





# **JACOBS**°

2010 SUMMARY ANNUAL REPORT

### **JACOBS®**

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**Financial Data** 

**Jacobs Engineering Group Inc.** is one of the world's largest and most diverse providers of technical, professional, and construction services, including all aspects of engineering, architecture, and construction, operations and maintenance, as well as scientific and specialty consulting. We serve a broad range of companies and organizations, including industrial, commercial, and government clients across multiple markets and geographies.

Our global network includes more than 160 offices in more than 20 countries, with operations in North America, Europe, the Middle East, India, Australia, Africa, and Asia. Jacobs was founded in 1947 and our headquarters are in Pasadena, California.

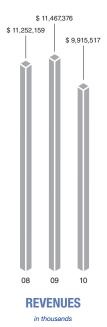
www.jacobs.com

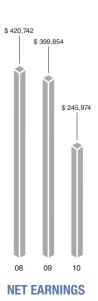
## FINANCIAL HIGHLIGHTS

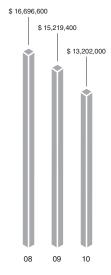
Dollars in thousands, except per share information

		<b>2010</b> October 1	<b>2009</b> October 2	2008 September 26
Revenues	\$	9,915,517	\$ 11,467,376	\$ 11,252,159
Net earnings attributable to Jacobs	_	245,974	399,854	420,742
Per share information:				
Basic EPS	\$	1.98	\$ 3.26	\$ 3.47
Diluted EPS		1.96	3.21	3.38
Stockholders' equity		22.71	21.14	18.30
Closing year-end stock price		39.01	43.51	55.04
Total assets	\$	4,683,917	\$ 4,428,614	\$ 4,278,238
Total Jacobs stockholders' equity		2,859,048	2,625,913	2,245,147
Return on average equity		8.97%	16.42%	20.58%
Stockholders of record		1,467	1,461	1,408
Backlog:				
Technical professional services	\$	7,588,900	\$ 8,209,300	\$ 8,085,200
Total		13,202,000	15,219,400	16,696,600
Permanent staff		38,500	38,900	43,700

Net earnings for fiscal 2010 include a non-recurring after-tax charge of \$66.1 million, or \$0.52 per diluted share.







TOTAL BACKLOG
in thousands

1

### SHAREHOLDERS MESSAGE

### **FY10 HIGHLIGHTS**

- Revenues of \$9.9 billion
- Net earnings of \$246.0 million
- Backlog of \$13.2 billion
- Cash of more than \$930 million
- Fiscal 2010 diluted EPS of \$1.96
- \$3 billion in savings to our clients through our JacobsValue+\*\* program

### To Our Shareholders, Clients & Employees:

iscal 2010 was another challenging year, but we are pleased to report non-GAAP net earnings of \$312 million (\$2.48 per share) and that we ended the year with a backlog of \$13.2 billion. We also ended the year with more than \$930 million of cash. Non-GAAP net earnings for fiscal 2010 exclude the special litigation charge in France of \$60 million and an after-tax restructuring charge of approximately \$6 million. The litigation charge was a result of an acquisition we made in 1997 and we are appealing the court verdict. GAAP earnings for the year were \$246 million (\$1.96 per share).

We maintained our intense focus on safety in 2010 through our BeyondZero® program. We remain an industry leader in safety, even though our 2010 numbers were not quite as good as those of 2009. A safety highlight for the year was being recognized by the Occupational Safety and Health Administration (OSHA) as one of only eight companies in the United States to achieve Corporate Voluntary Protection Programs (VPP) status. Our commitment to safety remains a differentiator in our industry, and we remain focused on safety with the goal of completely eliminating accidents from the workplace.

The global economy continued to be in turmoil throughout 2010, but there was some improvement at year-end. Our prospect list strengthened significantly as we completed the fiscal year, although the timing of awards suffered from client funding delays. Today the prospect list is strong enough to support growth in 2011 as clients gain confidence in their end markets. We maintain our commitment to grow an average of 15 percent per year.

Our relationship-based business model has served us well in this tumultuous market. We are expanding our global footprint with an emphasis on geographies where our clients need us. Our ability to tap into any global resource allows us to deliver cost-effective and timely solutions to our clients worldwide. In addition, our ability to move work electronically has become a huge competitive advantage for us, both in terms of resources available to do the work and ability to lower the cost of work, which allows us to compete with anyone, anywhere.

Another part of our value proposition is the JacobsValue+™ program. We worked together with clients to identify approximately \$3 billion in cost savings, cost avoidances, and performance improvements — a major highlight this year and a record for our company. Identifying savings for our clients and controlling our own costs helps us remain the most cost-effective company in our industry. This approach also keeps our clients competitive in their industries.

Providing *superior value* for clients and exceeding their expectations year-over-year is what makes our relationship-based business model work. This year's client survey results reached record levels — in excess of 91 percent. This level of performance is the reason we have 90 percent repeat business from our clients.

The market for acquisitions is good, and with our strong cash position and balance sheet, we are in an outstanding position to leverage those opportunities. This year we acquired three companies — Jordan, Jones & Goulding, Inc; TYBRIN Corporation; and TechTeam Government Solutions, Inc. — that strengthen our client offerings in the water and wastewater, aerospace and defense, and information technology markets. A number of factors, including the general slowdown in business, have created a surge of acquisition opportunities that we are diligently pursuing.

One of the great strengths of our company is the character of our Board of Directors.

Their collective wisdom is a major contributor to our success. During the course of the year, Robert B. Gwyn, who served for 15 years on our Board, retired. Bob made many significant contributions to our growth and performance throughout that time.

As we look ahead to 2011, we expect the market to remain difficult; however, the economy is not a barrier to growth — there are plenty of prospects in the market that can fuel our growth. We intend to grow our business by remaining focused on our relationship-based business model and continuing to find new and better ways to deliver *superior value* to our clients. We are confident we can achieve the growth we desire and deliver shareholder value in the years to come. We want to thank all of our clients, shareholders, and employees for their loyal and enthusiastic support. We look forward to an exciting future together.

Craig L. Martin

President & Chief Executive Officer



Chairman of the Board

Noell Water



Craig L. Martin



Noel G. Watson

We recognize that every business, every project, and every market has unique needs and complexities, and we know that each of our clients has a unique definition of what value means for them. We work with our clients to custom tailor a delivery approach that meets their



# SUPERIOR VALUE YOU CAN COUNT ON

e are focused on delivering *superior value*; it's an ingrained part of our day-to-day operations. Last year our clients experienced this value in a very tangible way by realizing \$3 billion in savings on their projects, documented through our JacobsValue+<sup>50</sup> program. We recognize that *superior value* is defined only through our clients' eyes and strive to exceed their expectations on every project. The combined power of Jacobs enables us to tackle any challenge, anywhere, to find the solution that defines *superior value* for our clients.

The last couple of years have been difficult for many of our clients across most of the industries that we serve. Our commitment to deliver the right solutions during the difficult times reinforces the trust that is the foundation of our client relationships, and enables us to grow with our clients as the markets recover. But our commitment to providing *superior value* through all parts of the business cycle is what sets us apart from the competition. Our clients can always count on that.

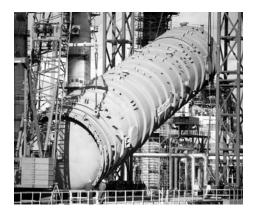
We invite you to look through the pages of our 2010 Summary Annual Report and read more about the ways we provide superior value to our clients on every project. We believe that our industry-leading safety programs, low-cost structure, innovative solutions, comprehensive local presence, and ethical business values provide the building blocks for delivering superior value to you.

