabilities and \$2.0 million is included within current assets on the Consolidated Balance Sheet as of September 26, 2025. Associated income statement impacts are included in miscellaneous income (expense) in the Consolidated Statements of Earnings for both periods.

In addition, on January 5, 2026, in connection with the PA Consulting Transaction, the Company entered into a foreign exchange forward contract with a notional value of \$1.31 billion to manage its exposure to fluctuations in foreign currency exchange rates arising from its obligation to deliver the cash portion of the initial consideration payable in such transaction.

The fair value measurements of these derivatives are being made using Level 2 inputs under ASC 820, *Fair Value Measurement*, as the measurements are based on observable inputs other than quoted prices in active markets. We are

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exposed to risk from credit-related losses resulting from nonperformance by counterparties to our financial instruments. We perform credit evaluations of our counterparties under forward exchange and interest rate contracts and expect all counterparties to meet their obligations. We have not experienced credit losses from our counterparties.

Leases

The Company's right-of use assets and lease liabilities presented on the Consolidated Balance Sheets relate to real estate, project assets used in connection with long-term construction contracts, IT assets and vehicles. The Company's lease obligations are primarily for the use of office space and are primarily operating leases. The respective components of lease expense are reflected in Selling, general and administrative expenses on the Consolidated Statements of Earnings for all periods presented.

Contractual Guarantees, Legal Proceedings, Claims, Investigations and Insurance

In the normal course of business, we make contractual commitments (some of which are supported by separate guarantees) and on occasion we are a party in a litigation or arbitration proceeding, such as the Consolidated JV Matter (as defined in our fiscal 2025 Annual Report on Form 10-K). The litigation or arbitration in which we are involved includes personal injury claims, professional liability claims and breach of contract claims. Where we provide a separate guarantee, it is strictly in support of the underlying contractual commitment. Guarantees take various forms including surety bonds required by law, or standby letters of credit ("LOC" and also referred to as "bank guarantees") or corporate guarantees given to induce a party to enter into a contract with a subsidiary. Standby LOCs are also used as security for advance payments or in various other transactions. The guarantees have various expiration dates ranging from an arbitrary date to completion of our work (e.g., engineering only) to completion of the overall project. We record in the Consolidated Balance Sheets amounts representing our estimated liability relating to such guarantees, litigation and insurance claims. Guarantees are accounted for in accordance with ASC 460-10, *Guarantees*, at fair value at the inception of the guarantee.

At December 26, 2025 and September 26, 2025, the Company had issued and outstanding approximately \$250.1 million and \$217.0 million, respectively, in LOCs and \$3.0 billion and \$2.8 billion, respectively, in surety bonds. Of the outstanding LOC amount, \$0.3 million has been issued under the Revolving Credit Facility and \$249.8 million are issued under separate, committed and uncommitted letter-of-credit facilities.

We maintain insurance coverage for most insurable aspects of our business and operations. Our insurance programs have varying coverage limits depending upon the type of insurance and include certain conditions and exclusions which insurance companies may raise in response to any claim that is asserted by or against the Company. We have also elected to retain a portion of losses and liabilities that occur through using various deductibles, limits, and retentions under our insurance programs. As a result, we may be subject to a future liability for which we are only partially insured or completely uninsured. We intend to mitigate any such future liability by continuing to exercise prudent business judgment in negotiating the terms and conditions of the contracts which the Company enters with its clients. Our insurers are also subject to business risk and, as a result, one or more of them may be unable to fulfill their insurance obligations due to insolvency or otherwise.

Additionally, as a contractor providing services to the U.S. federal government, we are subject to many types of audits, investigations, and claims by, or on behalf of, the government including with respect to contract performance, pricing, cost allocations, procurement practices, labor practices, and socioeconomic obligations. Furthermore, our income, franchise, and similar tax returns and filings are also subject to audit and investigation by the Internal Revenue Service, most states within the United States, as well as by various government agencies representing jurisdictions outside the United States.

Our Consolidated Balance Sheets include amounts representing our probable estimated liability relating to such claims, guarantees, litigation, audits, and investigations. We perform an analysis to determine the level of reserves to establish for insurance-related claims that are known and have been asserted against us, as well as for insurance-related claims that are believed to have been incurred based on actuarial analysis but have not yet been reported to our claims administrators as of the respective balance sheet dates. We include any adjustments to such insurance reserves in our consolidated results of operations. Insurance recoveries are recorded as assets if recovery is probable and estimated liabilities are not reduced by expected insurance recoveries.

The Company believes, after consultation with counsel, that such guarantees, litigation, U.S. government contract-related audits, investigations and claims, and income tax audits and investigations should not have a material adverse effect on our consolidated financial statements, beyond amounts currently accrued.

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On January 2, 2026, Jacobs entered into an Implementation Deed with PA Consulting, pursuant to which Jacobs UK Holdings Limited will acquire from shareholders of PA Consulting, other than Jacobs and its affiliates, all of the remaining issued share capital of PA Consulting owned by such shareholders in the PA Consulting Transaction. Jacobs has agreed to unconditionally and irrevocably guarantee to the other parties the performance and observance by Jacobs UK Holdings Limited of all its obligations, commitments, undertakings and warranties under the Implementation Deed. For further information, refer to Note 15- *PA Consulting Redeemable Noncontrolling Interests*.

18. Segment Information

The Company's two operating segments are comprised of Infrastructure and Advanced Facilities ("I&AF") and its majority investment in PA Consulting. Subsequent to the Separation Transaction, the SpinCo businesses are now presented as discontinued operations for all periods and therefore not reflected in the segment disclosures below. For further information, refer to Note 14- *Discontinued Operations*.

The Company's Chief Executive Officer is the Chief Operating Decision Maker ("CODM") and evaluates the performance of and makes appropriate resource allocations to each of the segments. For purposes of the Company's goodwill impairment testing, it has been determined that the Company's operating segments are also its reporting units based on management's conclusion that the components comprising each of its operating segments share similar economic characteristics and meet the aggregation criteria for reporting units in accordance with ASC 350, *Intangibles-Goodwill and Other*.

Financial information for each segment is reviewed by the CODM to assess performance and make decisions regarding the allocation of resources. The CODM evaluates the operating performance of our operating segments using segment operating profit. The Company incurs certain SG&A that relate to its business as a whole which are not allocated to the segments. The CODM does not review segment assets as a measure of segment performance.

The following tables present total revenues, direct cost of contracts, selling, general and administrative expenses and segment operating profit from continuing operations for each reportable segment (in thousands) and includes a reconciliation of segment operating profit to total U.S. GAAP operating profit by including certain corporate-level expenses, Restructuring and other charges (as defined in Note 16- *Restructuring and Other Charges*) and transaction and integration costs (in thousands) for the three months ended:

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	December 26, 2025		
	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,938,848	\$ 354,433	\$ 3,293,281
Direct cost of contracts ⁽¹⁾	(2,293,163)	(234,868)	(2,528,031)
Selling, general and administrative expenses ⁽¹⁾	(430,945)	(34,672)	(465,617)
Segment Operating Profit	\$ 214,740	\$ 84,893	\$ 299,633
Restructuring, Transaction and Other Charges ⁽²⁾			(29,076)
Amortization of Intangible Assets			(37,996)
Total U.S. GAAP Operating Profit			\$ 232,561
Total Other (Expense) Income, net			(26,338)
Earnings from Continuing Operations Before Taxes			\$ 206,223

(1) Direct cost of contracts and SG&A are considered to be significant segment expense categories as amounts align with, or are easily computable from, the segment-level information regularly provided to the CODM.

(2) The three months ended December 26, 2025 included \$2.2 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), as well as \$1.8 million in restructuring and other charges relating to the PA Consulting Transaction (primarily professional services and dedicated internal personnel), and \$22.7 million in charges for certain subsidiary level compensation based agreements.

	December 27, 2024		
	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,626,208	\$ 306,748	\$ 2,932,956
Direct cost of contracts ⁽¹⁾	(2,019,696)	(191,993)	(2,211,689)
Selling, general and administrative expenses ⁽¹⁾	(396,237)	(48,017)	(444,254)
Segment Operating Profit	\$ 210,275	\$ 66,738	\$ 277,013
Restructuring, Transaction and Other Charges ⁽²⁾			(29,934)
Amortization of Intangible Assets			(38,661)
Total U.S. GAAP Operating Profit			\$ 208,418
Total Other (Expense) Income, net ⁽³⁾			(155,271)
Earnings from Continuing Operations Before Taxes			\$ 53,147

(1) Direct cost of contracts and SG&A are considered to be significant segment expense categories as amounts align with, or are easily computable from, the segment-level information regularly provided to the CODM.

(2) The three months ended December 27, 2024 included \$15.0 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), \$6.0 million in charges for certain subsidiary level compensation based agreements as well as \$7.9 million in charges associated with the Company's TSA with Amentum.

(3) The three months ended December 27, 2024 included \$145.2 million in mark-to-market losses associated with our investment in Amentum stock in connection with the Separation Transaction.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.

General

The purpose of this Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") is to provide a narrative analysis explaining the reasons for material changes in the Company's (i) financial condition from the most recent fiscal year-end to December 26, 2025 and (ii) results of operations during the current fiscal period(s) as compared to the corresponding period(s) of the preceding fiscal year. In order to better understand such changes, readers of this MD&A should also read:

- The discussion of the critical and significant accounting policies used by the Company in preparing its consolidated financial statements. The most current discussion of our critical accounting policies appears in Item 7, *Management's Discussion and Analysis of Financial Condition and Results of Operations* of our 2025 Form 10-K, and the most current discussion of our significant accounting policies appears in Note 2-*Significant Accounting Policies* in Notes to Consolidated Financial Statements of our 2025 Form 10-K;
- The Company's fiscal 2025 audited consolidated financial statements and notes thereto included in our 2025 Form 10-K; and
- Item 7, *Management's Discussion and Analysis of Financial Condition and Results of Operations* included in our 2025 Form 10-K.

In addition to historical information, this MD&A and other parts of this Quarterly Report on Form 10-Q contain 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 the financial condition and results of operations and 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:

- uncertainties as to the possibility that the closing conditions for the proposed transaction with PA Consulting may not be satisfied or waived, on a timely basis or otherwise; the risks that any consents or approvals, including any regulatory approvals, required in connection with the proposed transaction may not be received; the risk that the proposed transaction may not be completed on the terms or in the time-frame expected by the parties; unexpected costs, liabilities, charges or expenses related to the proposed transaction and the actual terms of any financings that will be obtained for the transaction; our ability to fully integrate PA Consulting into our business; our ability to realize the estimated synergies of the proposed transaction; and our ability to retain and hire key personnel, customers or suppliers while the proposed transaction is pending or after it is completed;
- 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 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, 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 OBBBA, 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 and Israel-Hamas conflicts and the on-going tensions 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 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 this Quarterly Report on Form 10-Q under Part I, Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations, and Part II, Item 1 - Legal Proceedings and Item 1A - Risk Factors. We undertake no obligation to release publicly any revisions or updates to any forward-looking statements. We encourage you to read carefully the risk factors, as well as the financial and business disclosures contained in this Quarterly Report on Form 10-Q and in other documents we file from time to time with the United States Securities and Exchange Commission (the "SEC").

Business Overview

At Jacobs, our values and our brand promise — **Challenging today. Reinventing tomorrow** — drive us to deliver innovative solutions and sustainable outcomes for the world's most complex challenges.

With a global team of approximately 43,000, we provide end-to-end capabilities across advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. Our services span advisory and consulting, feasibility and planning, through to design, program delivery and lifecycle management — helping to create a more connected and sustainable world.

From addressing water scarcity and aging infrastructure to access to life-saving therapies and cyber resilience, we combine creativity, agility and deep domain expertise to deliver outcomes that matter. Our integrated approach enables clients to meet urgent needs today while preparing for the opportunities of tomorrow.

Over the past eight years, Jacobs has transformed into a science-based consulting and advisory leader, focused on delivering digitally enabled, resilient solutions to complex sustainability, critical infrastructure and advanced manufacturing challenges. Strategic acquisitions, including a 65% stake in PA Consulting Group Limited ("PA Consulting") in fiscal 2021, along with the digital and data business solutions acquired with the BlackLynx and StreetLight acquisitions — have strengthened our capabilities in high-value technology-enabled solutions.

In February 2025, we launched *Challenge Accepted*, our multi-year growth strategy designed to sharpen our focus and accelerate our performance. Aligned with our long-term financial framework, this strategy positions us to drive profitable growth and deliver scalable, full lifecycle solutions across water and environmental, life sciences and advanced manufacturing, and critical infrastructure.

As global challenges like urbanization, infrastructure modernization, digital evolution and environmental resilience intensify, our integrated delivery model unites the full breadth of our capabilities — from strategy through execution — across our end markets. This synergy enables us to deliver rapid, large-scale outcomes that anticipate evolving client

needs and advance a more resilient, sustainable future where technology elevates human ingenuity and unlocks new possibilities for collaboration and problem-solving.

We harness our data and digital capabilities, products and tools to help clients operate more efficiently, safely and intelligently. Through the expertise of our people and ongoing investment in artificial intelligence (AI) and next-generation digital solutions, we empower our clients' decision-making across the entire asset lifecycle — from capital planning and operations to cybersecurity and operational technology. Our capabilities in data analytics, digital architecture, advisory and transformation, software development and cybersecurity enable clients to unlock the full value of their data and digital infrastructure to improve performance, resilience and sustainability.

Through our strategic partnership with PA Consulting, we are expanding our high-end advisory services and deploying our collective strengths to help clients adapt, innovate and transform. Together, we deliver integrated support across the full project lifecycle — from early-stage strategy to implementation — enabling clients to tackle complex challenges, accelerate sustainable growth and shape a smarter, more resilient future.

Operating Segments

The services we provide to our end markets fall into the following two operating segments: 1) Infrastructure & Advanced Facilities and 2) our majority investment in PA Consulting. For additional information regarding our segments, including information about our financial results by segment and financial results by geography, see Note 18- *Segment Information* and Note 5- *Revenue Accounting for Contracts* of Notes to Consolidated Financial Statements.

Infrastructure & Advanced Facilities (I&AF)

Jacobs' Infrastructure & Advanced Facilities line of business provides end-to-end solutions for our clients' most complex challenges related to energy security, environmental resilience, safe and reliable transportation, buildings and infrastructure, integrated water management and biopharmaceutical manufacturing. In doing so, we combine deep experience in Water & Environmental, Life Sciences & Advanced Manufacturing and Critical Infrastructure. Our core skills revolve around consulting, planning, architecture, design, engineering, infrastructure delivery services including project, program and construction management and long-term operation of facilities. Solutions are delivered as standalone professional service engagements, comprehensive program management partnerships, and selective progressive design-build and construction management at-risk delivery services. Increasingly, we use data science and technology-enabled expertise to deliver positive and enduring outcomes for our clients and communities.

We serve national, state and local government clients across multiple regions — including the U.S., U.K., Europe, the Middle East and Asia Pacific — and multinational and local private sector organizations globally.

PA Consulting

PA Consulting, the global innovation and transformation consultancy, accelerates new growth ideas from concept, through design and development and to commercial success, and revitalizes organizations, building leadership, culture, systems and processes to make innovation a reality. PA Consulting's global team of about 4,000, which includes strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists work across seven sectors: consumer and manufacturing, defense and security, energy and utilities, financial services, government, health and life sciences, and transport to make a positive impact alongside the clients it supports, bringing ingenuity to life.

PA Consulting has a diverse mix of private and public sector clients. Private sector clients include global household names like Diageo, Microsoft, Pret A Manger and Unilever, and start-ups like NTx, which is accelerating access to life-changing therapies. PA's work includes applying data and analytics to improve punctuality of flights at Heathrow Airport, accelerating the energy transition with Invenery and energyRe, creating new digital platforms for the American College of Emergency Physicians, pioneering medtech with Hubly Surgical, accelerating clinical trials with AI for a global life sciences consortium, and enhancing resiliency in banking with Bankomat. Public sector clients include the U.K.'s Ministry of Defence, National Highways, The Norwegian Labour and Welfare Administration, The Danish Tax Agency and The Swedish Environmental Protection Agency.

On a collective basis, we also benefit from the combined strengths of Jacobs and PA Consulting by deploying Jacobs' deep understanding of infrastructure delivery, capital asset cycles and highly technical program management together with PA Consulting's strategic advisory, innovation and transformation capabilities – enabling us to transform bold ideas into practical, optimized outcomes for our clients worldwide. In the U.S., we're supporting the digital transformation of Dallas Fort Worth International Airport and contributing to the Baltimore & Potomac Tunnel Replacement Program — one of the nation's largest transportation infrastructure investments. In England, we provide engineering, technical advice and innovation services to National Highways. We're building an AI blueprint for Hertfordshire County Council, one of England's largest councils. Through the U.K.'s largest government management consultancy framework, we're providing public sector organizations with streamlined access to advisory services. We're also delivering technical project management for the U.K. Department for Energy Security & Net Zero's Carbon Capture, Usage and Storage program, a cornerstone of the U.K.'s net-zero ambitions.

Separation of Critical Mission Solutions (CMS) and Cyber & Intelligence (C&I)

On September 27, 2024, Jacobs Solutions Inc. ("Jacobs") completed the previously announced Reverse Morris Trust transaction pursuant to which (i) Jacobs first transferred its Critical Mission Solutions business ("CMS") and portions of the Divergent Solutions ("DVS") business (referred to herein as the Cyber & Intelligence business ("C&I") and together with CMS referred to as the "SpinCo Business"), to Amazon Holdco Inc., a Delaware corporation, which has been renamed Amentum Holdings, Inc. ("SpinCo") (the "Separation"), (ii) Jacobs then effectuated a spin-off of SpinCo by distributing 124,084,108 shares of SpinCo common stock, par value \$0.01 per share (the "SpinCo Common Stock"), by way of a pro rata distribution to its shareholders such that each holder of shares of Jacobs common stock, par value \$1.00 per share (the "Jacobs Common Stock") was entitled to receive one share of SpinCo Common Stock for each share of Jacobs common stock held as of the record date, September 23, 2024 (the "Distribution"), and (iii) finally, Amentum Parent Holdings LLC merged with and into SpinCo, with SpinCo surviving the merger (the "Merger" and together with the Separation and the Distribution, the "Separation Transaction"). The surviving entity of the Separation Transaction is now an independent public company with common stock listed on the New York Stock Exchange under the symbol "AMTM" ("Amentum").

As a result of the Separation Transaction, substantially all SpinCo Business-related assets and liabilities have been separated and distributed (the "Disposal Group"). The Company determined that the Disposal Group should be reported as discontinued operations in accordance with ASC 205-20, *Discontinued Operations* because their disposal represents a strategic shift that had a major effect on operations and financial results. As such, the financial results of the SpinCo Business are reflected in our Consolidated Statements of Earnings as discontinued operations for all periods presented.

For further information regarding separation activities that took place subsequent to the Separation Transaction closing, see Note 14-*Discontinued Operations*.

Prior to the Separation Transaction, Jacobs' Critical Mission Solutions business provided a full spectrum of solutions for clients to address evolving challenges like digital transformation and modernization, national security and defense, space exploration, digital asset management, the clean energy transition, and nuclear decommissioning and cleanup. Clients included government agencies, as well as private sector clients mainly in the aerospace, automotive, motorsports, energy and telecom sectors. Prior to the Separation Transaction, the DVS business unit served as the core foundation for developing and delivering innovative, next-generation cloud, cyber, data and digital technologies. DVS clients included government agencies and commercial clients in the U.S. and international markets. Certain portions of the DVS business related to advising on digital strategy and transformation and developing digital solutions that facilitate capital, operational and cybersecurity decisions for our clients across our segments and their end markets were retained and are now part of I&AF.

Results of Operations for the three months ended December 26, 2025 and December 27, 2024

(in thousands, except per share information)

	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Revenues	\$ 3,293,281	\$ 2,932,956
Direct cost of contracts	(2,528,031)	(2,211,689)
Gross profit	765,250	721,267
Selling, general and administrative expenses	(532,689)	(512,849)
Operating Profit	232,561	208,418
Other Income (Expense):		
Interest income	7,629	9,656
Interest expense	(34,254)	(34,820)
Miscellaneous income (expense), net	287	(130,107)
Total other expense, net	(26,338)	(155,271)
Earnings from Continuing Operations Before Taxes	206,223	53,147
Income Tax Expense from Continuing Operations	(73,109)	(57,149)
Net Earnings (Loss) of the Group from Continuing Operations	133,114	(4,002)
Net Earnings (Loss) of the Group from Discontinued Operations, net of tax	554	(1,001)
Net Earnings (Loss) of the Group	133,668	(5,003)
Net Earnings Attributable to Noncontrolling Interests from Continuing Operations	(2,440)	(6,080)
Net Earnings Attributable to Redeemable Noncontrolling Interests	(5,720)	(7,047)
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	124,954	(17,129)
Net Earnings (Loss) Attributable to Jacobs from Discontinued Operations	554	(1,001)
Net Earnings (Loss) Attributable to Jacobs	\$ 125,508	\$ (18,130)
Net Earnings Per Share:		
Basic Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.12	\$ (0.10)
Basic Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Basic Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
Diluted Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Diluted Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)

Note: Per share amounts may not add due to rounding.

Overview – Three Months Ended December 26, 2025

Net earnings attributable to the Company from continuing operations for the first fiscal quarter of 2026 were \$125.0 million (or \$1.11 per diluted share), an increase of \$142.1 million, from net loss of \$(17.1) million (or \$(0.10) per diluted share) for the corresponding period last year. Our reported net earnings for the first fiscal quarter of 2026 were favorably impacted by pre-tax items, including higher gross profit of \$44.0 million compared to the corresponding period last year, primarily driven by stronger performance in our Infrastructure & Advanced Facilities ("I&AF") operating segment, specifically in our International and Global Operations sectors, as discussed further below in the *Segment Financial Information* section. Current year results from continuing operations for fiscal 2026 were also favorably impacted by a decrease in miscellaneous expense of \$130.4 million primarily due to the absence of prior year mark-to-market losses of \$145.2 million related to our investment in Amentum stock in connection with the Separation Transaction, partly offset by a decrease in TSA-related income included in miscellaneous income (expense). Further, results were favorably impacted by a decrease in pre-tax Restructuring and other charges and transaction costs of \$12.7 million reported in Selling, general & administrative ("SG&A") expenses compared to the fiscal 2025 period, primarily associated with the Separation Transaction (mainly professional services and employee separation costs), which are discussed in Note 16- *Restructuring and Other Charges*.

Income taxes for the three months ended December 26, 2025 were higher by \$16.0 million from the corresponding period last year. Our income tax expense was unfavorably impacted by \$16.6 million in additional tax expense related to non-deductible incentive compensation associated with the Company's PA Consulting investment.

For discussion of discontinued operations, see Note 14- *Discontinued Operations*.

On January 2, 2026, Jacobs entered into an Implementation Deed (the "Implementation Deed") with PA Consulting. Pursuant to the Implementation Deed and certain related agreements, and subject to the terms and conditions thereof, Jacobs will acquire from shareholders of PA Consulting all of the remaining issued share capital of PA Consulting ("PA Shares") owned by the PA Consulting shareholders other than Jacobs and its affiliates. The Company will acquire the PA Shares for an aggregate initial consideration of approximately £1.216 billion to be paid through a combination of cash and new shares of Jacobs' common stock, par value \$1.00 per share ("Company Common Stock"), with the number of shares of Company Common Stock set at 20% of the aggregate initial consideration, net of certain PA Consulting shareholder expenses and after making payments with respect to certain PA Shares which the Company has agreed to acquire for 100% cash, and issued at a price of £100.20 per share, as set forth in the Implementation Deed. The initial consideration is subject to adjustment in accordance with the terms of the Implementation Deed. Assuming the transaction closes, on the second anniversary of the effective date as defined under the terms of the Implementation Deed, the Company will pay an additional £75 million in shares of Company Common Stock, cash or a combination thereof, as determined by the Company in its sole discretion (the transactions described in this paragraph, collectively, the "PA Consulting Transaction"). The completion of the PA Consulting Transaction is subject to the satisfaction or waiver of certain closing conditions, including approvals by the PA Consulting shareholders, the High Court of Justice in England and Wales, the UK Secretary of State and the Danish Business Authority, and the consummation of certain related transactions. The PA Consulting Transaction is expected to close in the second quarter of fiscal 2026.

