



2015 SUMMARY ANNUAL REPORT

JACOBS®



Vickie
*Jacobs,
Project Administrative Assistant*

JACOBS®
2015 SUMMARY ANNUAL REPORT

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On the Front
David
Jacobs, Journeyman Pipefitter

Financial Highlights

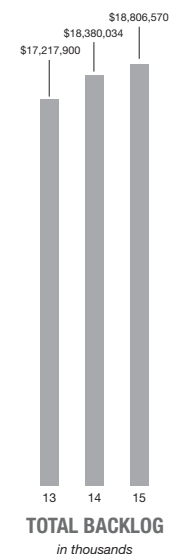
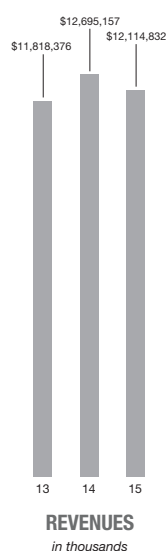
Dollars in thousands, except per-share information

Net earnings for fiscal 2012 include a one-time, after-tax gain of \$4.0 million, or \$0.03 per diluted share, related to the sale of the company's property for iron ore pelletizing and certain related assets.

Net earnings for fiscal 2014 includes (i) the net, after-tax cost of approximately \$77.4 million, or \$0.58 per diluted share, related to the company's restructuring activities, and (ii) the net, after-tax cost of \$31.8 million or \$0.24 per diluted share, related to several unusual and one-time events and transactions more thoroughly described in the fiscal 2014 Annual Report on Form 10-K.

Net earnings for fiscal 2015 includes the net after-tax cost of approximately \$107.9 million, or \$0.86 per diluted share, related to the company's 2015 Restructuring activities ("2015 Restructuring").

| | 2015 October 2 | 2014 September 26 | 2013 September 27 |
|-------------------------------------|-------------------|----------------------|----------------------|
| Revenues | \$12,114,832 | \$12,695,157 | \$11,818,376 |
| Net earnings attributable to Jacobs | 302,971 | 328,108 | 423,093 |
| Per share information: | | | |
| Basic EPS | \$ 2.42 | \$ 2.51 | \$ 3.27 |
| Diluted EPS | 2.40 | 2.48 | 3.23 |
| Stockholders' equity | 34.85 | 33.92 | 32.00 |
| Closing year-end stock price | 37.40 | 49.68 | 57.79 |
| Total assets | \$ 7,785,926 | \$ 8,453,659 | \$ 7,274,144 |
| Total Jacobs stockholders' equity | 4,291,745 | 4,469,255 | 4,213,097 |
| Return on average equity | 6.92% | 7.56% | 10.66% |
| Stockholders of record | 1,116 | 1,169 | 1,238 |
| Backlog: | | | |
| Technical professional services | \$11,692,404 | \$12,607,029 | \$11,118,400 |
| Total | 18,806,570 | 18,380,034 | 17,217,900 |
| Permanent staff | 49,900 | 53,500 | 49,400 |





It's What We Do

At Jacobs we are engineers, architects, planners, sustainability experts, and so much more. We are global. We are boundaryless. What makes us what we are is what we do, every day, with absolute commitment. What we do is dedicate ourselves to project excellence and outstanding project delivery. We embrace a culture of caring through BeyondZero®. We partner, we collaborate, we advocate. We build relationships and find value in our projects. What we do, every day, in our offices worldwide, is serve our clients to the best of our abilities.

Rasheed
Jacobs, Third-year Apprentice Pipefitter

“ In today’s changing and increasingly competitive marketplace, it is more important than ever to think like our clients and collaborate together with them as partners in delivering project solutions. Every day, I look at what we are offering to the client, and ask myself the question ‘so what?’ How is our solution going to help our clients more than what our competitors are offering? ”

Claudia

Jacobs, Inside Sales Manager



CEO's Message: Unleashing our Potential

FY15 HIGHLIGHTS

- Revenues of \$12.1 billion
- Adjusted Net Earnings of \$410.9⁽ⁱ⁾ million (\$3.26⁽ⁱ⁾ per share)
- Backlog of \$18.8 billion
- Cash of nearly \$460.9 million
- \$9.6 billion in savings to our clients through our JacobsValue+™ program
- Reduced our clients' carbon footprints by approximately 21.1 million metric tons of CO₂ through JacobsSustainability+™ program

I'M

honored to have been selected as the next CEO of Jacobs this past August. I would like to thank Noel Watson, non-executive chairman who served as interim CEO, and our Board of

Directors. This is an exciting time for Jacobs as we build on our strong legacy of growth, people, and client relationships.

Jacobs is a great company with a proud history, and we are fortunate to have many critical elements for future success already in place. Our commitment to health and safety is outstanding. Our leading BeyondZero® culture of caring compels Jacobs employees to actively assess risks and be vigilant about safety — in everything we do. As a company we are well-positioned, with a strong balance sheet and a diversified client portfolio across global geographies and the markets we serve; and we have a committed pool of talented people to help us adapt and refine our business to generate future growth.

In recent times some industries have been challenging, and there's no doubt the global marketplace will continue to be dynamic and extremely competitive. Our FY15 results, when paired with analysis of global markets, provide a fair reflection of that dynamic environment.

We experienced significant headwinds in several markets, with depressed oil prices, a further collapse in global mining capital expenditure, government spending reductions, and a fragile global economy. At the same time we saw the beginning of an up-cycle in pharmaceuticals, growth in infrastructure and chemicals markets, and continued positive demand in the Middle East.

Within this mixed environment, our backlog remained near record levels at \$18.8 billion and we continued to maintain a strong balance sheet with \$460.9 million in cash.

While our results are solid, we know we can do better. Heading into FY16 we're taking steps to embed more flexibility and efficiency into our business, strengthen our leadership across the company, and drive increased empowerment and accountability.

We recognize it's time to change. We transitioned to a more cost-effective structure in Q3 FY15, one that enables us to provide solid levels of profitability in any environment. We built on this in Q1 FY16 by announcing a new leadership structure organized around four global lines of business. With the aim to seamlessly serve the needs of our client base around the world, these lines of business are Petroleum & Chemicals, Buildings & Infrastructure, Aerospace & Technology, and Industrial which includes a global focus on markets such as mining and minerals and life sciences.

In addition, we created new Sales and Project Delivery Centers of Excellence to strengthen our capabilities and performance and to further our legacy with our culture of operational excellence. Most importantly, we believe our new global structure is better aligned to our increasingly global client base. It will help us achieve increased efficiency and, with appropriate operational discipline, act as the foundation for a strong return to growth.

Our core values and business model remain unchanged. We remain committed to strong customer relationships, while acknowledging we need to add greater value for our clients. Our average client survey score for the year was solid at more than 92 percent and we realized more than 95 percent repeat business. In FY15 we generated some \$9.6 billion in client savings through our JacobsValue+™ program, and reduced our clients' carbon footprint by approximately 21.1 million metric tons of CO₂. We expect to improve on these results in FY16 and beyond, as we strive to consistently deliver advocacy, quality, value, and innovation.

⁽ⁱ⁾ A reconciliation of certain elements of the Company's results of operations excluding the 2015 Restructuring to its U.S. GAAP results of operations can be found on page 104.

As we work through these changes, we will focus on our commitment to delivering shareholder value. We are executing against our second share repurchase program, announced in August 2015, to buy back up to \$500 million of Jacobs' common stock over three years. This program reflects our continuing confidence in our short-term prospects and our long-term growth opportunities, which we expect to be enhanced even further by our recent reorganization. We have also initiated a strategic review which will focus on profitably growing Jacobs and will include a capital allocation plan to further enhance shareholder value.

I am excited about the future of this company. With the passion, dedication, experience, and knowledge of our talented employees, we're working together to remove any organizational limitations and unleash our full potential. Our shared goal is to become a company that consistently sets new benchmarks as a service provider and enjoys a reputation as one of the truly great companies in the world. We have an enviable foundation to build on and we're ready to embrace the challenge to go further, to be bolder, more courageous, to innovate, inspire, and delight. As such we look forward to FY16 and beyond with renewed vigor.

Once again I'd like thank all our employees, clients, shareholders, and board members for their continued support and commitment as we move into a new era for Jacobs.



Steven J. Demetriou

President & Chief Executive Officer



Chairman's Message: A Year of Change



Craig Martin, our President and CEO for over eight years, retired for health reasons effective

December 26, 2014. The Board of Directors, consistent with its succession planning process, immediately commissioned a

search for a new President and CEO, considering both inside and outside candidates. The Board asked me to serve as Executive Chairman, fulfilling the role of CEO until a new President and CEO was identified.

As I assumed the role of interim CEO, the company was experiencing a major drop in prices of natural gas, oil, copper, and other base metals, which impacted our business as well as many of our clients. These market dynamics resulted in several project cancellations and delays, most of which occurred in the first half of the year.

In response to the market headwinds, the Jacobs management team immediately initiated a robust cost saving program that resulted in the company announcing formal restructuring efforts about the middle of the year. The initiative focused on becoming more cost efficient by simplifying and aligning our cost structure, insuring that the organization would be able to deliver the levels of profitability to our shareholders despite volatile market conditions. The costs reductions realized in 2015 allowed the company to deliver a stable level of earnings over the course of the year, and positioned the company well to further realize the benefits in 2016 and beyond.

From a governance perspective we also strengthened our leadership this year by electing Dawne Hickton, former Vice Chair, President and Chief Executive Officer, RTI International Metals, to a Board position in late May. Dawne brings to Jacobs a wealth of proven business leadership, having served as a senior officer in a publically traded company for nearly two decades.

After a rigorous selection process, we announced Steve Demetriou would be the new President and CEO effective August 17, 2015. Steve brings global business leadership experience including 14 years as a Chief Executive Officer to Jacobs. He is well known for his passionate hands-on leadership style, his strong customer relationships, and his focus on people. We are delighted to have Steve in the CEO chair and he is off to a strong start.

As we look forward to 2016 and beyond, I feel the company is in great shape. We have a great leadership team led by Steve and we have completed most of the restructuring efforts to achieve a cost position that will enable us to prosper, regardless of market conditions. I remain extremely enthusiastic about Jacobs and its future.

During the course of the year, one of our major shareholders asked me, what was the most important thing I had learned during the CEO search? I replied that the continued strength of our Jacobs brand was impressive, resulting in a list of very talented people seeking the top job.

On behalf of the Jacobs Board I thank you for your support.

A handwritten signature in dark ink, reading "Noel G. Watson". The signature is fluid and cursive.

Noel G. Watson
Chairman of the Board

Client Features



NASA
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**REGIONAL
TRANSPORTATION DISTRICT**
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**HONG KONG HOUSING
AUTHORITY**
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REGIONAL RAIL LINK
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HUNTSMAN PIGMENTS
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ELENGY
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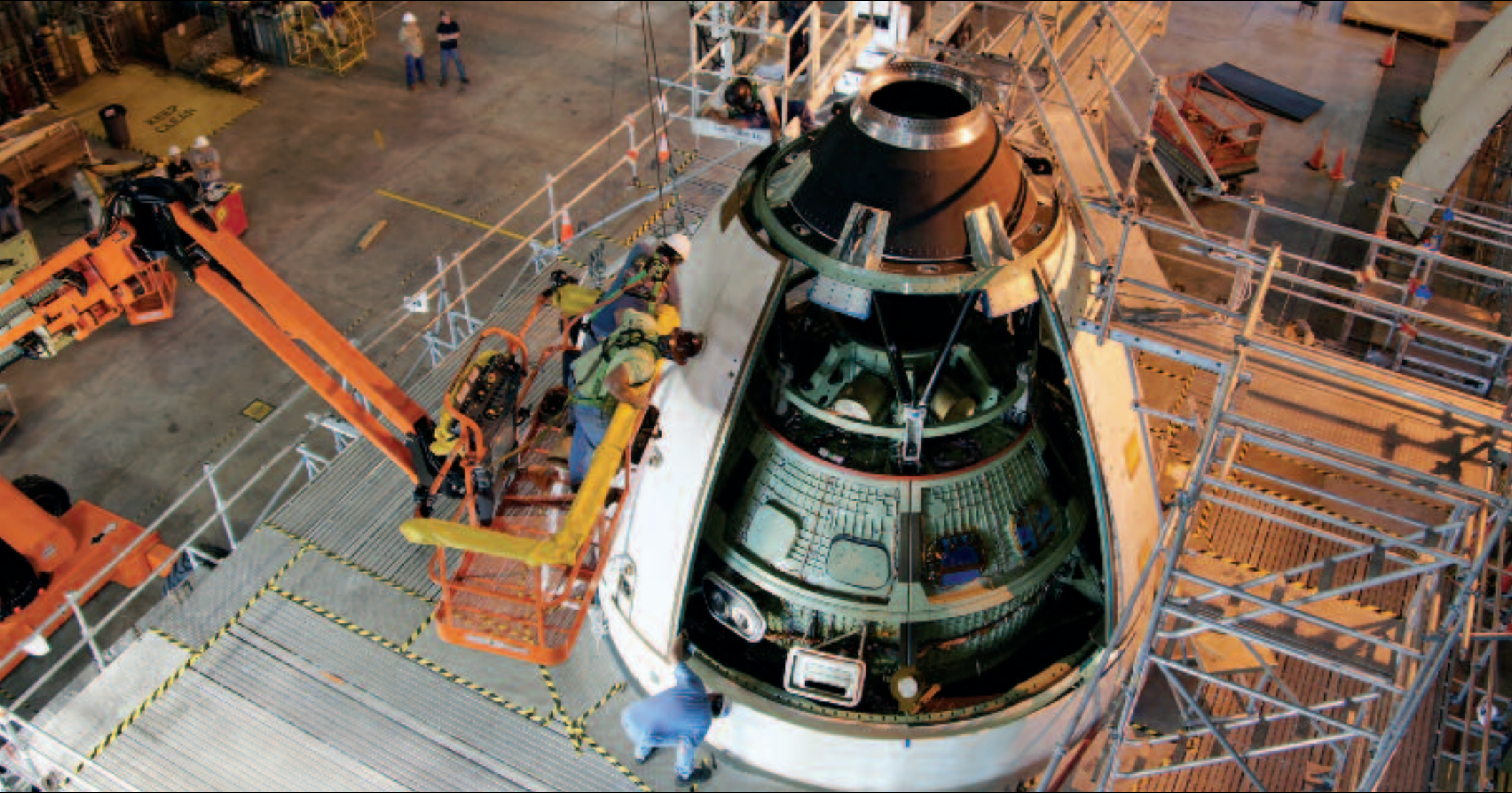
“Our relationship-based model means having a laser focus on our clients’ needs and expectations. Ensuring our value propositions are relevant to our clients is paramount, meaning that we are not selling our clients something they do not need or want.”