#### **SUPERIOR VALUE**

Our clients realize Jacobs' superior value in myriad ways. A sampling is below:

- Established relationships
- Low-cost posture
- BeyondZero® safety culture
- Global services/local presence
- JacobsValue+<sup>ss</sup>
- Lean execution techniques
- Multiple-office workshare
- Diversity
- Sustainability
- Experience and expertise
- Technical innovation

### MARKET PROFILES



### **REFINING & PETROCHEMICAL** 8

- Crude and vacuum units
- Conversion: FCCU, hydroprocessing, coking
- Clean fuels: gasoline and diesel
- Reforming/aromatics
- Sulfur removal and treatment



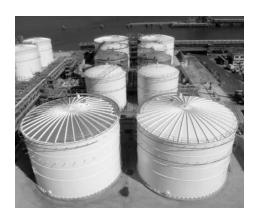
### **TRANSPORTATION** 10

- Roadways, bridges, and intelligent transportation systems
- Railroads and transit
- Underground structures and tunnels
- Locks, dams, ports, and marine
- Aviation



## PHARMACEUTICALS 12 & BIOTECHNOLOGY

- Sterile products manufacturing
- Bulk pharmaceuticals
- Pharmaceutical finishing
- Research and development laboratories, and pilot plants
- Biotechnology
- Fine chemicals



### **CHEMICALS & BASIC RESOURCES** 20

- Organic and inorganic chemicals
- Olefins
- Specialty polymers
- Polyolefins
- Phosphates and potash



## ENVIRONMENTAL, 2 WATER & WASTEWATER

- Environmental consulting, contaminated lands, flood control, accelerated environmental cleanup
- Water-quality compliance and long-term groundwater monitoring
- Nuclear facilities decontamination and decommissioning
- Chemical and explosive ordinance demilitarization
- Water/wastewater conveyance and treatment



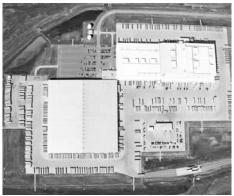
### **OIL & GAS** 24

- Gas compression, transmission, treatment, and handling
- Sulfur recovery
- Water treatment, disposal, and water flooding
- Offshore platforms and topsides
- Oil and gas production
- Heavy oil production and oil sands extraction



### **BUILDINGS** 14

- Government: administrative, security, and defense installations
- Health/Research: replacement hospitals and advanced research
- Education: K-12 and higher education
- Justice: courts, prisons, and jails
- Corporate buildings and industrial facilities
- Retail and mixed-use centers, recreation complexes, and commercial facilities



## **FOOD, BEVERAGE, FOREST** 16 **& CONSUMER PRODUCTS**

- Food processing, packaging, and material handling
- Bottle, can, and keg packaging
- Malting, brewing, fermenting, and blending processes
- New paper machines and rebuilds
- Mill optimization: energy/utility maintenance and shutdowns
- Personal care product facilities
- Converting



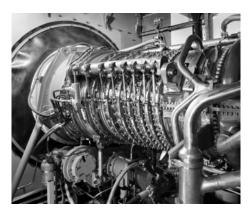
### **AUTOMOTIVE & INDUSTRIAL** 18

- Building, equipment, and systems layout and integration
- Automotive test facilities: powertrain test cells, emissions chambers, climatic wind tunnels, and aero/acoustic wind tunnels
- Test facilities operations, maintenance, and metrology
- Modeling and simulation



### AEROSPACE & DEFENSE 26

- Technical, engineering, and scientific mission support
- Advanced aerospace research/development/test and evaluation facilities and laboratories
- Information technology and enterprise information support



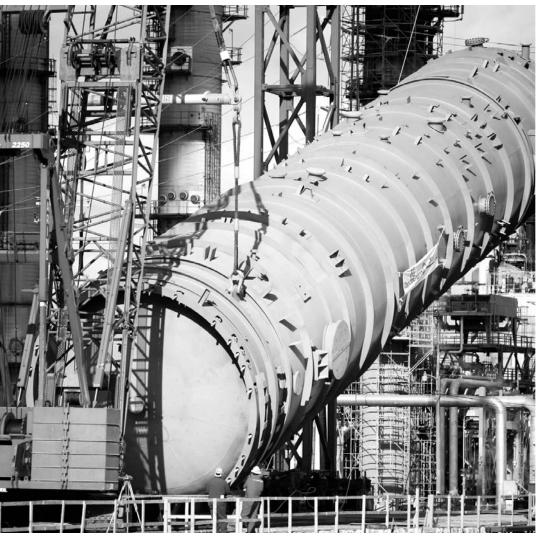
### **POWER & UTILITIES** 28

- Utility and infrastructure master planning
- Feasibility studies and concept design
- Central plant design
- CHP/cogeneration
- Electrical distribution/substation design
- Commissioning
- Gasification and carbon capture technology
- Renewable technologies



## MISSION-CRITICAL 30 & HIGH-TECH FACILITIES

- High-energy physics installations
- Nanoscience research and production facilities
- Semiconductor facility base build programming, tool installation, and sustaining engineering
- Program management
- Building Information Modeling (BIM)
- Computational Fluid Dynamics (CFD) Modeling





The BP CAT Fractionator project team's innovative solutions brought *superior value* to the client: \$25 million JacobsValue+\*\* savings and a reduction of 28 days in the turnaround execution window.

CAT Fractionator
Engineering, procurement,
and construction
management
Texas City, Texas

## REFINING & PETROCHEMICAL

he refining market worldwide is seeing gradual improvement over margins of the last two years. In what appears to be a global trend, refined product demand is growing in Asia, the Middle East, and South and Latin America. Current product over-supply and gasoline demand in the United States and Europe are expected to improve. Increases in heavy Canadian crude are also expected, escalating the demand for heavy oil refining capacity.

Immediate challenges for North American and European clients include fulfilling new environmental-driven regulations, increasing production efficiencies, and making the best use of existing assets. Our clients benefit by leveraging our expertise in retrofitting as well as our front-end consulting capabilities, including process assessments, facility appraisals, project finance structuring, and early evaluations, allowing them to anticipate new regulations ahead of the curve. For clients in Asia and the Middle East, our global reach and local services are particularly attractive as they continue to add capacity in anticipation of continued local market growth.

Through long-term alliance and teaming agreements, we are well positioned to deliver services from anywhere in the world, offering a full range of consulting services to the refining industry. We work closely with our clients to develop solutions early on and to make the best investment decisions with minimal cost up front. We are a market leader in clean fuels, environmental, and compliance projects.

Our experience and delivery processes in the refining industry give our clients the confidence and certainty required to meet compliance dates while getting the maximum return on investment. For example, we were part of a team that completed the largest turnaround in the history of the Irving Oil Refinery in Saint John, New Brunswick — on schedule, on budget, and with over 1.8 million workforce hours without a lost-time injury.



Indian Oil Corporation Limited Diesel Hydrotreater Unit Residual basic engineering through commissioning Baroda, Gujarat, India



Irving Oil Refinery Maintenance Contract maintenance services, including strategic project support, turnaround maintenance, and daily maintenance Saint John, New Brunswick, Canada



Singapore Refining Company Private Limited MOGAS and Cogen Plant Front End Engineering Design (FEED) services Jurong Island, Singapore

# (invensys

Thank you for the time, effort, and dedication you put in on our SK project. The long hours, patient research, detailed briefing, and constant support were a tremendous help with both the project execution and negotiation process. I greatly enjoyed working with you, and your professionalism, thoroughness, and diligence helped contribute to the success of this prestigious project for Invensys.

Mike Teller General Manager - Northern Europe Invensys



The Port Authority of New York and New Jersey has benefited from Jacobs' relationship-based business model: Over the last 10 years we have worked at all five airports owned by the Port Authority.

Federal Aviation Administration Washington, D.C.

LaGuardia Airport, Airport Traffic Control Tower (ATCT) and Base Building

Planning, programming, design and engineering, and construction administration support

New York, New York

### TRANSPORTATION

he global transportation infrastructure market is regaining strength after a negative impact due to reduced public sector tax revenues during the recession. We expect the industry to stabilize and produce increased activity in the United States in 2011, with opportunities in federal infrastructure, rail, and self-funding projects such as toll roads. The outcome of the United Kingdom's Comprehensive Spending Review resulted unfavorably for the country's strategic highways market, however, other transportation opportunities, such as rail, look promising. Prospects in other parts of the world, particularly the Middle East, are also encouraging.

In the coming year, program management and implementation of technology-driven capacity enhancements are expected to be a focus for many clients. Our clients worldwide are also turning to us to help them find and implement alternative delivery methods in an effort to reduce costs. We understand the pressures our clients are facing and stand ready to assist them with new ways of funding projects and maximizing efficiencies. We are currently working with our clients to develop and deliver tailored solutions and significant cost savings for their projects.

Highways, bridges, transit, tunnels, airports, railroads, intermodal facilities, maritime or port projects — we find innovative ways of delivering *superior value* on all projects. We provide significant efficiencies and better use of clients' budgets, whether it is for new infrastructure, maintenance and operations initiatives, or public-private funding ventures. For example, as clients seek to speed up time to market and capture efficiencies in design, our excellent relationships with contractors worldwide, not to mention our ability to provide first-class design/build services, make us particularly well suited for these tasks.