Consolidated Results of Operations

Revenues for the first fiscal quarter of 2026 were \$3.29 billion, an increase of \$360.3 million, or 12.3%, from \$2.93 billion for the corresponding period last year. The increase in revenues was mainly driven by the Company's I&AF business, as well as year-over-year revenue growth in our PA Consulting business. The I&AF segment benefited primarily from stronger performance in our International and Global Operating sectors. Our revenues for the first fiscal quarter of 2026 were also favorably impacted by foreign currency translation of \$37.9 million in our international businesses, as compared to a favorable impact of \$16.4 million for the for the first fiscal quarter of 2025.

Gross profit for the first fiscal quarter of 2026 was \$765.3 million, an increase of \$44.0 million, or 6.1%, from \$721.3 million for the corresponding period last year, with gross profit margins of 23.2% and 24.6% for the respective periods. The Company's increase in gross profit was mainly attributable to higher revenues as mentioned above, with unfavorable margin impacts from year-over-year project mix as well as increased personnel cost in PA Consulting.

See **Segment Financial Information** discussion for further information on the Company's results of operations at the operating segment.

Selling, general & administrative expenses for the three months ended December 26, 2025 were \$532.7 million, an increase of \$19.8 million or 3.9% from \$512.8 million for the corresponding period last year. SG&A expenses for the three months ended December 26, 2025 were impacted by decreases of \$12.7 million in Restructuring and other charges associated with the Separation Transaction, mainly comprised of professional services, and reductions of \$7.9 million expenses associated with the TSA with Amentum. These favorable items were more than offset by year-over-year increases in incentives of \$21.6 million, and underlying personnel costs of \$6.9 million, expenses associated with IT related software licensing and other IT costs of \$3.8 million as well as other department spend. Lastly, SG&A expenses were further impacted by unfavorable foreign exchange of \$7.8 million for the three months ended December 26, 2025, as compared to unfavorable impacts of \$3.2 million for the first fiscal quarter of 2025.

Net interest expense for the three months ended December 26, 2025 was \$26.6 million, an increase of \$1.5 million from \$25.2 million, or 5.8% for the corresponding periods last year. The increase in net interest expense for the three months ended December 26, 2025 was primarily due to a decrease in interest income driven by lower interest rates, partly offset by higher levels of cash in the current year compared to the prior year period.

Miscellaneous income, net for the three months ended December 26, 2025 was \$0.3 million, an increase of \$130.4 million in comparison to net expense of \$(130.1) million for the corresponding period last year. The favorability compared to the corresponding period last year was primarily due to the absence of first quarter fiscal 2025 mark-to-market losses and other related expenses associated with our investment in Amentum stock in connection with the Separation Transaction of \$145.2 million. These favorable items were partially offset by a decrease of \$11.3 million in TSA-related income associated with the Separation Transaction as discussed in Note 14- *Discontinued Operations*.

The Company's effective tax rates from continuing operations for the three months ended December 26, 2025 and December 27, 2024 were 35.5% and 107.5%, respectively. Significant items contributing to differences between the statutory U.S. federal corporate tax rate of 21.0% and the Company's effective tax rate for the three-month period ended December 26, 2025 were \$16.6 million of unfavorable tax impacts related to non-deductible incentive compensation associated with the Company's PA Consulting investment, as well as U.S. state income tax expense of \$5.8 million and U.S. tax on foreign earnings of \$4.6 million. These expense items are expected to have a continuing impact on the Company's effective tax rate for the remainder of the fiscal year.

The most significant items contributing to the difference between the statutory U.S. federal corporate tax rate of 21.0% and the Company's effective tax rate of 107.5% for the three-month period ended December 27, 2024 were \$37.0 million in unfavorable tax impacts associated with the non-deductibility of losses from the Company's investment in Amentum stock as well as U.S. state income tax expense of \$5.4 million and U.S. tax on foreign earnings of \$4.9 million.

Net earnings attributable to noncontrolling interests including redeemable noncontrolling interests for the three months ended December 26, 2025 were \$(8.2) million, as compared to \$(13.1) million for the corresponding period last year. The decrease in total noncontrolling interests for the three months ended December 26, 2025 primarily reflects lower comparative earnings impacts of joint venture projects nearing completion in the current year period as well as an increase in the Company's noncontrolling share of expense associated with equity-based incentive grants as discussed in Note 15- *PA Consulting Redeemable Noncontrolling Interests*. These unfavorable items were partly offset by higher net earnings results in our PA Consulting investment compared to the prior year period.

Restructuring and Other Charges

During fiscal 2023, the Company implemented restructuring initiatives relating to the Separation Transaction. The Company incurred approximately \$1.4 million during the three months ended December 26, 2025 and \$28.2 million and \$42.0 million in fiscal 2025 and fiscal 2024, respectively, in pre-tax cash charges in connection with these initiatives. These actions were substantially completed at the end of calendar year 2025 and are expected to result in estimated gross annualized pre-tax cash savings of approximately \$165 million to \$200 million.

During third quarter fiscal 2023, the Company approved a plan to improve business processes and cost structures of our PA Consulting investment by reorganizing senior management and reducing headcount. In connection with these initiatives, which are substantially completed, the Company incurred approximately \$0.4 million during the three months ended December 26, 2025 and \$1.9 million, \$6.4 million and \$14.3 million in fiscal 2025, 2024 and 2023, respectively, in pre-tax cash charges. These activities are expected to result in estimated gross annualized pre-tax cash savings of approximately \$50 million to \$65 million.

Refer to Note 16– *Restructuring and Other Charges* for further information regarding restructuring and integration initiatives.

Segment Financial Information

The following tables present total revenues, direct cost of contracts, selling, general and administrative expenses and segment operating profit from continuing operations for each reportable segment (in thousands) and includes a reconciliation of segment operating profit to total U.S. GAAP operating profit from continuing operations by including certain corporate-level expenses, Restructuring and other charges (as defined in Note 16- *Restructuring and Other Charges*) and transaction and integration costs (in thousands) for the periods ended:

	December 26, 2025		
	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,938,848	\$ 354,433	\$ 3,293,281
Direct cost of contracts	(2,293,163)	(234,868)	(2,528,031)
Selling, general and administrative expenses	(430,945)	(34,672)	(465,617)
Segment Operating Profit	\$ 214,740	\$ 84,893	\$ 299,633
Restructuring, Transaction and Other Charges ⁽¹⁾			(29,076)
Amortization of Intangible Assets			(37,996)
Total U.S. GAAP Operating Profit			\$ 232,561
Total Other (Expense) Income, net			(26,338)
Earnings from Continuing Operations Before Taxes			<u>\$ 206,223</u>

(1) The three months ended December 26, 2025 included \$2.2 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), as well as \$1.8 million in restructuring and other charges relating to the PA Consulting Transaction (primarily professional services and dedicated internal personnel), and \$22.7 million in charges for certain subsidiary level compensation based agreements.

	December 27, 2024		
	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,626,208	\$ 306,748	\$ 2,932,956
Direct cost of contracts	(2,019,696)	(191,993)	(2,211,689)
Selling, general and administrative expenses	(396,237)	(48,017)	(444,254)
Segment Operating Profit	\$ 210,275	\$ 66,738	\$ 277,013
Restructuring, Transaction and Other Charges ⁽¹⁾			(29,934)
Amortization of Intangible Assets			(38,661)
Total U.S. GAAP Operating Profit			\$ 208,418
Total Other (Expense) Income, net ⁽²⁾			(155,271)
Earnings from Continuing Operations Before Taxes			<u>\$ 53,147</u>

(1) The three months ended December 27, 2024 included \$15.0 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), \$6.0 million in charges for certain subsidiary level compensation based agreements as well as \$7.9 million in charges associated with the Company's TSA with Amentum.

(2) The three months ended December 27, 2024 included \$145.2 million in mark-to-market losses associated with our investment in Amentum stock in connection with the Separation Transaction.

In evaluating the Company's performance by operating segment, the Chief Operating Decision Maker ("CODM") reviews various metrics and statistical data for Infrastructure & Advanced Facilities and PA Consulting. For more information, please refer to Note 18- *Segment Information*. In addition, the Company attributes each segment's specific incentive compensation plan costs to the segments. The methods for recognizing revenue, incentive fees, project losses and change orders are consistent among the segments.

Infrastructure & Advanced Facilities

<i>(in thousands)</i>	Three Months Ended	
	December 26, 2025	December 27, 2024
Revenue	\$ 2,938,848	\$ 2,626,208
Operating Profit	\$ 214,740	\$ 210,275

Revenues for the I&AF segment for the three months ended December 26, 2025 were \$2.9 billion, an increase of \$312.6 million, or 12%, compared to \$2.6 billion for the corresponding period last year. The increase in revenues for the three months ended December 26, 2025 was driven primarily from stronger performance in its International and Global Operating sectors. Additionally, foreign currency translation had approximately \$25.0 million in favorable impacts on revenues for the three months ended December 26, 2025, as compared to \$6.9 million in favorable impact in the corresponding prior year period.

Operating profit for the I&AF segment for the three months ended December 26, 2025 was \$214.7 million, an increase of \$4.5 million, or 2%, from \$210.3 million for the corresponding period last year. The increase for the three months ended December 26, 2025 was driven primarily by the revenue growth mentioned above, partially offset by an increase in Selling, general and administrative expenses. Foreign currency translation had approximately \$3.2 million in favorable impacts on operating profit for three months ended December 26, 2025, as compared to \$0.7 million in favorable impacts in the corresponding prior year period.

PA Consulting

<i>(in thousands)</i>	Three Months Ended	
	December 26, 2025	December 27, 2024
Revenue	\$ 354,433	\$ 306,748
Operating Profit	\$ 84,893	\$ 66,738

Revenues for the PA Consulting segment for the three months ended December 26, 2025 were \$354.4 million reflecting an increase of \$47.7 million, or 16% from \$306.7 million in the corresponding period last year. The increase in revenue was due primarily to growth in PA Consulting's public services businesses (through the public services and defence and security sectors). Foreign currency translation had approximately \$12.9 million in favorable impacts on revenues for the three months ended December 26, 2025, as compared to \$9.5 million in favorable impacts in the corresponding prior year period.

Operating profit for the segment for the three months ended was \$84.9 million, an increase of \$18.2 million, or 27% from \$66.7 million in the corresponding period last year. The year-over-year increase was mainly attributable to improved revenues as mentioned above, as well as favorable impacts from reduced Selling, general and administrative expenses.

Backlog Information

Backlog represents revenue we expect to realize for work to be completed by our consolidated subsidiaries and our proportionate share of work to be performed by unconsolidated joint ventures. Because of variations in the nature, size, expected duration, funding commitments, and the scope of services required by our contracts, the amount and timing of when backlog will be recognized as revenues includes significant estimates and can vary greatly between individual contracts.

Consistent with industry practice, substantially all of our contracts are subject to cancellation or termination at the option of the client, including our U.S. government work. While management uses all information available to determine backlog, at any given time our backlog is subject to changes in the scope of services to be provided as well as increases or decreases in costs relating to the contracts included therein. Backlog is not necessarily an indicator of future revenues.

Because certain contracts (e.g., contracts relating to large engineering, procurement & construction projects as well as national government programs) can cause large increases to backlog in the fiscal period in which we recognize the award, and because many of our contracts require us to provide services that span over several fiscal quarters (and sometimes over fiscal years), we have presented our backlog on a year-over-year basis, rather than on a sequential, quarter-over-quarter basis.

The following table summarizes our backlog at December 26, 2025 and December 27, 2024 (in millions):

	December 26, 2025	December 27, 2024
Infrastructure & Advanced Facilities	\$ 25,902	\$ 21,484
PA Consulting	406	331
Total	<u>\$ 26,308</u>	<u>\$ 21,815</u>

The increase in backlog in I&AF from December 27, 2024 was predominantly driven by growth across Advanced Manufacturing, Life Sciences and Water markets.

The increase in backlog in PA Consulting from December 27, 2024 was primarily driven by organic year-over-year growth of the business.

Consolidated backlog differs from the Company's remaining performance obligations as defined by ASC 606 primarily because of contract change orders or new wins not yet processed and our national government contracts where our policy is to generally include in backlog the contract award, whether funded or unfunded excluding certain option periods while our remaining performance obligations represent a measure of the total dollar value of work to be performed on contracts awarded and in progress. Additionally, the Company does not include our proportionate share of backlog related to unconsolidated joint ventures in our remaining performance obligations.

Liquidity and Capital Resources

At December 26, 2025, our principal sources of liquidity consisted of \$1.55 billion in cash and cash equivalents and \$1.61 billion of available borrowing capacity under our \$2.25 billion revolving credit agreement (the "Revolving Credit Facility"). See Note 12- *Borrowings* for more information. We finance most of our operations and growth through cash generated by our operations.

Cash and cash equivalents at December 26, 2025 were \$1.55 billion, representing an increase of \$317.5 million from \$1.24 billion at September 26, 2025, the reasons for which are described below. The following table presents selected consolidated cash flow information of the Company for the respective periods shown below:

(In thousands)	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Net cash provided by operating activities	\$ 380,760	\$ 107,456
Cash Flows from Investing Activities:		
Additions to property and equipment	(15,821)	(10,333)
Disposals of property and equipment and other assets	—	1,481
Capital contributions to equity investees, net of return of capital distributions	334	932
Net cash used for investing activities	(15,487)	(7,920)
Cash Flows from Financing Activities:		
Proceeds from long-term borrowings	719,000	589,000
Repayments of long-term borrowings	(474,000)	(221,000)
Repayments of short-term borrowings	—	(5,345)
Proceeds from issuances of common stock	7,741	7,984
Common stock repurchases	(252,082)	(201,626)
Taxes paid on vested restricted stock	(16,329)	(14,404)
Cash dividends to shareholders	(38,558)	(36,481)
Net dividends associated with noncontrolling interests	(5,218)	(2,245)
Repurchase of redeemable noncontrolling interests	(403)	(3,729)
Net cash (used for) provided by financing activities	(59,849)	112,154
Effect of Exchange Rate Changes	11,664	(58,180)
Net Increase in Cash and Cash Equivalents and Restricted Cash	317,088	153,510
Cash and Cash Equivalents, including Restricted Cash, at the Beginning of the Period	1,236,816	1,146,931
Cash and Cash Equivalents, including Restricted Cash, at the End of the Period	\$ 1,553,904	\$ 1,300,441

Our net cash flow provided by operations of \$380.8 million during the three months ended December 26, 2025 was favorable by \$273.3 million in comparison to the cash flow provided by operations of \$107.5 million in the corresponding prior year period. The increase in cash from operations is driven by stronger year-over-year working capital performance primarily attributable to Receivables and contract assets, net of contract liabilities which included a favorable cash timing item at the end of the quarter that will reverse in the second quarter of fiscal 2026, as well as Accounts Payable. Additionally, there were fewer year-over-year cash tax and Restructuring and Other Charges payments.

Our net cash used for investing activities during the three months ended December 26, 2025 was \$15.5 million, compared to cash used for investing activities of \$7.9 million in the corresponding prior year period due to higher levels of additions to plant, property and equipment in the current year.

Our net cash used for financing activities during the three months ended December 26, 2025 was \$59.8 million. This was driven by share repurchases of \$252.1 million, \$38.6 million in dividends to shareholders, and \$16.3 million in taxes paid on vested restricted stock, partly offset by net proceeds from borrowings of \$245.0 million. Net cash provided by financing activities in the corresponding prior year period was \$112.2 million, due primarily to net proceeds from borrowings of \$362.7 million, partly offset by share repurchases of \$201.6 million, \$36.5 million in dividends to shareholders, and \$14.4 million in taxes paid on vested restricted stock.

At December 26, 2025, the Company had approximately \$403.2 million in cash and cash equivalents held in the U.S. and \$1.15 billion held outside of the U.S. (primarily in the U.K., the Eurozone, Australia, India, Canada, and the Middle East region). Other than the tax cost of repatriating funds to the U.S., there are no material impediments to repatriating these funds to the U.S.

The Company had \$250.1 million in letters of credit outstanding at December 26, 2025. Of this amount, \$0.3 million was issued under the Revolving Credit Facility and \$249.8 million was issued under separate, committed and uncommitted letter-of-credit facilities.

Long-term debt as of December 26, 2025 increased by \$249.6 million compared to September 26, 2025 primarily due to an increased draw on the revolving credit facility of \$245.0 million (see Note 12- *Borrowings*) used to fund share buybacks, dividends and taxes paid on vested restricted stock.

On March 13, 2025, Jacobs completed the Equity-for-Debt Transaction (see Note 12- *Borrowings* for additional information), pursuant to which the Company extinguished \$311.5 million under the GBP 2021 Term Loan, in exchange for its approximately 19.5 million shares in Amentum. Additionally, as noted below, on March 27, 2025, the Company and its subsidiary, entered into the 2025 Term Loan Facility (as noted below), the proceeds of which were used to extinguish the remaining \$531.6 million under the GBP 2021 Term Loan contract. For more information, please refer to Note - 12 *Borrowings* and Note 14 - *Discontinued Operations*.

On March 27, 2025, the Company, as guarantor, and JEGI, as borrower, entered into a term loan agreement (the "2025 Term Loan Facility") with Bank of America, N.A., as administrative agent and sole lead arranger, and the lender party thereto. Under the 2025 Term Loan Facility, JEGI borrowed a \$200.0 million term loan and £410.0 million term loan for a term of two-years from the date of initial funding, maturing on March 26, 2027. See Note 12- *Borrowings* for additional information.

In connection with the Post-Closing Additional Merger Consideration relating to the Separation Transaction, the Company received approximately 7.3 million Amentum shares from the 9.7 million shares held in escrow. On April 30, 2025, the Company's Board of Directors determined to distribute the 7.3 million shares of Amentum's stock and declared an in kind dividend payable to Jacobs' shareholders of record as of May 16, 2025 which was distributed on a pro rata basis on May 30, 2025. Please refer to Note 14- *Discontinued Operations* for additional details.

On April 10, 2025, the Company collected \$70 million in receivables related to final settlement of the post-closing working capital adjustment from the distribution of the SpinCo Business, the proceeds of which were immediately utilized to pay down amounts owed under the Company's Revolving Credit Facility. Please refer to Note 14 - *Discontinued Operations* for additional details.

On February 6, 2023 the Company refinanced its Revolving Credit Facility, and on February 16, 2023, the Company issued the 5.90% Bonds in the aggregate principal amount of \$500.0 million. On August 18, 2023, the Company issued the 6.35% Bonds in the aggregate principal amount of \$600.0 million. See Note 12 - *Borrowings* for further discussion relating to the terms of the 5.90% Bonds, the 6.35% Bonds, and the Revolving Credit Facility following the issuances and refinancing.

On January 2, 2026, Jacobs entered into an Implementation Deed (the "Implementation Deed") with PA Consulting. Pursuant to the Implementation Deed and certain related agreements, and subject to the terms and conditions thereof, Jacobs will acquire from shareholders of PA Consulting all of the remaining issued share capital of PA Consulting ("PA Shares") owned by the PA Consulting shareholders other than Jacobs and its affiliates. The Company will acquire the PA Shares for an aggregate initial consideration of approximately £1.216 billion to be paid through a combination of cash and new shares of Jacobs' common stock, par value \$1.00 per share ("Company Common Stock"), with the number of shares of Company Common Stock set at 20% of the aggregate initial consideration, net of certain PA Consulting shareholder expenses and after making payments with respect to certain PA Shares which the Company has agreed to acquire for 100% cash, and issued at a price of £100.20 per share, as set forth in the Implementation Deed. The initial consideration is subject to adjustment in accordance with the terms of the Implementation Deed. Assuming the transaction closes, on the second anniversary of the effective date as defined under the terms of the Implementation Deed, the Company will pay an additional £75 million in shares of Company Common Stock, cash or a combination thereof, as determined by the Company in its sole discretion (the transactions described in this paragraph, collectively, the "PA Consulting Transaction"). The completion of the PA Consulting Transaction is subject to the satisfaction or waiver of certain closing conditions, including approvals by the PA Consulting shareholders, the High Court of Justice in England and Wales, the UK Secretary of State and the Danish Business Authority, and the consummation of certain related transactions. The PA Consulting Transaction is expected to close in the second quarter of fiscal 2026.

The upfront consideration, net of certain transaction expenses payable by the PA Consulting shareholders and after making payments with respect to certain PA Shares which the Company has agreed to acquire for 100% cash, will be paid 80% in cash and 20% in Jacobs' shares. As discussed above, the PA Consulting Transaction also includes deferred consideration of £75 million which is payable in Jacobs' shares as valued on the two-year anniversary following closing, cash, or a combination thereof, at Jacobs' election. Jacobs intends to fund the cash portion of the upfront consideration through a combination of cash-on-hand and existing and incremental debt facilities.

We believe we have adequate liquidity and capital resources to fund our projected cash requirements for acquisitions including the PA Consulting Transaction as well as financing activities such as debt servicing, share buybacks and dividends for the next twelve months based on the liquidity provided by our cash and cash equivalents on hand, our borrowing capacity and our continuing cash generated from operations.

We were in compliance with all of our debt covenants at December 26, 2025.

Supplemental Obligor Group Financial Information

On February 16, 2023, Jacobs Engineering Group Inc., a wholly-owned subsidiary of Jacobs Solutions Inc. (together, the "Obligor Group"), completed an offering of \$500.0 million aggregate principal amount of 5.90% Bonds, due 2033 and on August 18, 2023, completed an offering of \$600.0 million aggregate principal amount of 6.35% Bonds, due 2028 (collectively the "Bonds"). The Bonds are fully and unconditionally guaranteed by the Company (the "Guarantees"). The Bonds and the respective Guarantees were offered pursuant to prospectus supplements, dated February 13, 2023 and August 15, 2023, respectively, to the prospectus dated February 6, 2023, that forms a part of the Company and JEGI's automatic shelf registration statement on Form S-3ASR (File Nos. 333-269605 and 333-269605-01) previously filed with the SEC.

In accordance with SEC Regulation S-X Rule 13-01, set forth below is the summarized financial information for the Obligor Group on a combined basis after elimination of (i) intercompany transactions and balances between Jacobs and JEGI and (ii) equity in the earnings from and investments in all other subsidiaries of the Company that do not guarantee the registered securities of either Jacobs or JEGI. This summarized financial information (in thousands) has been prepared and presented pursuant to Regulation S-X Rule 13-01, "Financial Disclosures about Guarantors and Issuers of Guaranteed Securities" and is not intended to present the financial position or results of operations of the Obligor Group in accordance with U.S. GAAP.