Josh

*Jacobs, Manager,
Supply Chain Management*



All Systems Go



NASA's Orion space capsule makes successful maiden voyage

“Jacobs’ contract at Kennedy Space Center is the last stop prior to launch for NASA’s mission to Mars. With our ability to leverage global expertise through reachback, we are able to support programs like Ground Systems Development & Operations (GSDO), International Space Station (ISS), Space Launch System (SLS), Orion, and Launch Services Program (LSP).”

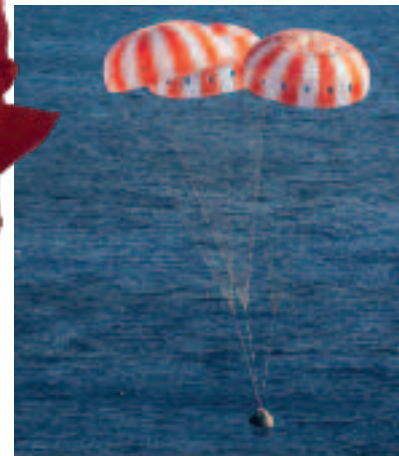
Lorna
Jacobs,
Vice President & Deputy
General Manager, Jacobs
Test & Operations Support
Contract



NASA's next-generation manned space capsule, dubbed Orion, made its maiden test voyage in December 2014. Eight years of planning and meticulous behind-the-scenes work resulted in mission operations success, with 85 of 87 test objectives accomplished with flying colors.

Jacobs provided end-to-end support to the large NASA customer team through its multiple ongoing contracts at locations such as NASA Johnson Space Center (JSC), NASA Michoud Assembly Facility (MAF), and NASA Kennedy Space Center (KSC). Among the dozens of Orion systems we touched, our support was integral to mission success; from the first steps in manufacturing, to the last stop before launch at KSC, to Pacific Ocean recovery, and the transportation of Orion home. Some of the most critical support areas included the following:

- *Manufacturing Support:* Provided extensive metallography and mechanical test support at MAF and resolved several “show stopping” weld problems.
- *Thermal Protection System:* Performed TPS production at KSC, including fabrication of the tiles used to protect the vehicle during the intense heat of atmospheric re-entry.



- *Launch Abort System:* Provided support to the integration of this system with the Orion vehicle at KSC.
- *Underway Recovery Test Support:* Personnel from KSC participated in multiple test runs at sea to ensure the capsule could be safely recovered from the Pacific.
- *Capsule Parachute Assembly System:* Provided support from JSC with video captured throughout the life of the mission, performance of thermal heating analysis, hatch-release modeling, and avionics power and wiring.
- *Transportation Logistics Support:* Personnel from KSC successfully transported Orion across the country back to KSC.

Eleven Jacobs' NASA contract operations teams provided extremely crucial and highly visible support to this Orion mission.

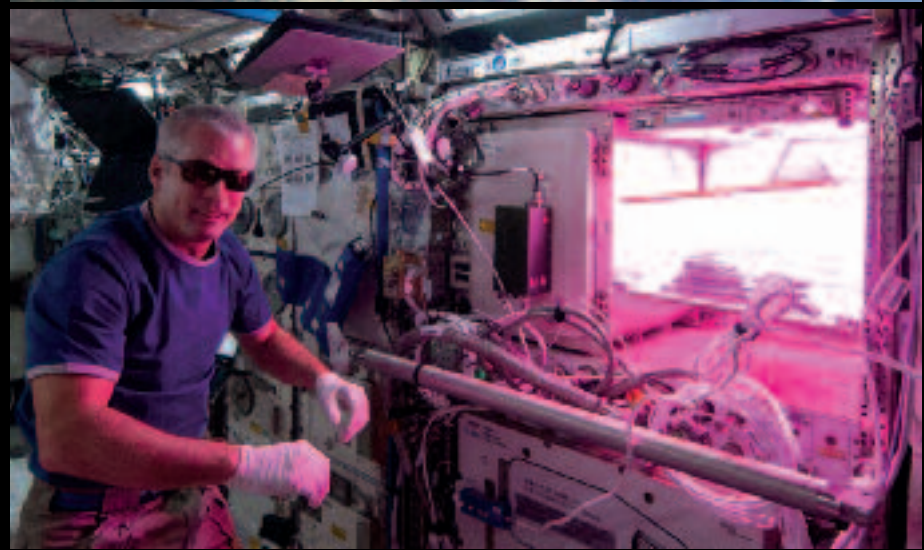
New Frontiers

The Orion crew capsule flew its first test in space with clocklike precision. Two unmanned orbits took it deeper into space than any human spacecraft has gone since Apollo 17. Following a bull's-eye splashdown in the Pacific Ocean, the 19,000-pound capsule was allowed some time for its heat shield to cool from the 4,000°F heat of reentry. Navy divers then recovered the capsule using the flooded well deck of the USS Anchorage.

Data collected and recorded from some 1,200 sensors will help NASA prepare for the next Orion flight, a second unmanned mission that will take an improved Orion module around the moon as early as 2018. Long-term NASA plans with the Orion capsule include an eventual manned mission to Mars.

Hot Technology

Flight simulation ground testing is fundamental to preparing for safe human spaceflight; Jacobs contributed by running two primary heat shield materials through high-shear conditions.





The test data were an important part of the heat shield selection process. Because the reentry trajectories of missions returning from the moon and Mars are higher, aerodynamic capsule heating is greater, requiring the development and testing of new materials.

New technologies developed by Jacobs' engineers to support these programs include temperature-sensitive paint for thermal imaging, precision-machined micro-roughness, and high-frequency temperature and pressure sensors.

Mission Precision

Capsule recovery is a demanding operation that requires precision and careful timing to ensure all data and test materials are returned for analysis in the best possible condition. When manned flights begin, the safety of human life is paramount.

Jacobs provided test engineering and operations support for Orion's ocean recovery and helped prepare a test module so that Orion's landing and recovery team could practice retrieving the module, both in the Atlantic and the Pacific. We were also instrumental in coordinating the logistics of transporting the capsule home along a planned cross-country route that commenced at Naval Base San Diego, Calif., USA and concluded at Kennedy Space Center, Fla., USA.

Jacobs has a long history of supporting NASA, beginning with the Mercury Program in the early 1960s, and looks forward to many more decades of helping continue and improve mankind's exploration of outer space, the final frontier. ■

A New Mix



“We helped Bristol-Myers Squibb with their vision for adaptive reuse. The resulting product development laboratories support Bristol-Myers Squibb’s sustainability goals and inspire creativity and collaboration among scientists.”

Brian
Jacobs, Project Architect



Bristol-Myers Squibb transforms decommissioned facility into creative lab

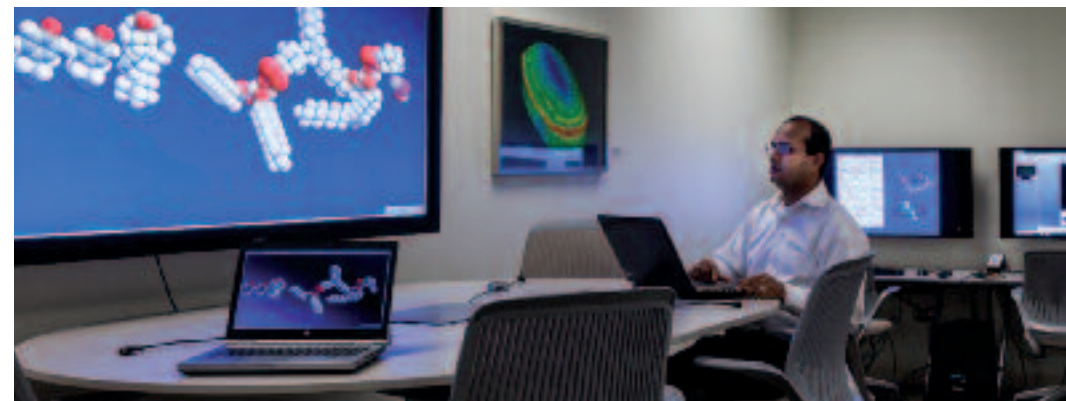
When laboratory scientists get creative ideas, they need space where they can experiment, visualize, and test their ideas. Flexible space. With all the equipment and instruments they require at their fingertips. And they need to be able to bring in colleagues to confer, brainstorm, and collaborate.

Bristol-Myers Squibb is a leading biopharmaceutical company that is investing in the development of innovative medicines to help patients with serious diseases. They know the value of good science and breakthrough ideas. In a decommissioned 40-year-old manufacturing facility on its New Brunswick, N.J. USA campus, Bristol-Myers Squibb wanted a new center of excellence.

The challenge given Jacobs? Use as much of the existing manufacturing building as possible to create a space perfectly suited to the always-changing needs of pharmaceutical scientists.

New Purpose

Jacobs’ planning and design team first focused on the creative use of “found” conditions, features of the existing facility that could be coaxed to resonate with the building’s new purpose. The team did not advocate dramatic or eccentric features, but rather pursued facility integration according to a new paradigm for the smaller, more varied, and more open settings needed by modern scientists.



“The Laboratory was designed to promote seamless collaboration and communication during the development of new drug products. The large, shared laboratories flanked by the open office area have enabled a best-in-company efficiency in terms of space and instrument utilization. Most importantly, the co-location of scientists, engineers, and analysts has significantly improved speed-to-patient in the development of new medicines.”

Bob Jerzewski

*Bristol-Myers Squibb Pharmaceutical Development
Director, Lab & Process Operations*

For example, relocating the existing freight elevators would have been both disruptive and difficult. Instead, the elevator in one shaft was turned ninety degrees to provide service access to a new receiving area on the second floor. The feel and functionality was thus completely changed, with only a slight revision to the existing assets.

Adding abundant daylight, an important tenet of interior environmental quality standards, at first glance seemed impossible. The existing box of a structure was surrounded by buildings that blocked direct light at many times of day. But the west wall, formerly dedicated to tall exhaust louvers, was converted into tall windows that admit controlled daylight that diffuses through the new open office area below. Again, a slight variation of existing conditions entirely changed the feel and functionality of the renovated space.

Creativity at Work

The physical transformation of the structure was just the beginning. Bristol-Myers Squibb had an idea: development of a space to inspire more creative thinking by its most productive laboratory scientists. Jacobs helped hone and execute that vision.





As such, the new space became a catalyst for a cultural transformation. Especially for young, creative knowledge workers, stimulating and even playful work environments are proven to attract, retain, and encourage the best talent. Thus Jacobs' task was to create a scientific work environment that captivates and inspires multiple generations of pharmaceutical development scientists.

The best options for kicking off a cultural transformation are often astonishingly simple. In this case: Knock out a floor to create a large open shape with nearly 20 feet of vertical height. Remove everything that isn't frequently needed by scientists, and organize what remains into an internal landscape of islands that can be used in many different ways.

Results include an array of amenities that strengthen random, liquid, quasi-social interactions crucial to a culture of collaboration:

- Conference rooms and casual furniture arrangements support all types of gatherings from informal conversations to scheduled meetings.
- A gallery leads to a canteen where tables and chairs are grouped for lunch, breaks, and impromptu get-togethers.
- Four general laboratories and two specialty labs are large, shared, and flexible, with more than 1,700-square-feet each, including work rooms with portable equipment that can be reconfigured as needs change.

The high and open space creates a sense of unity in a new department that used to be spread over four buildings. Now they have a place in which to become their own small scientific community.

Primed to Breakthrough

The entire facility is an example of growing a community that attracts, feeds, and nurtures creative laboratory workers. At the new Bristol-Myers Squibb Product Development Laboratory, the future of medical breakthroughs is emerging today. ■

On the Fast Track



Denver's Regional Transportation District takes on historic transit expansion

“The Jacobs team is proud to be a part of FasTracks and to be a partner to RTD. To be part of RTD's success in building more than \$6 billion of transit on time and within budget, benefiting the communities we all live in and changing the way people move around the region is exciting and truly rewarding for every one of us.”

Brian
Jacobs,
Executive Project Manager



A little more than 10 years ago the Denver metro area in Colorado, USA, faced a challenging realization: traffic congestion was worsening, air quality was deteriorating, and the transit preferred population was booming. The solution? A comprehensive transit expansion plan developed by Denver's Regional Transportation District (RTD).

In 2004, a public ballot authorized RTD to spend billions expanding the transit network in and around Denver in a program known as FasTracks. The FasTracks program includes 122 miles of new rail transit, 18 miles of bus rapid transit, more than 21,000 new parking spaces, and redevelopment of the historic Denver Union Station. Since 2005, Jacobs has provided half of the fully integrated team working on RTD's \$7 billion FasTracks program, one of the largest transit expansion projects undertaken in the United States.



The global financial crisis of 2007 affected RTD, as it did most organizations, and a perfect storm of falling sales tax revenues and rising prices put full development of the FasTracks program at risk. To help reduce RTD's costs, Jacobs developed and executed the first transit public-private partnership (P3) in the country — a landmark concept for a transit agency.

Transit Landmark

The P3 contract successfully combined three rail corridors, a maintenance facility, and rolling stock into a single design-build-finance-operate-maintain concession, with our staff serving in senior positions, including the role of RTD's project director. The partnership resulted in costs 15 percent lower than originally anticipated by RTD. This was recognized by RTD as part of the JacobsValue+™ process, which ferrets out client savings and efficiencies on all major Jacobs projects.

RTD relies on Jacobs for program planning and development, project and construction management oversight, detailed cost estimates, scheduling, oversight of preliminary and final design, procurement, start-up planning, permitting support, and advice on financing alternatives. We also directly managed delivery of several corridor projects and led meetings with stakeholders including the Metro Mayors Caucus, a body of more than 30 jurisdictional mayors.

Groundbreaking Partnerships

Mass transit programs are largely dependent on proving they deserve public funding. The Jacobs staff is a key element in this process, helping secure nearly \$2 billion in federal grants and loans for RTD. We've become a trusted partner that RTD relies on to oversee environmental analyses and coordinate with the Federal Transit Administration (FTA), Federal Railroad Administration (FRA), and the Colorado Public Utilities Commission (CPUC).





