Singapore story

The Tata engagement with Singapore is at its brightest since the time, in the early 1970s, the group played a small but pioneering role in the development of the island state.
Economically, and to a significant extent culturally, Singapore remains the exemplar of South East Asia’s stupendous achievements in a globalised world. The rise of Singapore from what was little more than a fishing village to one of the world’s leading trade and finance centres and an island of prosperity — per capita income in the city state has jumped from $500 in the 1960s to today’s $21,000 — owes a lot to a lot of people, and there is a Tata strand woven into the fabric of the country’s success story.

The Tata group first established its presence in Singapore in the early 1970s. That was when Tata Precision Industries was set up, with assistance from the Economic Development Board of Singapore, to manufacture tools, dies and moulds. It was around the same time that the Tata Government Training Centre, the first technical education institute in the country was created, in collaboration with the Singapore government.

Recognition of the Tata group’s contribution arrived when the country bestowed an honorary citizenship (Singapore President SR Nathan conferred the award) on Tata Sons Chairman Ratan Tata in August 2008. The citizenship ceremony had Deputy Prime Minister Wong Kan Seng describing Mr Tata as an exemplary business leader who had helped vitalise Singapore’s economy.

This special section on the Tata presence in Singapore moves a bit ahead from the Tata group’s pioneering role in Singapore to profiling what Tata companies are doing in what has been called the most globalised country in the world.

Among the Tata operations highlighted in the section are Kalzip Asia, a division of Tata Steel in Europe that provides infrastructure solutions; the services offered by Tata Communications, a company for which Singapore is base and springboard; the wide and varied business spread of Tata Consultancy Services; the strategic setup of Tata NYK Shipping, which gains in spades from having Singapore, a global trading hub, as its headquarters; the fuel supply chain of Trust Energy Resources, a subsidiary of Tata Power; Tata Technologies’ many different offerings in the engineering services outsourcing space; Voltas’ engineering services; and the manufacturing capabilities of York Transport Equipment (Asia).

Other Tata companies that have a presence in the island state include: Tata Chemicals Asia Pacific, a subsidiary of Tata Chemicals, which has set up Joil, a joint venture with Temasek Life Sciences, for agricultural research and development; Energy Eastern, a Coastal Gujarat Power subsidiary that is into the chartering of vessels; and Tata Capital Pte, a subsidiary of Tata Capital.

These companies showcase all that the Tata group is doing to continue building on the Singapore miracle, while making the most of the many advantages offered by a country quite unlike any other in the whole wide world.
**Kalzip Asia**

**Surround solutions**

Kalzip Asia provides total and sustainable solutions for the external envelope of buildings, encompassing roofs, facades and all necessary accessories. A division of Tata Steel in Europe (earlier Corus), the company is strategically placed in Singapore to manage growth in the Asia Pacific region.

**Business operations**

Singapore is the regional headquarters for Kalzip’s Asia Pacific operations, encompassing Australia, China, India and South East Asia. The region contributes about 40 per cent of the global business for Kalzip. A key challenge for the company is the diversity of markets in the region and spearheading strategic and sustainable growth in western China.

**Key achievements in 2010**

Major projects completed successfully across the region include the Guangzhou Asian Games stadium, the Adelaide Oval Cricket stadium and the Delhi International airport. Kalzip Asia has also launched new facade profiles in the region.

**Vision**

To be the preferred international supplier of tailored metal solutions for building envelopes.

**Corporate sustainability initiatives**

At Kalzip Asia, corporate sustainability initiatives are about taking responsibility for the impact of business activities on employees, customers, business partners, other stakeholders, the environment and wider society. Commitment to social and environmental responsibilities is the basis for its corporate culture and thus crucial to the economic success of Kalzip Asia. The company is committed to the Tata Steel environmental policy, which seeks to minimise the environmental impact of its operations and products through the adoption of sustainable practices and continuous improvement in environmental performance.

---

**NATSteel Holdings**

**Steeled for success**

Singapore is home to NatSteel’s headquarters as well as its flagship plant. The plant has an annual production capacity of about 750,000 tonnes of steel and is one of the largest single cut-and-bend operations in the world.

**Business operations**

NatSteel, a leading steel producer in the region, is the largest Tata Steel entity in South East Asia. It delivers premium steel solutions for the construction industry, including upstream reinforcement steel products and customised downstream products and services for concrete constructions such as cut-and-bent bars, steel mesh and steel cages for bore piles.