<i>(in thousands)</i>	Three Months Ended December 26, 2025	
Summarized Statement of Earnings Data		
Revenue	\$	1,045,714
Direct Costs	\$	879,719
Selling, General and Administrative Expenses	\$	103,892
Net loss attributable to Guarantor Subsidiaries from continuing operations	\$	29,637
Noncontrolling interests	\$	(863)

<i>(in thousands)</i>	December 26, 2025		September 26, 2025	
Summarized Balance Sheet Data				
Current assets, less receivables from Non-Guarantor Subsidiaries	\$	1,178,586	\$	938,319
Current receivables from Non-Guarantor Subsidiaries	\$	601,844	\$	749,475
Noncurrent assets, less noncurrent receivables from Non-Guarantor Subsidiaries	\$	625,406	\$	642,464
Noncurrent receivables from Non-Guarantor Subsidiaries	\$	513,760	\$	563,682
Current liabilities	\$	1,059,114	\$	1,006,916
Long-term Debt	\$	2,486,022	\$	2,236,456
Other Noncurrent liabilities, less amounts payable to Non-Guarantor Subsidiaries	\$	253,310	\$	250,106
Noncurrent liabilities to Non-Guarantor Subsidiaries	\$	1,083,994	\$	1,110,155
Noncontrolling interests	\$	8	\$	5
Accumulated deficit	\$	(1,962,852)	\$	(1,709,698)

Item 3. Quantitative and Qualitative Disclosures About Market Risk.

We do not enter into derivative financial instruments for trading, speculation or other similar purposes that would expose the Company to market risk. In the normal course of business, our results of operations are exposed to risks associated with fluctuations in interest rates and currency exchange rates.

Interest Rate Risk

Please see the Note 12- *Borrowings* in Notes to Consolidated Financial Statements appearing under Part I, *Item 1* of this Quarterly Report on Form 10-Q, which is incorporated herein by reference, for a discussion of the Revolving Credit Facility, Term Loan Facility and Note Purchase Agreement.

Our Revolving Credit Facility, 2025 Term Loan Facility and certain other debt obligations are subject to variable rate interest which could be adversely affected by an increase in interest rates. As of December 26, 2025, we had an aggregate of \$1.39 billion in outstanding borrowings under our Revolving Credit Facility and 2025 Term Loan Facility. Interest on amounts borrowed under these agreements is subject to adjustment based on the Company's Consolidated Leverage Ratio (as defined in the credit agreements governing the Revolving Credit Facility and the 2025 Term Loan Facility). Depending on the Company's Consolidated Leverage Ratio, borrowings denominated in U.S. dollars under the Revolving Credit Facility bear interest at a SOFR rate plus a margin of between 0.975% and 1.725% or a base rate plus a margin of between 0.0% and 0.625% including applicable margins while borrowings denominated in British pounds under these respective facilities bear interest at an adjusted SONIA rate plus a margin of between 0.908% and 1.658%. Borrowings under the 2025 Term Loan Facility will bear interest at either a SONIA rate or term SOFR rate plus a margin of between 0.975% and 1.60% or a base rate plus a margin of between 0.0% and 0.50%. Additionally, our Revolving Credit Facility and our 5.90% Bonds due 2033 have interest rates subject to potential increases relating to certain ESG metrics as stipulated in the related agreements and as discussed in Note 12- *Borrowings*.

However, as discussed in Note 17- *Commitments and Contingencies and Derivative Financial Instruments*, we are party to a swap agreement with a notional value of \$200.0 million to convert the variable rate interest based liabilities associated with a corresponding amount of our debt into fixed interest rate liabilities, leaving \$1.19 billion in principal amount subject to variable interest rate risk.

For the three months ended December 26, 2025, our weighted average floating rate borrowings that are subject to floating rate exposure were approximately \$1.17 billion. If floating interest rates had increased by 1.00%, our interest expense for the three months ended December 26, 2025 would have increased by approximately \$2.9 million.

Foreign Currency Risk

In situations where the Company incurs costs in currencies other than our functional currency, we sometimes enter into foreign exchange contracts to limit our exposure to fluctuating foreign currencies. We follow the provisions of ASC 815, *Derivatives and Hedging* in accounting for our derivative contracts. The Company has \$439.8 million in notional value of exchange rate sensitive instruments at December 26, 2025. In addition, on January 5, 2026, in connection with the PA Consulting Transaction, the Company entered into a foreign exchange contract with a notional value of \$1.31 billion. See Note 17- *Commitments and Contingencies and Derivative Financial Instruments* for discussion.

Item 4. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

Disclosure controls and procedures are those controls and procedures that are designed to ensure that information required to be disclosed in our reports filed or submitted under the Securities Exchange Act of 1934, as amended (the "Exchange Act") are recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed in our reports filed under the Exchange Act is accumulated and communicated to management, including our Chief Executive Officer (principal executive officer) and Chief Financial Officer (principal financial officer), to allow timely decisions regarding required disclosure.

The Company's management, with the participation of its Chief Executive Officer (principal executive officer) and Chief Financial Officer (principal financial officer), evaluated the effectiveness of the Company's disclosure controls and procedures as defined by Rule 13a-15(e) of the Exchange Act defined above, as of December 26, 2025, the end of the period covered by this Quarterly Report on Form 10-Q (the "Evaluation Date"). Based on that evaluation, the Company's management, with the participation of the Chief Executive Officer (principal executive officer) and Chief Financial Officer (principal financial officer) concluded that the Company's disclosure controls and procedures, as of the Evaluation Date, were effective to ensure that information required to be disclosed by the Company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms and that such information is accumulated and communicated to the Company's management, including the Company's Chief Executive Officer (principal executive officer) and Chief Financial Officer (principal financial officer), as appropriate to allow timely decisions regarding required disclosure.

Changes in Internal Control Over Financial Reporting

There were no changes to our internal control over financial reporting which were identified in connection with the evaluation required by paragraph (d) of Rules 13a-15 and 15d-15 under the Exchange Act during the quarter ended December 26, 2025 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II - OTHER INFORMATION

Item 1. Legal Proceedings.

The information required by this Item 1 is included in Note 17- *Commitments and Contingencies and Derivative Financial Instruments* included in the Notes to Consolidated Financial Statements appearing under Part I, Item 1 of this Quarterly Report on Form 10-Q, which is incorporated herein by reference.

Item 1A. Risk Factors.

Please refer to Item 1A- *Risk Factors* in our 2025 Form 10-K, which is incorporated herein by reference, for a discussion of some of the factors that have affected our business, financial condition, and results of operations in the past and which could affect us in the future. There have been no material changes to those risk factors, except for the information disclosed elsewhere in this Quarterly Report on Form 10-Q that provides factual updates to those risk factors. Before making an investment decision with respect to our common stock, you should carefully consider those risk factors, as well as the financial and business disclosures contained in this Quarterly Report on Form 10-Q and our other current and periodic reports filed with the SEC.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

There were no sales of unregistered securities during the first fiscal quarter of 2026.

Share Repurchases

On January 30, 2025, the Company's Board of Directors authorized an incremental share repurchase program of up to \$1.5 billion of the Company's common stock, to expire on January 30, 2028 (the "2025 Repurchase Authorization"). At December 26, 2025, the Company had \$966.2 million remaining under the 2025 Repurchase Authorization.

An aggregate summary of repurchases of the Company's common stock made during the first quarter of fiscal 2026 under the 2025 Share Repurchase Authorization follows:

<u>Period</u>	<u>Total Number of Shares Purchased</u>	<u>Average Price Paid Per Share (1)</u>	<u>Total Number of Shares Purchased under the 2025 Repurchase Authorizations</u>	<u>Approximate Dollar Value of Shares that May Yet Be Purchased Under the 2025 Repurchase Authorizations</u>
September 27, 2025 - October 24, 2025	227,723	\$155.84	227,723	\$1,182,796,700
October 25, 2025 - November 21, 2025	346,019	\$149.10	346,019	\$1,131,205,107
November 22, 2025 - December 26, 2025	1,200,850	\$137.40	1,200,850	\$966,203,796
Total	<u>1,774,592</u>		<u>1,774,592</u>	

(1) Includes commissions paid and excise tax due under the Inflation Reduction Act of 2022 and calculated at the average price per share.

Our share repurchase program does not obligate the Company to purchase any shares. Share repurchases may be executed through various means including, without limitation, accelerated share repurchases, open market transactions, privately negotiated transactions, purchases pursuant to Rule 10b5-1 plans or otherwise. The authorization for the share repurchase programs may be terminated, increased or decreased by the Company's Board of Directors in its discretion at any time. The timing, amount and manner of share repurchases may depend upon market conditions and economic circumstances, availability of investment opportunities, the availability and costs of financing, currency fluctuations, the market price of the Company's common stock, other uses of capital and other factors.

Item 3. Defaults Upon Senior Securities.

None.

Item 4. Mine Safety Disclosure.

None.

Item 5. Other Information.

During the period covered by this Quarterly Report on Form 10-Q, none of our officers or directors adopted or terminated any contract, instruction or written plan for the purchase or sale of our securities that was intended to satisfy the affirmative defense conditions of Rule 10b5-1(c) under the Exchange Act or any "non-Rule 10b5-1 trading arrangement" as defined in Item 408(c) of Regulation S-K.

Item 6. Exhibits.

- 2.1 [Agreement and Plan of Merger, dated November 20, 2023, by and among Jacobs Solutions Inc., Amazon Holdco Inc., Amentum Parent Holdings LLC and Amentum Joint Venture LP. Filed as Exhibit 2.1 to the Registrant's Current Report on Form 8-K on November 21, 2023 and incorporated herein by reference.](#)
- 2.2 [Amendment to Agreement and Plan of Merger, dated August 26, 2024, by and among Jacobs Solutions Inc., Amazon Holdco Inc., Amentum Parent Holdings LLC and Amentum Joint Venture LP. Filed as Exhibit 2.5 to the Registrant's fiscal 2024 Annual Report on Form 10-K and incorporated herein by reference.](#)
- 2.3* [Implementation Deed, dated as of January 2, 2026, by and among PA Consulting Group Limited, Jacobs UK Holdings Limited, Jacobs Solutions Inc. and the persons set out in Schedule 1 thereto. Filed as Exhibit 2.1 to the Registrant's Current Report on Form 8-K on January 5, 2026 and incorporated herein by reference.](#)
- 3.1 [Restated Certificate of Incorporation of Jacobs Solutions Inc. Filed as Exhibit 3.2 to the Registrant's Current Report on Form 8-K on February 3, 2025 and incorporated herein by reference.](#)
- 3.2 [Amended and Restated Bylaws of Jacobs Solutions Inc., dated as of July 31, 2025. Filed as Exhibit 3.2 to the Registrant's Quarterly Report on Form 10-Q for the third quarter of fiscal 2025 and incorporated herein by reference.](#)
- 10.1#† [Form of Restricted Stock Unit Agreement \(Time-Based Vesting\) \(Annual Grant\) \(awarded pursuant to Jacobs' Stock Incentive Plan\).](#)
- 10.2#† [Form of Restricted Stock Unit Agreement \(Time-Based Vesting\) \(LPP\) \(awarded pursuant to Jacobs' Stock Incentive Plan\).](#)
- 10.3#† [Form of Restricted Stock Unit Agreement \(Performance Shares – Earnings Per Share \(ELT\)\) \(awarded pursuant to Jacobs' Stock Incentive Plan\).](#)
- 10.4#† [Form of Restricted Stock Unit Agreement \(Performance Shares – ROIC \(ELT\)\) \(awarded pursuant to Jacobs' Stock Incentive Plan\).](#)
- 22.1 [Subsidiary Issuers of Guaranteed Securities. Filed as Exhibit 22.1 to the Registrant's Quarterly Report on Form 10-Q for the third quarter of fiscal 2024 and incorporated herein by reference.](#)
- 31.1† [Certification of Chief Executive Officer pursuant to Rule 13a-14\(a\) under the Securities Exchange Act of 1934.](#)
- 31.2† [Certification of Chief Financial Officer pursuant to Rule 13a-14\(a\) under the Securities Exchange Act of 1934.](#)
- 32.1† [Certification of Chief Executive Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.](#)
- 32.2† [Certification of Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.](#)
- 101 The following financial statements from the Company's Quarterly Report on Form 10-Q for the quarter ended December 26, 2025, formatted in Inline XBRL: (i) Consolidated Balance Sheets, (ii) Consolidated Statements of Earnings, (iii) Consolidated Statements of Comprehensive Income (Loss), (iv) Consolidated Statements of Stockholders' Equity, (v) Consolidated Statements of Cash Flows and (vi) Notes to Consolidated Financial Statements, tagged as blocks of text and including detailed tags.
- 104 The cover page from the Company's Quarterly Report on Form 10-Q for the quarter ended December 26, 2025 (formatted as Inline XBRL and contained in Exhibit 101).

Filed herewith

Portions of this exhibit (indicated by "[***]") have been omitted as the registrant has determined that (i) the omitted information is not material and (ii) the omitted information is the type that the registrant treats as private or confidential.
Management contract or compensatory plan or arrangement

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

JACOBS SOLUTIONS INC.

By: /s/ Venk Nathamuni
Venk Nathamuni
Chief Financial Officer
(Principal Financial Officer)

Date: February 3, 2026

**JACOBS SOLUTIONS INC.
FORM OF RESTRICTED STOCK UNIT AGREEMENT**

This Agreement is executed as of _____ by and between Jacobs Solutions Inc. (the “Company” or “Jacobs”) and _____ (“Employee”) pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan, as may be amended from time to time (the “Plan”). Unless the context clearly indicates otherwise, all terms defined in the Plan and used in this Agreement (whether or not capitalized) have the meanings as set forth in the Plan. The Agreement also includes the provisions included in the Terms and Conditions for International Employees (“Terms for International Employees”), which is applicable to Employee if Employee is employed or resides outside the United States.

1. Restricted Stock Units

Pursuant to the Plan, and in consideration for services rendered and to be rendered to the Company or Related Company or for their benefit, the Company hereby issues, as of the above date (the “Award Date”) to Employee an award of Restricted Stock Units in accordance with the Plan and the terms and conditions of this Agreement (the “Award”). The number of Restricted Stock Units Employee is eligible to earn under this Agreement is _____. Each Restricted Stock Unit represents the right to receive one share of Jacobs Common Stock (subject to adjustment pursuant to the Plan) in accordance with the terms and subject to the conditions (including the vesting conditions) set forth in this Agreement and the Plan.

2. Vesting, Distribution

(a) The Award shall not be vested as of the Award Date and shall be forfeitable unless and until otherwise vested pursuant to the terms of this Agreement.

(b) The Restricted Stock Units issued hereby shall be subject to the restrictions on transfer as set forth in this Agreement (referred to as the “Forfeiture Restrictions”). The provisions of the Plan relating to the restrictions on transfers of Restricted Stock Units, including all amendments, revisions and modifications thereto as may hereafter be adopted, are hereby incorporated in this Agreement as if set forth in full herein. Unless and until the Forfeiture Restrictions have lapsed, the Restricted Stock Units shall be unvested and subject to forfeiture hereunder.

(c) In the event Employee ceases to be an employee of the Company or any of its Related Companies for any reason other than as a result of death or Disability, Employee shall, for no consideration, forfeit and surrender to the Company the Restricted Stock Units that are subject to the Forfeiture Restrictions effected as of the date Employee’s employment with the Company or Related Company terminates. Schedule B of the Plan, which is incorporated herein by this reference, establishes the effects on this Award of other changes to (i) Employee’s employment status with the Company or Related Company; (ii) Employee’s employer; and (iii) the Company’s ownership interest in Employee’s employer. The foregoing notwithstanding, in the event of Employee’s termination of employment from the Company due to an involuntary layoff (e.g., reduction in force or redundancy action), the vesting period for Restricted Stock Units

awarded under this Agreement shall continue to vest for a nine (9) month period following the date of Employee's termination.

(d) After the Award Date, the Restricted Stock Units will become twenty-five percent (25%) vested on the first anniversary of the Award Date, twenty-five percent (25%) vested on the second anniversary of the Award Date, twenty-five percent (25%) vested on the third anniversary of the Award Date and the remaining twenty-five percent (25%) vested on the fourth anniversary of the Award Date (collectively referred to as "Vested Units") (each vesting of Restricted Stock Units is a "Maturity Date"), provided that Employee remains continuously employed by the Company or Related Company through such Maturity Date.

(e) Except as set forth in the Plan (including Schedule B thereof the terms of which shall apply to the Award), Employee has no rights, partial or otherwise, in the Award and/or any shares of Jacobs Common Stock subject thereto unless and until the Award has been vested pursuant to this Section 2.

(f) Each Vested Unit shall be settled by the delivery of one share of Common Stock (subject to adjustment under the Plan). Settlement will occur as soon as practicable following passage of each Maturity Date (or, if earlier, the date the Award becomes vested pursuant to the terms of the Plan, including Schedule B thereof) but in no event later than 30 days following the Maturity Date (or such earlier date that the Award becomes vested). No fractional shares shall be issued pursuant to this Agreement.

(g) The Award (and any rights and obligations thereunder) may not be sold, exchanged, transferred, assigned, pledged, hypothecated or otherwise disposed of or hedged, in any manner (including through the use of any cash-settled instrument), whether voluntarily or involuntarily and whether by operation of law or otherwise, other than (i) by will, (ii) by the laws of descent and distribution or (iii) to any trust established solely for the benefit of Employee or any spouse, children or grandchildren of Employee, and the Award (and any rights thereunder) will be exercisable during the life of Employee only by Employee or Employee's legal representative. Any sale, exchange, transfer, assignment, pledge, hypothecation or other disposition in violation of the provisions of this Section 2(g) will be null and void, and if the Award is hedged in any manner, it will immediately be forfeited. All of the terms and conditions of the Plan and this Agreement will be binding upon any permitted successors and assigns. After the shares of Jacobs Common Stock issued under the Award have vested, the holder of such shares is free to assign, hypothecate, donate, encumber or otherwise dispose of any interest in such shares provided that any such actions are in compliance with the provisions herein, the terms of the Company's trading policies as may be in effect from time to time and applicable law.

3. Section 409A Compliance

Notwithstanding any other provision of the Plan or this Agreement to the contrary, it is intended that this Award shall be exempted from the definition of "non-qualified deferred compensation" within the meaning of Section 409A of the Code (together with any related regulations or other guidance promulgated with respect to such Section by the U.S. Department of the Treasury or the Internal Revenue Service, collectively "Section 409A") or otherwise comply with the requirements of Section 409A, and the Plan shall be interpreted accordingly (including to avoid the imposition of any additional or accelerated taxes or other penalties under Section 409A of the Code). Under no circumstances, however, shall the Company have any liability under the Plan or this Agreement for any taxes, penalties or interest due on amounts paid or payable pursuant to

the Plan and/or this Agreement, including any taxes, penalties or interest imposed under Section 409A of the Code. Notwithstanding anything to the contrary contained in this Agreement, to the extent that any payment or benefit under this Agreement, or any other plan or arrangement of the Company or its affiliates, is determined by the Company to constitute “non-qualified deferred compensation” subject to Section 409A and is payable to Employee by reason of Employee’s termination of employment, then (a) such payment or benefit shall be made or provided to Employee only upon a “separation from service” as defined for purposes of Section 409A under applicable regulations and (b) if Employee is a “specified employee” (within the meaning of Section 409A and as determined by the Company), such payment or benefit shall not be made or provided before the date that is six months after the date of Employee’s separation from service (or Employee’s earlier death). Each payment under this Agreement will be treated as a separate payment under Section 409A of the Code.

4. Status of Participant

Except as set forth in the next sentence, Employee shall have no rights as a stockholder (including, without limitation, any voting rights or rights to receive dividends with respect to the shares of Jacobs Common Stock subject to the Award) with respect to either the Award granted hereunder or the shares of Jacobs Common Stock represented by the Award, unless and until such shares are issued in respect of Vested Units, and then only to the extent of such issued shares and only with respect to voting rights, rights to receive dividends and other matters occurring after the date of issuance. Each Restricted Stock Unit that vests solely on the passage of time (“Time-Based RSU”) shall entitle Employee to a “Dividend Equivalent Right,” to the extent the Company pays an ordinary cash dividend with respect to its outstanding Jacobs Common Stock while the Time-Based RSU remains outstanding. The term “Dividend Equivalent Right” shall mean a dollar amount equal to the per-share cash dividend paid by the Company. Except as set forth in this Section 4, in the event delivery of the underlying share of Common Stock in respect of a Vested Unit has been deferred pursuant to an effective and operative deferral election (“EDP Deferral Election”) under the Jacobs Solutions Inc. Executive Deferral Plan, as amended (the “EDP”), any Dividend Equivalent Right (1) will be subject to the same vesting, payment and other terms and conditions as the Time-Based RSU to which it relates and (2) that vests will be paid to Employee in cash at the same time the underlying share of Jacobs Common Stock is delivered to Employee. Employee will not be credited with Dividend Equivalent Rights with respect to any Time-Based RSU that, as of the record date for the relevant dividend, is no longer outstanding for any reason (e.g., because it has been settled in Jacobs Common Stock or has been terminated), and Employee will not be entitled to any payment for Dividend Equivalent Rights with respect to Time-Based RSUs that terminate without vesting.

Notwithstanding the foregoing, in the event delivery of the underlying share of Common Stock in respect of a Vested Unit has been deferred pursuant to an EDP Deferral Election, (1) Dividend Equivalent Rights accrued with respect to such Vested Unit while the Time-Based RSU was outstanding (i.e., from the Award Date through the Maturity Date) will be paid to Employee in cash on the Maturity Date and (2) except as otherwise provided under the terms of the EDP or

EDP Deferral Election, if applicable, Dividend Equivalent Rights accrued with respect to Vested Units on or after the date on which such Vested Unit is deferred and while such Vested Units remains outstanding will be paid to Employee in cash at the same time that the Company pays a dividend with respect to outstanding Jacobs Common Stock.

No shares may be issued in respect of Vested Units if, in the opinion of counsel for the Company, all then applicable requirements of the Securities and Exchange Commission and any other regulatory agencies having jurisdiction and of any stock exchange upon which the shares of the Company may be listed are not fully met, and, as a condition of the issuance of shares, Employee shall take all such action as counsel may advise is necessary for Employee to take to meet such requirements.

5. Nature of Award.

In accepting the Award, Employee acknowledges, understands and agrees that:

- (a) The Plan is established voluntarily by the Company, that the Plan is discretionary in nature and it may be modified, amended, suspended or terminated by the Company at any time, to the extent permitted by the Plan;
 - (b) The Award of the Restricted Stock Unit is voluntary and occasional and does not create any contractual or other right to receive future Awards of Restricted Stock Units, or any benefits in lieu of Restricted Stock Units, even if Restricted Stock Units have been awarded in the past;
 - (c) All decisions with respect to future Restricted Stock Unit or other awards, if any, will be at the sole discretion of the Company;
 - (d) The Award and Employee's participation in the Plan shall not create a right to employment or be interpreted as forming an employment or services contract with the Company or any Related Company and shall not interfere with the ability of the Company, or any Related Company, as applicable, to terminate Employee's employment or service relationship (if any);
 - (e) The Restricted Stock Unit and the shares of Jacobs Common Stock subject to the Restricted Stock Unit, the value of same, and any ultimate gain, loss, income or expense associated with the Award are not part of Employee's normal or expected compensation for purposes of calculating any severance, resignation, termination, redundancy, dismissal, end-of-service payments, bonuses, long-service awards, pension or retirement or welfare benefits or similar payments;
 - (f) No claim or entitlement to compensation or damages shall arise from forfeiture of the Restricted Stock Unit for any reason, including forfeiture resulting from Employee ceasing to provide employment or other services to the Company or any Related Company (for any reason whatsoever whether or not later found to be invalid or in breach of employment laws in the jurisdiction where Employee is employed or the terms of Employee's employment agreement, if any), and in consideration of the Award of the Restricted Stock Unit to which Employee is otherwise not entitled, Employee irrevocably agrees never to institute or allow to be instituted on Employee's behalf any claim against the Company or any of its Related Companies, waives Employee's ability, if any, to bring any such claim, and releases the Company and any Related Companies from any such claim; if, notwithstanding the foregoing, any such claim is allowed by a court of competent jurisdiction, then, by participating in the Plan, Employee shall be deemed
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irrevocably to have agreed not to pursue such claim and agrees to execute any and all documents necessary to request dismissal or withdrawal of such claim.