We successfully saved \$370 million worth of capital cost for one of our rail clients by challenging the scope and construction methodologies for a design development project.



Department for Transport (DfT) and Transport for London (TfL)

Crossrail Project

Project representative services, engineering design services, risk mitigation studies

London, England, United Kingdom



Interlink M/4 JV
M74 Completion
Detailed design and construction services
Glasgow, Scotland, United Kingdom



Nevada Department of Transportation I-15 South Design-Build, Silverado to Tropicana Engineering design, engineering management Las Vegas, Nevada



It has been an absolute pleasure working with you and all the Jacobs team. Thank you so much for your expeditious delivery of such a major project. 37

Jesse Jonas Resident Engineer Missouri Department of Transportation





Roche's ECP-1 Bulk Biotech Manufacturing Facility received the overall 2010 Facility of the Year Award from the International Society for Pharmaceutical Engineering (ISPE).

#### Roche

ECP-1 Bulk Biotech Manufacturing Facility

Preliminary engineering, detailed design, modular fabrication, and construction assistance

Tuas, Singapore

# PHARMACEUTICALS & BIOTECHNOLOGY

he pharmaceuticals and biotechnology market is experiencing a significant move to manufacturing globalization with growth of capital spending in Asia. India, China, and Singapore are key locations for our clients and our global delivery model and local Asian market presence make us well suited to provide excellent quality and performance for these projects. We also anticipate additional market consolidation through acquisitions.

Moving forward, our clients are focusing on process improvements to increase outputs, allowing the design of more cost-efficient facilities with higher yields. This in turn provides greater access to niche products targeted at specific demographics, fueling continued manufacturing growth in Asia. Maintaining a competitive posture in this industry is vital for our clients, as is protecting intellectual property, reducing costs, and optimizing efficiencies in the value chain. Our global resources, industry proficiency, and lean execution give our clients the competitive edge they need when it comes to project delivery.

We are leaders in evolving the design and construction model for cost-efficient, high-yield types of facilities, and our expertise is represented in Roche's E. Coli Plant in Singapore, that was accomplished in end-to-end record time using our modular fabrication facilities in Charleston and local presence in Singapore — an industry achievement noted in attaining its award-winning status.

Eli Lilly developed the largest biotech manufacturing facility in Italy with our assistance using multi-office project execution with staff in Milan and Philadelphia, as well as Eli Lilly's staff in Indianapolis and Sesto Fiorentino. The schedule, cost, quality, and safety performance accomplishments on this project simplified Eli Lilly's decision for another investment in a second production unit currently under construction. The combined strengths in these global collaborations help us achieve our clients' aggressive goals.



At Jacobs, we make safety a personal value, and take responsibility for providing an environment of safekeeping in our offices, our homes, and on client sites. I especially appreciate the culture of caring shown every day, and the focus on improving the quality of life for not only our employees, but also our clients, partners, and others with whom we associate both on and off the job.



Novartis

Novartis USFCC Vaccine Project

Engineering, procurement, and construction management
Holly Springs, North Carolina



Eli Lilly

IFM Insulin Manufacturing – Formulation Department

Design (conceptual, preliminary, detailed), procurement, construction management, and site safety

Sesto Fiorentino (Florence), Italy



MX-LJ95 Aguila Project – New Vaccines Production Facility Engineering, procurement, and construction management Ocoyoacac, Mexico





Working with the Radio France client and project team, Jacobs utilized a phased approach that allowed the site to remain operational and ensured broadcast continuity throughout the project.

#### Radio France

Renovation of 'Maison de Radio France'

Engineering procurement and construction management services

Paris, France

Rendering courtesy of Archi Studio, architect for the project.

### BUILDINGS

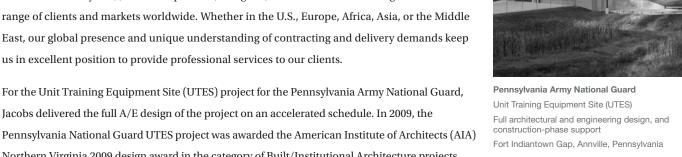
he buildings market weathered the year's economic turbulence reasonably well and continues to improve. The global healthcare and high-tech markets are showing signs of strength, and we anticipate ongoing investment in government buildings, national security, and mission-critical facilities. Factors such as international growth, business consolidation, and new design technologies should have a significant impact on our clients' capital investment strategies.

In the coming year, we expect clients worldwide to focus on total cost of ownership, asset management, and energy and life-cycle cost, with emphasis on sustainable building design. Sustainability is an integral part of our approach to all design opportunities, and we are wellequipped to help our clients meet their goals.

Driven by a philosophy that promotes the delicate balance of creativity, functional requirements, technical excellence, and cost effectiveness, we strive to develop unequaled building solutions for our clients. Our integrated project delivery technology platform advances design, cost, schedule, and operations data simultaneously, while our programming and planning expertise allows us to help clients determine the most appropriate design and construction options for their projects.

For more than 60 years, Jacobs has planned, designed, and constructed buildings for a wide range of clients and markets worldwide. Whether in the U.S., Europe, Africa, Asia, or the Middle East, our global presence and unique understanding of contracting and delivery demands keep

For the Unit Training Equipment Site (UTES) project for the Pennsylvania Army National Guard, Jacobs delivered the full A/E design of the project on an accelerated schedule. In 2009, the Pennsylvania National Guard UTES project was awarded the American Institute of Architects (AIA) Northern Virginia 2009 design award in the category of Built/Institutional Architecture projects.





The greatest satisfaction I get from working at Jacobs comes from our collective passion to continually delight our clients by providing innovative solutions and superior value."

Nat Manager of Projects



Cleveland Clinic Abu Dhabi Project management consultancy services Abu Dhabi, United Arab Emirates





**University of North Texas System** 

UNT Health Science Center, Medical Education and Training Building

Jacobs as prime Architect/Engineer along with the Design Consultant, Ennead Architects, provided full-service design of the new Medical Education and Training Building Facility

Fort Worth, Texas



A trusted consultant partner of Walmart for more than 23 years, our long-term, relationship-focused philosophy ensures continuity of project services for our clients.

#### Walmar

Mechanized Distribution Center (MDC) No. 7077

Real estate/site selection, multidiscipline site/building, architectural and engineering design, refrigeration system design, site landscape architecture, vendor coordination, permitting, bidding, and construction administration services

Cheyenne, Laramie County, Wyoming

# FOOD, BEVERAGE, FOREST & CONSUMER PRODUCTS

he food, beverage, forest and consumer products industry has displayed marked resiliency and steady improvement in the midst of economic turbulence. Global demand from emerging markets is increasing, particularly in India, China, Russia, and Brazil, while mature markets in North America and Europe remain stable. The market is also expanding due to diversity in product usage and a rise in consumer demand for increased product value.

Our clients in these industries face pressures serving both mature markets — delivering higher quality products at lower costs and faster product innovation — and developing markets, moving product to market more efficiently and establishing cost-effective global delivery methods. In the forest and consumer product market, clients continue to respond to consumer demands in Asia, Europe, North America, and new demands in developing countries. A rising need for a global food safety standard is driving focus on improved sanitary systems and hygienic design in new and existing food and beverage facilities. Our clients benefit from our understanding of packaging, material handling, and distribution of consumer products, as well as the value-added services we provide through complete systems integration, environmental compliance, or master planning for manufacturing operations.

As a provider of full engineering, procurement, and construction management services, we have the industry knowledge to recommend required services or specific delivery models to address efficient production needs. As our clients adapt to serve developing countries, we possess the global resources to help them understand the benefits and challenges of utilizing modularization techniques to support their business goals. Our low-cost posture is vital, and we leverage our working knowledge and capabilities to achieve lean delivery models that assure capital efficiency and *superior value* in every project.

For one consumer product company, we worked collaboratively with our client and an original equipment manufacturer to help the client gain additional market share for a specific product line. We successfully delivered the project under budget, beating the schedule by 10 percent.



Jacobs' core values and ethics align with my personal beliefs.

As we become more diverse as a company, we rely on these core values more than ever to guide us in delivering superior services to our clients and ensure the future growth of the company.