NatSteel has an annual steel production capacity of 1.5 million tonnes and a turnover of SGD2 billion.
It has 3,000 employees in its operations in six countries including Australia, China, the Philippines, Singapore and Vietnam. The Singapore and Australia units sell 0.5 million tonnes of value-added products directly to the construction industry.

As NatSteel’s headquarters, the corporate centre in Singapore works closely with the company’s operations across the region on key functions such as corporate strategy, business development, supply chain management, total quality management, as well as a host of other critical support functions. The Singapore unit not only has one of the most energy-efficient melt shops in the world but also one of the largest reinforcement downstream products business.

Key achievements in 2010

In Singapore, NatSteel has received several accolades for its efforts in the areas of business excellence, environment and people. Environmental sustainability initiatives implemented over the past few years have enabled the plant to reduce its CO₂ emissions to below 0.5 tonne per tonne of crude steel. In addition to having one of the most energy-efficient steel operations in the region, NatSteel’s products are also made from at least 85 per cent recycled material.

These efforts have been recognised by the Singapore government with the conferment of the Singapore Environmental Achievement Award (Merit), as well as the Green Label certification for its products. NatSteel is the only steel mill in the region that meets the eco-standards for the Green Label under Category 43 (products made from at least 50 per cent recycled content).

NatSteel’s commitment to its people has also earned the company top awards. In the area of work-life harmony, NatSteel was conferred the Work-Life Excellence Award by Singapore’s Ministry of Manpower for the fourth time since 2004. NatSteel also received the top health award — the Singapore HEALTH Platinum Award — for its consistent drive to help its people lead healthy and vibrant lives.

Vision

NatSteel is fully committed to the Tata Steel vision of being a global steel benchmark for value creation and corporate citizenship. It is poised for growth, to expand its world-class downstream operations in its existing markets, namely Singapore and Australia, and in some neighbouring markets. In addition, it continues to seek growth opportunities in key markets such as Vietnam and Indonesia, to double its footprint in the region in three to five years.

Corporate sustainability initiatives

NatSteel’s CS programme, called Building Beyond Borders, dovetails with Tata Steel’s corporate citizenship vision by placing emphasis on empowering the disadvantaged elderly, youth and children.

To benefit the community and also encourage its staff to be more socially aware, NatSteel organises regular CS initiatives with its three adopted charities. In addition, it is also a key participant in larger, nation-wide charity drives.●
Tata Communications International (TCI) is the holding company for the international subsidiaries of Tata Communications and a wholly-owned subsidiary of Tata Communications in India. Set up in 2004, it serves as an operating company with significant operations in Singapore, providing customers with communications services into and out of the city state.

Business operations

Singapore, the headquarters for the international operations of Tata Communications, plays a pivotal role in the company’s global business. It acts as a springboard to the other markets in the region, and serves to coordinate all of TCI’s business and operational activities across Asia Pacific (APAC).

TCI, which now employs 120 people locally, has steadily increased its investments in Singapore. It manages and maintains the Singapore landing station for the India-Asia cable and the internet data centre at Tata Communications Exchange (TCX). The company offers international and national voice and data transmission services, selling and leasing of bandwidth on undersea cable systems, internet dial-up and broadband services, and a host of value-added services. TCI is regulated by the Infocomm Development Authority of Singapore.

Key achievements in 2010

Tata Communications invested significantly in Asia during the year, with an emphasis on Singapore. It launched its TCX data centre, investing $180 million in the building and infrastructure of the state-of-the-art data centre in Singapore. It also opened the first public Telepresence room in Singapore, along with its partner the Rendezvous Hotel Group.

The company launched its next-generation ethernet network across 24 nodes globally. The uptake for ethernet services in Asia has been steady and enterprises have been early movers of this technology. Encouraged by the successful launch of its cloud services in India, the company is set to meet the demand for cloud computing in Asia by offering a version to its APAC customers, during the first quarter of 2011.