6. Data Privacy

Employee understands that the Company and/or a Related Company may hold certain personal information about Employee, including, but not limited to, Employee's name, home address and telephone number, date of birth, social insurance number or other identification number, salary, nationality, job title, any shares of Jacobs Common Stock or directorships held in the Company, details of all Awards or any other entitlement to shares of Jacobs Common Stock awarded, canceled, exercised, vested, unvested or outstanding in Employee's favor, for the exclusive purpose of implementing, administering and managing the Plan ("Data").

Employee hereby explicitly and unambiguously consents to the collection, use and transfer, in electronic or other form, of Employee's personal data as described in this Agreement and any other Award materials by and among, as applicable, the Company and its Related Companies for the exclusive purpose of implementing, administering and managing Employee's participation in the Plan.

Employee understands that Data will be transferred to the Company's broker, administrative agents or such other stock plan service provider as may be selected by the Company in the future, which is assisting the Company with the implementation, administration and management of the Plan. Employee understands that the recipients of the Data may be located in the United States or elsewhere, and that the recipients' country or countries in which such recipients reside or operate (e.g., the United States) may have different data privacy laws and protections than Employee's country. Employee understands that if Employee resides outside the United States, Employee may request a list with the names and addresses of any potential recipients of the Data by contacting Employee's local human resources representative. Employee understands that Data will be held only as long as is necessary to implement, administer and manage Employee's participation in the Plan.

7. Payment of Withholding Taxes

Employee acknowledges that, regardless of any action taken by the Company or Related Companies or, if different, Employee's employer (the "Employer"), the ultimate liability for all income tax, social insurance, payroll tax, fringe benefits tax, payment on account or other tax-related items related to Employee's participation in the Plan and legally applicable to Employee or deemed by the Company, Related Company or the Employer in its discretion to be an appropriate charge to Employee even if legally applicable to the Company, Related Company or the Employer ("Tax-Related Items"), is and remains Employee's responsibility and may exceed the amount actually withheld by the Company, Related Company or the Employer. Employee further acknowledges and agrees that the Company or Related Company and/or the Employer may, if it so determines, offset any Employer tax liabilities deemed applicable to Employee by reducing the shares of Jacobs Common Stock otherwise deliverable to Employee pursuant to this Agreement. Employee further acknowledges that the Company, Related Company and/or the

Employer (1) make no representations or undertakings regarding the treatment of any Tax-Related Items in connection with any aspect of the Restricted Stock Units including, but not limited to, the grant, vesting or settlement of the Restricted Stock Units, the subsequent sale of shares of Jacobs Common Stock acquired pursuant to such settlement; and (2) do not commit to and are under no obligation to structure the terms of the Award or any aspect of the Restricted Stock Units to reduce or eliminate Employee's liability for Tax-Related Items or achieve any particular tax result. Further, if Employee is subject to Tax-Related Items in more than one jurisdiction between the Award Date and the date of any relevant taxable or tax withholding event, as applicable, Employee acknowledges that the Company, Related Company and/or the Employer (or former employer, as applicable) may be required to withhold or account for Tax-Related Items in more than one jurisdiction. The Company may refuse to issue or deliver any shares of Jacobs Common Stock to Employee until the obligation for any Tax-Related Items due in connection with the Award has been satisfied.

Under no circumstances can the Company be required to withhold from the shares of Jacobs Common Stock that would otherwise be delivered to Employee upon settlement of the Award a number of shares having a total Fair Market Value that exceeds the amount of withholding taxes as determined by the Company at the time the Award vests.

8. Services as Employee

Employee shall not be deemed to have ceased to be employed by the Company (or any Related Company) for purposes of this Agreement by reason of Employee's transfer to a Related Company (or to the Company or to another Related Company).

The Committee may determine that, for purposes of this Agreement, Employee shall be considered as still in the employ of the Company or of the Related Company while on leave of absence. In the event Employee is permitted a leave of absence during the term of this Agreement, the Committee may, in its sole and absolute discretion, extend the time periods during which Restricted Stock Units are subject to Forfeiture Restrictions as set forth in Section 2, above, to include the period of time Employee is on the leave of absence.

Nothing contained in this Agreement or the Plan constitutes an employment or service commitment by the Company or any Related Company, affects Employee's status as an employee at will who is subject to termination without cause, confers upon Employee any right to remain employed by or in service to the Company or any Related Company, interferes in any way with the right of the Company or any Related Company, as applicable, at any time to terminate such employment or services, or affects the right of the Company or any Related Company, as applicable, to increase or decrease Employee's other compensation or benefits. Nothing in this Section, however, is intended to adversely affect any independent contractual right of Employee (if any) without Employee's consent thereto.

9. Terms and Conditions Applicable to PRC Nationals Only.

(a) If Employee is a national of the Peoples' Republic of China ("PRC"), the Award and vesting of Restricted Stock Units is conditioned upon the Company securing all necessary approvals from the PRC State Administration of Foreign Exchange ("SAFE") to permit the operation of the Plan and the participation of PRC nationals employed by the Company or a Related Company, as determined by the Company in its sole discretion.

(b) Employee agrees to hold the Jacobs Common Stock received upon settlement of the Restricted Stock Units with the Company's broker or any other agent designated by the Company until the Jacobs Common Stock is sold.

(c) Employee understands and agrees that, due to exchange control laws in the PRC, Employee will be required to immediately repatriate the proceeds from any sale of Jacobs Common Stock and any dividends received in relation to the Jacobs Common Stock to the PRC. Employee further understands that the repatriation of such amounts may need to be effected through a special exchange control account established by the Company or the Related Company in the PRC, and Employee hereby consents and agrees that all amounts derived from the Restricted Stock Units awarded under the Plan may be transferred to such special account prior to being delivered to Employee's personal account. Further, to the extent required to comply with any foreign exchange rules, regulations or agreements with governmental authorities, Employee specifically authorizes the Company, the Related Company that employs Employee, the administrator or their respective agents, to sell the Jacobs Common Stock acquired under the Plan, following the termination of Employee's employment or service or at some other time determined by the Company or the administrator, including immediately following settlement of the Restricted Stock Units, and to repatriate the sale proceeds in such manner as may be designated by the Company or the administrator.

10. Miscellaneous Provisions

This Agreement is governed in all respects by the Plan and applicable law. In the event of any inconsistency between the terms of the Plan and this Agreement (including the "Terms for International Employees"), the terms of the Plan shall prevail. Subject to the limitations of the Plan, the Company may, with the written consent of Employee, amend this Agreement. This Agreement shall be construed, administered and enforced according to the laws of the State of Delaware. By accepting this Agreement, Employee agrees to submit to the jurisdiction and venue of any court of competent jurisdiction in Delaware without regard to conflict of laws, rules or principles, for any claim arising out of this Agreement.

11. Clawback

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee agrees to be bound by, and subject to, the terms and conditions of: (a) the Company's Mandatory Clawback Policy (as may be amended from time to time) if Employee is or becomes a Section 16 executive officer, (b) the Company's Enhanced Clawback Policy (as may be amended from time to time), including the restrictive covenants set forth therein, (c) any clawback and forfeiture provisions set forth in this Agreement and (d) any other clawback, forfeiture, recoupment, or similar requirement required to apply to incentive-based compensation granted to Employee under the programs, policies and procedures of the

Company (as may be adopted from time to time) by any current or future applicable law or listing standard or regulatory body.

12. Agreement of Employee

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee: (a) agrees to the terms and conditions of this Agreement; (b) confirms receipt of a copy of the Plan and all amendments and supplements thereto; and (c) appoints the officers of the Company as Employee's true and lawful attorney-in-fact, with full power of substitution in the premises, granting to each full power and authority to do and perform any and every act whatsoever requisite, necessary, or proper to be done, on behalf of Employee which, in the opinion of such attorney-in-fact, is necessary or prudent to effect the delivery of the Jacobs Common Stock to Employee, or the forfeiture of the Award to the Company, in accordance with the terms and conditions of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date set forth above.

JACOBS SOLUTIONS INC.

A handwritten signature in black ink, appearing to read "Robert V. Pragada", written in a cursive style.

Robert V. Pragada
Chief Executive Officer

JACOBS SOLUTIONS INC.
FORM OF RESTRICTED STOCK UNIT AGREEMENT

This Agreement is executed as of _____ by and between Jacobs Solutions Inc. (the “Company” or “Jacobs”) and _____ (“Employee”) pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan, as may be amended from time to time (the “Plan”). Unless the context clearly indicates otherwise, all terms defined in the Plan and used in this Agreement (whether or not capitalized) have the meanings as set forth in the Plan. The Agreement also includes the provisions included in the Terms and Conditions for International Employees (“Terms for International Employees”), which is applicable to Employee if Employee is employed or resides outside the United States.

1. Restricted Stock Units

Pursuant to the Plan, and in consideration for services rendered and to be rendered to the Company or Related Company or for their benefit, the Company hereby issues, as of the above date (the “Award Date”) to Employee an award of Restricted Stock Units in accordance with the Plan and the terms and conditions of this Agreement (the “Award”). The number of Restricted Stock Units Employee is eligible to earn under this Agreement is _____. Each Restricted Stock Unit represents the right to receive one share of Jacobs Common Stock (subject to adjustment pursuant to the Plan) in accordance with the terms and subject to the conditions (including the vesting conditions) set forth in this Agreement and the Plan.

2. Vesting, Distribution

(a) The Award shall not be vested as of the Award Date and shall be forfeitable unless and until otherwise vested pursuant to the terms of this Agreement.

(b) The Restricted Stock Units issued hereby shall be subject to the restrictions on transfer as set forth in this Agreement (referred to as the “Forfeiture Restrictions”). The provisions of the Plan relating to the restrictions on transfers of Restricted Stock Units, including all amendments, revisions and modifications thereto as may hereafter be adopted, are hereby incorporated in this Agreement as if set forth in full herein. Unless and until the Forfeiture Restrictions have lapsed, the Restricted Stock Units shall be unvested and subject to forfeiture hereunder.

(c) In the event Employee ceases to be an employee of the Company or any of its Related Companies for any reason other than as a result of an involuntary termination without Cause, or by Retirement, or by death or Disability, Employee shall, for no consideration, forfeit and surrender to the Company the Restricted Stock Units that are subject to the Forfeiture Restrictions effected as of the date Employee’s employment with the Company or Related Company terminates. Schedule B of the Plan, which is incorporated herein by this reference, establishes the effects on this Award of other changes to (i) the Employee’s employment status with the Company or Related Company; (ii) Employee’s employer; and (iii) the Company’s ownership interest in Employee’s employer. Notwithstanding anything in this Agreement or Schedule B of the Plan to the contrary, if Employee’s employment with the Company or any Related Company is terminated (a) involuntarily without Cause or (b) due to Retirement, death or Disability, the Restricted Stock Units will become immediately 100% vested upon the last day of employment or date of death or disability.

(d) After the Award Date, the Restricted Stock Units will become one hundred percent (100%) vested on the first anniversary of the Award Date (collectively referred to as “Vested Units”) (the vesting of Restricted Stock Units is a “Maturity Date”), provided that Employee remains continuously employed by the Company or Related Company through such Maturity Date.

(e) Except as set forth in the Plan (including Schedule B thereof the terms of which shall apply to the Award), Employee has no rights, partial or otherwise, in the Award and/or any shares of Jacobs Common Stock subject thereto unless and until the Award has been vested pursuant to this Section 2.

(f) Each Vested Unit shall be settled by the delivery of one share of Common Stock (subject to adjustment under the Plan). Settlement will occur as soon as practicable following passage of each Maturity Date (or, if earlier, the date the Award becomes vested pursuant to the terms of the Plan, including Schedule B thereof) but in no event later than 30 days following the Maturity Date (or such earlier date that the Award becomes vested). No fractional shares shall be issued pursuant to this Agreement.

(g) The Award (and any rights and obligations thereunder) may not be sold, exchanged, transferred, assigned, pledged, hypothecated or otherwise disposed of or hedged, in any manner (including through the use of any cash-settled instrument), whether voluntarily or involuntarily and whether by operation of law or otherwise, other than (i) by will, (ii) by the laws of descent and distribution or (iii) to any trust established solely for the benefit of Employee or any spouse, children or grandchildren of Employee, and the Award (and any rights thereunder) will be exercisable during the life of Employee only by Employee or Employee’s legal representative. Any sale, exchange, transfer, assignment, pledge, hypothecation or other disposition in violation of the provisions of this Section 2(g) will be null and void, and if the Award is hedged in any manner, it will immediately be forfeited. All of the terms and conditions of the Plan and this Agreement will be binding upon any permitted successors and assigns. After the shares of Jacobs Common Stock issued under the Award have vested, the holder of such shares is free to assign, hypothecate, donate, encumber or otherwise dispose of any interest in such shares provided that any such actions are in compliance with the provisions herein, the terms of the Company’s trading policies as may be in effect from time to time and applicable law.

3. Section 409A Compliance

Notwithstanding any other provision of the Plan or this Agreement to the contrary, it is intended that this Award shall be exempted from the definition of “non-qualified deferred compensation” within the meaning of Section 409A of the Code (together with any related regulations or other guidance promulgated with respect to such Section by the U.S. Department of the Treasury or the Internal Revenue Service, collectively “Section 409A”) or otherwise comply with the requirements of Section 409A, and the Plan shall be interpreted accordingly (including to avoid the imposition of any additional or accelerated taxes or other penalties under Section 409A of the Code). Under no circumstances, however, shall the Company have any liability under the Plan or this Agreement for any taxes, penalties or interest due on amounts paid or payable pursuant to the Plan and/or this Agreement, including any taxes, penalties or interest imposed under Section 409A of the Code. Notwithstanding anything to the contrary contained in this Agreement, to the extent that any payment or benefit under this Agreement, or any other plan or arrangement of the Company or its affiliates, is determined by the Company to constitute “non-qualified deferred

compensation” subject to Section 409A and is payable to Employee by reason of Employee’s termination of employment, then (a) such payment or benefit shall be made or provided to Employee only upon a “separation from service” as defined for purposes of Section 409A under applicable regulations and (b) if Employee is a “specified employee” (within the meaning of Section 409A and as determined by the Company), such payment or benefit shall not be made or provided before the date that is six months after the date of Employee’s separation from service (or Employee’s earlier death). Each payment under this Agreement will be treated as a separate payment under Section 409A of the Code.

4. Status of Participant

Except as set forth in the next sentence, Employee shall have no rights as a stockholder (including, without limitation, any voting rights or rights to receive dividends with respect to the shares of Jacobs Common Stock subject to the Award) with respect to either the Award granted hereunder or the shares of Jacobs Common Stock represented by the Award, unless and until such shares are issued in respect of Vested Units, and then only to the extent of such issued shares and only with respect to voting rights, rights to receive dividends and other matters occurring after the date of issuance. Each Restricted Stock Unit that vests solely on the passage of time (“Time-Based RSU”) shall entitle the Employee to a “Dividend Equivalent Right,” to the extent the Company pays an ordinary cash dividend with respect to its outstanding Jacobs Common Stock while the Time-Based RSU remains outstanding. The term “Dividend Equivalent Right” shall mean a dollar amount equal to the per-share cash dividend paid by the Company. Any Dividend Equivalent Right (1) will be subject to the same vesting, payment and other terms and conditions as the Time-Based RSU to which it relates and (2) that vests will be paid to Employee in cash at the same time the underlying share of Jacobs Common Stock is delivered to Employee. Employee will not be credited with Dividend Equivalent Rights with respect to any Time-Based RSU that, as of the record date for the relevant dividend, is no longer outstanding for any reason (e.g., because it has been settled in Jacobs Common Stock or has been terminated), and Employee will not be entitled to any payment for Dividend Equivalent Rights with respect to Time-Based RSUs that terminate without vesting.

No shares may be issued in respect of Vested Units if, in the opinion of counsel for the Company, all then applicable requirements of the Securities and Exchange Commission and any other regulatory agencies having jurisdiction and of any stock exchange upon which the shares of the Company may be listed are not fully met, and, as a condition of the issuance of shares, Employee shall take all such action as counsel may advise is necessary for Employee to take to meet such requirements.

5. Nature of Award.

In accepting the Award, Employee acknowledges, understands and agrees that:

(a) The Plan is established voluntarily by the Company, that the Plan is discretionary in nature and it may be modified, amended, suspended or terminated by the Company at any time, to the extent permitted by the Plan;

- (b) The Award of the Restricted Stock Unit is voluntary and occasional and does not create any contractual or other right to receive future Awards of Restricted Stock Units, or any benefits in lieu of Restricted Stock Units, even if Restricted Stock Units have been awarded in the past;
- (c) All decisions with respect to future Restricted Stock Unit or other awards, if any, will be at the sole discretion of the Company;
- (d) The Award and Employee's participation in the Plan shall not create a right to employment or be interpreted as forming an employment or services contract with the Company or any Related Company and shall not interfere with the ability of the Company, or any Related Company, as applicable, to terminate Employee's employment or service relationship (if any);
- (e) The Restricted Stock Unit and the shares of Jacobs Common Stock subject to the Restricted Stock Unit, the value of same, and any ultimate gain, loss, income or expense associated with the Award are not part of Employee's normal or expected compensation for purposes of calculating any severance, resignation, termination, redundancy, dismissal, end-of-service payments, bonuses, long-service awards, pension or retirement or welfare benefits or similar payments;
- (f) No claim or entitlement to compensation or damages shall arise from forfeiture of the Restricted Stock Unit for any reason, including forfeiture resulting from Employee ceasing to provide employment or other services to the Company or any Related Company (for any reason whatsoever whether or not later found to be invalid or in breach of employment laws in the jurisdiction where Employee is employed or the terms of Employee's employment agreement, if any), and in consideration of the Award of the Restricted Stock Unit to which Employee is otherwise not entitled, Employee irrevocably agrees never to institute or allow to be instituted on Employee's behalf any claim against the Company or any of its Related Companies, waives Employee's ability, if any, to bring any such claim, and releases the Company and any Related Companies from any such claim; if, notwithstanding the foregoing, any such claim is allowed by a court of competent jurisdiction, then, by participating in the Plan, Employee shall be deemed irrevocably to have agreed not to pursue such claim and agrees to execute any and all documents necessary to request dismissal or withdrawal of such claim.

6. Restrictive Covenants, Repayment Obligations and Injunctive Relief

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee acknowledges and agrees that Jacobs will be providing Employee with Jacobs' confidential, highly sensitive, proprietary, and/or trade secret information, including, but not limited to, in the very competitive consulting, engineering/advanced engineering, design, construction, construction management, project and program management, technology solutions, government and municipal services, and/or intelligence, cyber, cybersecurity and counterterrorism services industries in the building and infrastructure, advance facilities, transportation, water, waste water, aerospace, nuclear, and/or technology sectors in which the Company does business. In this regard, Employee also acknowledges and recognizes that Jacobs will be placing Employee in a position or in positions of trust with respect to building Jacobs' business goodwill on a global basis, and with respect to learning Jacobs' global business information of a highly sensitive, confidential, proprietary, and/or trade secret nature, including but not limited to, names and duties of key personnel, non-public business and growth/expansion plans, organizational restructuring, business and functional strategies,

proprietary training materials, marketing and business development initiatives and prospects, financial results and forecasts, mitigation strategies, bidding information, cost and charging rates and their make-up and structure, customer lists, and profit and operating margins (collectively, "Sensitive Information"). Employee further acknowledges and agrees that the restrictive covenants in this Section 6 and its Subsections are reasonable as to scope and duration, and are necessary to protect Jacobs' global business goodwill and Sensitive Information that Employee will receive, and will have access to, during Employee's employment with Jacobs. Employee agrees that the restrictive covenants do not impose a greater restraint than is necessary to protect Jacobs' goodwill and business interests. Accordingly, in accepting the Award, Employee acknowledges, understands and agrees that:

(a) While employed with Jacobs, and following Employee's termination of employment with Jacobs for any reason, Employee shall not perform work for any company or third party on any proposals, bids, statements of qualifications, or other business development tasks (collectively, "Proposals") that are open as of Employee's termination of employment date and not yet awarded as of such date that Jacobs is (i) exploring, pursuing and/or bidding upon (collectively, "Open Pursuits") and (ii) about which Employee learned or had knowledge of Jacobs', its clients' and/or its business affiliates' Sensitive Information or other confidential, proprietary and trade secret information. Employee agrees not to work, directly or indirectly, on any such Open Pursuits for any company or third party since it would not be possible for Employee to assist such company or third party in submitting any Proposals or refining offers on the same Open Pursuits without using and inevitably disclosing Jacobs', its clients' and/or its business affiliates' Sensitive Information or other confidential, proprietary and trade secret information in Employee's possession.

(b) All Sensitive Information and rights relating thereto shall be and remain the sole and exclusive property of Jacobs. While in the employ of Jacobs and at all times thereafter, Employee will not, without the express prior written consent of Jacobs, directly or indirectly, communicate or divulge to, or use (or permit others to communicate, divulge or use) Sensitive Information for Employee's personal benefit or for the benefit of any person, firm, partnership, entity or corporation not authorized by Jacobs. Employee will not use Sensitive Information in any way or in any capacity other than as an employee of Jacobs to further the interests of Jacobs. Employee also promises to take all reasonable steps to protect and maintain the confidentiality of Jacobs' Sensitive Information, including by adhering to the Company Code of Conduct, policies, and training pertaining to the protection of Company proprietary and trade secret information. In this regard, Employee agrees not to download, copy or transfer Sensitive Information (including to unauthorized external devices, such as a personal hard drive or thumb drive), and further agrees not to undertake any conduct that sabotages the Company's business and/or IT systems or which is intended to avoid or which has the effect of avoiding Company IT security and IT security protocols that pertain to the protection of Sensitive Information. Notwithstanding the foregoing and subject to Employee's rights set forth below in this Section 6(b), Employee may disclose or use such Sensitive Information only to the extent that disclosure or use thereof is required (i) in the course of Employee's employment with Jacobs and consistent with the promotion of its best interests, or (ii) by a court or other governmental agency of competent jurisdiction, provided that Employee promptly notifies Jacobs' Legal Department and cooperates fully with Jacobs in obtaining any available protective order or the equivalent thereof prior to the disclosure of such information; provided, further that any Sensitive Information shall continue to be subject to this Agreement for other purposes to the extent it is subject to a protective order or the equivalent. Nothing herein or in any other agreement between Employee and Jacobs shall (i) restrict or prohibit Employee (or Employee's attorney) from initiating communications directly

with, responding to any inquiries from, providing testimony before, providing confidential information to, reporting possible violations of law or regulation to, or from filing a claim or assisting with an investigation directly with a self-regulatory authority or a governmental agency or entity, including the Securities and Exchange Commission, or from making other disclosures that are protected under the whistleblower provisions of any applicable federal or state law or regulation; or (ii) preclude Employee from disclosing or discussing information lawfully acquired about wages, hours or other terms and conditions of employment if used by for purposes protected by Section 7 of the National Labor Relations Act such as joining or forming a union, engaging in collective bargaining, or engaging in other concerted activity for the mutual aid or protection of employees. In addition, it is understood that Employee shall not need permission to partake in such protected actions and Employee is not required to notify the Company of a request for information from any governmental entity or self-regulatory authority that is not directed to the Company or of the Employee's decision to file a charge or complaint with or participate in an investigation conducted by any governmental entity or self-regulatory authority. Notwithstanding the foregoing, Employee recognizes that, in connection with any such activity, Employee must inform such authority that the information Employee is providing is confidential. Despite the foregoing, Employee is not permitted to reveal to any third party, including any governmental or self-regulatory authority, information Employee came to learn during Employee's service to Jacobs that is protected from disclosure by any applicable privilege, including but not limited to the attorney-client privilege or attorney work product doctrine. Jacobs does not waive any applicable privileges or the right to continue to protect its privileged attorney-client information, attorney work product, and other privileged information. For the avoidance of doubt, nothing herein shall be construed to prevent or limit Employee from recovering a bounty or award for providing information to any governmental authority concerning any suspected violation of law. Furthermore, Employee is hereby notified that the immunity provisions in Section 1833 of title 18 of the United States Code provide that an individual cannot be held criminally or civilly liable under any federal or state trade secret law for any disclosure of a trade secret that is made (1) in confidence to federal, state or local government officials, either directly or indirectly, or to an attorney, and is solely for the purpose of reporting or investigating a suspected violation of the law, (2) under seal in a complaint or other document filed in a lawsuit or other proceeding, or (3) to Employee's attorney in connection with a lawsuit for retaliation for reporting a suspected violation of law (and the trade secret may be used in the court proceedings for such lawsuit) as long as any document containing the trade secret is filed under seal and the trade secret is not disclosed except pursuant to court order.