The JacobsValue+™ process has accumulated more than \$350 million in savings on the FasTracks program. What can a regional transit authority do with an unexpected \$350 million? Plenty. In combination with a system for encouraging and evaluating unsolicited low-cost proposals, RTD added two rail corridors.

While Jacobs is not responsible for contractor safety, we have gently insinuated our safety culture and requirements into RTD's projects, leading to well below average accidents over the span of the program, earning appreciation and recognition from all major contractor organizations.

We have also adopted and promoted programs originated by RTD such as the Workforce Initiative Now (WIN) a workforce development program designed to assist qualified but underprivileged workers in the community by developing careers on projects near their locations. Nearly 100 jobs have been filled through this initiative, with an average starting wage of \$16.56 per hour. The program has been recognized by the FTA as a groundbreaking model for all similar federally funded projects.

RTD's Disadvantaged Business Enterprise (DBE) programΔ has been fully embraced, and we've topped the project's original goal by more than 100 percent, as well as assisting with growth and development of more than 20 small businesses.

Forward Thinking

With assistance from Jacobs, the first FasTracks light-rail corridor opened in April 2013, eight months ahead of schedule and within budget. Union Station has been transformed, helping revitalize lower downtown Denver. The year 2016 will be a landmark year with four rail and one bus rapid transit line opening, creating a public transit network any city would be proud to have. ■



“When the FasTracks program was approved in 2004, we hired Jacobs to come in, bring in the technical expertise, the managerial expertise, and the leadership to be an extension of our staff to be able to make this program successful. It’s incredible, it’s really seamless. At the FasTracks office, I don’t know who is a Jacobs employee and who is RTD. It’s really quite a special relationship that we have, and it’s been very successful.”

David A. Genova

*Regional Transportation District (RTD),
Interim General Manager and CEO*



Showcase Structure



Images VIB Architecture and Stéphane Chalmeau

Semapa emphasizes quality of concrete with new cement plant

“A strong relationship between our customer, the architect, Jacobs, and the contractors was key to ensuring final project success. Raising the collective organizational capabilities allowed us to meet the target and to connect the issues of quality, tight schedule, and engagement while reducing financial costs.”

Didier

Jacobs, Project Manager



When you think “concrete plant,” do you also think “architectural beauty”? The new Ciments Calcia cement plant in a revitalized industrial neighborhood of Paris, France, could make people begin to link those two concepts. When urban developer Semapa began planning a district of quality high-rise buildings, a major challenge was to find a way to incorporate essential city development services, such as concrete supply and distribution, into the new landscape. Ciments Calcia, one of the major cement distributors in Paris, decided to erect a showcase structure that emphasizes the qualities of concrete as a building material.

The result is an eye-catching structure with a profile that not only blends into the new development, but enhances it as well.



Essential Timing

When Semapa awarded the engineering, procurement, and construction management contract to Jacobs, scheduling and coordinating with stakeholders within a tightly constrained environment pushed the limits of working with concrete as a building material.

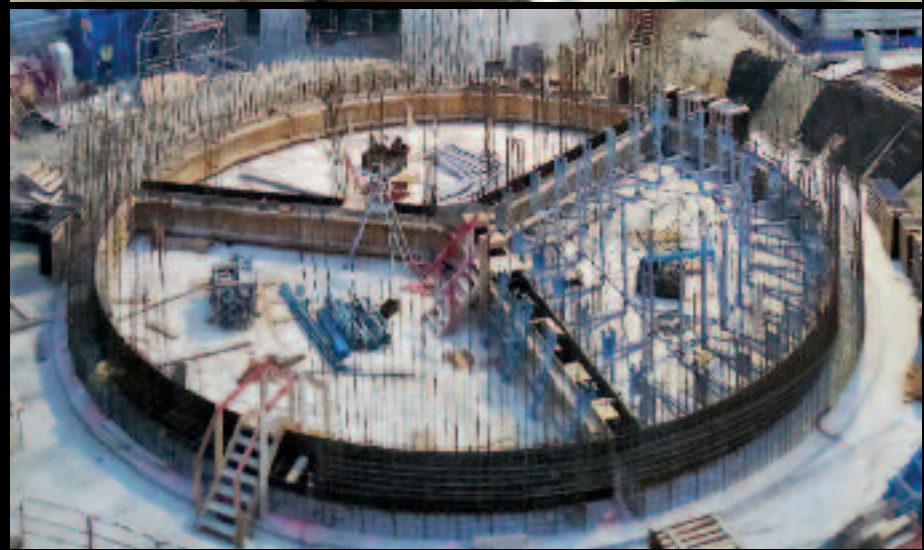
The Boulevard Périphérique, Paris' ring road, one of the busiest highways in Europe, overlooks nearly half the site from a height of 10 meters and significantly restrains the use of cranes, and easements belonging to the French Rail Network (Réseau ferré de France) cross the location with underground electric cables charged with 63 kilovolts. A polluted retention pond made matters worse.

A firm deadline had to be met to precede the launch of construction of the surrounding high-rise buildings, which would require a great deal of concrete provided by the new Ciments Calcia plant. No drift in the schedule could be tolerated. The moment Jacobs signed the contract, a race against time began.

Key Communication

As with all tightly orchestrated schedules, communication within the team of contractors, with surrounding property stakeholders, and with two clients (the developer, Semapa, and Ciments Calcia, the concrete plant owner) was the critical pathway to success. Jacobs facilitated early consultation between the client's architect VIB Architecture and contractors to comply with all technical, regulatory, and scheduling requirements.

Early in the project, we decided to use prefabricated concrete components and slip formworks to minimize the risk of joint cracking, eliminate the use of cranes above the ring road,





improve control during construction, and optimize construction time. The components were built in a few days, piece by piece, in the supplier's plant sheltered from the weather, and then assembled on site in a few hours.

Streamlined Success

In only three weeks, during wet and stormy weather, we and our contractors constructed two silos 37 meters high with a storage capacity of 11,000 cubic meters. The plant can fill two trucks simultaneously with 27 tons of cement per truck in 10 minutes. The project includes an office, a mechanical testing laboratory, technical rooms, a 165-meter dock with an unloading capacity of 1,400 tons per shift, a piping line for compressed air, and cement transportation to the top of the silos.

The project was completed four months ahead of contractual deadline, and well within the client's budget.

Jacobs looks forward to more work with challenging and architecturally appealing concrete structures for these and other clients in Europe and the rest of the world. ■

For the People



“We are most pleased to have worked with the Hong Kong Housing Authority for over 35 years. We have developed a collaborative and partnering spirit with the Authority, providing robust engineering services, innovative ideas, and added value. We look forward to continuing this relationship, and expanding our involvement with the Authority to provide modern public housing facilities for the people of Hong Kong.”

Albert
Jacobs, Director of Operations



Hong Kong Housing Authority provides shelter for growing population

With the fourth-highest population density in the world, Hong Kong has long strived to provide housing that retains dignity of life and makes best use of limited available living space. Jacobs has provided housing development, maintenance and improvement works, and factory inspection services to various residential developments for more than 35 years. Our reputation for quality structural engineering has grown along with our experience in working with the Hong Kong Housing Authority (HKHA), ensuring a continued long relationship.

In the early 1950s, the government began providing shelters for masses of immigrants from the mainland, and by 1957, the first high-rise public housing complex was completed. Dozens of such structures were erected in the following decades but adequate housing supply remains a concern in Hong Kong today.



In response, the Hong Kong government continues to focus on new housing and refurbishing existing space. About a third of Hong Kong residents now live in 740,000 units of 169 facilities built by the HKHA, and plans are in place to produce about 200,000 public rental housing units and 90,000 subsidized sale flats in the ten-year period from 2015-16 to 2024-25 under the Government's Long Term Housing Strategy, announced in December 2014.

Quality Living

Of utmost importance to HKHA is the ability to deliver quality design and services, provide high-value engineering solutions, and complete projects on schedule and within budget. We've been doing that for nearly four decades. In addition, we provide technical advice as needed, both locally and from our worldwide offices. We have a deep well of experience for any and all contingencies the HKHA may need.

The new construction of a large number of units is an enormous task undertaken by HKHA, with Jacobs providing support including:

- Professional materials-testing services,
- Expert witness services,
- Engineering services for public rental housing and home ownership development projects,
- Factory-inspection for precast structural elements, and
- Technical consultants, including structural and civil engineers.

Secure Environment

In addition to the construction of new facilities, HKHA is responsible for managing, monitoring, maintaining, repairing, and strengthening existing buildings. This encompasses other building-related services and facilities, such as lifts, escalators, walkways, bridges, and canopies.





Jacobs' key services include

- Regional maintenance consultancy services (investigation, repair, and maintenance) for existing public housing blocks,
- Improvement to pedestrian access in existing housing estates,
- Geotechnical consultancy,
- Structural, civil, and geotechnical engineers seconded on site as needed, and
- Historical building conservation.

Our long track record of high performance with the HKHA culminates in major project work since the year 2000 that includes the Shui Chuen O Estate public rental housing project, a new community for 30,000 people with 18 high-rise residential blocks of between 25 and 30 stories. We also play a major role in the home ownership project at Sheung Lok Street, which includes three residential blocks with 26 and 27 levels. We have recently also completed the Lower Ngau Tau Kok Estate Redevelopment which consists of five buildings, all over 40 stories tall, housing more than 10,000 people.

Forward Looking

Jacobs looks forward to providing the Hong Kong Housing Authority with quality engineering advice and consultation, and to helping provide high-quality and efficient housing for the residents of Hong Kong, for many years to come. ■

Going the Distance



Regional Rail Link embarks on multibillion dollar sustainable urban infrastructure project

“The largest rail infrastructure project in 100 years challenged all involved: design teams, contractors, rail operators, and government and local councils. The alliance delivered an exceptional project ahead of time and below budget that will grow local communities and provide a legacy for the state. Regional Rail is now considered the benchmark project for all new rail projects in Victoria, Australia.”

Gavin

Jacobs, Project Manager/Design Manager for Stations and Buildings



One of the largest urban infrastructure projects ever undertaken in Victoria, Australia, is the 3.65 billion AUD Regional Rail Link (RRL) project delivered through a combination of alliance contracts and design and construct contracts. Jacobs and WSP | Parsons Brinckerhoff worked in an Alliance with the Regional Rail Link Authority, Metro Trains Melbourne (MTM), V/Line, Thiess, and Balfour Beatty to deliver a key section from Footscray to Deer Park, which also included four rebuilt or refurbished rail stations.

The project was awarded the first 4 Star Green Star certification for rail stations by the Green Building Council of Australia (GBCA).

Urban Renewal

The project was a complex brownfield rail duplication project within a constrained footprint, a live rail operating environment, in close proximity to residents and businesses. The RRL Footscray–Deer Park package of works included track, overhead power, a new traction substation, re-signaling, major bridge expansion works, two level crossing removals, 15 significant retaining walls, 7.5 kilometers of noise walls, new bus interchange, extension and improvement of three stations, and one new station.



The project's goal was to transform the stations in the corridor into modern transport interchanges and catalysts for urban renewal, regeneration, and sustainability for the local community — without significant disruptions to the community and the existing rail schedules.

What it got was an environmental and sustainable economic powerhouse. Before construction, planners estimated 1 billion AUD annually would be injected into the local businesses and households. In 2013, the project contributed 1.4 billion AUD to the Victorian economy. The project provided employment for more than 6,000 people, including 3,500 direct and 2,700 indirect jobs.

Arriving in Style

A long list of environmentally sustainable requirements were met and exceeded on this project, including:

- Extensive natural light reduces use of electricity; solar systems offset car park lighting and provide hot water
- Energy-efficient LED lighting in the majority of station environments
- Sensors that automatically switch off or reduce use of lighting and air-conditioning systems when they are not required
- Multiple metering monitors energy and water consumption
- Water-sensitive taps, urinals, and toilets reduce demands on potable water and are linked to a rainwater-harvesting system
- Water-sensitive urban design incorporates native plant species

The new West Footscray railway station alone, for example, produces 40 percent less greenhouse gas emissions than a standard station design and consumes 60 percent less water. The extra passenger capacity created by the overall project will save around 14,000 metric tons of greenhouse emissions per year.





Going for Green Star

Jacobs played a leading role in helping Victoria's RRL project achieve Green Star certification last year. Working closely with the GBCA, Jacobs designed a new rating tool to independently assess and benchmark the sustainability of the new railway stations on the Footscray–Deer Park section of RRL. The tool monitored the implementation of all sustainability requirements from design through construction to completion.

In addition to the development of the Green Star rating tool, Jacobs played an important role in overseeing the application of sustainable design practices throughout the RRL Footscray–Deer Park project and advising on compliance with the RRL's Sustainability Policy. Key achievements included innovations for reusing and recycling waste and a 20 percent reduction in energy and carbon.

The Green Star certification is one of a long list of achievements for RRL, which also received the Victorian Premier's Sustainability Award for 2014. The project, delivered 900 AUD 0million under budget and 12 months early, now sets an industry benchmark demonstrating how sustainability practices can be embedded into large infrastructure projects from inception without exceeding budgetary constraints.

Urban Benchmark

Jointly funded by the Victorian State and Australian Commonwealth governments, RRL has increased the capacity on the Geelong, Bendigo, and Ballarat lines as well as on Metropolitan services from Werribee, Sunbury, and Craigieburn — all of which are key growth areas to the west and north of Melbourne. This project will encourage high-density redevelopment in an industrial rail area constructed in the 1920s.

Jacobs looks forward to an enduring relationship with Victoria's public transport industry as it continues to set environmental and economic development standards for Australia and the world. ■

Full Spectrum



Images Daniele Domenicali Photographer

“I am proud of having been part of such a great team. The joint efforts, the continuous collaboration, the sharing of good things and, more important, the sharing of challenging times resulted in receiving Jacobs’ Performance Excellence Award. Thanks to each and every team member who contributed to the project success.”

Federico
*Jacobs,
Project Manager*



Huntsman Pigments blends safety and efficiency in new plant

The new \$43 million Huntsman Pigments’ iron sulfate plant in Scarlino, Italy, is a study in the reduction of both accidents, and waste — both of which add to a better bottom line. A new manufacturing process allows the use of a wider range of feedstock to produce pigments, greatly reduces waste gypsum, and spent acid is converted into useful iron sulfate products. That spells efficiency to Huntsman, which produces pigments and additives that add performance and color to thousands of everyday items from paints, inks, plastics, and concrete to cosmetics, pharmaceuticals, and food.