Vision

Singapore will continue to be the anchor for all of Tata Communications APAC operations and will drive growth for the company in the region. The large-scale investment in the data centre in Singapore, coupled with its submarine cable build-out (TGN-IA), ensures scalability and global reach while delivering its commitment to meet customer requirements into and out of Singapore and the APAC region as a whole. Tata Communications will continue to be an active leader in offering superior services in emerging regions where it sees high growth potential and opportunities for customers.
**Tata Consultancy Services**

**Hub for global gain**

Singapore is one of the major growth markets, contributing significantly to the operations of Tata Consultancy Services (TCS) in the APAC region, which covers a dozen countries.

**Business operations**

More than 1,200 associates work for TCS Singapore, providing various services around IT consultancy, application development and maintenance, business process outsourcing, engineering and industrial services, asset-based solutions and infrastructure services.

A regional hub for Fortune 500 multinationals, tech-savvy Singapore provides the best business climate to grow and thrive. While MNCs provide ample business opportunities for TCS, local IT players are ahead in the race to cater to the domestic industry as they have established relationships. TCS is confident of bridging this gap by leveraging its global experience across various industries and services, and sustained delivery excellence.

**Key achievements in 2010**

In line with its strategy to acquire more local customers, TCS has, since the beginning of the year, added marquee customers such as the Land Transport Authority, People’s Association, Singapore Airport Terminal Services and DBS. Its strategy for future growth will see equal emphasis on MNCs and local customers.

**Vision**

The immediate goal is to service as many local enterprises as possible and to position TCS as a global-local company in Singapore; the long-term vision is to become the number one IT company in the city state.

**Corporate sustainability initiatives**

TCS Singapore has undertaken various corporate sustainability initiatives including sponsoring prestigious local events such as the Chingay Parade and involving itself in activities such as bone marrow donations and, as part of TCS’s Diversity and Women’s Network forum, supporting initiatives for the visually impaired.

---

**Tata NYK Shipping**

**Sailing in smooth waters**

Tata NYK was established in May 2007 to cater to bulk shipping (dry bulk and break bulk cargo) requirements of Tata companies. It is headquartered in Singapore to take advantage of its strategic location as a global shipping hub. The company has a wholly-owned subsidiary in India with offices in Kolkata and Mumbai.

**Business operations**

The company is primarily into the business of owning, operating and chartering of ships to carry dry
bulk and break bulk cargo including coal, iron ore, bauxite and steel products, mainly for the Tata group and the Indian market.

Tata NYK has grown its fleet rapidly within three years of inception, from just one ship in May 2007 to 16 (14 long-term time-chartered and two owned) at present. As part of its long-term strategy, the company is endeavouring to grow its fleet size to up to 30 vessels by 2015, half of which will be owned. The vessels include Capesize (150,000 DWT and over), Panamax (65,000 DWT to 80,000 DWT) and Supramax (45,000 DWT to 60,000 DWT).

The company’s location in Singapore facilitates better networking, availability of low-cost shipping finance and easy access to ship management companies, charterers, forward freight agreement market players, class and audit companies and some key customers.

**Key achievements in 2010**

During the year, Tata NYK initiated plans to augment its fleet with the addition of three Supramax vessels, two Panamax vessels on long-term time charter and three Capesize vessels for Tata Seel in Europe and India operations.

The company steered itself through the economic crisis, increasing its turnover significantly to $143 million in FY10 from $71 million in FY08. Its cargo coverage has also jumped by over 200 per cent in the last two years from 2.3 million metric tonnes in FY08 to 7.0 million metric tonnes in FY10. In addition to its existing long-term contracts, the company has signed a 20-year contract with Eastern Energy, a fully owned subsidiary of Tata Power, for carriage of 1.6 million metric tonnes per year of thermal coal from Indonesia to India.

Tata NYK received ISO 9001 quality management systems certification from DNV in April 2010.

**Vision**

To be the leading bulk carrier for the Tata group and the Indian market with profitable and sustainable growth based on innovative freight solutions. The company’s mission is to build a low-cost, modern, competitive fleet to provide maximum value to its customers and shareholders.

**Corporate sustainability initiatives**

Tata NYK lays emphasis on maintaining high environmental standards for its vessels on the seas as well as for its onshore operations. As part of its climate change initiatives, the company will implement the ISO 14001 environment management system by January 2011. It also plans to roll out a structured programme for measuring the carbon footprint and to reduce carbon emissions by 2 per cent in 2010-11.
**Trust Energy Resources**

**Fuel is the key**

Trust Energy Resources (TER), a wholly-owned subsidiary of Tata Power, plays a critical role in supporting the latter’s growth and providing strategic advantage in sourcing and de-risking the fuel supply chain.