(c) In the event Employee breaches Subsection 6(a) and/or 6(b) of this Agreement, in addition to and without limiting any other right or remedy that Jacobs may have, including Jacobs' right to obtain injunctive relief pursuant to Subsection 6(g), below, an award of monetary damages, and/or any other form of remedy, Jacobs shall be entitled to receive from Employee all Common Stock that vested under this Agreement during the period beginning twelve (12) months prior to Employee's termination date. If Employee has sold, transferred, or otherwise disposed of such vested Common Stock, Jacobs shall be entitled to receive from Employee the full value of such Common Stock on the date of sale, transfer, or other disposition (less any taxes withheld at the time of vesting and any taxes withheld or otherwise paid by Employee with respect to the sale, transfer or other disposition).

(d) Upon termination of Employee's employment with the Company, Employee agrees to promptly return to the Company all property, keys, notes, memoranda, writings, lists, files, reports, customer lists, correspondence, tapes, disks, cards, surveys, maps, logs, machines, technical data and any other tangible product or document which has been produced by, received by or otherwise submitted to Employee during or prior to Employee's employment with the

Company, and any copies thereof in Employee's (or capable of being reduced to Employee's) possession, custody or control.

(e) Unless otherwise prohibited by law in the state/province/country in which the Employee resides, during Employee's employment with Jacobs and for a period of one (1) year following Employee's termination of employment date, Employee shall not, either directly or indirectly, for Employee or on behalf of any third party, solicit, induce, recruit, or cause another person in the employ of Jacobs to terminate their employment for the purpose of joining, associating or becoming employed with any Competitor. Competitor for purposes of this Subsection means the very competitive consulting, engineering/advanced engineering, design, construction, construction management, project and program management, technology solutions, government and municipal services, and/or intelligence, cyber, cybersecurity and counterterrorism services industries in the building and infrastructure, advance facilities, transportation, water, waste water, aerospace, nuclear, and/or technology sectors in which the Company does business.

(f) Unless otherwise prohibited by law in the state/province/country in which the Employee resides, during Employee's employment with Jacobs and for a period of one (1) year following Employee's termination of employment date, Employee shall not, either directly or indirectly, for Employee or on behalf of any third party, solicit, induce, recruit, encourage or otherwise endeavor to cause or attempt to cause any client, vendor or contractor of Jacobs to modify, alter and/or terminate its relationship with Jacobs. This Subsection will not apply to Employees based out of any jurisdiction which by applicable law prohibits non-solicitation agreements of the type set out in this Subsection.

(g) By accepting this Agreement, Employee hereby acknowledges: (i) that the Company will suffer irreparable harm if Employee breaches Employee's obligations under this Agreement; and (ii) that monetary damages will be inadequate to compensate the Company for such a breach. Therefore, Employee agrees, acknowledges and understands that if Employee breaches any of the restrictive convention provisions in this Section 6 and/or its Subsections, then the Company shall be entitled to injunctive relief, in addition to any other remedies at law or equity, to enforce such provisions.

(h) In the event of a breach by Employee of any of the restrictive covenant provisions in Section 6 and its Subsections, Employee agrees that the restricted period applicable to the restricted covenant provision being breached shall be automatically extended for a period equal to the breaching period.

(i) The restrictive covenant provisions in Section 6 and its Subsections are material and important terms of this Agreement, and therefore Employee further agrees that should all or any part or application of the restrictive covenant provisions be held or found invalid or unenforceable for any reason whatsoever by a court of competent jurisdiction in an action between Employee and the Company, Jacobs shall be entitled to receive from Employee all Common Stock that vested under this Agreement during the period beginning twenty-four (24) months prior to Employee's termination date. If Employee has sold, transferred, or otherwise disposed of such vested Common Stock, Jacobs shall be entitled to receive from Employee the full value of such Common Stock on the date of sale, transfer, or other disposition (less any taxes withheld at the time of vesting and any taxes withheld or otherwise paid by Employee with respect to the sale, transfer or other disposition).

(j) In case any one or more of the restrictive covenant provisions contained in this Agreement shall, for any reason, be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect the other provisions of this

Agreement, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained in this Agreement. Additionally, if any one or more of the restrictive covenant provisions contained in this Agreement shall for any reason be held to be excessively broad as to duration, scope, activity, or subject, it shall be construed or reformed by limiting and reducing it so as to be enforceable to the extent compatible with the applicable law.

7. Data Privacy

Employee understands that the Company and/or a Related Company may hold certain personal information about Employee, including, but not limited to, Employee's name, home address and telephone number, date of birth, social insurance number or other identification number, salary, nationality, job title, any shares of Jacobs Common Stock or directorships held in the Company, details of all Awards or any other entitlement to shares of Jacobs Common Stock awarded, canceled, exercised, vested, unvested or outstanding in Employee's favor, for the exclusive purpose of implementing, administering and managing the Plan ("Data").

Employee hereby explicitly and unambiguously consents to the collection, use and transfer, in electronic or other form, of Employee's personal data as described in this Agreement and any other Award materials by and among, as applicable, the Company and its Related Companies for the exclusive purpose of implementing, administering and managing Employee's participation in the Plan.

Employee understands that Data will be transferred to the Company's broker, administrative agents or such other stock plan service provider as may be selected by the Company in the future, which is assisting the Company with the implementation, administration and management of the Plan. Employee understands that the recipients of the Data may be located in the United States or elsewhere, and that the recipients' country or countries in which such recipients reside or operate (e.g., the United States) may have different data privacy laws and protections than Employee's country. Employee understands that if Employee resides outside the United States, Employee may request a list with the names and addresses of any potential recipients of the Data by contacting Employee's local human resources representative. Employee understands that Data will be held only as long as is necessary to implement, administer and manage Employee's participation in the Plan.

8. Payment of Withholding Taxes

Employee acknowledges that, regardless of any action taken by the Company or Related Companies or, if different, Employee's employer (the "Employer"), the ultimate liability for all income tax, social insurance, payroll tax, fringe benefits tax, payment on account or other tax-related items related to Employee's participation in the Plan and legally applicable to Employee or deemed by the Company, Related Company or the Employer in its discretion to be an appropriate charge to Employee even if legally applicable to the Company, Related Company or the Employer ("Tax-Related Items"), is and remains Employee's responsibility and may exceed the amount actually withheld by the Company, Related Company or the Employer. Employee further acknowledges and agrees that the Company or Related Company and/or the Employer may, if it so determines, offset any Employer tax liabilities deemed applicable to Employee by

reducing the shares of Jacobs Common Stock otherwise deliverable to Employee pursuant to this Agreement. Employee further acknowledges that the Company, Related Company and/or the Employer (1) make no representations or undertakings regarding the treatment of any Tax-Related Items in connection with any aspect of the Restricted Stock Units including, but not limited to, the grant, vesting or settlement of the Restricted Stock Units, the subsequent sale of shares of Jacobs Common Stock acquired pursuant to such settlement; and (2) do not commit to and are under no obligation to structure the terms of the Award or any aspect of the Restricted Stock Units to reduce or eliminate Employee's liability for Tax-Related Items or achieve any particular tax result. Further, if Employee is subject to Tax-Related Items in more than one jurisdiction between the Award Date and the date of any relevant taxable or tax withholding event, as applicable, Employee acknowledges that the Company, Related Company and/or the Employer (or former employer, as applicable) may be required to withhold or account for Tax-Related Items in more than one jurisdiction. The Company may refuse to issue or deliver any shares of Jacobs Common Stock to Employee until the obligation for any Tax-Related Items due in connection with the Award has been satisfied.

Under no circumstances can the Company be required to withhold from the shares of Jacobs Common Stock that would otherwise be delivered to Employee upon settlement of the Award a number of shares having a total Fair Market Value that exceeds the amount of withholding taxes as determined by the Company at the time the Award vests.

9. Services as Employee

Employee shall not be deemed to have ceased to be employed by the Company (or any Related Company) for purposes of this Agreement by reason of Employee's transfer to a Related Company (or to the Company or to another Related Company).

The Committee may determine that, for purposes of this Agreement, Employee shall be considered as still in the employ of the Company or of the Related Company while on leave of absence. In the event Employee is permitted a leave of absence during the term of this Agreement, the Committee may, in its sole and absolute discretion, extend the time periods during which Restricted Stock Units are subject to Forfeiture Restrictions as set forth in Section 2, above, to include the period of time Employee is on the leave of absence.

Nothing contained in this Agreement or the Plan constitutes an employment or service commitment by the Company or any Related Company, affects Employee's status as an employee at will who is subject to termination without cause, confers upon Employee any right to remain employed by or in service to the Company or any Related Company, interferes in any way with the right of the Company or any Related Company, as applicable, at any time to terminate such employment or services, or affects the right of the Company or any Related Company, as applicable, to increase or decrease Employee's other compensation or benefits. Nothing in this Section, however, is intended to adversely affect any independent contractual right of Employee (if any) without Employee's consent thereto.

10. Terms and Conditions Applicable to PRC Nationals Only.

(a) If Employee is a national of the Peoples' Republic of China ("PRC"), the Award and vesting of Restricted Stock Units is conditioned upon the Company securing all necessary approvals from the PRC State Administration of Foreign Exchange ("SAFE") to permit the operation of the Plan and the participation of PRC nationals employed by the Company or a Related Company, as determined by the Company in its sole discretion.

(b) Employee agrees to hold the Jacobs Common Stock received upon settlement of the Restricted Stock Units with the Company's broker or any other agent designated by the Company until the Jacobs Common Stock is sold.

(c) Employee understands and agrees that, due to exchange control laws in the PRC, Employee will be required to immediately repatriate the proceeds from any sale of Jacobs Common Stock and any dividends received in relation to the Jacobs Common Stock to the PRC. Employee further understands that the repatriation of such amounts may need to be effected through a special exchange control account established by the Company or the Related Company in the PRC, and Employee hereby consents and agrees that all amounts derived from the Restricted Stock Units awarded under the Plan may be transferred to such special account prior to being delivered to Employee's personal account. Further, to the extent required to comply with any foreign exchange rules, regulations or agreements with governmental authorities, Employee specifically authorizes the Company, the Related Company that employs Employee, the administrator or their respective agents, to sell the Jacobs Common Stock acquired under the Plan, following the termination of Employee's employment or service or at some other time determined by the Company or the administrator, including immediately following settlement of the Restricted Stock Units, and to repatriate the sale proceeds in such manner as may be designated by the Company or the administrator.

11. Miscellaneous Provisions

This Agreement is governed in all respects by the Plan and applicable law. In the event of any inconsistency between the terms of the Plan and this Agreement (including the "Terms for International Employees"), the terms of the Plan shall prevail. Subject to the limitations of the Plan, the Company may, with the written consent of Employee, amend this Agreement. This Agreement shall be construed, administered and enforced according to the laws of the State of Delaware. By accepting this Agreement, Employee agrees to submit to the jurisdiction and venue of any court of competent jurisdiction in Delaware without regard to conflict of laws, rules or principles, for any claim arising out of this Agreement.

12. Clawback

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee agrees to be bound by, and subject to, the terms and conditions of any clawback, forfeiture, recoupment, or similar requirement required to apply to incentive-based compensation granted to Employee under the programs, policies and procedures of the Company (as may be adopted from time to time) by any current or future applicable law or listing standard or regulatory body, including any clawback or forfeiture provisions set forth herein, and to the extent Employee is or becomes subject such policies, the Company's Mandatory Clawback Policy (as may be amended from time to time) and/or the Company's

Enhanced Clawback Policy (as may be amended from time to time), including the restrictive covenants set forth therein. To the extent Employee does become subject to the Company's Enhanced Clawback Policy (as may be amended from time to time), Employee acknowledges and agrees that the restrictive covenants as set out in the Enhanced Clawback Policy (as may be amended from time to time) shall take precedence over any conflicting restrictive covenants as set out in this Agreement.

13. Agreement of Employee

By signing (electronically or otherwise) this Agreement and/or electronically accepting this Award grant, Employee: (a) agrees to the terms and conditions of this Agreement; (b) confirms receipt of a copy of the Plan and all amendments and supplements thereto; and (c) appoints the officers of the Company as Employee's true and lawful attorney-in-fact, with full power of substitution in the premises, granting to each full power and authority to do and perform any and every act whatsoever requisite, necessary, or proper to be done, on behalf of Employee which, in the opinion of such attorney-in-fact, is necessary or prudent to effect the delivery of the Jacobs Common Stock to Employee, or the forfeiture of the Award to the Company, in accordance with the terms and conditions of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date set forth above.

JACOBS SOLUTIONS INC.

A handwritten signature in black ink, appearing to read "Robert V. Pragada", written in a cursive style.

Robert V. Pragada
Chief Executive Officer

JACOBS SOLUTIONS INC.
FORM OF RESTRICTED STOCK UNIT AGREEMENT
(Performance Shares - Earnings Per Share)

(Awarded Pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan)

This Agreement is executed as of _____, by and between Jacobs Solutions Inc. (the “Company” or “Jacobs”) and _____ (“Employee”) pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan, as may be amended from time to time (the “Plan”). Unless the context clearly indicates otherwise, all terms defined in the Plan and used in this Agreement (whether or not capitalized) have the meanings as set forth in the Plan. The Agreement also includes the provisions included in the Terms and Conditions for International Employees (“Terms for International Employees”), which is applicable to Employee if Employee is employed or resides outside the United States.

1. Restricted Stock Units

Pursuant to the Plan, and in consideration for services rendered or to be rendered to the Company or Related Company or for their benefit, the Company hereby issues, as of the above date (the “Award Date”) to Employee an award of Restricted Stock Units in accordance with the Plan and the terms and conditions of this Agreement (the “Award”). The target number of Restricted Stock Units Employee is eligible to earn under this Agreement is _____ (the “Target Earnings Per Share Restricted Stock Units”). Each Restricted Stock Unit represents the right to receive one share of Jacobs Common Stock (subject to adjustment pursuant to the Plan) in accordance with the terms and subject to the conditions (including the vesting conditions) set forth in this Agreement and the Plan. If, with respect to the Restricted Stock Units, Employee has made an effective and operative deferral election (“EDP Deferral Election”) under the Jacobs Solutions Inc. Executive Deferral Plan (“EDP”) with respect to the shares underlying this Agreement, the terms of the EDP and EDP Deferral Election governing the time and delivery of the shares underlying this Agreement that become vested, if any, are incorporated by reference herein.

2. Vesting and Distribution

- (a) The Award shall not be vested as of the Award Date and shall be forfeitable by Employee without consideration or compensation unless and until otherwise vested pursuant to the terms of this Agreement.
 - (b) The number of Restricted Stock Units earned under this Agreement (the “Earned Earnings Per Share Restricted Stock Units”) shall be equal to the Target EPS Restricted Stock Units multiplied by the sum of (i) EPS Performance Multiplier (as defined herein) and (ii) the rTSR Modifier (as defined herein). The “EPS Performance Multiplier” will be determined based upon the Company’s average adjusted Earnings Per Share (as defined herein) over the three-year period starting
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on the first day of fiscal 20__ and ending the last day of fiscal 20__ (the “Performance Period”). The “rTSR Modifier,” which may be positive or negative, will be determined based upon the relative total shareholder return (the “rTSR”) of Jacobs’ Common Stock compared to its Compensation Peers (defined below) over the Performance Period.

Employee is eligible to earn between 0%-200% of the Target Earnings Per Share Restricted Stock Units based on the Company’s Earnings Per Share results, which amount will then be modified (i.e., subject to increase or decrease between -25% and +25%) based on the Company’s rTSR at the end of the Performance Period, in each case as described below. The minimum number of Earned EPS Restricted Stock Units that could be earned under this Award is equal to 0% of the Target EPS Restricted Stock Units, and the maximum number of Earned Earnings Per Share Restricted Stock Units that could be earned under this Award is equal to 200% of the Target Earnings Per Share Restricted Stock Units, regardless of rTSR results.

The Earnings Per Share Performance Multiplier

The Earnings Per Share Performance Multiplier will be calculated as set forth in the following table based upon the average of the Company’s Earnings Per Share over the Performance Period:

From Fiscal Year 20__ through Fiscal Year 20__

Average Adjusted Earnings Per Share	Earnings Per Share Performance Multiplier
	0%
	25%
	100%
	200%

The Earnings Per Share Performance Multiplier will be determined using straight-line interpolation based on the actual average adjusted Earnings Per Share results other than those listed in the chart above.

For purposes of this Section 2(b), “Earnings Per Share” for any fiscal period is computed by dividing Net Earnings by the weighted average number of shares of the Company’s common stock outstanding during the period. “Net Earnings” means the net earnings attributable to the Company as reported in its consolidated financial statements for such period determined in accordance with accounting principles generally accepted in the United States (“GAAP”) (A) as may be adjusted to eliminate the effects of (i) costs associated with restructuring activities, as determined in accordance with GAAP, regardless of whether the Company discloses publicly the amount of such restructuring costs or the fact that the Company engaged in restructuring activities during the periods restructuring costs were incurred; and (ii) gains or losses associated with discontinued operations, as determined in accordance with GAAP, but limited to the first reporting period an operation is determined to be discontinued and all subsequent periods (*i.e.*,

there will be no retroactive application of this adjustment); and (B) as adjusted for all gains or losses associated with events or transactions that the Committee has made a finding are unusual in nature, infrequently occurring and otherwise not indicative of the Company's normal operations, and therefore, not indicative of the underlying Company performance. For purposes of this part (B), such events or transactions could include: (i) settlements of claims and litigation; (ii) disposals of operations including a disposition of a significant amount of the Company's assets; (iii) losses on sales of investments; (iv) changes in laws and/or regulations; and (v) natural disasters, epidemics, pandemics or other acts of God.

The Relative Total Shareholder Return Modifier

The rTSR Modifier will be calculated as set forth in the following table based on the Company's rTSR compared to the Company's peer group used for executive compensation benchmarking (the "Compensation Group"), as described in the Company's Definitive Proxy Statement for the 20__ Annual Meeting of Shareholders, over the Performance Period:

	rTSR Percentile	rTSR Modifier
Maximum	$\geq 75^{\text{th}}$	+25%
Target	50th	0%
Threshold	$\leq 25^{\text{th}}$	-25%

The rTSR Modifier between Threshold and Target and between Target and Maximum will be determined using straight-line interpolation based on the Company's actual rTSR results.

For purposes of this Section 2(b), "rTSR" means the Company's total shareholder return ("TSR") as compared to the TSR of each member of the Compensation Group, expressed as a percentile ranking the Company's TSR relative to the TSR of the Compensation Group over the Performance Period. For purposes of calculating TSR under this Section 2(b), the beginning stock price will be the average stock price over the 30 calendar day period preceding the beginning of the Performance Period, and the ending stock price will be the average stock price over the 30 calendar day period ending on the last day of the Performance Period. Any dividend payments over the Performance Period by the Company or any of the companies in the Compensation Group will be deemed re-invested on the ex-dividend date in additional shares of the company.

- (c) After the Award Date, a number of Restricted Stock Units equal to the Earned Earnings Per Share Restricted Stock Units will become 100% vested (referred to as "Vested Units") on November __, 20__ (the "Maturity Date"), provided that, except as provided in Section 2(d) below, Employee remains continuously employed by the Company or Related Company through such Maturity Date.
- (d) Notwithstanding anything in this Agreement or Schedule B of the Plan to the contrary, in the event that Employee's employment with the Company or Related

Company terminates prior to the Maturity Date as a result of Employee's Retirement, death, or Disability, this Award shall remain outstanding and shall vest on the Maturity Date (based on actual performance through the entire performance period); provided, that on the Maturity Date only a pro-rated portion (based on the number of days, during the period between the Award Date and the Maturity Date, that Employee was employed by the Company or Related Company prior to Employee's Retirement death, or Disability) of the Earned Earnings Per Share Restricted Stock Units will become vested, with the remainder of the Award forfeited at that time. The foregoing notwithstanding, in the event of Employee's termination of employment from the Company due to an involuntary layoff (e.g., reduction in force or redundancy action), the vesting period for Restricted Stock Units awarded under this Agreement shall continue to vest for a nine (9) months period following the date of Employee's termination.

- (e) Notwithstanding anything in this Agreement or Schedule B of the Plan to the contrary, in the event of a Change in Control, the number of Earned Earnings Per Share Restricted Stock Units shall be determined as of the date such Change in Control is consummated, rather than the Maturity Date, with the number of Earned Earnings Per Share Restricted Stock Units determined as set forth in Section 2(b) hereof, except that: (1) if the Change in Control occurs prior to the last day of fiscal year 20__, the Earnings Per Share Performance Multiplier and the rTSR Modifier will be 100%; (2) if the Change in Control occurs upon or after the last day of fiscal year 20__, (i) the Earnings Per Share Performance Multiplier shall be determined pursuant to Section 2(b) based upon the Company's average Earnings Per Share based on information available as of the Change in Control (taking into account the consideration per share to be paid in the Change in Control transaction) and (ii) the rTSR Modifier shall be determined pursuant to Section 2(b) based upon the Company's TSR and the TSR of each of the companies in the Compensation Group through the date of the Change in Control (and, with respect to the Company, taking into account the consideration per share to be paid in the Change in Control transaction).

Following a Change in Control, except as otherwise set forth in the Plan (including Schedule B thereof), the Earned Earnings Per Share Restricted Stock Units shall remain outstanding and subject to the terms and conditions of the Plan and this Agreement, including the vesting condition of continued employment through the Maturity Date.

- (f) Except as set forth herein and in the Plan (including Schedule B thereof the terms of which shall apply to the Award), Employee has no rights, partial or otherwise, in the Award and/or any shares of Jacobs Common Stock subject thereto, unless and until the Award has been earned and vested pursuant to this Section 2.
 - (g) Each Vested Unit shall be settled by the delivery of one share of Common Stock (subject to adjustment under the Plan), unless the Committee elects to settle the Vested Unit in another form of consideration of equivalent value (as determined by the Committee in its sole discretion) in connection with or following a Change in Control. If Employee has not made any EDP Deferral Election with respect to Restricted Stock Units that become vested, settlement will occur as soon as practicable following certification by the Company of the number of Earnings Per
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Share Restricted Stock Units and passage of the Maturity Date (or, if earlier, the date the Award becomes vested pursuant to the terms of the Plan, including Schedule B thereof, or Section 2(d) above), but in no event later than 30 days following the Maturity Date (or such earlier date that the Award becomes vested). If Employee has made an EDP Deferral Election, deferred Vested Units shall be settled as soon as practicable following the date elected on Employee's operative EDP Deferral Election or other settlement date set forth under the terms of the EDP. In any event, no fractional shares shall be issued pursuant to this Agreement.