Under the engineering and design, procurement assistance, construction management, and project management services of Jacobs, the open-minded safety cultures of both Jacobs and Huntsman coalesced to deliver a complex completed project with more than a quarter-million-hours worked without a single safety incident, benefitting one another and the collective bottom line.

That, too, spells efficiency to Huntsman.



Colors of Safety

Safety Cross: Full alignment in the culture of managing safety by Jacobs and Huntsman allowed smooth and safe project execution. Safety was managed with a structured but lean system, always keeping in consideration the most practical aspect to be applied for each situation.

A significant tool is the Safety Cross. All personnel onsite are involved in a 10-minute daily meeting to discuss and analyze activity of the day before. Each foreman shares their positive ideas about how to improve safety performance in an open discussion. A color-coded display board at the construction site entrance shows the results of the group analysis in the shape of a cross.

A “Green Day” means there has been an improvement of work methods and good housekeeping. A “Blue Day” means ordinary activities, no incidents and minimum targets achievement, while a “Red Day” indicates that an incident has occurred. The pursuit of a “Green Day” by the entire staff creates a good team-building spirit that helps ensure safe behaviors

60 Second-Check: A new Huntsman tool called 60 second-check asks each worker to mentally consider all safety aspects by asking them to answer three simple questions in writing prior to starting a task: “Which are potential risks?” “What could happen to me?” “How can I prevent this?”

After a quick but careful analysis of both the task to be performed and the environment in which it will be performed (including interferences with other jobs), the worker can evaluate if and how the job can be performed in a safe manner.

A booklet of 60 second-check forms is provided to every worker, and filled-in forms are collected and used to review and update safety practices.





When this tool was introduced, the project team had doubts: more tools seemed a potential waste of time. But after 10 months, the team, guests, auditors, and managers are impressed and convinced of their efficacy.

Pure Efficiency

Not only has safety been assured for the entire project team, which improves quality of life by avoiding unnecessary injuries and downtime, the financial health of Huntsman has improved.

Jacobs looks forward to continuing to work safely and efficiently with Huntsman on many future projects. ■



Huntsman Pigments is the primary manufacturer and processor of liquid, powder, and granulated forms of iron oxide color pigments. Huntsman supplies a wide range of natural and synthetic inorganic pigments and automated pigment handling systems used by manufacturer of coatings and colorants, concrete products, plastics, rubber, paper, vinyl, cosmetics, pet food, ink, toner, and other industrial uses.





Swift & Sure



“Together we are stronger and smarter. A complex, multi-disciplinary project cannot succeed without genuine teamwork. We worked hand in hand with our client to perform construction without any terminal shutdown. Adaptability to site constraints and close cooperation with our site management team ensured success.”

Michèle
Jacobs, Manager of
Engineering



Elengy renovates LNG terminal ahead of schedule

For any fossil-energy terminal, shutdowns and revamps are costly affairs, primarily in reduced throughput of product — and therefore reduced profits. When the inevitable refurbish and maintenance programs must occur, time and efficiency are of the greatest essence.

Elengy, a subsidiary of ENGIE Group, which has been operating liquefied natural gas (LNG) facilities in France for 50 years, needed to renovate its aging LNG terminal in Montoir-de-Bretagne near the mouth of the River Loire. It gave the job to a team of Jacobs engineers and planners with a challenge to radically reduce turnaround time.

Focused Planning

The LNG vaporizers — 35-ton steel heat exchangers that use heat from the River Loire to revaporize LNG before emission to the gas network — needed to be revamped due to extreme corrosion. The tubes in which the LNG circulates are arranged in vertical panels that required a temporary steel superstructure to hold them in place during dismantling of the corroded steel.



© Copyrights Yann Werdefroy/Engie

By holding interactive planning sessions with all vendors and stakeholders to address the details of staging and timing, and painstakingly mapping out Europe's first field labor analysis of the project, downtime was reduced from an originally estimated 16 weeks to 12 weeks.

Safety Delivered

A guiding principle for both Elengy and Jacobs is the safety and well-being of employees, vendors, neighbors, and customers. Accidents cause unnecessary human suffering, reduce morale, and put a drag on operational efficiency. Attention to the detail required to prevent accidents can also slow projects, but in this case, the opposite happened.

In nearly a quarter-million hours worked by Jacobs and all subcontractors and vendors, not a single safety incident was recorded, which accrued to a faster-than-expected completion.

How is this possible? Communication to all stakeholders that included an annual safety charter signed by all parties, monthly safety challenges, and an ongoing series of posters and newsletters instilled and enforced a culture of caring that helped prevent accidents and lost-time incidents.

Reliable Efficiency

In this day and age, efficiency and sustainability go hand in hand. The reuse and recycling of all paper, plastics, aluminum, wood, steel, and iron reduced disposal costs while generating modest income and local goodwill. Over a two-year period on this project, more than 120 tons of iron was recycled, corresponding to a reduction of more than 17 tons of greenhouse gas equivalents.

But that's just the tip of the sustainable-efficiency iceberg. Without requiring a single moment of shutdown time, Jacobs and our subcontractors changed out more than 100 pieces of equipment in the electrical substations, which reduces overall electrical usage and improves the reliability of the terminal.





“The ambitious five year TMM revamping program is a success, thanks to the efforts of the Jacobs and Elengy team. Working together guided by common safety objectives and values, the team executed the revamping of all terminal facilities while maintaining gas emissions to the gas network.”

Jean-Michel Maillet

Elengy

Terminal Head Manager

In particular, a new control system for the terminal's electrical network allows onsite and remote real-time control of the operations. The risk of unexpected downtime has plummeted.

Consistent Results

Working with vendors and subcontractors is an enduring challenge when it comes to ensuring important scheduling milestones are met.

Jacobs proposed and incorporated a sliding notification system that rewards subcontractors and vendors on a variable scale based on increasingly tight timeframe commitments as deadlines approach. Elengy credits this as being a significant factor for reducing downtime.

Jacobs welcomes the opportunity to continue to provide creative solutions to the challenges Elengy faces in becoming a logistics hub for Liquefied Natural Gas in Europe. ■



“ Ultimately a project is a series of decisions based on input from many sources. Our role is to make suggestions to our client so that they can make informed decisions based on trust. Our relationship-based philosophy builds that trust. ”

Bob

Jacobs, Healthcare Program Manager

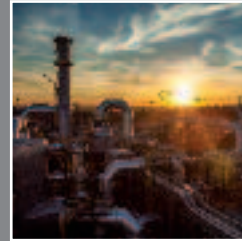
Market Profiles



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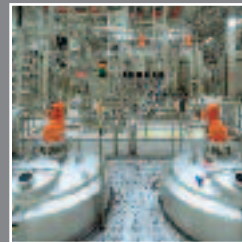
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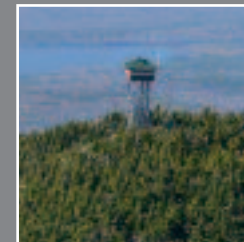
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Pharmaceuticals & Biotechnology



Novartis Pharma

Presto (Prospective Remodeling of Sterile Operations) Project

Project management and design (basic and detailed design); Support to:
procurement, construction management, and validation

Stein, Switzerland

Image Daniele Domenicali Photographer

Global prescription drugs create healthy outlook

In the pharmaceutical and biotechnology market, our clients are experiencing one of the most robust product pipelines in years. The European market is moving at a faster pace overall, with demand for increased manufacturing capacity at new and existing facilities driving significant investments. China and Southeast Asia continue to be areas of significant expansion, with multiple consumer health opportunities developing as middle class customers continue to emerge through regional economic development.

Global prescription drug sales are expected to grow at a rate of 5 percent a year on average through 2019, passing the \$1 trillion milestone. In this environment, we expect ongoing opportunities to assist clients with portfolio and asset optimization. Market consolidation activities are running at elevated levels. The U.S. Food and Drug Administration approved 50 new drugs in 2014 compared to 35 in 2013.

Drug manufacturers with protected intellectual property are innovating in and moving toward biologics. A decade ago, specialty biologics in the top 20 products amounted to 18 percent of sales. In 2014, they have grown to a third of the market.

We are the largest provider of design services to the biopharmaceutical industry, with the majority of our biopharma revenue derived from the top 10. We have active projects with all but three of the top 20, and clients in the growing biologics segment seek us out for our expertise in that area.



Bristol-Myers Squibb

B109 PD Lab

Engineering and construction assistance

New Brunswick, New Jersey, USA

Image © RobFaulkner.com

“I go into a deep level with project work on a daily basis to fully understand my client’s objectives and look out for their interests as my own. I maintain open and ongoing communication with the client, which is key to a successful project and builds trust and fosters long-term relationships.”

Sapna

Jacobs, Project Engineer



Transportation



Department for Transport and Transport for London *(Joint Sponsors)*

Crossrail Project Representative

Program management expertise/specialists on call

London, England, United Kingdom

“Our strong client relationship-based philosophy lets us immediately offer and obtain agreement to implement ideas — material savings, efficient execution, safety, and more — on a daily basis.”

Craig

Jacobs, Structural Engineering Supervisor



Switching tracks: Solutions for an improving market

The transportation market is improving markedly in several regions, with the United Kingdom and United States in particular showing signs of growth. In the U.S. in the last year, several transportation bills were approved or are in active discussion on both the state and federal level. We expect further opportunities in this segment of the market, and also in the Middle East, where the market is solid as Gulf Cooperation Council States strive to diversify economies.

The aviation sector is showing significant life, with increased passenger miles and lower fuel prices. Capital projects are expected from major carriers, especially at U.S. hubs. In Australia, domestic and international capacity continues to grow, and airport improvements continue, especially terminal facilities. Australia is also showing positive change with large-scale infrastructure projects.

The rail sector is thriving, especially in the U.K. and the U.S., with additional opportunities in Singapore, Canada, and Australia. The highway sector is pinched by declining revenue from gasoline taxes due to increasing fuel efficiency in the U.S., inflation, and restricted national spending in the U.S. and U.K.

Our international reputation in the transportation market is built on more than 60 years of experience in serving government, state, and local clients. We delight in finding solutions for difficult situations, and expect to grow our business significantly over the coming years in all fields and geographies.



Airports Commission Secretariat

Airports Commission

Technical support in environmental and sustainability appraisal, assist in assessment of short-listed airport expansion options, delivery of final report to Secretary of State for Transport July, 2015; technical support for surface access

United Kingdom



Alameda Corridor-East Construction Authority (ACE)

San Gabriel Trench Grade Separation

Construction management

San Gabriel, California, USA

San Joaquin Hills Transportation Corridor Agency

SR-73 Northbound Widening Project

Construction engineering and inspection

Orange County, California, USA





Mining & Minerals



OCP

Integrated Fertilizer Plants (4 ODI plants, each an integrated chemical complex including one di-ammonium phosphate fertilizer production plant with a capacity of 1 million tons per year, one sulfuric acid plant, and one phosphate acid plant)

Engineering, procurement, and construction management

Jorf Lasfar, Morocco

“Flawless project execution achieved by diligence and accountability serves as a powerful tool to position an organization on a fast-track path to achieving improved growth and customer retention. Jacobs’ quality program is evidence of such an approach.”

Raghav
Jacobs, Contract Specialist



Phosphates, select metals shine in otherwise dull market

Recent falls in commodity prices (copper reached a six-year low in mid-2015) are causing mine operators to reduce capital spending, invest only in ways that optimize return on investment, defer upgrades, and meet regulatory limits with minimal outlays. Some operators are pressing their contractors for cost reductions of up to 30 percent. This situation is expected to continue through 2016.

One area where investment is holding up is in phosphates, with continued positive results from our activities in North Africa. A few bright spots stand out in the metals segment as well, particularly in Chilean copper, Mongolian copper and gold, and early development of a copper project in Arizona, USA. Even these active investments, however, will be closely watched by managers and shareholders to keep a tight lid on costs and ensure the highest possible short-term return.

We see continued reluctance to make large investments globally, but some in the market are studying new projects as resources deplete, positioning for price recovery as markets swing back into balance.

We are well-positioned in this down market for two reasons. First, we service a wide range of mining interests including energy minerals, industrial and fertilizer minerals, and the rare earth mineral sector. Also, we offer a proprietary sulfuric acid production technology through our Chemetics® product that recovers a by-product of the smelting process and provides it as a key consumable in mines employing ore acid leaching technology.



SunCoke Energy
Gas Sharing Project
Engineering design services
Franklin Furnace, Ohio, and Granite City, Illinois, USA

Automotive



Modine

Climatic Wind Tunnel and Soak Room Upgrades

Design, build-up, installation, training, and acceptance testing

Racine, Wisconsin, USA

“A company like this, its size, global reach, and vast scope of services, means boundless opportunity to grow. At Jacobs you can conceptualize, build, innovate, revolutionize, and create.”

Megan
Jacobs,
Communications Manager



Investment and global demand continue at good pace

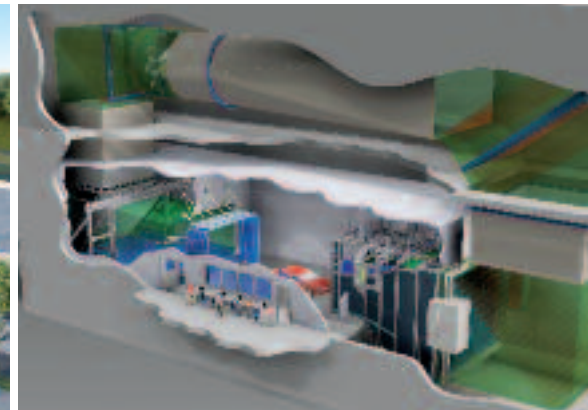
Global demand for light vehicles continues to rise about 3 percent per year, with China in the lead at 8 percent. This growing volume should help increase corporate profit and cash flow, which will be offset by intense competition in Europe, and lower profits in Russia and Latin America. Overall, auto sales will continue to increase due to rising consumer wealth, pent-up demand, and more availability of credit.

Investments in product development in both Asia-Pacific and North America continue at a healthy pace. Major North American automakers have announced capital spending in excess of \$8 billion with another \$5 billion investment projected in U.S. test facilities and office buildings over the next few years. Slowing rates of growth in Asia-Pacific, primarily China, will have a dampening effect on the high rate of global growth over the last decade.

