

DISCIPLINED LEADERSHIP: TRANSFORMING CHALLENGES INTO SUCCESS

No one will argue that 2002 brought unprecedented global challenges: in politics, in economics, and in corporate accountability. Certainly, this past year's events affected each of us—personally, in business, or both—but it's our response to them that ultimately determines our future. By responding with disciplined leadership, we transform these challenges into success—just as we have since 1947.

What is disciplined leadership? It is:

- *creating a vision from the needs of our clients, employees, and investors*
- *testing this vision against our core values to measure its soundness*
- *setting attainable goals that don't compromise one stakeholder for another*
- *applying proven performance tools that are readily adaptable to today's climate*
- *working hard to achieve or exceed these goals.*

We apply disciplined leadership to every stakeholder interaction. With our clients, we work closely to build broader, stronger relationships with new services, markets, and locations—while applying time-proven business practices and constantly improving performance. With our employees, we hire only the best and expect nothing less than the best from them. In turn, we provide global opportunities and tools that boost their abilities. With our investors, we commit to consistent, sustained growth—realized through intelligent decisions based on integrity and experience.

GROWING CLIENT RELATIONSHIPS

As a relationship-based company, our overall goal is straightforward: to cultivate and expand mutually beneficial business relationships with each of our clients. To achieve this, we must surpass expectations in several key areas:

- *delivering benefits in our formal alliances and similar long-term arrangements*
- *systematically broadening our services and locations (such as Singapore) to address our clients' evolving needs*
- *providing our clients with the right talent at the right time*
- *continually improving our performance to give our clients a competitive edge.*



We established our Singapore office to help our clients take advantage of the positive business climate in this region.

"We commend Jacobs for delivering through its joint venture a world-class sterile manufacturing facility for biotech-derived products on behalf of Schering-Plough Ltd, Singapore. The well considered design and layout facilitated a very rapid construction phase that was executed on time and budget, and with an exemplary safety record. Throughout this project, the spirit of teamwork and cooperation between contractor and client has been the key to the project's success."

DR. STEVE FARRAND, General Manager, Biotech Plant
Schering-Plough Ltd, Singapore