- (h) The Award (and any rights and obligations thereunder) may not be sold, exchanged, transferred, assigned, pledged, hypothecated or otherwise disposed of or hedged, in any manner (including through the use of any cash-settled instrument), whether voluntarily or involuntarily and whether by operation of law or otherwise, other than (i) by will, (ii) by the laws of descent and distribution or (iii) to any trust established solely for the benefit of Employee or any spouse, children or grandchildren of Employee, and the Award (and any rights thereunder) will be exercisable during the life of Employee only by Employee or Employee's legal representative. Any sale, exchange, transfer, assignment, pledge, hypothecation, or other disposition in violation of the provisions of this Section 2(h) will be null and void and if the Award is hedged in any manner, it will immediately be forfeited. All of the terms and conditions of the Plan and this Agreement will be binding upon any permitted successors and assigns. After the shares of Jacobs Common Stock issued under the Award have vested, the holder of such shares is free to assign, hypothecate, donate, encumber or otherwise dispose of any interest in such shares provided that any such actions are in compliance with the provisions herein, the terms of the Company's trading policies as may be in effect from time to time and applicable law.

3. Section 409A Compliance

Notwithstanding any other provision of the Plan or this Agreement to the contrary, it is intended that this Award shall be exempted from the definition of "non-qualified deferred compensation" within the meaning of Section 409A of the IRS Code (together with any related regulations or other guidance promulgated with respect to such Section by the U.S. Department of the Treasury of the Internal Revenue Service, collectively "Section 409A") or otherwise comply with the requirements of Section 409A, and the Plan shall be interpreted accordingly (including to avoid the imposition of any additional or accelerated taxes or other penalties under Section 409A of the Code). Under no circumstances, however, shall the Company have any liability under the Plan or this Agreement for any taxes, penalties or interest due on amounts paid or payable pursuant to the Plan and/or this Agreement or any EDP Deferral Election, including any taxes, penalties or interest imposed under Section 409A of the Code. Notwithstanding anything to the contrary contained in this Agreement, to the extent that any payment or benefit under this Agreement, or any other plan or arrangement of the Company or its affiliates, is determined by the Company to constitute "non-qualified deferred compensation" subject to Section 409A and is payable to Employee by reason of Employee's termination of employment, then (a) such payment or benefit shall be made or provided to Employee only upon a "separation from service" as defined for purposes of Section 409A under applicable regulations and (b) if Employee is a "specified

employee” (within the meaning of Section 409A and as determined by the Company), such payment or benefit shall not be made or provided before the date that is six months after the date of Employee’s separation from service (or Employee’s earlier death). Each payment under this Agreement will be treated as a separate payment under Section 409A of the Code.

4. Status of Participant

Except as set forth in this section, Employee shall have no rights as a stockholder (including, without limitation, any voting rights or rights to receive dividends with respect to the shares of Jacobs Common Stock subject to the Award) with respect to either the Award granted hereunder or the shares of Jacobs Common Stock underlying the Award, unless and until such shares are issued in respect of Vested Units, and then only to the extent of such issued shares.

Notwithstanding the foregoing, Employee is entitled to a “Dividend Equivalent Right” under the EDP with respect to each Vested Unit for which delivery of the underlying share of Common Stock has been deferred pursuant to an EDP Deferral Election, to the extent the Company pays any cash dividend with respect to outstanding Jacobs Common Stock on or after the date on which such Vested Unit is deferred and while such Vested Unit remains outstanding. The term “Dividend Equivalent Right” shall mean a dollar amount equal to the per-share cash dividend paid by the Company.

Except as otherwise provided under the terms of the EDP or EDP Deferral Election, if applicable: (a) any Dividend Equivalent Right with respect to Vested Units will be paid to Employee in cash at the same time that the Company pays a dividend with respect to outstanding Jacobs Common Stock; and (b) Employee will not be credited with Dividend Equivalent Rights with respect to any Restricted Stock Unit prior to vesting or to any Restricted Stock Unit that, as of the record date for the relevant dividend, is no longer outstanding for any reason (*e.g.*, because it has been settled in Common Stock or has been terminated), and Employee will not be entitled to any payment for Dividend Equivalent Rights with respect to any Restricted Stock Unit that terminates without vesting. For purposes of this Agreement, a Vested Unit that has not yet been settled (*e.g.*, because of an EDP Deferral Election) shall be considered outstanding for purposes of this Section 4.

No shares may be issued in respect of Vested Units if, in the opinion of counsel for the Company, all then applicable requirements of the Securities and Exchange Commission and any other regulatory agencies having jurisdiction and of any stock exchange upon which the shares of the Company may be listed are not fully met, and, as a condition of the issuance of shares, Employee shall take all such action as counsel may advise is necessary for Employee to take to meet such requirements.

5. Nature of Award

In accepting the Award, Employee acknowledges, understands and agrees that:

- (a) The Plan is established voluntarily by the Company, it is discretionary in nature and it may be modified, amended, suspended or terminated by the Company at any time, to the extent permitted by the Plan;
- (b) The Award of the Restricted Stock Units hereunder is voluntary and occasional and does not create any contractual or other right to receive future Awards of Restricted Stock Units, or any benefits in lieu of Restricted Stock Units, even if Restricted Stock Units have been awarded in the past;
- (c) All decisions with respect to future Restricted Stock Unit or other awards, if any, will be at the sole discretion of the Company;
- (d) The Award and Employee's participation in the Plan shall not create a right to employment or be interpreted as forming an employment or services contract with the Company, or any Related Companies and shall not interfere with the ability of the Company, or any Related Company, as applicable, to terminate Employee's employment or service relationship (if any);
- (e) The Award and the shares of Jacobs Common Stock subject to the Award, the value of same, and any ultimate gain, loss, income or expense associated with the Award are not part of Employee's normal or expected compensation for purposes of calculating any severance, resignation, termination, redundancy, dismissal, end-of-service payments, bonuses, long-service awards, pension or retirement or welfare benefits or similar payments;
- (f) No claim or entitlement to compensation or damages shall arise from forfeiture of the Award for any reason, including forfeiture resulting from Employee ceasing to provide employment or other services to the Company or any Related Company (for any reason whatsoever whether or not later found to be invalid or in breach of employment laws in the jurisdiction where Employee is employed or the terms of Employee's employment agreement, if any), and in consideration of the Award to which Employee is otherwise not entitled, Employee irrevocably agrees never to institute or allow to be instituted on Employee's behalf any claim against the Company or any of its Related Companies, waives Employee's ability, if any, to bring any such claim, and releases the Company and any Related Companies from any such claim; if, notwithstanding the foregoing, any such claim is allowed by a court of competent jurisdiction, then, by participating in the Plan, Employee shall be deemed irrevocably to have agreed not to pursue such claim and agrees to execute any and all documents necessary to request dismissal or withdrawal of such claim.

6. Data Privacy

Employee understands that the Company and/or a Related Company may hold certain personal information about Employee in connection with this Agreement (including the terms of the EDP and EDP Deferral Election to the extent applicable under Section 1), including, but not limited

to, Employee's name, home address and telephone number, date of birth, social security number or other identification number, salary, nationality, job title, any shares of Jacobs Common Stock or directorships held in the Company, details of all Awards or any other entitlement to shares of Jacobs Common Stock awarded, canceled, exercised, vested, unvested or outstanding in Employee's favor, for the exclusive purpose of implementing, administering and managing the Plan and this Agreement ("Data").

Employee hereby explicitly and unambiguously consents to the collection, use and transfer, in electronic or other form, of Employee's personal Data by and among, as applicable, the Company and its Related Companies for the exclusive purpose of implementing, administering and managing Employee's participation in the Plan and under this Agreement.

Employee understands that Data will be transferred to the Company's broker, administrative agents or such other stock plan service provider as may be selected by the Company in the future, which is assisting the Company with the implementation, administration and management of the Plan. Employee understands that the recipients of the Data may be located in the United States or elsewhere, and that the recipients' country or countries in which such recipients reside or operate (*e.g.*, the United States) may have different data privacy laws and protections than Employee's country. Employee understands that if Employee resides outside the United States, Employee may request a list with the names and addresses of any potential recipients of the Data by contacting Employee's local human resources representative. Employee understands that Data will be held only as long as is necessary to implement, administer and manage Employee's participation in the Plan and this Agreement or as required under applicable law.

7. Payment of Withholding Taxes

Employee acknowledges that, regardless of any action taken by the Company or Related Companies or, if different, Employee's employer (the "Employer") the ultimate liability for all income tax, social insurance, payroll tax, fringe benefits tax, payment on account or other tax-related items related to Employee's participation in the Plan and legally applicable to Employee or deemed by the Company, Related Company or the Employer in its discretion to be an appropriate charge to Employee even if legally applicable to the Company, Related Company or the Employer ("Tax-Related Items"), is and remains Employee's responsibility and may exceed the amount actually withheld by the Company, Related Company or the Employer. Employee further acknowledges and agrees that the Company or Related Company and/or the Employer may, if it so determines, offset any Employer tax liabilities deemed applicable to Employee by reducing the shares of Jacobs Common Stock otherwise deliverable to Employee pursuant to this Agreement. Employee further acknowledges that the Company, Related Company and/or the Employer (1) make no representations or undertakings regarding the treatment of any Tax-Related Items in connection with any aspect of the Restricted Stock Units including, but not limited to, the grant, vesting or settlement of the Restricted Stock Units, the subsequent sale of shares of Jacobs Common Stock acquired pursuant to such settlement; and (2) do not commit to and are under no obligation to structure the terms of the Award or any aspect of the Restricted

Stock Units to reduce or eliminate Employee's liability for Tax-Related Items or achieve any particular tax result. Further, if Employee is subject to Tax-Related Items in more than one jurisdiction between the Award Date and the date of any relevant taxable or tax withholding event, as applicable, Employee acknowledges that the Company, Related Company and/or the Employer (or former employer, as applicable) may be required to withhold or account for Tax-Related Items in more than one jurisdiction. The Company may refuse to issue or deliver any shares of Jacobs Common Stock to Employee until the obligation for any Tax-Related Items due in connection with the Award has been satisfied.

Under no circumstances can the Company be required to withhold from the shares of Jacobs Common Stock that would otherwise be delivered to Employee upon settlement of the Award a number of shares having a total Fair Market Value that exceeds the amount of withholding taxes as determined by the Company at the time the Award vests.

8. Services as Employee

Employee shall not be deemed to have ceased to be employed by the Company (or any Related Company) for purposes of this Agreement by reason of Employee's transfer to a Related Company (or to the Company or to another Related Company). The Committee may determine that, for purposes of this Agreement, Employee shall be considered as still in the employ of the Company or of the Related Company while on leave of absence.

Nothing contained in this Agreement or the Plan constitutes an employment or service commitment by the Company or any Related Company, affects Employee's status as an employee at will who is subject to termination without cause, confers upon Employee any right to remain employed by or in service to the Company or any Related Company, interferes in any way with the right of the Company or any Related Company, as applicable, at any time to terminate such employment or services, or affects the right of the Company or any Related Company, as applicable, to increase or decrease Employee's other compensation or benefits. Nothing in this Section, however, is intended to adversely affect any independent contractual right of Employee (if any) without Employee's consent thereto.

9. Miscellaneous Provisions

This Agreement is governed in all respects by the Plan and applicable law. In the event of any inconsistency between the terms of the Plan and this Agreement, (including the "Terms for International Employees"), the terms of the Plan shall prevail. Subject to the limitations of the Plan, the Company may, with the written consent of Employee, amend this Agreement. This Agreement shall be construed, administered and enforced according to the laws of the State of Delaware. By accepting this Agreement, Employee agrees to submit to the jurisdiction and venue of any court of competent jurisdiction in Delaware without regard to conflict of laws, rules or principles, for any claim arising out of this Agreement.

10. Clawback

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee agrees to be bound by, and subject to, the terms and conditions of: (a) the Company's Mandatory Clawback Policy (as may be amended from time to time) if Employee is or becomes a Section 16 executive officer, (b) the Company's Enhanced Clawback Policy (as may be amended from time to time), including the restrictive covenants set forth therein, (c) any clawback and forfeiture provisions set forth in this Agreement and (d) any other clawback, forfeiture, recoupment, or similar requirement required to apply to incentive-based compensation granted to Employee under the programs, policies and procedures of the Company (as may be adopted from time to time) by any current or future applicable law or listing standard or regulatory body.

11. Agreement of Employee

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee (a) agrees to the terms and conditions of this Agreement, (b) confirms receipt of a copy of the Plan and all amendments and supplements thereto, and (c) appoints the officers of the Company as Employee's true and lawful attorney-in-fact, with full power of substitution in the premises, granting to each full power and authority to do and perform any and every act whatsoever requisite, necessary, or proper to be done, on behalf of Employee which, in the opinion of such attorney-in-fact, is necessary or prudent to effect the delivery of the Jacobs Common Stock to Employee or the forfeiture of the Award to the Company, or, in accordance with the terms and conditions of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date set forth above.

JACOBS SOLUTIONS INC.

A handwritten signature in black ink, appearing to read "Robert V. Pragada". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Robert V. Pragada
Chief Executive Officer

JACOBS SOLUTIONS INC.
RESTRICTED STOCK UNIT AGREEMENT
(Performance Shares - ROIC)

(Awarded Pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan)

This Agreement is executed as of _____, by and between Jacobs Solutions Inc. (the “Company” or “Jacobs”) and _____ (“Employee”) pursuant to the Jacobs Solutions Inc. 2023 Stock Incentive Plan, as may be amended from time to time (the “Plan”). Unless the context clearly indicates otherwise, all terms defined in the Plan and used in this Agreement (whether or not capitalized) have the meanings as set forth in the Plan. The Agreement also includes the provisions included in the Terms and Conditions for International Employees (“Terms for International Employees”), which is applicable to Employee if Employee is employed or resides outside the United States.

1. Restricted Stock Units

Pursuant to the Plan, and in consideration for services rendered or to be rendered to the Company or Related Company or for their benefit, the Company hereby issues, as of the above date (the “Award Date”) to Employee an award of Restricted Stock Units in accordance with the Plan and the terms and conditions of this Agreement (the “Award”). The target number of Restricted Stock Units Employee is eligible to earn under this Agreement is _____ (the “Target ROIC Restricted Stock Units”). Each Restricted Stock Unit represents the right to receive one share of Jacobs Common Stock (subject to adjustment pursuant to the Plan) in accordance with the terms and subject to the conditions (including the vesting conditions) set forth in this Agreement and the Plan. If, with respect to the Restricted Stock Units, Employee has made an effective and operative deferral election (“EDP Deferral Election”) under the Jacobs Solutions Inc. Executive Deferral Plan, as amended (“EDP”) with respect to the shares underlying this Agreement, the terms of the EDP and EDP Deferral Election governing the time of delivery of the shares underlying this Agreement that become vested, if any, are incorporated by reference herein.

2. Vesting and Distribution

(a) The Award shall not be vested as of the Award Date and shall be forfeitable by Employee without consideration or compensation unless and until otherwise vested pursuant to the terms of this Agreement.

(b) The number of Restricted Stock Units earned under this Agreement shall be equal to the Target ROIC Restricted Stock Units multiplied by the sum of the ROIC Performance Multiplier (as defined herein) and the rTSR Modifier (as defined herein). The “ROIC Performance Multiplier” will be determined based upon the Company’s average annual ROIC (as defined herein) over the three-year period starting on the first day of fiscal 20__ and ending the last day

of fiscal 20__ (the “Performance Period”) (the “Earned ROIC Restricted Stock Units”). The “rTSR Modifier,” which may be positive or negative, will be determined based upon the relative total shareholder return (the “rTSR”) of Jacob’s Common Stock compared to its Compensation Peers (defined below) over the Performance Period.

Employee is eligible to earn between 0% and 200% of the Target ROIC Restricted Stock Units based on the Company’s ROIC results, which amount will then be modified (i.e., subject to increase or decrease between -25% and +25%) based on the Company’s rTSR at the end of the Performance Period, in each case as described below. The minimum number of Earned ROIC Restricted Stock Units that could be earned under this Award is equal to 0% of the Target ROIC Restricted Stock Units, and the maximum number of Earned ROIC Restricted Stock Units that could be earned under this Award is equal to 200% of the Target ROIC Restricted Stock Units, regardless of rTSR results.

The Return on Invested Capital Performance Multiplier

The ROIC Performance Multiplier will be calculated as set forth in the following table based upon the average ROIC over the Performance Period:

Fiscal Year 20__ through Fiscal Year 20__

Average ROIC	ROIC Performance Multiplier
	0%
	25%
	100%
	200%

The ROIC Performance Multiplier will be determined using straight-line interpolation based on the actual average ROIC results other than those listed in the chart above.

For purposes of this Section 2(b), the “Return on Invested Capital” for any fiscal period is computed by dividing Adjusted Net Earnings by the Average of Beginning and Ending Invested Capital during the period, and where invested capital is the sum of equity plus long term debt less cash and cash equivalents. Adjusted Net Earnings means the Net Earnings attributable to the Company as reported in its consolidated financial statements for such period determined in accordance with accounting principles generally accepted in the United States (“GAAP”) (A) as may be adjusted to eliminate the effects of (i) costs associated with restructuring activities, as determined in accordance with GAAP, regardless of whether the Company discloses publicly the amount of such restructuring costs or the fact that the Company engaged in restructuring activities during the periods restructuring costs were incurred; and (ii) gains or losses associated with discontinued operations, as determined in accordance with GAAP, but limited to the first reporting period an operation is determined to be discontinued and all subsequent periods (i.e., there will be no retroactive application of this adjustment); and (B) as adjusted for all gains or losses associated with events or transactions that the Committee has made a finding are unusual

in nature, infrequently occurring and otherwise not indicative of the Company's normal operations, and therefore, not indicative of the underlying Company performance. For purposes of this part (B), such events or transactions could include: (i) settlements of claims and litigation; (ii) disposals of operations including a disposition of a significant amount of the Company's assets; (iii) losses on sales of investments; (iv) changes in laws and/or regulations; and (v) natural disasters, epidemics, pandemics or other acts of God. "Invested Capital" means (i) the value of the Company's equity as reported in its consolidated financial statements for such period determined in accordance with GAAP, plus (ii) the value of the Company's debt as reported in its consolidated financial statements for such period determined in accordance with GAAP, minus (iii) the Company's cash and cash equivalent assets as reported in its consolidated financial statements for such period determined in accordance with GAAP.

The Relative Total Shareholder Return Modifier

The rTSR Modifier will be calculated as set forth in the following table based on the Company's rTSR compared to the Company's peer group used for executive compensation benchmarking (the "Compensation Group"), as described in the Company's Definitive Proxy Statement for the 20__ Annual Meeting of Shareholders, over the Performance Period:

	rTSR Percentile	rTSR Modifier
Maximum	$\geq 75^{\text{th}}$	+25%
Target	50th	0%
Threshold	$\leq 25^{\text{th}}$	-25%

The rTSR Modifier between Threshold and Target and between Target and Maximum will be determined using straight-line interpolation based on the Company's actual rTSR results.

For purposes of this Section 2(b), "rTSR" means the Company's total shareholder return ("TSR") as compared to the TSR of each member of the Compensation Group, expressed as a percentile ranking the Company's TSR relative to the TSR of the Compensation Group over the Performance Period. For purposes of calculating TSR under this Section 2(b), the beginning stock price will be the average stock price over the 30 calendar day period preceding the beginning of the Performance Period, and the ending stock price will be the average stock price over the 30 calendar day period ending on the last day of the Performance Period. Any dividend payments over the Performance Period by the Company or any of the companies in the Compensation Group will be deemed re-invested on the ex-dividend date in additional shares of the company.

(c) After the Award Date, a number of Restricted Stock Units equal to the Earned ROIC Restricted Stock Units will become 100% vested (referred to as "Vested Units") on November __, 20__ (the "Maturity Date"), provided that, except as provided in Section 2(d) below, Employee remains continuously employed by the Company or Related Company through such Maturity Date.

(d) Notwithstanding anything in this Agreement or Schedule B of the Plan to the contrary, in the event that Employee's employment with the Company or Related Company terminates prior to the Maturity Date as a result of Employee's Retirement, death, or Disability, this Award shall remain outstanding and shall vest on the Maturity Date based on the Company's average Return on Invested Capital over the Performance Period; provided, that on the Maturity Date only a pro-rated portion (based on the number of days, during the period between the Award Date and the Maturity Date, that Employee was employed by the Company or Related Company prior to Employee's Retirement death, or Disability) of the Earned ROIC Restricted Stock Units will become vested, with the remainder of the Award forfeited at that time. The foregoing notwithstanding, in the event of Employee's termination of employment from the Company due to an involuntary layoff (e.g., reduction in force or redundancy action), the vesting period for Restricted Stock Units awarded under this Agreement shall continue to vest for a nine (9) month period following the date of Employee's termination.

(e) Notwithstanding anything in this Agreement or Schedule B of the Plan to the contrary, in the event of a Change in Control, the number of Earned ROIC Restricted Stock Units shall be determined as of the date such Change in Control is consummated, rather than the Maturity Date, with the number of Earned ROIC Restricted Stock Units determined as set forth in Section 2(b) hereof, except that: (1) if the Change in Control occurs prior to the last day of fiscal year 20__, the ROIC Performance Multiplier and the rTSR Modifier will be 100%; and (2) if the Change in Control occurs upon or after the last day of fiscal year 20__, (i) the ROIC Performance Multiplier shall be determined pursuant to Section 2(b) based upon the Company's average Return on Invested Capital based on information available as of the Change in Control (taking into account the consideration per share to be paid in the Change in Control transaction) and (ii) the rTSR Modifier shall be determined pursuant to Section 2(b) based upon the Company's TSR and the TSR of each of the companies in the Compensation Group through the date of the Change in Control (and, with respect to the Company, taking into account the consideration per share to be paid in the Change in Control transaction).

Following a Change in Control, except as otherwise set forth in the Plan (including Schedule B thereof), the Earned ROIC Restricted Stock Units shall remain outstanding and subject to the terms and conditions of the Plan and this Agreement, including the vesting condition of continued employment through the Maturity Date.

(f) Except as set forth herein and in the Plan (including Schedule B thereof, the terms of which shall apply to the Award), Employee has no rights, partial or otherwise, in the Award and/or any shares of Jacobs Common Stock subject thereto unless and until the Award has been earned and vested pursuant to this Section 2.

(g) Each Vested Unit shall be settled by the delivery of one share of Common Stock (subject to adjustment under the Plan), unless the Committee elects to settle the Vested Unit in another form of consideration of equivalent value (as determined by the Committee in its sole discretion) in connection with or following a Change in Control. If Employee has not made any EDP Deferral Election with respect to Restricted Stock Units that become vested, settlement will occur as soon as practicable following certification by the Company of the number of Earned ROIC Restricted Stock Units and passage of the Maturity Date (or, if earlier, the date the Award becomes vested pursuant to the terms of the Plan, including Schedule B thereof, or Section 2(d) above), but in no event later than 30 days following the Maturity Date (or such earlier date that the Award becomes vested). If Employee has made an EDP Deferral Election, deferred Vested Units shall be settled as soon as practicable following the date elected on Employee's operative

EDP Deferral Election or other settlement date set forth under the terms of the EDP. In any event, no fractional shares shall be issued pursuant to this Agreement.