We are in a strong position to grow our presence within the automotive community, particularly due to our patented wind tunnel technology for vehicle efficiency testing (we have two significant projects underway, one in the U.S., the other in Europe). We also have proven expertise in the application of state-of-the-art maintenance operations. Our advanced predictive/preventative and computerized tracking/scheduling maintenance processes provided notable return on investment to several major automakers. We anticipate solid growth in this market for the foreseeable future.



Ford
New Environmental Test Center
Design/build
Köln-Merkenich, Germany



Volkswagen AG
Volkswagen WEZ
General planner
Wolfsburg, Germany

Refining



Chevron

El Segundo Refinery Small Capital Projects Program

Engineering and procurement

El Segundo, California, USA

“We invest in relationships with our clients because relationships matter. It is a core value for a good reason. We live in communities with our clients, valuing them as neighbors and business partners. Trust-based relationships allow healthy dialogue with our clients, leading to value improvements.”

Fahad

*Jacobs, Regional Director,
Human Resources —
Middle East*



Varied market fuels investment in select geographies

Rising supply and plummeting prices of oil and natural gas feedstocks, combined with continuing strong demand for refined products, is lifting profits for independent operators. But integrated oil companies, which combine production, refining, and petrochemical processing, remain hesitant on discretionary capital investments, although a backlog of sustaining capital and upgrade projects are continuing.

Worldwide, upstream stress is slowing development investment even as downstream profitability spurs new projects, with increased focus on product flexibility to take advantage of spot price opportunities. Operational efficiency, safety regulations, and energy savings remain high on our clients' priority lists. Current growth in petroleum products, ranging between 1 percent and 4 percent annually depending on specific market and product, is expected to continue.

In the Middle East and Latin America, production remains high, but reduced revenue has had adverse effects on local economies, which depend heavily on crude oil sales. We expect investment levels in 2016 to be similar to those in 2015, with no major plant expansions except in downstream refining and petrochemical plants. In particular, inexpensive U.S. propane feedstocks and high worldwide propylene and polypropylene demand are spurring investment on the U.S. Gulf Coast.

We are well-positioned in this market because of our long history of providing high-return services and our work share abilities that help defray costs for clients around the globe.



Luberef

Luberef Growth Project

Front-end engineering and design, project management,
and construction management

Yanbu, Saudi Arabia

Buildings



Rush University Medical Center

Transformation Program — Tower

Program management, construction management — agency (multiprime), OCIP safety oversight, feasibility study, value engineering, procurement, move management, activation planning, capital projects management, design/constructability review

Chicago, Illinois, USA

Image Steve Hall © Hedrich Blessing

Public and private construction focus on asset efficiency

The buildings market remains strong overall, with increased activity across the United Kingdom, the United States, and Australia. Owners across all markets and geographies are focused on asset management, sustainability, and energy efficiency to ensure positive return on investments.

Private construction increased in 2015 in the U.S. while public construction declined. We do see opportunities in the U.S., particularly in healthcare and educational facilities as state and local government tax revenues improve and further bond-sale programs are enacted. We expect private building investments to grow in 2016, while federal spending could be tight amidst upcoming U.S. elections. Europe, China, and the Middle East did not see gains due to slow economies and political challenges.

Clients across the globe continue to seek bundled and integrated professional services that pass more risk to their service providers. Increasingly, corporate business drivers are pushing suppliers to provide delivery platforms that create sustainable and profitable customer experience. Development spending in China is a bright spot internationally, where investments are projected to continue to grow.

We expect opportunities will continue to grow as the economic recovery continues, and are actively positioning ourselves in the marketplace. Our long track record and global talent resources provide our clients the advantage of consistency on their projects, and minimize execution risk worldwide.



Swinburne University

Advanced Manufacturing Design Center

Building design, architectural services, sustainable design, mechanical, electrical, civil, structural, and hydraulic engineering services (in partnership with United Kingdom-based Wilkinson Eyre Architects)

Melbourne, Victoria, Australia

© Copyright Gollings Photography PTY/LTD



Fife Council

Burntisland Primary School

Feasibility study, conceptual design, detail design, value engineering, consulting

Burntisland, Fife, Scotland, United Kingdom

© Copyright Keith Hunter Photography

General Services Administration

Federal Office Building — Miramar, Florida

Construction management and commissioning authority

Miramar, Florida, USA





Mission-Critical & High-Tech Facilities



GSA Mid-Atlantic Region

Social Security Administration (SSA) National Support Center

Construction manager as agent

Urbana, Maryland, USA

© Copyright 2014 Jeffrey Sauers, commercialphoto.com

Data usage sparks expansion and investment

“Being relationship-based means we behave as a trusted advisor in the execution of our clients’ projects. This requires us to understand their business, the drivers and challenges, and how we can tailor our solutions to drive maximum value into the organization.”

Martha
*Jacobs, Manager,
Instrumentation and
Controls Engineering*



With few exceptions, the mission-critical and high-technology markets will expand for the foreseeable future. Cloud-based service expansion and mobile broadband usage will be the main drivers for data center and network expansion and development. Corporations continue to deploy proven technology that enhances IT performance and partner with third-parties that can provide results. Enterprise data center and network infrastructure will see higher demand as new energy-reduction standards gain acceptance and are incorporated into business operations.

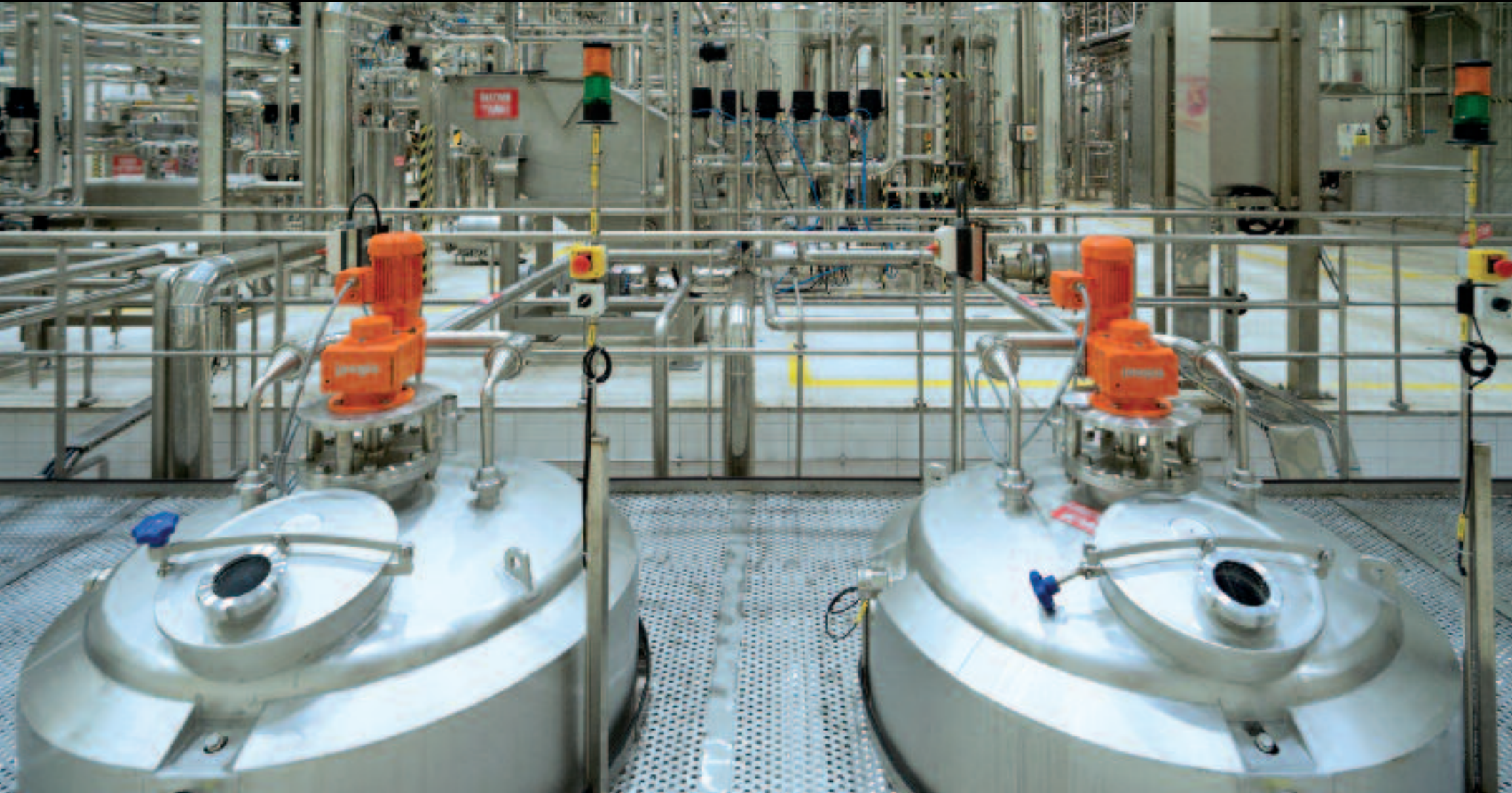
In 2015, outside of North America, Western Europe, and Australia, Internet penetration averages less than 50 percent. Large growth is expected particularly in the Asia-Pacific countries. Opportunities continue to lie in precisely matching data center/network capacity with regional demand, expansion of wireless 4G and the upcoming 5G systems that allow Internet usage where wired connections are impractical, and in turnkey service delivery for data centers anywhere on the globe.

We have a strong reputation for providing turnkey services in the growing market for branded cloud developers, data-center real estate investment trusts, and hosting enterprises. Growth is expected outside the U.S., where we provide expertise in mission-critical planning, design, and construction management to markets in Europe, the Middle East, Africa, and Asia-Pacific countries.



Confidential Client
Advanced Control Center
Architecture, engineering, and interior design
Confidential Location

Food, Beverage, Forest & Consumer Products



Unilever San.ve Tic. A.Ş.

Bosphorus Ice Cream Project

FEED (front-end engineering design) and detailed
engineering services

Konya, Turkey

“In my business development efforts, I constantly seek ways to collaborate with and include clients in the project process. Being relationship-based necessitates a focus on the best outcome for our clients, even before they become clients.”

Emily

Jacobs, Senior Project Manager



Speed, efficiency, and consolidation promote growth

The food and beverage sector outlook is mixed, with an increased emphasis on cutting costs and increasing market share through mergers and acquisitions. The market is complicated by pending government regulations on ingredients and transparency, which is partly fueled by downward-trending consumer confidence that is driving market share away from established top-tier products.

Key motivators of plant construction in 2015 include consolidation of older and less-efficient plants and modernization to meet new regulations. Significant growth and investment opportunities can be expected in developing and emerging geographies, like South America, China, and Africa.

We expect markets in the U.S. to remain somewhat flat in the foreseeable future, with the exception of interest in greenfield developments for pulp and paper projects. Meanwhile, our food and consumer products group is seeing steady growth in facility upgrade projects. Speed of production is a primary driver for low-margin consumer product markets, with packaging bottlenecks the focus of many producers.

We are perfectly positioned to help clients change existing product lines, streamline processes, and cut costs while engineering for future growth. Our global expertise in systems integration, procurement support, environmental and wastewater support, and startup services add value for our clients.



Grasim Industries Ltd

Epoxy Project

Residual basic engineering, detail engineering, procurement assistance, and construction supervision
Vilayat, Gujarat, India



Senoble

New Dairy Production Plant

Project management, procurement, detail design, construction management
Talavera, Spain



“BeyondZero® makes it easier to be a manager, because the strong culture supports us. In turn, we as employees support the culture. Everybody buys in.”

Jordan
Jacobs, General Foreman

“ Early and thorough planning and early involvement of stakeholders ensure flawless execution for our clients’ highly critical tasks. Our attention to detail makes these tasks, such as project turnarounds, proceed smoothly. ”

Gert

Jacobs, Manager, Project Controls



Chemicals



Borealis Belgium

RAHISK Project

Basic engineering, detailed engineering, desk and field
expediting, and construction management

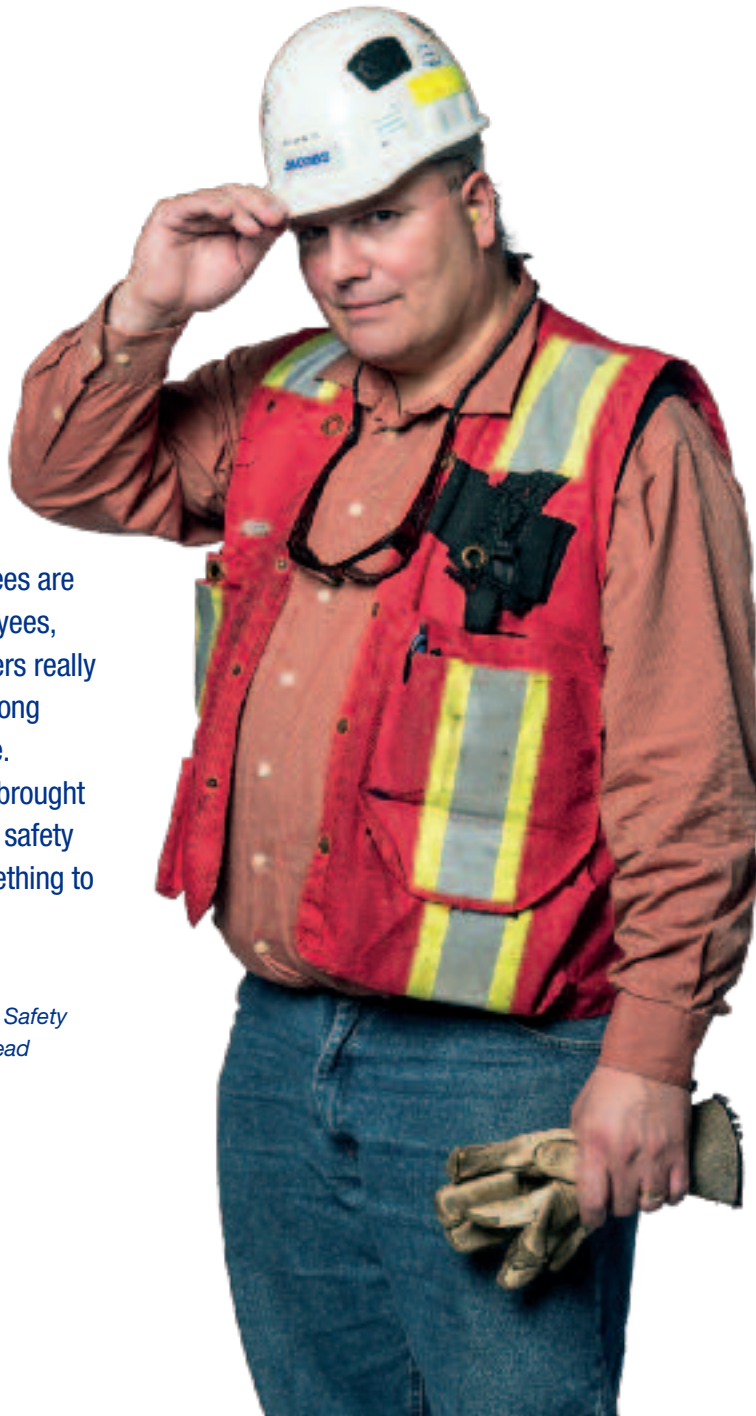
Kallo, Belgium

Trends and demand drive universal growth

“Safe employees are happy employees, and our leaders really buy into a strong safety culture. BeyondZero[®] brought me back to a safety role. It’s something to believe in.”