Andrea
Vice President, Global Quality



**Goya Foods**Goya Food Warehouse

Goya Food Warehouse

Full service architectural and engineering design services, including civil, mechanical, electrical, and plumbing, and construction document plans and specifications

Houston, Texas



Unilever Polska S.A. (Poznan)

New Production Facility

Basic design, engineering, procurement, construction management/utilities, and building and infrastructure

Poznan, Poland



omtar

Reconfiguration of Plymouth Mill Detailed engineering services

Plymouth, North Carolina



Jacobs used the world's largest wind tunnel facility to help the DOE make a baseline assessment of a cross-section of currently available technologies to reduce aerodynamic drag on both tractors and trailers.

### U.S. Department of Energy

Ames Test Operation and Maintenance (ATOM)

Wind tunnel test operations and maintenance

Arnold Engineering Development Center's National Full-Scale Aerodynamics Complex, Moffett Field, California

# AUTOMOTIVE & INDUSTRIAL

conomic circumstances improved for the automotive and industrial markets in 2010.

Industrial firms resumed pursuit of investment opportunities in capital improvement projects after delaying or canceling numerous initiatives due to an unstable economy.

Likewise, the automotive industry saw increases in global vehicle production, particularly in Brazil and China. It remains uncertain if this rate of recovery can be sustained, but growth is expected to continue in 2011.

For clients in the industrial market, investment in manufacturing efficiencies and energy reduction-focused projects is increasing significantly. Mounting safety and environmental regulations in the global auto industry are driving the need for more advanced test facilities and better fuel efficiency. For example, new standards to ensure driver visibility during poor weather conditions are forcing large truck manufacturers to address dirt and soil remediation devices on their vehicles. These demands require investment in testing methods and prove-out capability, including new or enhanced test facilities — traditional strengths of Jacobs.

With capabilities that include construction and operation of advanced test facilities; advanced technology, including aerodynamics and vibrations; and test technologies/methodologies, we are positioned to deliver *superior value* to clients in the automotive and industrial industries. Both marketplaces demand highly specialized, hard-to-find technical skills. Jacobs possesses those skills in-house and can provide them for any project anywhere in the world. Expertise, global capabilities, an unrivaled cost posture, and innovative delivery methods — such as sharing work with lower cost work forces within our own organization — allow us to help our clients maintain a competitive advantage.

We provide more than 50 percent of the test operational staff for one core client at a number of sites in southeast Michigan and often perform 100 percent of their testing capabilities. We developed an approach that aligns with our client's labor strategy to supplement personnel as needed, adding value by reducing the client's need to expand its permanent headcount.



I like working at Jacobs because Jacobs is a global company. With our numerous resources and capabilities in almost every corner of the world, we are able to deliver local services to our clients wherever they may be.

Nick Vice President, Tunnel Design Principal



Haas Automation

DeltaWing Concept Race Car/Wind Tunnel Testing with Windshear Inc.

Wind tunnel design and construction

Concord, North Carolina



Scania
Climatic Wind Tunnel
Turnkey delivery, including design, procurement, construction, and commissioning
Södertälje, Sweden



Electromagnetic Compatibility (EMC) Chamber Management and operation services Milford, Michigan



The engineering cost of the ITC Rubis project was reduced by a joint effort of several of our offices: Approximately 24 percent of the engineering work was executed in Mumbai, India.

#### ITC Rubis

Greenfield Chemical Logistics Platform

Conceptual design, basic engineering services, implementation, procurement, and construction management Antwerp, Belgium

# CHEMICALS & BASIC RESOURCES

he global chemicals and basic resources markets are seeing a pronounced shift toward the Asia-Pacific, Middle East, and India markets, with European and U.S. markets expecting slow growth. New investment in emerging regions is expected to remain strong in 2011, along with modestly improved investment trends in the United States and Europe, reflecting attractive feedstock costs and firming consumer demand. The overall picture is substantially improved compared to the recession-impacted climate of the past few years.

Looking ahead, chemical clients are focusing on product differentiation for specialty lines.

Middle East producers are expanding product lines up the value chain while Asia-Pacific and China producers are investing to gain self sufficiency. U.S. and European producers are working to maximize global competitiveness and rising to meet the challenges of an aging asset base and the need for incremental capacity close to end markets.

Our global reach and experienced staff uniquely position us to help clients in these markets attain their goals of cost efficiency, growth, and innovation. In addition to our industry-leading skills with integrated sustaining capital programs, we provide global sourcing with local capabilities, modular construction for improved predictability and time to market, and a local presence in high growth areas like Asia-Pacific, the Middle East, India, and Morocco. Moreover, our recent joint venture with OCP in Morocco, Jacobs Engineering SA, represents a significant differentiator for serving the fertilizer and phosphate market moving forward. Our expansive resources allow us to meet our clients' needs with a value-focused approach.

For Dow's St. Charles Operations facility we achieved a cost savings of \$2.8 million while providing services supporting maintenance, turnarounds, and small capital construction projects. For ITC Rubis, we developed a conceptual design and basic engineering package for a cost- and schedule-driven Greenfield Chemical Logistics Platform project. Through distribution of work among our Belgium and Mumbai offices, we realized *superior value* for our client. Reducing engineering costs and maximizing time allowed ITC Rubis to save funds for reinvestment in new projects.

### **EASTMAN**

Eastman is proud to collaborate with Jacobs on several capital construction and maintenance projects at our Kingsport, Tennessee, manufacturing facility. We have a longstanding history of selecting contracting firms that value safety and quality as much as we do at Eastman.

Parker Smith
Vice President and General Manager of Worldwide
Manufacturing Support and Quality
Eastman



#### Huntsman

Capacity Expansion of Polyether Amines Manufacturing Facility Engineering, procurement, and construction management Jurong Island, Singapore



Dow Chemical
St. Charles Operations
General mechanical services
Hahnville, Louisiana



Syngenta

Amistar Az3

Engineering, procurement, and construction management Grangemouth, Scotland, United Kingdom

The Jacobs team helped the City of Atlanta achieve the largest component of its \$3.9 billion "Clean Water Atlanta" program, delivering on time and on budget while meeting all EPA consent decree milestones.

#### The City of Atlanta

West Area Combined Sewer Overflow Storage Tunnel and Pumping Station Planning, design, value

Planning, design, value engineering, and construction management services

Atlanta, Georgia

# ENVIRONMENTAL, WATER & WASTEWATER

verall, the environmental, water and wastewater industries have performed steadily, with some areas of the market stronger than others. The water sector is moving into a fairly buoyant period in the United States and the United Kingdom, and we expect increased investment. While previously flat, the global environmental market in many countries is beginning to benefit from economic stimulus programs focused on the development of sustainable infrastructure. Sustainability remains a key market trend and has potential to drive significant long-term industry growth, especially in emerging economies like India, China, and Brazil, which are growing at high rates, fueling demand for resources.

In the next year, we see the U.S. environmental market remaining steady, while in the U.K. we expect continued opportunities with deconstruction and decommissioning projects. For our water and wastewater clients worldwide, optimizing asset performance and associated capital investments is key, and our unique global asset management approach can help them better manage their resources on a total life-cycle basis. Additionally, our previous work experience provides them tangible proof of implemented solutions that work.

Our diverse cross range of environmental capabilities allows us to address any client need, such as advising on large-scale infrastructure projects like the ones progressing in the Middle East, or helping U.K. clients navigate new legislation requiring low carbon development. We offer pollution cleanup and mitigation strategies; alternative energy sources; environmental economics; carbon management; methane emissions reduction; even climate change adaptation specialists.

Additionally, we integrate our water, wastewater, air quality, and waste remediation experience to provide our clients with the comprehensive expertise needed to deliver complex programs and *superior value*.

Using an innovative design approach, we identified approximately \$5.6 million in savings for United Utilities on the West East Link large diameter trunk main scheme against a total capital value of approximately \$128 million.



Your performance was excellent. Your team was able to overcome daily challenges and were always on their toes. You were able to manage successfully a tremendous number of risks, all while saving us \$1.1 million and finishing early.

Ronald Pflum and Valerie Palmer

Project Manager and Quality Assurance Representative

USACE — Kogru Interim Removal Action Project, Kogru, Alaska



Northern Ireland Water
Killylane Water Treatment Works
Process and scientific services
Larne, Northern Ireland



United Utilities, UK
West East Link Main
Engineering, environmental, and planning services
England, United Kingdom



U.S. Army Corps of Engineers - Alaska District
Wainwright Short Range Relay Station Interim Removal Action
Professional engineering design, planning, reporting, field
analysis, construction management, and project management
Wainwright, Alaska



The Kuwait Petroleum Europoort, B.V. project is an example of how Jacobs' global capability and work sharing processes helped deliver a cost-effective solution for our client. This turnkey project utilized our proprietary sulfur technology designed, fabricated, and installed as a modularized sulfur recovery unit.