(h) The Award (and any rights and obligations thereunder) may not be sold, exchanged, transferred, assigned, pledged, hypothecated or otherwise disposed of or hedged, in any manner (including through the use of any cash-settled instrument), whether voluntarily or involuntarily and whether by operation of law or otherwise, other than (i) by will, (ii) by the laws of descent and distribution or (iii) to any trust established solely for the benefit of Employee or any spouse, children or grandchildren of Employee, and the Award (and any rights thereunder) will be exercisable during the life of Employee only by Employee or Employee's legal representative. Any sale, exchange, transfer, assignment, pledge, hypothecation or other disposition in violation of the provisions of this Section 2(h) will be null and void, and if the Award is hedged in any manner, it will immediately be forfeited. All of the terms and conditions of the Plan and this Agreement will be binding upon any permitted successors and assigns. After the shares of Jacobs Common Stock issued under the Award have vested, the holder of such shares is free to assign, hypothecate, donate, encumber or otherwise dispose of any interest in such shares provided that any such actions are in compliance with the provisions herein, the terms of the Company's trading policies as may be in effect from time to time and applicable law.

3. Section 409A Compliance

Notwithstanding any other provision of the Plan or this Agreement to the contrary, it is intended that this Award shall be exempted from the definition of "non-qualified deferred compensation" within the meaning of Section 409A of the Code (together with any related regulations or other guidance promulgated with respect to such Section by the U.S. Department of the Treasury or the Internal Revenue Service, collectively "Section 409A"), or otherwise comply with the requirements of Section 409A, and the Plan shall be interpreted accordingly (including to avoid the imposition of any additional or accelerated taxes or other penalties under Section 409A of the Code). Under no circumstances, however, shall the Company have any liability under the Plan or this Agreement for any taxes, penalties or interest due on amounts paid or payable pursuant to the Plan and/or this Agreement or any EDP Deferral Election, including any taxes, penalties or interest imposed under Section 409A of the Code. Notwithstanding anything to the contrary contained in this Agreement, to the extent that any payment or benefit under this Agreement, or any other plan or arrangement of the Company or its affiliates, is determined by the Company to constitute "non-qualified deferred compensation" subject to Section 409A and is payable to Employee by reason of Employee's termination of employment, then (a) such payment or benefit shall be made or provided to Employee only upon a "separation from service" as defined for purposes of Section 409A under applicable regulations and (b) if Employee is a "specified employee" (within the meaning of Section 409A and as determined by the Company), such payment or benefit shall not be made or provided before the date that is six months after the date of Employee's separation from service (or Employee's earlier death). Each payment under this Agreement will be treated as a separate payment under Section 409A of the Code.

4. Status of Participant

Except as set forth in this section, Employee shall have no rights as a stockholder (including, without limitation, any voting rights or rights to receive dividends with respect to the shares of

Jacobs Common Stock subject to the Award) with respect to either the Award granted hereunder or the shares of Jacobs Common Stock underlying the Award, unless and until such shares are issued in respect of Vested Units, and then only to the extent of such issued shares.

Notwithstanding the foregoing, Employee is entitled to a "Dividend Equivalent Right" under the EDP with respect to each Vested Unit for which delivery of the underlying share of Common Stock has been deferred pursuant to an EDP Deferral Election, to the extent the Company pays any cash dividend with respect to outstanding Jacobs Common Stock on or after the date on which such Vested Unit is deferred and while such Vested Unit remains outstanding. The term "Dividend Equivalent Right" shall mean a dollar amount equal to the per-share cash dividend paid by the Company.

Except as otherwise provided under the terms of the EDP or EDP Deferral Election, if applicable: (a) any Dividend Equivalent Right with respect to Vested Units will be paid to Employee in cash at the same time that the Company pays a dividend with respect to outstanding Jacobs Common Stock; and (b) Employee will not be credited with Dividend Equivalent Rights with respect to any Restricted Stock Unit prior to vesting or to any Restricted Stock Unit that, as of the record date for the relevant dividend, is no longer outstanding for any reason (*e.g.*, because it has been settled in Common Stock or has been terminated), and Employee will not be entitled to any payment for Dividend Equivalent Rights with respect to any Restricted Stock Unit that terminates without vesting. For purposes of this Agreement, a Vested Unit that has not yet been settled (*e.g.*, because of an EDP Deferral Election) shall be considered outstanding for purposes of this Section 4.

No shares may be issued in respect of Vested Units if, in the opinion of counsel for the Company, all then applicable requirements of the Securities and Exchange Commission and any other regulatory agencies having jurisdiction and of any stock exchange upon which the shares of the Company may be listed are not fully met, and, as a condition of the issuance of shares, Employee shall take all such action as counsel may advise is necessary for Employee to take to meet such requirements.

5. Nature of Award

In accepting the Award, Employee acknowledges, understands and agrees that:

- (a) The Plan is established voluntarily by the Company, it is discretionary in nature and it may be modified, amended, suspended or terminated by the Company at any time, to the extent permitted by the Plan;
 - (b) The Award of the Restricted Stock Units hereunder is voluntary and occasional and does not create any contractual or other right to receive future Awards of Restricted Stock Units, or any benefits in lieu of Restricted Stock Units, even if Restricted Stock Units have been awarded in the past;
 - (c) All decisions with respect to future Restricted Stock Unit or other awards, if any, will be at the sole discretion of the Company;
-

(d) The Award and Employee's participation in the Plan shall not create a right to employment or be interpreted as forming an employment or services contract with the Company, or any Related Companies and shall not interfere with the ability of the Company, or any Related Company, as applicable, to terminate Employee's employment or service relationship (if any);

(e) The Award and the shares of Jacobs Common Stock subject to the Award, the value of same, and any ultimate gain, loss, income or expense associated with the Award are not part of Employee's normal or expected compensation for purposes of calculating any severance, resignation, termination, redundancy, dismissal, end-of-service payments, bonuses, long-service awards, pension or retirement or welfare benefits or similar payments;

(f) No claim or entitlement to compensation or damages shall arise from forfeiture of the Award for any reason, including forfeiture resulting from Employee ceasing to provide employment or other services to the Company or any Related Company (for any reason whatsoever whether or not later found to be invalid or in breach of employment laws in the jurisdiction where Employee is employed or the terms of Employee's employment agreement, if any), and in consideration of the Award to which Employee is otherwise not entitled, Employee irrevocably agrees never to institute or allow to be instituted on Employee's behalf any claim against the Company or any of its Related Companies, waives Employee's ability, if any, to bring any such claim, and releases the Company and any Related Companies from any such claim; if, notwithstanding the foregoing, any such claim is allowed by a court of competent jurisdiction, then, by participating in the Plan, Employee shall be deemed irrevocably to have agreed not to pursue such claim and agrees to execute any and all documents necessary to request dismissal or withdrawal of such claim.

6. Data Privacy

Employee understands that the Company and/or a Related Company may hold certain personal information about Employee in connection with this Agreement (including the terms of the EDP and EDP Deferral Election to the extent applicable under Section 1), including, but not limited to, Employee's name, home address and telephone number, date of birth, social security number or other identification number, salary, nationality, job title, any shares of Jacobs Common Stock or directorships held in the Company, details of all Awards or any other entitlement to shares of Jacobs Common Stock awarded, canceled, exercised, vested, unvested or outstanding in Employee's favor, for the exclusive purpose of implementing, administering and managing the Plan and this Agreement ("Data").

Employee hereby explicitly and unambiguously consents to the collection, use and transfer, in electronic or other form, of Employee's personal Data by and among, as applicable, the Company and its Related Companies for the exclusive purpose of implementing, administering and managing Employee's participation in the Plan and under this Agreement.

Employee understands that Data will be transferred to the Company's broker, administrative agents or such other stock plan service provider as may be selected by the Company in the future, which is assisting the Company with the implementation, administration and management of the Plan. Employee understands that the recipients of the Data may be located in the United States or elsewhere, and that the recipients' country or countries in which such recipients reside or operate (e.g., the United States) may have different data privacy laws and protections than

Employee's country. Employee understands that if Employee resides outside the United States, Employee may request a list with the names and addresses of any potential recipients of the Data by contacting Employee's local human resources representative. Employee understands that Data will be held only as long as is necessary to implement, administer and manage Employee's participation in the Plan and this Agreement or as required under applicable law.

7. Payment of Withholding Taxes

Employee acknowledges that, regardless of any action taken by the Company or Related Companies or, if different, Employee's employer (the "Employer"), the ultimate liability for all income tax, social insurance, payroll tax, fringe benefits tax, payment on account or other tax-related items related to Employee's participation in the Plan and legally applicable to Employee or deemed by the Company, Related Company or the Employer in its discretion to be an appropriate charge to Employee even if legally applicable to the Company, Related Company or the Employer ("Tax-Related Items"), is and remains Employee's responsibility and may exceed the amount actually withheld by the Company, Related Company or the Employer. Employee further acknowledges and agrees that the Company or Related Company and/or the Employer may, if it so determines, offset any Employer tax liabilities deemed applicable to Employee by reducing the shares of Jacobs Common Stock otherwise deliverable to Employee pursuant to this Agreement. Employee further acknowledges that the Company, Related Company and/or the Employer (1) make no representations or undertakings regarding the treatment of any Tax-Related Items in connection with any aspect of the Restricted Stock Units including, but not limited to, the grant, vesting or settlement of the Restricted Stock Units, the subsequent sale of shares of Jacobs Common Stock acquired pursuant to such settlement; and (2) do not commit to and are under no obligation to structure the terms of the Award or any aspect of the Restricted Stock Units to reduce or eliminate Employee's liability for Tax-Related Items or achieve any particular tax result. Further, if Employee is subject to Tax-Related Items in more than one jurisdiction between the Award Date and the date of any relevant taxable or tax withholding event, as applicable, Employee acknowledges that the Company, Related Company and/or the Employer (or former employer, as applicable) may be required to withhold or account for Tax-Related Items in more than one jurisdiction. The Company may refuse to issue or deliver any shares of Jacobs Common Stock to Employee until the obligation for any Tax-Related Items due in connection with the Award has been satisfied.

Under no circumstances can the Company be required to withhold from the shares of Jacobs Common Stock that would otherwise be delivered to Employee upon settlement of the Award a number of shares having a total Fair Market Value that exceeds the amount of withholding taxes as determined by the Company at the time the Award vests.

8. Services as Employee

Employee shall not be deemed to have ceased to be employed by the Company (or any Related Company) for purposes of this Agreement by reason of Employee's transfer to a Related Company (or to the Company or to another Related Company). The Committee may determine

that, for purposes of this Agreement, Employee shall be considered as still in the employ of the Company or of the Related Company while on leave of absence.

Nothing contained in this Agreement or the Plan constitutes an employment or service commitment by the Company or any Related Company, affects Employee's status as an employee at will who is subject to termination without cause, confers upon Employee any right to remain employed by or in service to the Company or any Related Company, interferes in any way with the right of the Company or any Related Company, as applicable, at any time to terminate such employment or services, or affects the right of the Company or any Related Company, as applicable, to increase or decrease Employee's other compensation or benefits. Nothing in this Section, however, is intended to adversely affect any independent contractual right of Employee (if any) without Employee's consent thereto.

9. Miscellaneous Provisions

This Agreement is governed in all respects by the Plan and applicable law. In the event of any inconsistency between the terms of the Plan and this Agreement, (including the "Terms for International Employees"), the terms of the Plan shall prevail. Subject to the limitations of the Plan, the Company may, with the written consent of Employee, amend this Agreement. This Agreement shall be construed, administered and enforced according to the laws of the State of Delaware. By accepting this Agreement, Employee agrees to submit to the jurisdiction and venue of any court of competent jurisdiction in Delaware without regard to conflict of laws, rules or principles, for any claim arising out of this Agreement.

10. Clawback

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee agrees to be bound by, and subject to, the terms and conditions of: (a) the Company's Mandatory Clawback Policy (as may be amended from time to time) if Employee is or becomes a Section 16 executive officer, (b) the Company's Enhanced Clawback Policy (as may be amended from time to time), including the restrictive covenants set forth therein, (c) any clawback and forfeiture provisions set forth in this Agreement and (d) any other clawback, forfeiture, recoupment, or similar requirement required to apply to incentive-based compensation granted to Employee under the programs, policies and procedures of the Company (as may be adopted from time to time) by any current or future applicable law or listing standard or regulatory body.

11. Agreement of Employee

By signing (electronically or otherwise) this Agreement and/or electronically accepting the associated Award grant, Employee (1) agrees to the terms and conditions of this Agreement, (2) confirms receipt of a copy of the Plan and all amendments and supplements thereto, and (3) appoints the officers of the Company as Employee's true and lawful attorney-in-fact, with full power of substitution in the premises, granting to each full power and authority to do and perform any and every act whatsoever requisite, necessary, or proper to be done, on behalf of

Employee which, in the opinion of such attorney-in-fact, is necessary or prudent to effect the delivery of the Jacobs Common Stock to Employee or the forfeiture of the Award to the Company, in accordance with the terms and conditions of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the date set forth above.

JACOBS SOLUTIONS INC.

A handwritten signature in black ink, appearing to read "Robert V. Pragada". The signature is fluid and cursive, with a large initial "R" and "P".

Robert V. Pragada
Chief Executive Officer

CERTIFICATION OF CHIEF EXECUTIVE OFFICER
Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Bob Pragada, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q for the quarter ended December 26, 2025 of Jacobs Solutions Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ Bob Pragada

Bob Pragada
Chief Executive Officer

February 3, 2026

CERTIFICATION OF CHIEF FINANCIAL OFFICER
Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Venk Nathamuni, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q for the quarter ended December 26, 2025 of Jacobs Solutions Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ Venk Nathamuni

Venk Nathamuni
Chief Financial Officer
February 3, 2026

CERTIFICATION OF CHIEF EXECUTIVE OFFICER
Pursuant to 18 U.S.C. Section 1350
Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Quarterly Report of Jacobs Solutions Inc. (the "Company") on Form 10-Q for the quarter ended December 26, 2025 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Bob Pragada, Chief Executive Officer of the Company (principal executive officer), certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that: (1) the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and (2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/Bob Pragada

Bob Pragada
Chief Executive Officer

February 3, 2026

A signed original of this written statement required by Section 906 has been provided to the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.

CERTIFICATION OF CHIEF FINANCIAL OFFICER
Pursuant to 18 U.S.C. Section 1350
Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Quarterly Report of Jacobs Solutions Inc. (the "Company") on Form 10-Q for the quarter ended December 26, 2025 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Venk Nathamuni, Chief Financial Officer of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that: (1) the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and (2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Venk Nathamuni

Venk Nathamuni
Chief Financial Officer

February 3, 2026

A signed original of this written statement required by Section 906 has been provided to the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

Washington, DC 20549

Form 8-K

**Current Report
Pursuant to Section 13 or 15(d) of
The Securities Exchange Act of 1934**

Date of Report (date of earliest event reported): February 3, 2026

Jacobs Solutions Inc.

(Exact name of Registrant as specified in its charter)

Delaware	1-7463	88-1121891		
<small>(State or other jurisdiction of incorporation or organization)</small>	<small>(SEC File No.)</small>	<small>(IRS Employer identification number)</small>		
1999 Bryan Street	Suite 3500	Dallas	Texas	75201
<small>(Address of principal executive offices)</small>				<small>(Zip Code)</small>

Registrant's telephone number (including area code): (214) 583-8500

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class
Common Stock

\$1 par value

Trading Symbol(s)
J

Name of Each Exchange on Which Registered
New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02 Results of Operations and Financial Condition

On February 3, 2026, Jacobs Solutions Inc. (the "Company") issued a press release announcing its financial results for the quarter ended December 26, 2025 and certain other financial information. A copy of the press release is attached to this Form 8-K as Exhibit 99.1.

Item 9.01 Financial Statements and Exhibits

(d) Exhibits:

The following exhibits are furnished as part of this Report pursuant to Item 2.02.

99.1 [Press Release dated February 3, 2026 announcing the Company's financial results for the quarter ended December 26, 2025](#)

104 Cover Page Interactive Data File - the cover page XBRL tags are embedded within the Inline XBRL document

The information disclosed pursuant to Items 2.02 and 9.01 in this Current Report on Form 8-K, including the exhibits, shall not be deemed "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section. Furthermore, the information disclosed pursuant to Items 2.02 and 9.01, including the exhibits, of this Current Report on Form 8-K shall not be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended.

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Dated: February 3, 2026

JACOBS SOLUTIONS INC.

By: /s/ Venk Nathamuni

Venk Nathamuni
Chief Financial Officer
(Principal Financial Officer)



1999 Bryan Street, Suite 3500
Dallas, Texas 75201
1.214.583.8500

Press Release
FOR IMMEDIATE RELEASE

February 3, 2026

Jacobs Reports Strong Fiscal First Quarter 2026 Results

Strong Q1 Gross Revenue and Adj. Net Revenue Growth of 12.3% and 8.2% y/y, Respectively

Robust Backlog Growth of 21% y/y with TTM Book-to-Bill Ratio of 1.4x

Unlocking Full Value of Asset Lifecycle Strategy through Transaction for Remaining Stake in PA Consulting

Strategically Repurchased \$252 Million of Jacobs Shares in Q1, Announced 12.5% Dividend Increase

Increasing FY 2026 Adj. Net Revenue, Adj. EPS and Free Cash Flow Margin Guidance Midpoints

DALLAS, TEXAS - Jacobs Solutions Inc. (NYSE: J) today announced its financial results for the fiscal first quarter ended December 26, 2025.

Q1 2026 Highlights¹:

- Gross revenue of \$3.3 billion up 12.3% y/y; adjusted net revenue² of \$2.3 billion up 8.2% y/y
- GAAP net earnings of \$125.0 million (vs. net loss of \$17.1 million in Q1 2025); adjusted EBITDA² of \$302.6 million increased 7.3% y/y
- GAAP EPS of \$1.11 (vs. net loss of \$0.10 in Q1 2025); adjusted EPS² of \$1.53 increased 15.0% y/y
- Backlog of \$26.3 billion up 20.6% y/y; Q1 book-to-bill of 2.0x (1.4x TTM)

Jacobs' Chair and CEO Bob Pragada commented, "We delivered excellent first quarter results driven by revenue strength in both Infrastructure & Advanced Facilities (I&AF) and PA Consulting. Within I&AF, growth was led by the Life Sciences, Data Center, Semiconductor, Water and Transportation sectors. PA Consulting also continues to capitalize on strong demand for its digital consulting services, with revenue increasing 16% year-on-year in the first quarter. We are excited to advance our strategy to redefine the asset lifecycle through the recently announced transaction to fully own the business. We are off to a great start in FY26 and strong results in Q1 give us confidence to increase our outlook for the fiscal year."

Jacobs' CFO Venk Nathamuni added, "We're very pleased with our Q1 performance. We exceeded expectations across key financial metrics, including revenue, margin, EPS and cash from operations and believe we are well positioned to build on this momentum, as reflected in our raised full-year guidance. We also sequentially increased share repurchases, buying back \$252 million of our shares during the quarter. Additionally, we announced the acquisition of the remaining stake in PA Consulting and increased our quarterly dividend by 12.5%. Our ability to return significant amounts of capital to shareholders, while selectively engaging in M&A is a testament to our balance sheet quality and outlook for strong cash generation."

Financial Outlook³

The Company's outlook for fiscal 2026 is for adjusted net revenue to grow 6.5% to 10.0% over fiscal 2025 (previously forecast as 6.0% to 10.0%), adjusted EBITDA margin to range from 14.4% to 14.7% (unchanged forecast), adjusted EPS to range from \$6.95 to \$7.30 (previously forecast as \$6.90 to \$7.30) and for free cash flow margin to range from 7.0% to 8.5% (previously forecast as 7.0% to 8.0%).

¹All data reflects continuing operations only.

²See Non-GAAP Financial Measures and Operating Metrics, and GAAP Reconciliations at the end of the press release for additional detail.

³Reconciliation of fiscal 2026 adjusted EBITDA margin, adjusted EPS and expectations for adjusted net revenue growth and reported FCF margin to the most directly comparable GAAP measure is not available without unreasonable efforts because the Company cannot predict with sufficient certainty all the components required to provide such reconciliation, including with respect to the costs and charges relating to transaction expenses, restructuring and integration to be incurred in fiscal 2026.

First Quarter Review (in thousands, except per-share data)

	Fiscal Q1 2026	Fiscal Q1 2025	Change
Revenue	\$3,293,281	\$2,932,956	\$360,325
Adjusted Net Revenue ¹	\$2,252,628	\$2,082,497	\$170,131
GAAP Net Earnings (Loss) from Continuing Operations	\$124,954	(\$17,129)	\$142,083
GAAP Earnings (Loss) Per Diluted Share (EPS) from Continuing Operations	\$1.11	(\$0.10)	\$1.21
Adjusted Net Earnings from Continuing Operations ¹	\$181,933	\$165,828	\$16,105
Adjusted EPS from Continuing Operations ¹	\$1.53	\$1.33	\$0.20
U.S. GAAP effective tax rate from Continuing Operations	35.5%	107.5%	(7,200) bps
Adjusted effective tax rate from Continuing Operations ¹	26.5%	27.5%	(100) bps

¹See "Non-GAAP Financial Measures and Operating Metrics" and the GAAP Reconciliation tables that follow for additional detail.

The Company's adjusted net earnings from continuing operations and adjusted EPS from continuing operations for the first quarter of fiscal 2026 and fiscal 2025 exclude certain adjustments that are further described in the section entitled "Non-GAAP Financial Measures" at the end of this release. For a reconciliation of Revenue to Adjusted Net Revenue, see "Segment Information" below.

Jacobs is hosting a conference call at 4:30 P.M. ET on Tuesday, February 3, 2026, which it is webcasting live at www.jacobs.com.

Forward-Looking Statements

Certain statements contained in this press release 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, including our expectations for our fiscal year 2026 adjusted EBITDA margin, adjusted EPS, adjusted net revenue growth and free cash flow margin, as well as our expectations for our effective tax rates, and concerning our plans to acquire the remaining stake in PA Consulting, the potential benefits and synergies of the proposed transaction, including future financial and operating results, growth opportunities and strategic benefits, the expecting timing and structure of the proposed transaction, the ability of the parties to complete the proposed transaction 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:

- uncertainties as to the possibility that the closing conditions for the proposed transaction with PA Consulting may not be satisfied or waived, on a timely basis or otherwise; the risks that any consents or approvals, including any regulatory approvals, required in connection with the proposed transaction may not be received; the risk that the proposed transaction may not be completed on the terms or in the time-frame expected by the parties; unexpected costs, liabilities, charges or expenses related to the proposed transaction and the actual terms of any financings that will be obtained for the transaction; our ability to fully integrate PA Consulting into our business, our ability to realize the estimated synergies of the proposed transaction; and our ability to retain and hire key personnel, customers or suppliers while the proposed transaction is pending or after it is completed;
- 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, 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 positions 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 and Israel-Hamas conflicts and the on-going tensions 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 Operation. The Company is not under any duty to update any of the forward-looking statements after the date of this press release to conform to actual results, except as required by applicable law.

[MORE]

Regulation FD

We use any of the following to comply with our disclosure obligations under Regulation FD: press releases, SEC filings, public conference calls, or our website. We routinely post important information on our website at www.jacobs.com, including information that may be deemed to be material. We encourage investors and others interested in the Company to monitor these distribution channels for material disclosures.

About Jacobs

At Jacobs, we're challenging today to reinvent tomorrow – delivering outcomes and solutions for the world's most complex challenges. With approximately \$12 billion in annual revenue and a talent force of almost 43,000, we provide end-to-end services in advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. From advisory and consulting, feasibility, planning, design, program and lifecycle management, we're creating a more connected and sustainable world. See how at jacobs.com and connect with us on LinkedIn, Instagram, X and Facebook.