Allan

*Jacobs, Health Safety
Environment Lead*



With reduced volatility in oil prices and lower feedstock prices, opportunities are growing in the chemicals industry overall. Demand is increasing worldwide as new products are developed and emerging markets continue to grow. Some European markets in particular are strengthening, with broad chemical investments in central and eastern countries. China, even with its recent economic slowdown, represents a prime market. Three trends drive potential growth for this sector: environmental sustainability with its need for clean innovation and efficiency; a strong and steadily rising demand for energy that motivates producers to discover and produce more gas and oil to provide reliable feedstock; and increasing consumer health awareness resulting in demand for new, safer products.

Chemicals production in the United States has languished around 2 percent the last couple of years, but, even with a stronger dollar that depresses international sales of U.S. products, growth is expected to pick up to somewhere above 3 percent over the next couple of years.

With opportunities growing worldwide, we are in a powerful position to sustain and grow business in this sector. Our global experience and ability to share work across multiple offices support our proven track record of providing quality services for our clients’ projects that help generate positive return on investment.



Nalco Pacific Pte. Ltd

Eastern Hemisphere Core Plant (EHCP)

Engineering, procurement, construction management

Jurong Island, Singapore



Evonik Methionine (SEA) Pte. Ltd

Me5 — Methionine Production Complex

Engineering, procurement, construction management

Jurong Island, Singapore

Water & Wastewater



Orange County Sanitation District (OCSD)

P2-105 Digester Ferric Chloride System

Commissioning coordination, cost estimating, project administration

Fountain Valley, California, USA

“We go above and beyond in everything we do here at Jacobs; safety, productivity, dedication, reliability, and communication. Most importantly we all want to leave at the end of the day feeling that we fulfilled our commitment to our clients.”

Vanessa
Jacobs, Administrative Assistant



Strategy and systems support global water infrastructure

Global needs for clean water and the treatment of wastewater continue to grow along with population and modernization. In developing economies, the primary need is for access to clean water and we see urgent investments being made to update and replace aging systems, address flood-control issues, and ensure access to water during increasingly unpredictable periods of drought.

Municipal spending on water projects in the United States is projected to grow by as much as 10 percent per year over the next two years, while many European countries are in prime position to attract investment and bring water and wastewater infrastructure up to standard. Of particular importance to this market is energy efficiency driven by smart metering and business intelligence metrics, as well as asset management programs that ensure a good return on investment.

Our innovative and sophisticated water strategies position us to help clients make the most of their existing water, even as supplies are stressed by growing populations, industrial demand, and other factors. Our combination of local regulatory knowledge, global resources, and best practices allow us to solve the most complex water infrastructure problems anywhere in the world. Because we're known for effectively managing large, complex programs, we help public and private clients keep costs down in the delivery of sustainable, innovative solutions to their water and wastewater treatment needs.



South East Water

Program Management and Engineering

Working in a fully integrated team with our client to plan, manage, design, and deliver new water infrastructure

South East England, United Kingdom



City of Austin

The Boardwalk at Ladybird Lake

Programming, public outreach, permitting, design, and engineering

Austin, Texas, USA

City of Dallas

Baker No. 3 and new Baker Stormwater Pump Stations

Project development; renovation and upgrade services

Dallas, Texas, USA





Aerospace & Defense



The Boeing Company

Boeing Composite Wing Center

Program management and construction management services

Everett, Washington, USA

“My philosophy when it comes to safety is ‘if it’s unsafe, I make it safe. If I can’t make it safe, I get help to make it safe.’ BeyondZero® is a deeply rooted desire for safety. I work to influence my neighbors both at work and at home to care enough.”

Charles
*Jacobs, Manager of
Wage & Benefits*



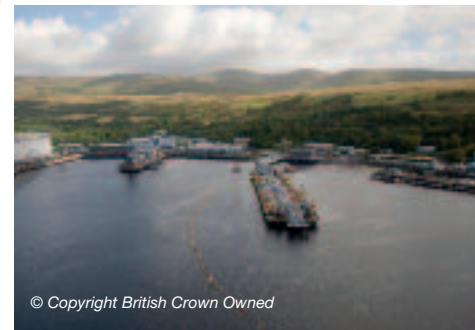
Efficient operations set stage for conservative growth

We work with clients in the aerospace and defense industry worldwide, with core clients in the United States, Australia, and the United Kingdom. Overall, our work with national governments remains steady and the market outlook positive. Our largest aerospace and defense customers in the U.S., NASA and the U.S. Department of Defense, rely on federal government spending, which has been significantly reduced the last few years. However, the FY2016 U.S. federal government budget deal is seen as critical in preventing further disruption from government shutdowns, providing stability to the engineering and construction industry and continuity of funding for major programs. There are also encouraging signs that overall federal discretionary spending may increase a modest \$2.1 billion in 2016.

Risks in this market include aging infrastructure combined with an aging workforce, requiring ongoing remediation and training of new workers. Our long-term relationships and depth of experience ideally position us to help our clients through transitional periods of facility renovation and upgrades.

Interesting developments in this market include renewed emphasis on cyber security and increasing attention on the budding commercial and hobby Unmanned Aerial Vehicle (UAV) industry.

We are in a strong position in the market due to our breadth of services focused on high performance, strong relationships, and efficient operations, yielding high return on client investments.



U.K. Ministry of Defence, Defence Infrastructure Organisation

Principal Support Provider — Nuclear

Multi-disciplinary design and engineering, program/project management, project controls, risk management, procurement and construction supervision services and expertise in support of U.K. nuclear submarine infrastructure program

Her Majesty's Naval Base (Northern Area, including Shiplift and new Valiant Jetty) Clyde, Scotland, United Kingdom



NASA

International Space Station Simplified Aid for Extravehicular Activity Rescue (SAFER)

Prime contractor: engineering services for development, fabrication, testing, certification, and delivery for replacement SAFER fleet

Johnson Space Center, Houston, Texas, USA

Environmental



Landcare Australia

Bundanon Trust BioBanking Assessment

BioBanking assessment in support of biodiversity conservation

New South Wales, Australia

“Emphasizing our core value, People Are Our Greatest Asset, builds camaraderie on a project team. This approach to business builds trust and values, and fosters a friendly work environment. People work for people first and companies second.”

Ranjhani

Jacobs, Senior Process Specialist



On Course: Navigating a variable environmental landscape

The environmental market remains strong overall, and in the near future we expect the modest 2-3 percent growth forecast last year to continue. Long-term, remediation projects continue to be a focus for our clients, as public attention and regulatory pressures mount. New regulations on coal combustion from the U.S. Environmental Protection Agency (EPA) are expected to significantly increase spending in the power industry as clients adapt to meet new standards. These very large unplanned expenditures are the most significant future challenge for contractors to plan and budget because of the dynamic workload.

Federal laws also continue to push spending in the U.S. oil and gas sector, as regulatory milestones will require some continuing environmental spend. We see new opportunities to capture more work managing large-scale environmental programs as oil and gas clients work to consolidate their supply bases.

We are in a strong position to serve our clients worldwide because we provide comprehensive environmental services that address all aspects of their projects' regulatory requirements. Our depth of experience ranges from investigations to remediation on a broad range of contaminants, including radiological, organic, and inorganic, allowing us to provide complete solutions to our clients' environmental challenges.

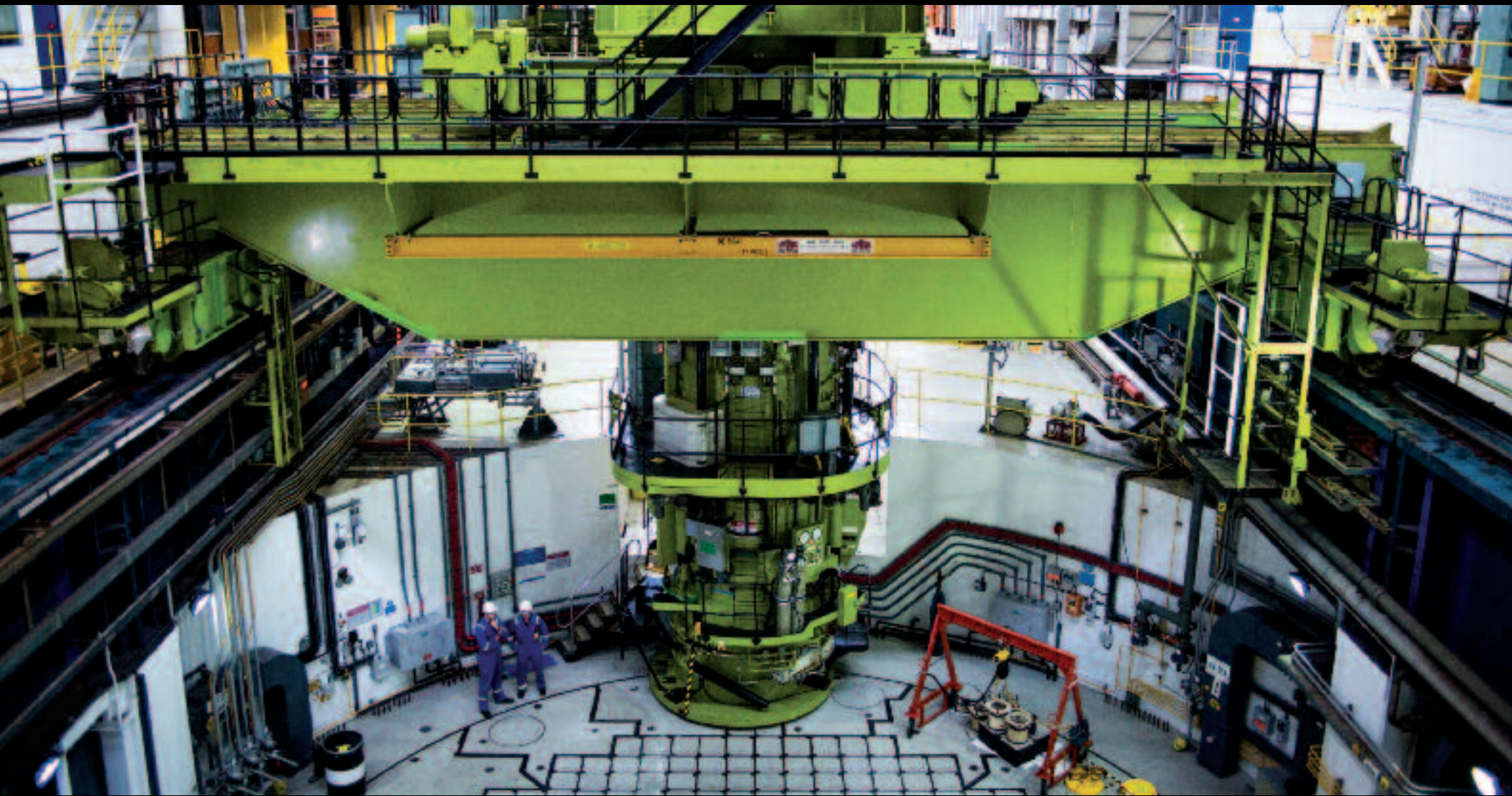


U.S. Army Corps of Engineers, New England District
New Bedford Harbor
Remediation
New Bedford Harbor Superfund Site, Massachusetts, USA



U.K. Ministry of Defence
Environmental Audit for the British Army
Environmental audit, formal report, presentation of key findings
Kenya, Africa

Power & Utilities



EDF Energy

Range of nuclear and coal-fired power station sites
Multidisciplinary project services to support existing and
proposed new power station infrastructure
Various locations, United Kingdom

© Copyright EDF Energy

Resiliency and reliability propel power market

“I am always impressed with the depth of talent on our teams. The expertise and commitment of our people enable us to deliver safe, high quality engineering solutions, while focusing on the cost and schedule performance of our projects. We are unique in our ability to deliver this value to our customers across so many industries, geographies, and cultures.”

Robert
*Jacobs, Outside Sales
Manager*



The global power and utility market continues to thrive. The European market is driven by an increasingly integrated continent-wide network facilitating cross-border, real-time energy trading. Healthy growth also continues in Southeast Asia in large-scale generation projects, while in the United States we see strong growth in distributed power generation including gas and renewables. The bulk of this increase is due to consumer demand, but unlike the OECD countries, Southeast Asia is predominantly developing fossil fuel-fired power plants. Recent reductions in gas pricing are generating renewed interest in liquefied natural gas, rather than conventional coal.

Tempering growth in the developed world are environmental regulations, pricing competition from increasingly efficient renewables, and falling prices for fossil fuels, combined with flattening consumer demand for electricity due to saturation of the electronics market and adoption of smart technology that reduces consumer electricity consumption.

Energy storage is a significant emerging technology in this market. Resiliency, reliability, and smart-and micro-grid technologies that integrate and manage renewable and traditional power generation are an increasing priority with investments expected to reach \$50 billion over the coming decade.

Our energy and power expertise closely matches the projected needs of the market, particularly our experience that allows us to “right-size” projects for clients, yielding considerable savings.