#### Kuwait Petroleum Europoort, B.V.

New Sulfur Recovery Unit (100 TPD)

Basic engineering, detailed engineering, sulfur technology package, module construction, and construction management

Fabricated at our Charleston, South Carolina location

> Delivered to Europoort, The Netherlands

### OIL & GAS

he measured progress seen in the oil and gas industry in 2010 is likely to continue through the next year, and we expect to see growth of capital investments in 2011. Deep-water offshore exploration is experiencing some uncertainty as the industry awaits possible government regulation or other global impact as a result of the Gulf of Mexico oil spill. However, shale gas continues to attract investment, particularly for North America and developing countries, like India, that consider it an alternative to conventional oil and gas.

Our clients continue to be influenced by multiple market conditions: pricing, discovery of new reserves, and replacement of existing reserves. Difficulty finding new reserves — generally remote or in deep water — is driving increased production from older reserves, which in turn is fueling the need for upkeep of existing assets. Maintaining these platforms is key and requires investment in current infrastructure. Our in-house capability of both topsides process design and subsea design, a rarity in the field, combined with extensive experience in maintenance and modification, helps our clients extend the life of their current assets and lowers capital costs.

We experienced growth in the oil and gas sector last year, and our clients are reaping the benefits. Our substantial design experience in both greenfield and brownfield topsides facilities for highly specialized floating production facilities meets customer needs globally. Be it state-of-the-art steam-assisted gas-drainage technologies or world-class subsea engineering capabilities, we have the skills and resources to meet our clients' needs.

As our upstream presence continues to expand, so does our ability to help our clients achieve success. We saved \$6.4 million in installed cost for one client through proposed innovative design changes under our JacobsValue+\*\* program. This resulted in an 8 percent cost reduction for the overall project.



Nederlandse Aardolie Maatschappij J.V. Groningen Long Term Project (GLT) Engineering services as part of joint venture Assen. The Netherlands



Suncor
Tailings Reduction Operation Project
Engineering procurement
Calgary, Alberta, Canada
Image courtesy of Suncor Energy



Jacobs' BeyondZero® program has changed my attitude and perception about safety. BeyondZero® builds relationships and deep trust among employees, clients, partners, and all of our colleagues. It builds a bridge between safety in your personal and professional life and ultimately touches the chord of humanity.

Sanjiv

Manager — Human Resources



Mobile Bay Plant Consolidation Project
Pre-FEED services, FEED services, detailed engineering and

Pre-HELD services, FEED services, detailed engineering and design, as well as engineering and design support as needed through construction, commissioning, and start-up activities Mobile Bay, Alabama



Our relationship-based client model in action: We support NASA with major long-term engineering, scientific, and technical services contracts at nine of NASA's major sites.

#### NAOA

Orion Project

Manufacturing support; facilities maintenance and operations; site services; production support and integration; project management and engineering; and safety, health, and environmental services

Michoud Assembly Facility, New Orleans, Louisiana

### AEROSPACE & DEFENSE

n recent years, the aerospace and defense market has faced a variety of pressures, including the cessation of the National Aeronautics and Space Administration (NASA) Constellation Program and, therefore, a heavier U.S. focus on use of commercial entities for space access. Though this situation has resulted in uncertainty in the United States, other areas of the industry remain strong. Information technology services such as command and control technology, security solutions, network design and integration, and customized applications continue to do well in the industry, and we expect increasing stability in this element of the market. We are also working with our clients to identify new opportunities for economization and innovation.

Moving forward, retaining and sustaining critical and unique skill sets crucial to future development programs are paramount for our aerospace and defense clients. Reduced budgets are impacting our defense customers in the United States, United Kingdom, and Australia, and speculation continues regarding the possibility of expanded privatization in the aerospace market. From biological detection development to propulsion testing to aerodynamic research and simulation, we have the high-tech in-house expertise to help all of our clients — public and private — achieve their goals, with a focus on low cost and high quality.

Our ability to design, build, test, operate, and maintain highly complex aerospace systems facilities, including test and evaluation facilities, launch facilities, and support infrastructure sets us apart from our competition. Through recent acquisitions, we are not only expanding our services geographically but also expanding our capabilities. Whether finding alternative funding sources or leveraging excess capacity, we help our clients find the solutions they need to meet their long- and short-term project goals.

At the NASA/White Sands Test Facility, we developed a first of its kind, thermally controlled blast containment system with precise pressure control. It enabled our client to accelerate testing needed for pressure vessels to be used through the end of the Space Shuttle Program.



Jacobs is a very exciting and unique place to work. My ability to leverage the strength and breadth of Jacobs on a global scale combined with the freedom to innovate offers my client community unique superior value.

Teamwork and support across our entire circuit are extremely high.

Tom
Director of Operations



United States Air Force and NASA

Aerospace Research Development and Test

Aerospace engineering support for the Air Force and NASA

Edwards Air Force Base, California

Photo courtesy of Edwards Air Force Base Office of Public Affairs



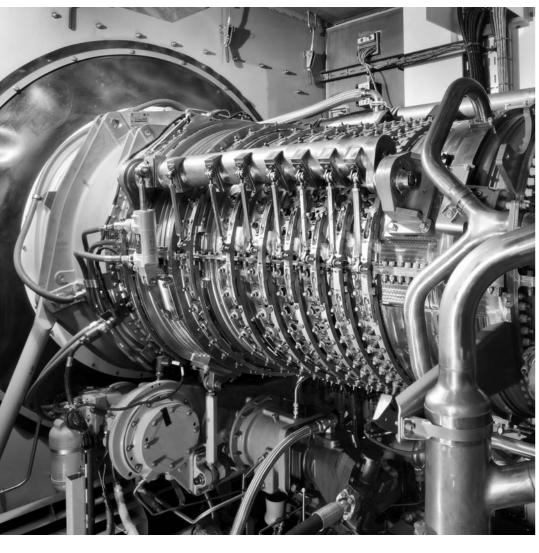
Mach 10 Scramjet

Testing at the AEDC Hypervelocity Wind Tunnel 9 in
Silver Spring, Maryland, generating aerodynamic control
data and providing data analysis to validate models and
predict flight performance

Tullahoma, Tennessee



Composite Overwrapped Pressure Vessel (COPV) Testing
Component-level testing of pressurized systems, COPV
testing and training, NDE and metallurgical services,
precision cleaning, calibration, and fabrication services
White Sands Test Facility, Las Cruces, New Mexico





We helped the University of Texas at Austin increase its electric-generating capacity to 140 megawatts, improve efficiency, and significantly decrease emissions.

The University of Texas at Austin

G-10 Project

Design, manufacture, supply, factory testing, packaging for shipment, shipping, transport and delivery to the site, commissioning, project implementation, performance and reliability testing

Austin, Texas

### POWER & UTILITIES

he power and utilities market remains solid, with areas of the sector showing signs of considerable progress. The international nuclear power sector is especially active, due to investment programs in India and China, and the emergence of nuclear power as a viable power source. Worldwide pursuit of sustainable power generation could provide significant growth opportunities in all areas of the market, pending decisions on global environmental policy, which is expected to influence investment in 2011.

Innovative generation technology and security of supply are top priorities for our clients in the coming year, and interest in new nuclear power plants, smart grid, and other renewable technologies remains high. As entities with older power generation facilities invest in environmental upgrades, efficiency, and life extension, we are able to support all of their environmental, process, and infrastructure requirements. Additionally, our clients continue to branch out to new countries — a trend we expect to see reflected across the industry. As the market takes on a more global nature, our ability to provide local resources from anywhere in the world makes us ideally suited to serve our clients wherever they need us.

Whether it is an emergency power generation station, procurement, clean energy, or the commissioning of equipment, we are well equipped to deliver *superior value* and meet all our clients' needs. Our service offerings cover the entire front-end planning and concept solution process of power and utilities projects through detailed design, construction, and maintenance. Our unmatched value-added processes, such as Jacobs Value Enhancing Practices (JVEPs<sup>ac</sup>) and our safety culture, differentiate us in this market.