Financial Highlights:**Results of Operations (in thousands, except per-share data):**

<u>Unaudited</u>	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Revenues	\$ 3,293,281	\$ 2,932,956
Direct cost of contracts	(2,528,031)	(2,211,689)
Gross profit	765,250	721,267
Selling, general and administrative expenses	(532,689)	(512,849)
Operating Profit	232,561	208,418
Other Income (Expense):		
Interest income	7,629	9,656
Interest expense	(34,254)	(34,820)
Miscellaneous income (expense), net	287	(130,107)
Total other expense, net	(26,338)	(155,271)
Earnings from Continuing Operations Before Taxes	206,223	53,147
Income Tax Expense from Continuing Operations	(73,109)	(57,149)
Net Earnings (Loss) of the Group from Continuing Operations	133,114	(4,002)
Net Earnings (Loss) of the Group from Discontinued Operations, net of tax	554	(1,001)
Net Earnings (Loss) of the Group	133,668	(5,003)
Net Earnings Attributable to Noncontrolling Interests from Continuing Operations	(2,440)	(6,080)
Net Earnings Attributable to Redeemable Noncontrolling Interests	(5,720)	(7,047)
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	124,954	(17,129)
Net Earnings (Loss) Attributable to Jacobs from Discontinued Operations	554	(1,001)
Net Earnings (Loss) Attributable to Jacobs	\$ 125,508	\$ (18,130)
Net Earnings Per Share:		
Basic Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.12	\$ (0.10)
Basic Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Basic Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
Diluted Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Diluted Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)

Note: Per share amounts may not add due to rounding.

Segment Information (in thousands):

	For the Three Months Ended		
	December 26, 2025		
<u>Unaudited</u>	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,938,848	\$ 354,433	\$ 3,293,281
Pass Through Revenue	(1,040,653)	—	(1,040,653)
Adjusted Net Revenue	\$ 1,898,195	\$ 354,433	\$ 2,252,628
Direct cost of contracts	(2,293,163)	(234,868)	(2,528,031)
Selling, general and administrative expenses	(430,945)	(34,672)	(465,617)
Segment Operating Profit	\$ 214,740	\$ 84,893	\$ 299,633
Restructuring, Transaction and Other Charges ⁽¹⁾			(29,076)
Amortization of Intangible Assets			(37,996)
Total U.S. GAAP Operating Profit			\$ 232,561
Total Other (Expense) Income, net			(26,338)
Earnings from Continuing Operations Before Taxes			\$ 206,223

(1) The three months ended December 26, 2025 included \$2.2 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), as well as \$1.8 million in restructuring and other charges relating to the PA Consulting Transaction (primarily professional services and dedicated internal personnel), and \$22.7 million in charges for certain subsidiary level compensation based agreements.

	For the Three Months Ended		
	December 27, 2024		
<u>Unaudited</u>	Infrastructure & Advanced Facilities	PA Consulting	Total
Revenues from External Customers	\$ 2,626,208	\$ 306,748	\$ 2,932,956
Pass Through Revenue	(850,459)	—	(850,459)
Adjusted Net Revenue	\$ 1,775,749	\$ 306,748	\$ 2,082,497
Direct cost of contracts	(2,019,696)	(191,993)	(2,211,689)
Selling, general and administrative expenses	(396,237)	(48,017)	(444,254)
Segment Operating Profit	\$ 210,275	\$ 66,738	\$ 277,013
Restructuring, Transaction and Other Charges ⁽¹⁾			(29,934)
Amortization of Intangible Assets			(38,661)
Total U.S. GAAP Operating Profit			\$ 208,418
Total Other (Expense) Income, net ⁽²⁾			(155,271)
Earnings from Continuing Operations Before Taxes			\$ 53,147

(1) The three months ended December 27, 2024 included \$15.0 million in restructuring and other charges relating to the Separation Transaction (primarily professional services and employee separation costs), \$6.0 million in charges for certain subsidiary level compensation based agreements as well as \$7.9 million in charges associated with the Company's TSA with Amentum.

(2) The three months ended December 27, 2024 included \$145.2 million in mark-to-market losses associated with our investment in Amentum stock in connection with the Separation Transaction.

Balance Sheets (in thousands):

	December 26, 2025	September 26, 2025
	<i>Unaudited</i>	
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 1,552,913	\$ 1,235,448
Receivables and contract assets	3,059,769	2,989,067
Prepaid expenses and other	144,016	134,804
Total current assets	<u>4,756,698</u>	<u>4,359,319</u>
Property, Equipment and Improvements, net	<u>307,202</u>	<u>311,872</u>
Other Noncurrent Assets:		
Goodwill	4,793,637	4,780,818
Intangibles, net	683,648	717,670
Deferred income tax assets	315,480	325,814
Operating lease right-of-use assets	297,701	289,101
Miscellaneous	460,129	467,941
Total other noncurrent assets	<u>6,550,595</u>	<u>6,581,344</u>
	<u>\$ 11,614,495</u>	<u>\$ 11,252,535</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities:		
Accounts payable	\$ 1,262,870	\$ 1,261,489
Accrued liabilities	1,042,175	1,037,754
Operating lease liabilities	111,703	111,040
Contract liabilities	1,160,967	940,616
Total current liabilities	<u>3,577,715</u>	<u>3,350,899</u>
Long-term debt	2,486,022	2,236,456
Liabilities relating to defined benefit pension and retirement plans	269,908	272,069
Deferred income tax liabilities	147,603	151,821
Long-term operating lease liabilities	361,913	362,361
Other deferred liabilities	230,123	212,330
Total other noncurrent liabilities	<u>3,495,569</u>	<u>3,235,037</u>
Commitments and Contingencies		
Redeemable Noncontrolling interests	1,092,980	1,018,694
Stockholders' Equity:		
Capital stock:		
Preferred stock, \$1 par value, authorized - 1,000,000 shares; issued and outstanding - none	—	—
Common stock, \$1 par value, authorized - 240,000,000 shares; issued and outstanding - 117,586,748 shares and 119,081,294 shares as of December 26, 2025 and September 26, 2025, respectively	117,587	119,081
Additional paid-in capital	2,678,370	2,706,376
Retained earnings	1,334,005	1,525,760
Accumulated other comprehensive loss	(686,062)	(710,410)
Total Jacobs stockholders' equity	<u>3,443,900</u>	<u>3,640,807</u>
Noncontrolling interests	4,331	7,098
Total Group stockholders' equity	<u>3,448,231</u>	<u>3,647,905</u>
	<u>\$ 11,614,495</u>	<u>\$ 11,252,535</u>

Statements of Cash Flows (in thousands)

<u>Unaudited</u>	For the Three Months Ended	
	December 26, 2025	December 27, 2024
Cash Flows from Operating Activities:		
Net Earnings (Loss) of the Group	\$ 133,668	\$ (5,003)
Adjustments to reconcile net earnings to net cash flows provided by operations:		
Depreciation and amortization:		
Property, equipment and improvements	21,613	20,922
Intangible assets	37,996	38,661
Loss on investment in equity securities	—	145,215
Stock based compensation	17,287	13,059
Equity in earnings of operating ventures, net of return on capital distributions	(3,245)	(2,236)
Loss (gain) on disposals of assets, net	267	(622)
Deferred income taxes	6,156	20,253
Changes in assets and liabilities:		
Receivables and contract assets, net of contract liabilities	152,660	(57,753)
Prepaid expenses and other current assets	(6,620)	9,617
Miscellaneous other assets	10,747	17,243
Accounts payable	438	(37,225)
Accrued liabilities	(12,955)	(31,398)
Other deferred liabilities	20,082	1,863
Other, net	2,666	(25,140)
Net cash provided by operating activities	<u>380,760</u>	<u>107,456</u>
Cash Flows from Investing Activities:		
Additions to property and equipment	(15,821)	(10,333)
Disposals of property and equipment and other assets	—	1,481
Capital contributions to equity investees, net of return of capital distributions	334	932
Net cash used for investing activities	<u>(15,487)</u>	<u>(7,920)</u>
Cash Flows from Financing Activities:		
Net proceeds from borrowings	245,000	362,655
Proceeds from issuances of common stock	7,741	7,984
Common stock repurchases	(252,082)	(201,626)
Taxes paid on vested restricted stock	(16,329)	(14,404)
Cash dividends to shareholders	(38,558)	(36,481)
Net dividends associated with noncontrolling interests	(5,218)	(2,245)
Repurchase of redeemable noncontrolling interests	(403)	(3,729)
Net cash (used for) provided by financing activities	<u>(59,849)</u>	<u>112,154</u>
Effect of Exchange Rate Changes	<u>11,664</u>	<u>(58,180)</u>
Net Increase in Cash and Cash Equivalents and Restricted Cash	317,088	153,510
Cash and Cash Equivalents, including Restricted Cash, at the Beginning of the Period	1,236,816	1,146,931
Cash and Cash Equivalents, including Restricted Cash, at the End of the Period	<u>\$ 1,553,904</u>	<u>\$ 1,300,441</u>

Backlog (in millions):

<i>Unaudited</i>	December 26, 2025	December 27, 2024
Infrastructure & Advanced Facilities	\$ 25,902	\$ 21,484
PA Consulting	406	331
Total	\$ 26,308	\$ 21,815

Non-GAAP Financial Measures and Operating Metrics:

In this press release, the Company has included certain non-GAAP financial measures as defined in Regulation G promulgated under the Securities Exchange Act of 1934, as amended. These non-GAAP measures are described below.

As a result of the spin-off of the SpinCo Business and merger of the SpinCo Business with Amentum Parent Holdings LLC to form an independent, publicly traded company, Amentum Holdings, Inc. (NYSE: AMTM) (the "Separation Transaction"), substantially all CMS and C&I (the "SpinCo Business") related assets and liabilities were separated on September 27, 2024. As such, the financial results of the SpinCo Business are reflected as discontinued operations for all periods presented and therefore excluded from the non-GAAP measures described below.

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. We sometimes refer to our GAAP revenue as "gross revenue."

Jacobs adjusted operating profit, adjusted earnings from continuing operations before taxes, adjusted income tax expenses from continuing operations, adjusted net earnings from continuing operations and adjusted EPS from continuing operations are calculated by:

1. Excluding items collectively referred to as "Restructuring, Integration, Transaction and Other Charges," which include:
 - a. recoveries, costs and other charges associated with (i) restructuring activities, (ii) cost reduction initiatives implemented in connection with mergers, acquisitions, strategic investments and divestitures, including the separation of the CMS/C&I business, such as advisor fees, involuntary terminations and related costs, costs associated with co-locating offices of acquired companies, separating physical locations of continuing operations, professional services and other personnel costs, (iii) involuntary termination programs and other related separations impacting management and employees, including related transition costs, and (iv) certain legal costs and expenses to the extent related to (i) - (iii) or determined to not be related to continuing operations (clauses (i) – (iv) collectively referred to as "Restructuring, integration, separation and other charges"); and
 - b. transaction costs and other charges incurred in connection with mergers, acquisitions, strategic investments and divestitures, including advisor fees, change in control payments, and the impact of the quarterly adjustment to the estimated performance based payout of contingent consideration to certain sellers in connection with certain acquisitions and similar transaction costs and expenses (collectively referred to as "Transaction Costs").
2. Excluding items collectively referred to as "Other Adjustments", which include:
 - a. intangible assets amortization and impairment charges;
 - b. impact of certain subsidiary level contingent equity-based agreements in connection with the transaction structure of our PA Consulting investment;
 - c. revenue under the Company's transition services agreement (TSA) included in other income for U.S. GAAP reporting purposes, and any SG&A costs associated with the provision of such services;
 - d. pretax mark-to-market and other related gains or losses associated with the Company's investment in Amentum stock recorded in connection with the Separation Transaction;
 - e. discounts and expenses related to the one-time exchange of the Company's investment in Amentum shares for a portion of the Company's outstanding term loans, which term loans were canceled; and
 - f. impacts resulting from the EPS numerator adjustment relating to the redeemable noncontrolling interests preference share repurchase and reissuance activities.

We eliminate the impact of "Restructuring, Integration, Transaction and Other Charges" and "Other Adjustments" because we do not consider these to be indicative of ongoing operating performance. Actions taken by the Company to enhance efficiencies are subject to significant fluctuations from period to period. The Company's management believes the exclusion of the amounts relating to the above-listed items improves the period-to-period comparability and analysis of the underlying financial performance of the business.

Adjustments to derive adjusted net earnings from continuing operations and adjusted EPS from continuing operations are calculated on an after-tax basis.

Free cash flow (FCF) is calculated as net cash provided by operating activities from continuing operations as reported on the statement of cash flows less additions to property and equipment. FCF Margin is calculated as FCF divided by adjusted net revenue.

Adjusted EBITDA is calculated by adding income tax expense, depreciation expense and adjusted interest expense to, and deducting interest income from, adjusted net earnings attributable to Jacobs from continuing operations.

I&AF Operating Margin is a ratio of I&AF operating profit for the segment to the segment's adjusted net revenue. For a reconciliation of revenue to adjusted net revenue, see "Segment Information".

Jacobs Adjusted Operating Margin is a ratio of adjusted operating profit for the Company to the Company's adjusted net revenue. For a reconciliation of revenue to adjusted net revenue, see "Segment Information".

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 press release also contains certain financial and operating metrics which management believes are useful in evaluating the Company's performance. Backlog represents revenue or gross profit, as applicable, we expect to realize for work to be completed by our consolidated subsidiaries and our proportionate share of work to be performed by unconsolidated joint ventures. Gross margin in backlog refers to the ratio of gross profit in backlog to gross revenue in backlog. For more information on how we determine our backlog, see our Backlog Information in our most recent annual report filed with the Securities and Exchange Commission. Adjusted EBITDA margin refers to a ratio of adjusted EBITDA to adjusted net revenue. Book-to-bill ratio is an operational measure representing the ratio of change in backlog since the prior reporting period plus reported revenue for the reporting period to the reported revenues for the same period. We regularly monitor these operating metrics to evaluate our business, identify trends affecting our business, and make strategic decisions.

The Company provides non-GAAP measures to supplement U.S. GAAP measures, as they provide additional insight into the Company's financial results. However, non-GAAP measures have limitations as analytical tools and should not be considered in isolation and are not in accordance with, or a substitute for, U.S. GAAP measures. In addition, other companies may define non-GAAP measures differently, which limits the ability of investors to compare non-GAAP measures of the Company to those used by our peer companies.

The following tables reconcile non-GAAP financial measures used herein to their respective U.S. GAAP measures. For the comparable period presented below, the adjustments to derive the non-GAAP financial measures consist of amounts incurred in connection with the items described above. Amounts are shown in thousands, except for per-share data (note: earnings per share amounts may not total due to rounding).

Reconciliation of Earnings from Continuing Operations Before Taxes to Adjusted Earnings from Continuing Operations Attributable to Jacobs Before Taxes (in thousands)

	Three Months Ended	
	December 26, 2025	December 27, 2024
Earnings from Continuing Operations Before Taxes	\$ 206,223	\$ 53,147
Restructuring, Integration, Transaction and Other Charges (1):		
Transaction costs	2,385	1,355
Restructuring, integration, separation and other charges	3,999	14,740
Other Adjustments (2):		
Transition Services Agreement, net	(146)	(3,571)
Amortization of intangibles	37,996	38,661
Mark-to-market and other related losses on investment in Amentum stock	—	145,215
Other	22,717	5,981
Adjusted Earnings from Continuing Operations Before Taxes	\$ 273,174	\$ 255,528
Adjusted Earnings Attributable to Noncontrolling Interests from Continuing Operations	(18,828)	(19,499)
Adj. Earnings from Continuing Operations attributable to Jacobs before Taxes	\$ 254,346	\$ 236,029

(1) Includes pre-tax charges primarily relating to the Separation Transaction for the three months ended December 26, 2025 and December 27, 2024, as well as charges associated with various transaction costs and activity associated with the Company's restructuring and integration programs. The three months ended December 26, 2025 includes charges relating to the PA Consulting Transaction (primarily professional services, dedicated internal personnel and employee separation costs).

(2) Includes pre-tax charges relating to amortization of intangible assets and the impact of certain subsidiary level compensation based agreements for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 and December 27, 2024 also include pretax income under the Company's TSA with Amentum in connection with the Separation Transaction. The three months ended December 27, 2024 also includes pretax mark-to-market losses associated with our investment in Amentum stock in connection with the Separation Transaction.

Reconciliation of Income Tax Expense from Continuing Operations to Adjusted Income Tax Expense from Continuing Operations (in thousands)

	Three Months Ended	
	December 26, 2025	December 27, 2024
Income Tax Expense from Continuing Operations	\$ (73,109)	\$ (57,149)
Tax Effects of Restructuring, Integration, Transaction and Other Charges (1):		
Transaction costs	(602)	(248)
Restructuring, integration, separation and other charges	(946)	(3,805)
Tax Effects of Other Adjustments (2):		
Transition Services Agreement, net	38	909
Amortization of intangibles	(9,697)	(9,892)
Other	11,903	(15)
Adjusted Income Tax Expense from Continuing Operations	\$ (72,413)	\$ (70,200)
Adjusted effective tax rate from Continuing Operations	26.5%	27.5%

(1) Includes income tax impacts on restructuring activities primarily relating to the Separation Transaction as well as charges associated with various transaction costs and activity associated with the Company's restructuring and integration programs for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 includes income tax impacts on charges relating to the PA Consulting Transaction (primarily professional services, dedicated internal personnel and employee separation costs),

(2) Includes income tax impacts on amortization of intangible assets as well as certain subsidiary level compensation based agreements for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 and December 27, 2024 include income tax impacts on income under the Company's TSA with Amentum in connection with the Separation Transaction.

Reconciliation of Net Earnings Attributable to Jacobs from Continuing Operations to Adjusted Net Earnings Attributable to Jacobs from Continuing Operations (in thousands)

	Three Months Ended	
	December 26, 2025	December 27, 2024
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	\$ 124,954	\$ (17,129)
After-tax effects of Restructuring, Integration, Transaction and Other Charges (1):		
Transaction costs	1,475	1,520
Restructuring, integration, separation and other charges	2,939	11,005
After-tax effects of Other Adjustments (2):		
Transition Services Agreement, net	(108)	(2,662)
Amortization of intangibles	23,623	23,664
Mark-to-market and other related losses on investment in Amentum stock	—	145,215
Other	29,050	4,215
Adjusted Net Earnings Attributable to Jacobs from Continuing Operations	\$ 181,933	\$ 165,828

(1) Includes after-tax charges primarily relating to the Separation Transaction and activity associated with the Company's restructuring and integration programs for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 includes after tax charges relating to the PA Consulting Transaction (primarily professional services, dedicated internal personnel and employee separation costs).

(2) Includes after-tax and noncontrolling interest charges from amortization of intangible assets and certain subsidiary level compensation based agreements for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 and December 27, 2024 also include after-tax income under the Company's TSA with Amentum in connection with the Separation Transaction. The three months ended December 27, 2024 includes mark-to-market losses associated with our investment in Amentum stock in connection with the Separation Transaction.

Reconciliation of Diluted Net Earnings from Continuing Operations Per Share to Adjusted Diluted Net Earnings from Continuing Operations Per Share (in thousands)

	Three Months Ended	
	December 26, 2025	December 27, 2024
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
After-tax effects of Restructuring, Integration, Transaction and Other Charges (1):		
Transaction costs	0.01	0.01
Restructuring, integration, separation and other charges	0.02	0.09
After-tax effects of Other Adjustments (2):		
Transition Services Agreement, net	—	(0.02)
Amortization of intangibles	0.20	0.19
Mark-to-market and other related losses on investment in Amentum stock	—	1.16
Other	0.18	—
Adjusted Diluted Net Earnings from Continuing Operations Per Share	\$ 1.53	\$ 1.33

(1) Includes per-share impacts from charges primarily relating to the Separation Transaction and activity associated with the Company's restructuring and integration programs for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 26, 2025 includes per-share impacts from charges relating to the PA Consulting Transaction (primarily professional services, dedicated internal personnel and employee separation costs).

(2) Includes per-share impacts from the amortization of intangible assets and certain subsidiary level compensation based agreements for the three months ended December 26, 2025 and December 27, 2024. The three months ended December 27, 2024 includes the per-share impacts from mark-to-market losses associated with our investment in Amentum stock and other related adjustments in connection with the Separation Transaction and income under the Company's TSA with Amentum in connection with the Separation Transaction.

Reconciliation of Earnings Attributable to Noncontrolling Interests from Continuing Operations to Adjusted Earnings Attributable to Noncontrolling Interests from Continuing Operations (in thousands)

	Three Months Ended	
	December 26, 2025	December 27, 2024
Earnings Attributable to Noncontrolling Interests from Continuing Operations	\$ (8,160)	\$ (13,127)
Restructuring, Integration, Transaction and Other Charges (1):		
Transaction costs	(308)	412
Restructuring, integration, separation and other charges	(114)	70
Other Adjustments (2):		
Amortization of intangibles	(4,676)	(5,104)
Other	(5,570)	(1,750)
Adjusted Earnings Attributable to Noncontrolling Interests from Continuing Operations	<u>\$ (18,828)</u>	<u>\$ (19,499)</u>

(1) Includes noncontrolling interests amounts related to various transaction costs as well as activity associated with the Company's restructuring and integration programs.

(2) Includes noncontrolling interests impacts from the amortization of intangible assets and certain subsidiary level compensation based agreements.

Reconciliation of Net Earnings Attributable to Jacobs from Continuing Operations to Adjusted EBITDA (in thousands):

	Three Months Ended	
	December 26, 2025	December 27, 2024
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	\$ 124,954	\$ (17,129)
After-tax effects of Restructuring, Integration, Transaction and Other Charges	4,414	12,525
After-tax effects of Other Adjustments	52,565	170,432
Adj. Net Earnings Attributable to Jacobs from Continuing Operations	181,933	165,828
Adj. Income Tax Expense from Continuing Operations	72,413	70,200
Adj. Earnings from Continuing Operations attributable to Jacobs before Taxes	254,346	236,028
Depreciation expense	21,613	20,922
Interest income	(7,629)	(9,656)
Interest expense	34,254	34,820
Adjusted EBITDA	\$ 302,584	\$ 282,114
Adjusted EBITDA Margin	13.4%	13.5%

Certain amounts may not agree to other non-GAAP schedules due to rounding.

Earnings Per Share:

<i>Unaudited</i>	Three Months Ended	
	December 26, 2025	December 27, 2024
Numerator for Basic and Diluted EPS:		
Net Earnings (Loss) Attributable to Jacobs from Continuing Operations	\$ 124,954	\$ (17,129)
Preferred Redeemable Noncontrolling interests redemption value adjustment	7,688	4,568
Net earnings (loss) from continuing operations allocated to common stock for EPS calculation	\$ 132,642	\$ (12,561)
Net earnings (loss) from discontinued operations allocated to common stock for EPS calculation	\$ 554	\$ (1,001)
Net earnings (loss) allocated to common stock for EPS calculation	\$ 133,196	\$ (13,562)
Denominator for Basic and Diluted EPS:		
Shares used for calculating basic EPS attributable to common stock	118,594	124,055
Effect of dilutive securities:		
Stock compensation plans (1)	412	—
Shares used for calculating diluted EPS attributable to common stock	119,006	124,055
Net Earnings Per Share:		
Basic Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.12	\$ (0.10)
Basic Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Basic Earnings Per Share	\$ 1.12	\$ (0.11)
Diluted Net Earnings (Loss) from Continuing Operations Per Share	\$ 1.11	\$ (0.10)
Diluted Net Earnings (Loss) from Discontinued Operations Per Share	\$ —	\$ (0.01)
Diluted Earnings (Loss) Per Share	\$ 1.12	\$ (0.11)

Note: Per share amounts may not add due to rounding.

(1) For the three months ended December 27, 2024, because net earnings (loss) attributable to Jacobs from continuing operations was a loss, the effect of antidilutive securities of 576 was excluded from the denominator in calculating diluted EPS.

For additional information contact:

Investors:

Bert Subin

JacobsIR@jacobs.com

Media:

Louise White

louise.white@jacobs.com

[469-724-0810](tel:469-724-0810)

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