MFAT New Zealand Aid Program

Caribbean Geothermal Development Program

Surface exploration activities, stakeholder engagement, project management, provision of technical advice to host governments

Various locations, Eastern Caribbean



Mission Solar Energy

Solar Panel Production Plant

Full architecture and engineering design

San Antonio, Texas, USA

Camino Real Regional Mobility Authority

Airway Boulevard Enhancement Project

Design and construction services; project team including AIA
Engineers, ECM international, Atkins, and artist Vicki Scurri

El Paso, Texas, USA

© Copyright J Ramirez Photography





Oil & Gas



NAM (Nederlandse Aardolie Maatschappij)

UGS Norg Expansion Project

Project management, procurement, and engineering, through
the joint venture GLT-PLUS

Norg, in the province of Drenthe, the Netherlands

NAM is owned 50% by Shell, 50% by ExxonMobil

“The most important thing here is our team. It really is different at Jacobs. People care about other people and that carries over from the job site to the project team in the office and beyond. The team relationship makes our jobs easier, safer, and more efficient.”

Salvador

*Jacobs, First-year
Apprentice Pipefitter*



Expertise, discipline drive efficiencies in evolving market

The price of oil declined steeply in early 2015, with global demand forecast to slow a few percentage points from current demand. The reason is a combination of rising production primarily in the United States, and slack global demand due to economic slowdown and increasing efficiency in energy usage. This places major energy producers in a bind of oversupply and falling prices, deflating profits.

Short-term-investments will be postponed unless they are low-risk return on investment or required by law. In the longer term, demand and supply should stabilize, with energy prices rising slightly on an annual basis for the next decade or more. We expect our clients to invest in refining and production capacity, primarily in Asia and the Middle East, to keep pace of slightly rising demand. OPEC anticipates capital spending needs of more than \$40 billion annually over the coming decade to expand and improve capacity. We see opportunities in Africa with clients seeking diversification initiatives, and continued growth in base load and sustaining capital projects in Northern Europe and the Middle East. The U.S. investment picture is murky with many energy and production companies experiencing financial stress that will slow or stop investment.

Because we specialize in all aspects of project work in the oil and gas market, from early planning to ongoing maintenance, we are in an enviable position to retain clients and grow business as supply and demand begins to stabilize over the next couple of years.



BP

Khazzan Project

Engineering, procurement, construction management

Oman



North West Redwater Partnership

Sturgeon Refinery Project (Phase 1)

Engineering, procurement, construction management

Sturgeon County, Alberta, Canada

Suncor

Suncor Oil Sands Base Plant Maintenance
Turnarounds and sustaining capital engineering
Fort McMurray, Alberta, Canada





Telecommunications



Maine State Communications Network (MSCommNet)

New Telecommunications Public Safety Tower Site

Construction services

Mt. Blue State Park, Maine, USA

“At Jacobs, through strong and close communications with clients we know where they want to be and our job is to take them there safely. We pave the path by applying rich technical and creative solutions applied by a robust leadership team.”

Yasaman
Jacobs, Senior Project
Coordinator



Spending and data traffic take quantum leap

Global telecommunications spending continues to grow by more than 10 percent each year, making this a robust market. Worldwide, network data traffic increased 100,000 percent from 2007 to 2014, and this pace is not expected to diminish. In 2015 there are 15 billion connected devices, with 50 billion expected across the globe by 2020.

Wireless communication is expected to generate more than \$140 billion in revenue in the United States annually in the near future. Four carriers dominate the U.S. market with 93 percent of total revenue; worldwide five infrastructure manufacturers control more than 95 percent of the market.

Sector challenges include limited available radio spectrum for growth, intense price and service competition among the major players, and a shift in investment from new large towers to small-cell rollouts. The U.S. wireless industry expects to add more than 2,000 large towers over the next three years, not including a greater number of small-cell deployments. We expect continued growth in the Australian market and will build on recent project wins in that geography.

We actively support tower companies as they accommodate larger, heavier, more sophisticated wireless equipment. We are one of a few U.S. contractors with full capabilities to install small-cell sites anywhere in the nation, having designed and connected thousands of such installations.



New York Metropolitan Transportation Authority (NYMTA) and Parallel Infrastructure

NYMTA Police Public Safety Communications Network
Program and Construction Management Services
Otisville, New York, USA



Harris Corporation

Blossom Hill, P25 Digital Radio Network
Engineering, procurement, construction management,
and equipment installation services
Rome, Georgia, USA



“ BeyondZero is very personal. Safety can be over the top sometimes, but at Jacobs we stick to the point and emphasize what is most important: the human aspect. ”

Andrew

Jacobs, Pipe Cutter/Steam Fitter

“ Our team stresses the importance of communication and planning on a project. Effectively communicating what needs to get done, what needs to change, and what the specific task is helps our team complete designs ahead of schedule. Planning for the right number of people and the right amount of time to work on a given task facilitates the flow of the project, and allows it to be completed in a more efficient manner. ”

Arthur

Jacobs, Civil Engineering EIT



Leadership

Gregory A. Rumford
Senior Vice President,
Project Delivery Center
of Excellence

Lori S. Sundberg
Senior Vice President,
Global Human Resources

R. Ward Johnson
Senior Vice President and Group
Manager, Advanced Engineering,
Research & Operations

Andrew F. Kremer
President, Industrial



Randolph C. Pierce
Senior Vice President & General
Manager, Buildings
& Infrastructure, Americas

J. Lowell Wiles
Senior Vice President & General
Manager, Field Services

Bassim D. Shebaro
Senior Vice President
& General Manager,
Oil & Gas & Middle East

Steven J. Demetriou
President
& Chief Executive Officer

Robert S. Duff
Senior Vice President & General
Manager, Buildings & Infrastructure,
United Kingdom/Europe/Middle East



Leadership

Stephen C. Axcell

Senior Vice President & General
Manager, Mining & Minerals,
Australia/Asia

J. Gary Mandel

President, Petroleum & Chemicals

Vinayak R. Pai

Senior Vice President
& General Manager, Petroleum
& Chemicals, India/Asia

Jeffrey M. Goldfarb

Senior Vice President,
Global Controller



Andrew B. Berryman
Senior Vice President
& General Manager, Specialty
Chemicals & Manufacturing

Patrick X. Hill
Senior Vice President
& General Manager,
Buildings & Infrastructure,
Asia Pacific

Allyn B. Taylor
Senior Vice President
& Senior Advisor

Susan M. Steele
Senior Vice President, Global
Supply Management

William J. Birkhofer
Senior Vice President,
Government Relations



Leadership

Marius F. Bello
Senior Vice President
& General Manager, Chemicals
& Europe & South Africa

H. Thomas McDuffie, Jr.
Senior Vice President, Strategy
& Business Development

Terence D. Hagen
President, Aerospace
& Technology

Marietta C. Hannigan
Senior Vice President, Sales
Center of Excellence

Darren L. Kraabel
Senior Vice President
& General Manager,
Mission Solutions



Kevin C. Berryman
Executive Vice President
& Chief Financial Officer

Philip J. Stassi
President, Buildings
& Infrastructure

Manuel A. Junco
Senior Vice President
& General Manager,
Refining & Americas

Robert G. Norfleet
Senior Vice President
& General Manager, Global
Life Sciences

Michael R. Tyler
Senior Vice President,
General Counsel





“ BeyondZero is just that: It’s going above and beyond what is usually expected. You watch out for the guy beside you, and he does the same for you. Camaraderie and trust make a great work environment. ”

Dallas

Jacobs, Journeyman Welder

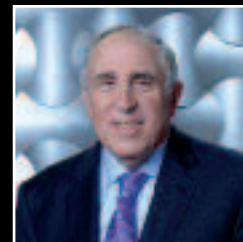
Board of Directors



Noel G. Watson
Chairman of the Board



Steven J. Demetriou
President
& Chief Executive Officer



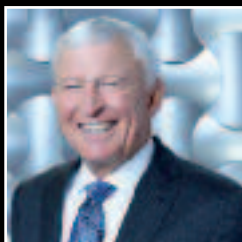
Joseph R. Bronson
Director
Principal & Chief Executive
Officer, TheBronsonGroup, LLC



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



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



Ralph E. "Ed" Eberhart
Director
Chairman & President
of the Armed Forces Benefit
Association; Former General
Officer of the U.S. Air Force



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



Dawne S. Hickton
Director
Former Vice Chair, President
and Chief Executive Officer of
RTI International Metals, Inc.



Linda Fayne Levinson
Director
Former Partner
of GRP Partners



Peter J. Robertson
Director
Former Vice Chairman
of Chevron Corp.



Juan José Suárez Coppel
Director
Former General Director
of Petróleos Mexicanos



Christopher M.T. Thompson
Director
Former Chairman
& Chief Executive Officer of
Gold Fields Ltd.



Linda K. Jacobs
Director Emerita



“ We have a standard of excellence here that carries over from our offices to our project sites and beyond. Attention to detail and teamwork is key. All of our employees buy in to our BeyondZero® commitment, and it makes us more like a family than a job site. ”

Jessie
Jacobs, Pipefitter/Fabricator

“ The more we learn about safety, the more it becomes a part of our everyday life, not only at work and at home, but in everything we do and anywhere we go. It is a part of us, how we live and work; it becomes second nature. Our actions speak volumes to everyone around us. ”

Jerry

Jacobs, Safety Manager



FORWARD-LOOKING STATEMENTS AND OTHER SAFE HARBOR APPLICATIONS

Statements included in this *2015 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 *2015 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

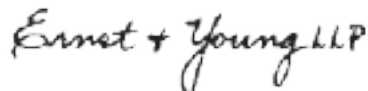
few customers or projects; adjustment, cancellation or suspension of contracts in the Company’s backlog; the outcome of pending and future claims and litigation; employee, agent or partner misconduct; the risks and uncertainties relating to acquiring other businesses and operating internationally; actual 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 *2015 Summary Annual Report*. Readers of this *2015 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 INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON CONDENSED FINANCIAL STATEMENTS

The Board of Directors and Stockholders of 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 at October 2, 2015 and September 26, 2014 and the related consolidated statements of earnings, comprehensive income, stockholders' equity, and cash flows for each of the three fiscal years in the period ended October 2, 2015 (not presented separately herein) and in our report dated November 23, 2015, we expressed an unqualified opinion on those consolidated financial statements. In our opinion, the information set forth in the accompanying condensed consolidated financial statements as of October 2, 2015 and September 26, 2014 and for each of the three fiscal years in the period ended October 2, 2015 (presented on pages 102 through 107) is fairly stated, in all material respects, in relation to the consolidated financial statements from which it has been derived.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the effectiveness of Jacobs Engineering Group Inc. and subsidiaries' internal control over financial reporting as of October 2, 2015, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated November 23, 2015 (not presented separately herein) expressed an unqualified opinion thereon.



Los Angeles, California

November 23, 2015

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 2015 Annual Report on Form 10-K filed with the Securities and Exchange Commission.

Financial Data

Dollars in thousands, except per share information

Net earnings for fiscal 2010 include a one-time, after-tax charge of \$60.3 million, or \$0.48 per diluted share.

Net earnings for fiscal 2012 include a one-time, after-tax gain of \$4.0 million, or \$0.03 per diluted share.

Net earnings for fiscal 2014 includes (i) the net, after-tax cost of approximately \$77.4 million, or \$0.58 per diluted share, related to the company's restructuring activities, and (ii) the net, after-tax cost of \$31.8 million or \$0.24 per diluted share, related to several unusual and one-time events and transactions more thoroughly described in the fiscal 2014 Annual Report on Form 10-K.

Net earnings for fiscal 2015 includes the net, after-tax cost of approximately \$107.9 million, or \$0.86 per diluted share, related to the 2015 Restructuring.

| | 2015 | 2014 | 2013 | 2012 |
|-------------------------------------------|---------------|---------------|---------------|---------------|
| Results of Operations: | | | | |
| Revenues | \$ 12,114,832 | \$ 12,695,157 | \$ 11,818,376 | \$ 10,893,778 |
| Net earnings attributable to Jacobs | 302,971 | 328,108 | 423,093 | 378,954 |
| Financial Position: | | | | |
| Current ratio | 1.66 to 1 | 1.66 to 1 | 2.14 to 1 | 2.07 to 1 |
| Working capital | \$ 1,301,810 | \$ 1,542,225 | \$ 2,151,939 | \$ 1,865,025 |
| Current assets | 3,282,976 | 3,892,071 | 4,039,558 | 3,612,077 |
| Total assets | 7,785,926 | 8,453,659 | 7,274,144 | 6,839,433 |
| Long-term debt | 584,434 | 764,075 | 415,086 | 528,260 |
| Total Jacobs stockholders' equity | 4,291,745 | 4,469,255 | 4,213,097 | 3,722,473 |
| Return on average equity | 6.92% | 7.56% | 10.66% | 10.77% |
| Backlog: | | | | |
| Technical professional services | \$ 11,692,404 | \$ 12,607,029 | \$ 11,118,400 | \$ 10,266,500 |
| Total | 18,806,570 | 18,380,034 | 17,217,900 | 15,909,700 |
| Per Share Information: | | | | |
| Basic EPS | \$ 2.42 | \$ 2.51 | \$ 3.27 | \$ 2.97 |
| Diluted EPS | 2.40 | 2.48 | 3.23 | 2.94 |
| Stockholders' equity | 34.85 | 33.92 | 32.00 | 28.65 |
| Average Number of Shares of Common | | | | |
| Stock and Common Stock | | | | |
| Equivalents Outstanding (Diluted) | 126,110 | 132,371 | 130,945 | 128,692 |
| Common Shares Outstanding | | | | |
| At Year End | 123,153 | 131,753 | 131,639 | 129,936 |

| 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|---------------|--------------|---------------|---------------|--------------|--------------|
| \$ 10,381,664 | \$ 9,915,517 | \$ 11,467,376 | \$ 11,252,159 | \$ 8,473,970 | \$ 7,421,270 |
| 331,029 | 245,974 | 399,854 | 420,742 | 287,130 | 196,883 |
| 1.47 to 1 | 2.23 to 1 | 2.17 to 1 | 1.74 to 1 | 1.78 to 1 | 1.75 to 1 |
| \$ 1,011,565 | \$ 1,527,589 | \$ 1,522,548 | \$ 1,173,237 | \$ 1,001,644 | \$ 776,766 |
| 3,180,091 | 2,767,042 | 2,818,449 | 2,750,234 | 2,278,078 | 1,817,961 |
| 6,199,226 | 4,683,917 | 4,428,614 | 4,278,238 | 3,389,421 | 2,853,884 |
| 2,042 | 509 | 737 | 55,675 | 40,450 | 77,673 |
| 3,312,988 | 2,859,048 | 2,625,913 | 2,245,147 | 1,843,662 | 1,423,214 |
| 10.73% | 8.97% | 16.42% | 20.58% | 17.58% | 15.21% |
| \$ 9,100,100 | \$ 7,588,900 | \$ 8,209,300 | \$ 8,085,200 | \$ 6,188,500 | \$ 5,153,400 |
| 14,289,800 | 13,202,000 | 15,219,400 | 16,696,600 | 13,585,800 | 9,777,700 |
| \$ 2.63 | \$ 1.98 | \$ 3.26 | \$ 3.47 | \$ 2.42 | \$ 1.69 |
| 2.60 | 1.96 | 3.21 | 3.38 | 2.35 | 1.64 |
| 25.93 | 22.71 | 21.14 | 18.30 | 15.34 | 12.06 |
| 127,235 | 125,790 | 124,534 | 124,357 | 122,226 | 120,373 |
| 127,785 | 125,909 | 124,230 | 122,701 | 120,222 | 117,992 |

Financial Data

Net earnings for fiscal 2014 includes (i) the net, after-tax cost of approximately \$77.4 million, or \$0.58 per diluted share, related to the company's restructuring activities, and (ii) the net, after-tax cost of \$31.8 million or \$0.24 per diluted share, related to several unusual and one-time events and transactions more thoroughly described in the fiscal 2014 Annual Report on Form 10-K.