We provided design and construction administration services for a new combined heat and power cogeneration plant for the University of Texas, which involved replacing a 1965 vintage frame-type combustion turbine and streamlining multiple design and construction efforts. The project enabled the university to increase electric-generating capacity to 140 megawatts, improve efficiency, and significantly decrease emissions.



Jacobs contributed efficiently to the positive outcome of the project by providing high-quality support and answers to our expectations and questions. This has led to a strong partnership between Jacobs and POWEO.

Patrick Michel
Productions Operations Manager
POWEO



University of North Carolina Chapel Hill (UNC)
Energy Infrastructure Master Planning and Manning
Steam Plant Design
Energy master planning, preparation of construction

Energy master planning, preparation of construction documents, and construction administration services Durham, North Carolina



eiwina

Belwind Offshore Windfarm Phase 1 Offshore High Voltage Station

Project management; planning; 3-D design; procurement; health, safety, and environment activities

Off the coast of Zeebrugge, Belgium



POWEO

400MW CCGT Power Production Unit in Pont-sur-Sambre Owner's engineering services
Pont-sur-Sambre, France



We are nearing the milestone of two years with no safety incidents at Lawrence Livermore National Security.

### Lawrence Livermore National Security

Facilities Integrated Management and Operation (FIMO)

Program management, construction management, construction (craft labor), engineering, operations and maintenance, and calibration management

Livermore, California

# MISSION-CRITICAL & HIGH-TECH FACILITIES

he mission-critical and high-tech facilities market continued to grow in both the public and private sectors despite the recent economic downturn. Continued improvements in efficiency of infrastructure, server technologies, and consolidation strategies are driving increasing growth in the market worldwide. We expect this trend to continue and create ongoing opportunity.

Maintaining the operational uptime of these facilities is the primary goal, along with increasing focus on speed to market, efficiency, scalability, and just-in-time delivery while lowering initial and life-cycle costs. Demand for intelligent facilities that can react to changes in server and application deployment is increasing. The potential for new, stricter green legislation on energy usage is leading clients around the world to look to groups that can support those needs.

With our expertise in energy modeling, advance controls, computational fluid dynamic analysis, and Building Information Modeling (BIM), as well as infrastructure modularity, we are positioned to support increasing growth in this sector. Our experts are able to help clients select the most appropriate and energy-efficient systems for their unique projects. In addition, our experience with leaders in this market gives us a sustainable competitive advantage.

With a history dating back to Army command and control centers in the 1940s, we have the expertise to support the most technically advanced mission-critical facilities in the United States for the DoD, NASA, GSA, and the corporate sector. We meet the demands of these facilities by providing clients worldwide with asset management planning, emphasizing risk assessment and optimum deployment strategies. We support all aspects of technology, infrastructure, communications, and energy supply, with full consideration for operational continuity and disaster recovery strategies.

A long-term provider of AE/CM services for GlaxoSmithKline (GSK), we've developed a solid understanding of GSK's culture, requirements, and communication needs, and were instrumental in driving their Data Center project, with a two-year completion timeframe. The project received a 2010 Design Award from the Precast/Prestressed Concrete Institute for effective use of precast technologies.



At Jacobs showing you really care is expected, and thinking outside the box is encouraged. This attitude creates an atmosphere that ensures the unique needs of my clients' mission are accomplished.

Cynethia
Mission Support Manager



GlaxoSmithKline (GSK)

**GSK Data Center** 

Full architectural and engineering services (except civil); program and construction management, and commissioning Upper Providence, Pennsylvania



**British Broadcasting Corporation** 

British Broadcasting Corporation Centralized Coding and Multiplexing Project

Lead designer and engineering services England, United Kingdom



Department of Energy through contract with B&W Y-12, LLC

Y-12 National Security Complex

Architectural and Engineering Design Services for the Uranium Processing Facility (UPF)

Project management, project controls, mechanical, electrical, instrumentation and control engineering, building services, HVAC, 3-D plant design, quality assurance requirements, and NQA-1

Oak Ridge, Tennessee

## **BOARD OF DIRECTORS**



Joseph R. Bronson
Director (Principal & CEO, TheBronsonGroup, LLC)



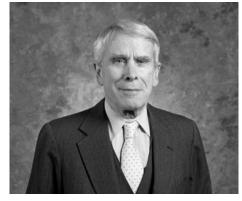
John F. Coyne Director (President & Chief Executive Officer of Western Digital Corporation)



Robert C. Davidson, Jr.
Director (Retired. Former Chairman
& Chief Executive Officer of Surface
Protection Industries, Inc.)



Benjamin F. Montoya Director (Retired. Former Commander of Naval Facilities Engineering Command)



Thomas M.T. Niles
Director (Vice Chairman of United States Council
for International Business; Former Ambassador
to Canada)



**Peter J. Robertson**Director (Former Vice Chairman of Chevron Corp.)



Edward V. Fritzky
Director (Retired. Former Director of Amgen;
Former President & Chairman of the Board
of Immunex Corporation)



John P. Jumper Director (Retired. Former Chief of Staff, U.S. Air Force)



**Linda Fayne Levinson**Director (Former Partner of GRP Partners)



**Linda K. Jacobs** Director Emerita



**Craig L. Martin**President & Chief Executive Officer



**Noel G. Watson** Chairman of the Board

## **LEADERSHIP**



**Micheal T. Autrey**Group Vice President, Southern Region



William J. Birkhofer Senior Vice President, Public Sector Sales



**Dante V. Caravaggio** Senior Vice President, Heavy Process Sales



Robert S. Duff Group Vice President, U.K. Infrastructure



**Colin M. Edwards**Senior Vice President, Quality and Safety



Arlan C. Emmert Group Vice President, Middle East



**Gregory J. Landry**Executive Vice President, Operations



William C. Markley, III
Senior Vice President, General Counsel



Robert Matha Group Vice President, Mainland Europe



**Cora L. Carmody**Senior Vice President, Information Technology



**Robert M. Clement**Group Vice President, North America Infrastructure



Jay Michael Coyle Group Vice President, Eastern Region



**Thomas R. Hammond**Executive Vice President, Operations



Andrew F. Kremer Senior Vice President, Global Sales



**George A. Kunberger, Jr.**Executive Vice President, Operations



**H. Thomas McDuffie, Jr.**Group Vice President, Global Buildings NA



**John McLachlan**Senior Vice President, Strategy & Acquisitions



**Kevin J. McMahon**Group Vice President, North America Infrastructure

# **LEADERSHIP**



**Earl J. Mitchell, Jr.**Group Vice President, Western Region



**Christopher E. Nagel**Group Vice President, Asia-Pacific



Robert G. Norfleet
Group Vice President, Jacobs Technology, Inc.



**Philip J. Stassi** Group Vice President, Global Construction Services



Patricia H. Summers Senior Vice President, Global Human Resources



**Allyn B. Taylor** Group Vice President, U.K. & Ireland



**Robert V. Pragada**Group Vice President, Northern Region



John W. Prosser, Jr. Executive Vice President, Finance, Administration & Treasurer



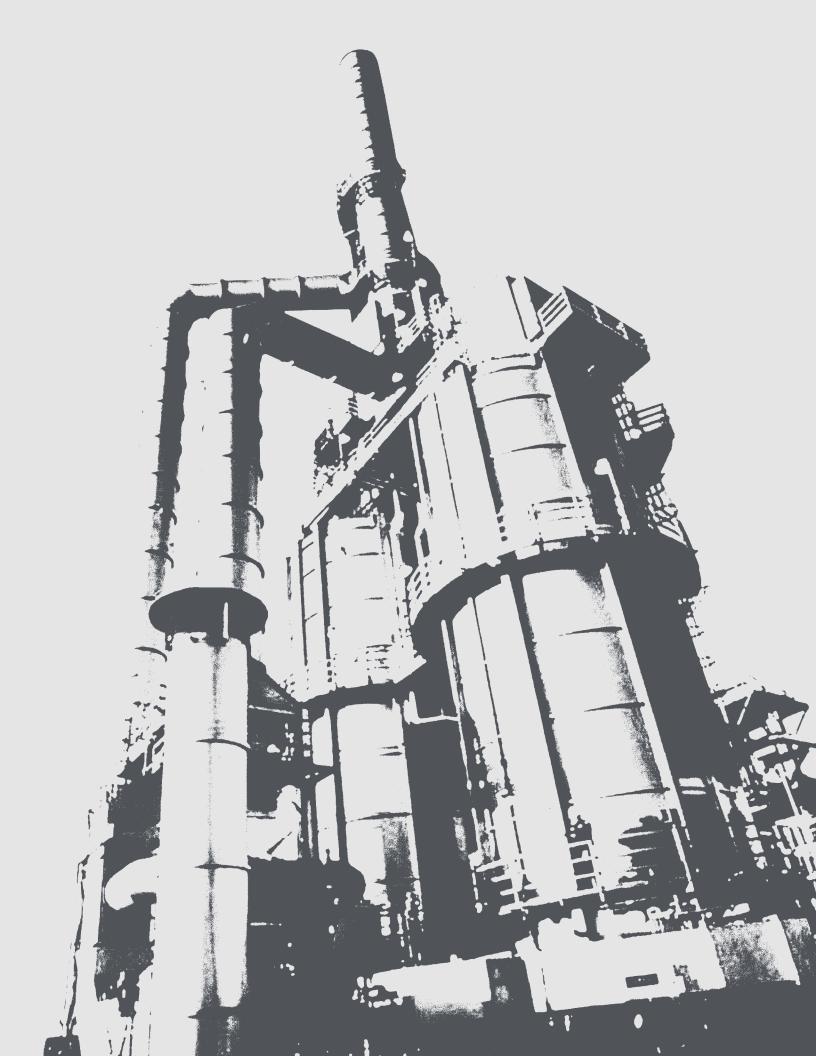
Rogers F. Starr President, Jacobs Technology, Inc.



Nazim G. Thawerbhoy Senior Vice President & Controller

# DELIVERING SUPERIOR VALUE

Our constant drive to find ways to deliver *superior value* to our clients is a powerful competitive advantage for our business. It clearly illustrates our culture of going the extra mile for our clients, understanding our clients' businesses, and ensuring their businesses are better for having worked with Jacobs.



## **ANALYSIS**

#### FORWARD-LOOKING STATEMENTS AND OTHER SAFE HARBOR APPLICATIONS

Statements included in this 2010 Summary Annual Report that are not based on historical facts are "forward-looking statements," as that term is defined in the private Securities Litigation Reform Act of 1995. Although such statements are based on management's current estimates and expectations, and currently available competitive, financial and economic data, forward-looking statements are inherently uncertain and involve risks and uncertainties that could cause the results of the Company to differ materially from what is contained in these forward-looking statements. You should not place undue reliance on these forward-looking statements.

When used in this 2010 Summary Annual Report, words such as "anticipate," "estimate," "expect," "seek," "intend," "plan," "believe," and similar words are intended in part to identify forward-looking statements. Some of the factors that could cause or contribute to such differences are listed and discussed in Item 1A—Risk Factors of the Company's most recent Annual Report on Form 10-K and include the following: exposure to financial losses and civil and criminal liabilities due to failure to maintain safe work sites or to comply with various government regulations or contracts; negative conditions in the credit markets; fluctuations in commodity prices; the cyclical nature of the markets in which the Company and its clients operate; loss of one or a few customers or projects; adjustment, cancellation or suspension of contracts in the Company's backlog; the outcome of pending and future claims and litigation; employee, agent or partner misconduct; the risks and uncertainties relating to acquiring other businesses and operating internationally; actual results differing from estimates and assumptions in the Company's financial statements; and the Company's ability to hire and retain qualified personnel. The list set forth in Item 1A-Risk Factors of the Company's most recent Annual Report on Form 10-K and the list set forth above—are not all-inclusive, and the Company undertakes no obligation to release publicly any revisions or updates to any forward-looking statements that are contained in this 2010 Summary Annual Report. Readers of this 2010 Summary Annual Report are encouraged to read carefully the Company's most recent Annual Report on Form 10-K (including discussions contained in Items 1—Business, 1A—Risk Factors, 3—Legal Proceedings, and 7—Management's Discussion and Analysis of Financial Condition and Results of Operations contained therein) and other documents the Company files from time to time with the United States Securities and Exchange Commission for a further description of some of the factors that could cause actual results to differ from the forward-looking statements contained herein.

# REPORT OF ERNST & YOUNG LLP, INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM, ON CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

The Board of Directors and Stockholders — Jacobs Engineering Group Inc.

We have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of Jacobs Engineering Group Inc. and subsidiaries as of October 1, 2010 and October 2, 2009, and the related consolidated statements of earnings, comprehensive income, changes in stockholders' equity, and cash flows for each of the three fiscal years in the period ended October 1, 2010 (not presented separately herein); and in our report dated November 23, 2010, we expressed an unqualified opinion on those consolidated financial statements. In our opinion, the information set forth in the accompanying condensed consolidated financial statements is fairly stated in all material respects in relation to the consolidated financial statements from which it has been derived. We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Jacobs Engineering Group Inc. and subsidiaries' internal control over financial reporting as of October 1, 2010, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated November 23, 2010 expressed an unqualified opinion thereon.

Ernet + Young LLP

Los Angeles, California November 23, 2010

#### REPORT BY MANAGEMENT

The management of Jacobs Engineering Group Inc. has prepared the accompanying consolidated financial statements and other financial information included in this summary annual report and is responsible for their integrity and objectivity. Management maintains a system of internal controls over financial reporting which is designed to provide reasonable assurance that, among other things, transactions are properly authorized, executed, and recorded, and that the Company's records and reports are reliable. Management's Report on Internal Control over Financial Reporting appears under Item 9A in the Company's 2010 Annual Report on Form 10-K filed with the Securities and Exchange Commission.

# FINANCIAL DATA

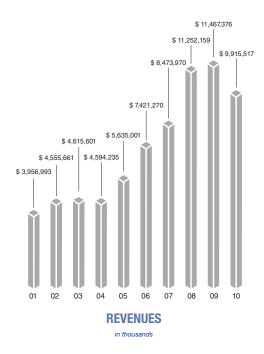
Dollars in thousands, except per share information

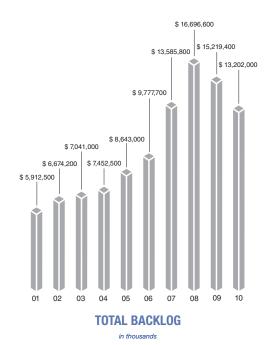
		2010	2009	2008	2007
Results of Operations:					
Revenues	\$	9,915,517	\$ 11,467,376	\$ 11,252,159	\$ 8,473,970
Net earnings attributable to Jacobs	_	245,974	399,854	420,742	287,130
Financial Position:					
Current ratio		2.23 to 1	2.17 to 1	1.74 to 1	1.78 to 1
Working capital	\$	1,527,589	\$ 1,522,548	\$ 1,173,237	\$ 1,001,644
Current assets		2,767,042	2,818,449	2,750,234	2,278,078
Total assets		4,683,917	4,428,614	4,278,238	3,389,421
Long-term debt		509	737	55,675	40,450
Total Jacobs stockholders' equity		2,859,048	2,625,913	2,245,147	1,843,662
Return on average equity		8.97%	16.42%	20.58%	17.589
Backlog:					
Technical professional services	\$	7,588,900	\$ 8,209,300	\$ 8,085,200	\$ 6,188,500
Total	_	13,202,000	15,219,400	16,696,600	13,585,800
Per Share Information:					
Basic EPS	\$	1.98	\$ 3.26	\$ 3.47	\$ 2.42
Diluted EPS		1.96	3.21	3.38	2.35
Stockholders' equity	_	22.71	21.14	18.30	15.34
Average Number of Shares of Common					
Stock and Common Stock					
Equivalents Outstanding (Diluted)		125,790	124,534	124,357	122,226
Common Shares Outstanding					
At Year End	_	125,909	124,230	122,701	120,222

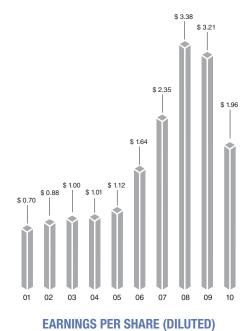
Net earnings for fiscal 2010 include a non-recurring after-tax charge of \$66.1 million, or \$0.52 per diluted share.