Net earnings for fiscal 2015 includes the net, after-tax cost of approximately \$107.9 million, or \$0.86 per diluted share, related to the 2015 Restructuring.

The following table reconciles certain elements of the company's results of operations excluding the 2015 Restructuring to its U.S GAAP results of operations. Although such information is non-GAAP in nature, it is presented because management believes it provides a better view of the company's operating results to investors to assess the company's performance and operating trends.

CONSOLIDATED STATEMENTS OF EARNINGS

In thousands, except share information

| | 2015 October 2 | 2014 September 26 | 2013 September 27 |
|-------------------------------------------------------|-------------------|----------------------|----------------------|
| Revenues | \$ 12,114,832 | \$ 12,695,157 | \$ 11,818,376 |
| Costs and Expenses: | | | |
| Direct costs of contracts | (10,146,494) | (10,621,373) | (9,976,057) |
| Selling, general and administrative expenses | (1,522,811) | (1,545,716) | (1,173,340) |
| Operating Profit | 445,527 | 528,068 | 668,979 |
| Other Income (Expense): | | | |
| Interest income | 7,262 | 9,693 | 5,395 |
| Interest expense | (19,503) | (11,437) | (12,906) |
| Miscellaneous income (expense), net | (3,149) | 15,842 | 80 |
| Total other expense, net | (15,390) | 14,098 | (7,431) |
| Earnings Before Taxes | 430,137 | 542,166 | 661,548 |
| Income Tax Expense | (101,255) | (190,054) | (221,366) |
| Net Earnings of the Group | 328,882 | 352,112 | 440,182 |
| Net Earnings Attributable to Noncontrolling Interests | (25,911) | (24,004) | (17,089) |
| Net Earnings Attributable to Jacobs | \$ 302,971 | \$ 328,108 | \$ 423,093 |
| Net Earnings Per Share: | | | |
| Basic | \$ 2.42 | \$ 2.51 | \$ 3.27 |
| Diluted | \$ 2.40 | \$ 2.48 | \$ 3.23 |

NON-U.S. GAAP FINANCIAL MEASURES

In thousands

| | 2015 Q4 | 2015 |
|------------------------------------------------|-----------|------------|
| Net earnings attributable to Jacobs — US GAAP | \$ 29,863 | \$ 302,971 |
| 2015 Restructuring | 68,197 | 107,914 |
| Net earnings attributable to Jacobs — adjusted | \$ 98,060 | \$ 410,885 |
| Diluted earnings per share: | | |
| US GAAP | \$ 0.24 | \$ 2.40 |
| Adjusted | \$ 0.80 | \$ 3.26 |

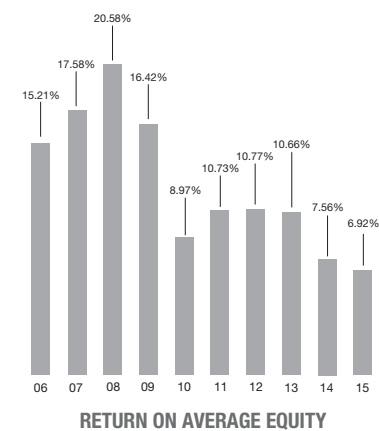
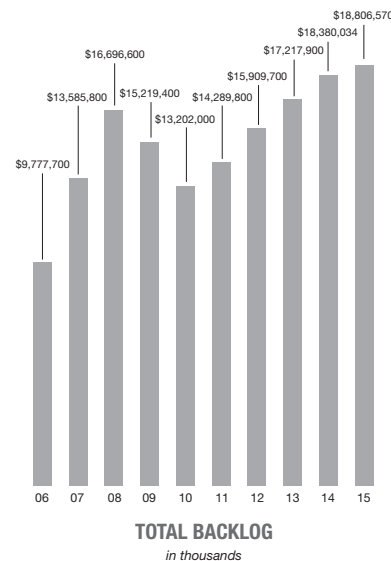
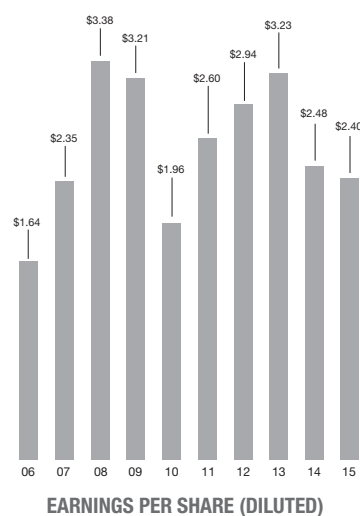
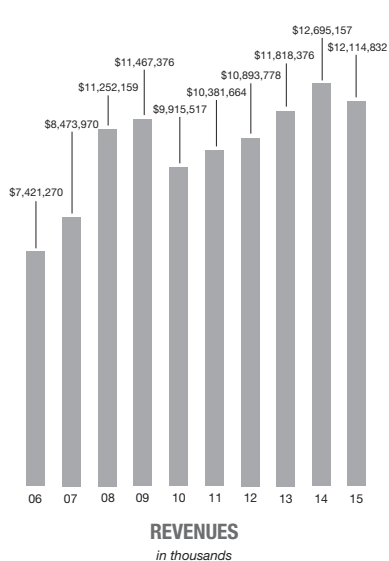
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

In thousands

| | 2015 October 2 | 2014 September 26 | 2013 September 27 |
|-------------------------------------------------------------------|-------------------|----------------------|----------------------|
| Net Earnings of the Group | \$ 328,882 | \$ 352,112 | \$ 440,182 |
| Other Comprehensive (Loss) Income: | | | |
| Foreign currency translation adjustments | (136,168) | (33,316) | (23,704) |
| Change in pension liability | 33,208 | (15,303) | 4,496 |
| Gains (losses) on cash flow hedges | 2,949 | 1,022 | 1,467 |
| Other Comprehensive Income (Loss) Before Income Taxes | (100,011) | (47,597) | (17,741) |
| Income Tax Benefit (Expense): | | | |
| Foreign currency translation adjustments | — | 3,250 | — |
| Change in pension liability | (438) | (14,562) | (3,949) |
| Gains (losses) on cash flow hedges | (766) | (513) | (550) |
| Total Income Tax Benefit (Expense) | (1,204) | (11,825) | (4,499) |
| Net Other Comprehensive Income (Loss) | (101,215) | (59,422) | (22,240) |
| Net Comprehensive Income of the Group | 227,667 | 292,690 | 417,942 |
| Net Comprehensive Income Attributable to Noncontrolling Interests | (25,911) | (24,004) | (17,089) |
| Total Comprehensive Income Attributable to Jacobs | \$ 201,756 | \$ 268,686 | \$ 400,853 |

Net earnings for fiscal 2014 includes (i) the net, after-tax cost of approximately \$77.4 million, or \$0.58 per diluted share, related to the company's restructuring activities, and (ii) the net, after-tax cost of \$31.8 million or \$0.24 per diluted share, related to several unusual and one-time events and transactions more thoroughly described in the fiscal 2014 Annual Report on Form 10-K.

Net earnings for fiscal 2015 includes the net, after-tax cost of approximately \$107.9 million, or \$0.86 per diluted share, related to the 2015 Restructuring.



Financial Data

CONSOLIDATED BALANCE SHEETS

In thousands, except share information

| | 2015 <i>October 2</i> | 2014 <i>September 26</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------|
| Assets | | |
| Current Assets: | | |
| Cash and cash equivalents | \$ 460,859 | \$ 732,647 |
| Receivables | 2,548,743 | 2,867,555 |
| Deferred income taxes | 160,298 | 169,893 |
| Prepaid expenses and other current assets | 113,076 | 121,976 |
| Total current assets | 3,282,976 | 3,892,071 |
| Property, Equipment and Improvements, Net | 381,238 | 456,797 |
| Other Noncurrent Assets: | | |
| Goodwill | 3,048,778 | 3,026,349 |
| Miscellaneous | 1,072,934 | 1,078,442 |
| Total other noncurrent assets | 4,121,712 | 4,104,791 |
| | <u>\$ 7,785,926</u> | <u>\$ 8,453,659</u> |
| Liabilities and Stockholders' Equity | | |
| Current Liabilities: | | |
| Notes payable | \$ 13,364 | \$ 36,732 |
| Accounts payable | 566,866 | 622,875 |
| Accrued liabilities | 1,090,985 | 1,279,556 |
| Billings in excess of costs | 309,951 | 410,683 |
| Total current liabilities | 1,981,166 | 2,349,846 |
| Long-term Debt | 584,434 | 764,075 |
| Other Deferred Liabilities | 863,868 | 834,078 |
| 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— 123,152,966 shares and 131,752,768 shares, respectively | 123,153 | 131,753 |
| Additional paid-in capital | 1,137,144 | 1,173,858 |
| Retained earnings | 3,496,212 | 3,527,193 |
| Accumulated other comprehensive loss | (464,764) | (363,549) |
| Total Jacobs stockholders' equity | 4,291,745 | 4,469,255 |
| Noncontrolling Interests | 64,713 | 36,405 |
| Total Group stockholders' equity | 4,356,458 | 4,505,660 |
| | <u>\$ 7,785,926</u> | <u>\$ 8,453,659</u> |

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOW

In thousands

| | 2015 <i>October 2</i> | 2014 <i>September 26</i> | 2013 <i>September 27</i> |
|-------------------------------------------------------|---------------------------------|------------------------------------|------------------------------------|
| Cash Flows from Operating Activities: | | | |
| Net earnings attributable to the group | \$ 328,882 | \$ 352,112 | \$ 440,182 |
| Depreciation and amortization | 149,292 | 145,412 | 98,874 |
| Gain on sale of certain intellectual property | — | (12,147) | — |
| Stock based compensation, net of excess tax benefits | 40,175 | 44,744 | 42,731 |
| Equity in earnings of investees, net of dividends | 5,483 | (8,394) | (14,140) |
| Change in pension obligations | (5,980) | (37,218) | (8,714) |
| Changes in working capital | (45,314) | 219,256 | (115,289) |
| Deferred gain on synthetic lease transaction | 23,343 | — | — |
| Other, net | (11,309) | 17,951 | 4,872 |
| Net cash provided by operating activities | 484,572 | 721,716 | 448,516 |
| Cash Flows from Investing Activities: | | | |
| Additions to property and equipment, net of disposals | (88,035) | (121,732) | (122,994) |
| Acquisitions of businesses, net of cash acquired | (8,101) | (1,384,342) | (39,429) |
| Other, net | 13 | (12,708) | 5,340 |
| Net cash used for investing activities | (96,123) | (1,518,782) | (157,083) |
| Cash Flows from Financing Activities: | | | |
| Net change in long-term borrowings | (138,470) | 364,255 | (118,293) |
| Net change in short-term borrowings | (19,757) | (18,215) | 23,694 |
| Proceeds from issuance of common stock | 33,222 | 44,704 | 46,079 |
| Common stock repurchases | (422,316) | (78,399) | — |
| Other, net | (5,993) | (7,425) | (11,187) |
| Net cash provided by (used for) financing activities | (553,314) | 304,920 | (59,707) |
| Effect of Exchange Rate Changes | (106,923) | (31,612) | (7,778) |
| Increase (Decrease) in Cash and Cash Equivalents | (271,788) | (523,758) | 223,948 |
| Cash and Cash Equivalents at Beginning of Period | 732,647 | 1,256,405 | 1,032,457 |
| Cash and Cash Equivalents at End of Period | \$ 460,859 | \$ 732,647 | \$ 1,256,405 |
| Other Cash Flow Information: | | | |
| Interest paid | \$ 15,506 | \$ 13,841 | \$ 6,700 |
| Income taxes paid | \$ 156,500 | \$ 173,600 | \$ 235,800 |



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:

Kevin C. Berryman
Executive Vice President
and Chief Financial Officer

Jacobs Engineering Group Inc.
P.O. Box 7084
Pasadena, California 91109-7084
+ 1.626.578.3500



A Look Back

In 1999, Jacobs' employees celebrate the opening of a new office in Mumbai, India. Today, with more than 3,600 employees based in India, the region has become one of our high-value engineering centers for both global and in-country project delivery.

Pictured from left along with their then-current titles are Dr. Arun David, Managing Director for India, and his wife; cutting the ribbon is Dr. D.V. Kapur, chairman of Jacobs' subsidiary Humphreys and Glasgow, India Ltd.; and Subhash Deshpande, also of Humphreys and Glasgow. Behind are John McLachlan, Group Vice President of International Operations and Craig Martin, Senior Vice President of Global Sales & Marketing.

Mr. Martin, who had served as president from 2002 and as CEO from 2006, retired in December 2014 after 20 years with Jacobs.



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Jacobs 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 250 offices in more than 30 countries, with operations in North America, South America, Europe, the Middle East, India, Australia, Africa, and Asia. Jacobs was founded in 1947 and our headquarters is in Pasadena, California.

www.jacobs.com/annualreport



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On the Back
Sapna
Jacobs, Project Engineer

Orion
*Jacobs, Journeyman
Pipefitter/Fabricator*





*155 North Lake Avenue
Pasadena, California 91101 USA*

*Post Office Box 7084
Pasadena, California 91109-7084 USA*

+ 1.626.578.3500 | www.jacobs.com