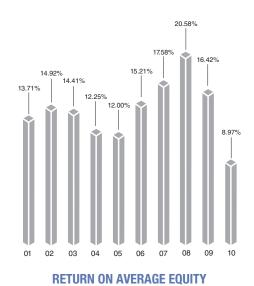
200	2002	2003	2004	2005	2006	
3,956,993	\$ 4,555,661	\$ 4,615,601	\$ 4,594,235	\$ 5,635,001	\$ 7,421,270	\$
75,876	97,475	112,645	115,574	131,608	196,883	_
1.35 to	1.32 to 1	1.59 to 1	1.58 to 1	1.70 to 1	1.75 to 1	
245,500	\$ 234,486	\$ 358,683	\$ 397,599	\$ 552,336	\$ 776,766	\$
946,159	974,903	970,097	1,083,513	1,337,431	1,817,961	
1,568,11	1,688,093	1,688,096	2,093,819	2,378,859	2,853,884	
164,308	85,732	17,806	78,758	89,632	77,673	
602,872	703,722	859,669	1,027,802	1,165,780	1,423,214	
13.7	14.92%	14.41%	12.25%	12.00%	15.21%	
2,490,100	\$ 3,045,600	\$ 3,383,200	\$ 3,989,000	\$ 4,329,000	\$ 5,153,400	\$
5,912,500	6,674,200	7,041,000	7,452,500	8,643,000	9,777,700	
0.7	\$ 0.90	\$ 1.02	\$ 1.03	\$ 1.15	\$ 1.69	\$
0.70	0.88	1.00	1.01	1.12	1.64	
5.6	6.42	7.70	9.06	10.03	12.06	_
108,99 <sup>-</sup>	110,792	112,784	114,867	117,379	120,373	
107,489	109,531	111,672	113,397	116,260	117,992	

## FINANCIAL DATA









### **CONSOLIDATED BALANCE SHEETS**

In thousands, except share information

		<b>2010</b> October 1	<b>2009</b> October 2
Assets		Colober 1	0010007 2
Current Assets:			
Cash and cash equivalents	\$	938,842	\$ 1,033,619
Receivables		1,659,844	1,618,561
Deferred income taxes		117,698	117,066
Prepaid expenses and other current assets	_	50,658	49,203
Total current assets	_	2,767,042	2,818,449
Property, Equipment and Improvements, Net	_	215,032	240,350
Other Noncurrent Assets:			
Goodwill		1,118,889	929,842
Miscellaneous	_	582,954	439,973
Total other noncurrent assets	_	1,701,843	1,369,815
	\$	4,683,917	\$ 4,428,614
Liabilities and Stockholders' Equity			
Current Liabilities:			
Notes payable	\$	79,399	\$ 17,495
Accounts payable		303,877	340,651
Accrued liabilities		661,278	679,109
Billings in excess of costs		194,899	252,149
Income taxes payable	_	_	6,497
Total current liabilities	_	1,239,453	1,295,901
Long-term Debt	_	509	737
Other Deferred Liabilities	_	579,027	500,501
Commitments and Contingencies			
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 -125,909,073			
shares and 124,229,933 shares, respectively		125,909	124,230
Additional paid-in capital		767,514	703,860
Retained earnings		2,251,366	2,009,338
Accumulated other comprehensive loss		(285,741)	(211,515)
Total Jacobs stockholders' equity		2,859,048	2,625,913
Noncontrolling Interests		5,880	5,562
Total Group stockholders' equity		2,864,928	2,631,475
	\$	4,683,917	\$ 4,428,614

# FINANCIAL DATA

#### **CONSOLIDATED STATEMENTS OF EARNINGS**

In thousands, except share information

	2010 October 1	<b>2009</b> October 2	<b>2008</b> September 26
Revenues	\$ 9,915,517	\$ 11,467,376	\$ 11,252,159
Costs and Expenses:			
Direct costs of contracts	(8,582,912)	(9,906,493)	(9,517,673)
Selling, general and administrative expenses	 (932,522)	(940,310)	(1,091,427)
Operating Profit	 400,083	620,573	643,059
Other Income (Expense):			
Interest income	4,791	13,145	15,447
Interest expense	(9,874)	(2,916)	(4,414)
Miscellaneous income (expense), net	 (3,066)	(6,670)	3,876
Total other income (expense), net	 (8,149)	3,559	14,909
Earnings Before Taxes	391,934	624,132	657,968
Income Tax Expense	 (145,647)	(224,919)	(236,669)
Net Earnings of the Group	 246,287	399,213	421,299
Net (Earnings) Loss Attributable to Noncontrolling Interests	 (313)	641	(557)
Net Earnings Attributable to Jacobs	\$ 245,974	\$399,854	\$ 420,742
Net Earnings Per Share:			
Basic	\$ 1.98	\$ 3.26	\$ 3.47
Diluted	\$ 1.96	\$ 3.21	\$ 3.38

Net earnings for fiscal 2010 include a non-recurring after-tax charge of \$66.1 million, or \$0.52 per diluted share.

### CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOW

In thousands

<b>2010</b> October 1		<b>2009</b> October 2		2008 September 26
\$ 245,974	\$	399,854	\$	420,742
88,495		86,342		73,126
24,361		24,085		21,289
(161,860)		23,186		(201,746)
 196,970		533,467		313,411
(34,696)		(53,258)		(114,403)
(259,492)		(23,329)		(264,067)
 (80,163)		(18,327)		(31,440)
 (374,351)		(94,914)		(409,910)
(217)		(45,963)		18,235
58,090		15,933		(6,821)
36,209		43,361		46,362
 1,548		(52,334)		41,013
 95,630		(39,003)		98,789
 (13,026)		29,649		(11,222)
(94,777)		429,199		(8,932)
 1,033,619		604,420		613,352
\$ 938,842	\$	1,033,619	\$	604,420
\$ 11,700	\$	1,700	\$	3,500
\$ 170,800	\$	255,500	\$	177,700
\$ \$	\$ 245,974 88,495 24,361 (161,860) 196,970 (34,696) (259,492) (80,163) (374,351) (217) 58,090 36,209 1,548 95,630 (13,026) (94,777) 1,033,619 \$ 938,842	\$ 245,974 \$ 88,495 24,361 (161,860) 196,970 (34,696) (259,492) (80,163) (374,351) (217) 58,090 36,209 1,548 95,630 (13,026) (94,777) 1,033,619 \$ 938,842 \$	\$ 245,974 \$ 399,854 88,495 86,342 24,361 24,085 (161,860) 23,186 196,970 533,467 (34,696) (53,258) (259,492) (23,329) (80,163) (18,327) (374,351) (94,914) (217) (45,963) 58,090 15,933 36,209 43,361 1,548 (52,334) 95,630 (39,003) (13,026) 29,649 (94,777) 429,199 1,033,619 604,420 \$ 938,842 \$ 1,033,619 \$ 11,700 \$ 1,700	\$ 245,974 \$ 399,854 \$ 88,495

## **JACOBS**

#### **Registrar and Transfer Agent**

Wells Fargo Shareowner Services South St. Paul, Minnesota

#### **Shareholder Services**

Correspondence about share ownership, transfer requirements, changes of address, lost stock certificates, and account status may be directed to:

Wells Fargo Shareowner Services 161 North Concord Exchange Street South St. Paul, Minnesota 55075-1139 800.468.9716 http://www.wellsfargo.com/shareownerservices

#### **Independent Registered Public Accounting Firm**

Ernst & Young LLP Los Angeles, California

#### **Stockholder Contact**

A copy of our Annual Report on Form 10-K, as filed with the Securities and Exchange Commission, will be furnished without charge to any stockholder upon written request to:

John W. Prosser, Jr.
Executive Vice President,
Finance and Administration and Treasurer
Jacobs Engineering Group Inc.
P.O. Box 7084
Pasadena, California 91109-7084
+ 1.626.578.3500

#### **ON THE COVER**

From back to front, left to right

#### **Indian Oil Corporation Limited**

Diesel Hydrotreater Unit Baroda, Gujarat, India

#### **Texas State Capital**

Texas State Capital Renovation Austin, Texas

#### The University of Texas at Austin

G-10 Project Austin, Texas

#### **ITC Rubis**

Greenfield Chemical Logistics Platform Antwerp, Belgium

#### ВP

CAT Fractionator Texas City, Texas

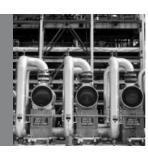
# Federal Aviation Administration, Washington, D.C.

LaGuardia Airport, Airport Traffic Control Tower (ATCT) and Base Building New York, New York



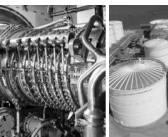


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**JACOBS**°

1111 South Arroyo Parkway 91105 Post Office Box 7084 Pasadena, California 91109-7084 USA