**Business operations**

The company manages the international fuel supply chain for Tata Power, including strategic investments in coal resources, technologies, overseas joint ventures and managing shipping and logistics. TER is staffed with a dozen executives with specialist knowledge and capabilities in international trade, resources industries, shipping and trade finance.

Singapore provides the locational advantage of being close to Indonesia, which is a key coal supply source, besides providing a rich talent pool for managing the commodity trade and shipping activities. It also acts as a regional hub, providing operational and financial benefits.

**Key achievements in 2010**

TER has been in its project management phase of building a fleet of large Capesize vessels. With Tata Power’s Mundra ultra mega power plant in India becoming operational, 2010 saw the company in full operation.

**Vision**

To create and deliver trusted fuel supply solutions that provide exceptional value.

In the short term, TER will be focused on the needs of Tata Power, but in the medium and long term it will extend its services to others. The company aims to build a sustainable, competitive advantage in the fuel supply chain and logistics business in Singapore.

**Corporate sustainability initiatives**

Along with other Tata companies in Singapore, TER is working on social initiatives, engaging with the local community to make a difference to society.

---

**Tata Technologies**

**Staying ahead**

As its international headquarters, the Singapore operation of Tata Technologies is responsible for setting business direction, formulating strategy and managing corporate governance processes and procedures. It also provides a centralised finance function for the Asia Pacific region.

**Business operations**

Founded in 1981 as Tata Elxsi, Tata Technologies Singapore today serves as the international headquarters for all Tata Technologies operations outside India including North America, Europe and Asia Pacific. It also services the local market in the
automotive, aerospace and defence-related sectors.

The company is a global leader in engineering services outsourcing and product development IT services to the global manufacturing industry.

While Singapore provides an ideal business environment for headquarter functions, the company is constantly mindful of the different cultures in the regional markets. With its philosophy of being ‘local’ wherever it operates, Tata Technologies employs mostly Singaporeans at its Singapore centre; the Bangkok delivery centre is staffed almost entirely by Thais.

Key achievements in 2010

Despite the most difficult economic conditions in several years, Tata Technologies was able to post substantial improvements in after-tax profits and earnings per share. It did this as it focused on a dramatic reduction of costs and improved efficiencies, together with building deeper relationships with its key customers.

Vision

To continue to increase the value proposition to its customers by delivering exceptional product and process innovation. Tata Technologies will continue partnering with customers to deliver ever-greater value through, for example, complete vehicle design programmes and alternative-energy vehicles. It also plans to increase its penetration in the aerospace and defence-related sectors.

Corporate sustainability initiatives

Tata Technologies is part of the local community wherever it operates in the world. It predominantly employs local citizens in all its operations and also fits seamlessly into the local culture. It is thus able to interact on a cultural level with its customers. The company supports its employees in whatever CS initiatives they undertake within their own communities. This philosophy enables the company to benefit society while delivering value to its customers and shareholders.

Patrick McGoldrick, CEO and managing director, Tata Technologies

Voltas Singapore, the regional office for the Far East operations of Voltas, has executed major projects providing mechanical, electrical and plumbing (MEP) services in diverse sectors such as airports, railways, intelligent buildings, resorts and tunnels. It is today well-entrenched in the electrical and mechanical (E&M) space.

Business operations

Voltas is the only Indian company entrusted with the development of both the integrated resorts projects in Singapore — Resorts World Sentosa and Marina Bay Sands. As an Indian E&M company, Voltas initially had difficulty in gaining acceptance. However, having executed several projects, it is today well-established in Singapore.
and recognised as a leading E&M player. Its major projects include:

- **Changi Water Reclamation Plant (CWRP) for the Public Utilities Board:** The SGD103-million project included design engineering, supply, installation and commissioning of various process equipment.
- **District cooling plant at Resort World Sentosa:** The SGD47-million project comprised engineering, procurement and construction of the plant.
- **Link chamber cooling pipework and heat exchangers:** A SGD18-million infrastructure project at Marina Bay Sands.
- **National University Hospital:** A SGD12-million contract for supply and delivery, installation and testing and commissioning of air-conditioning and mechanical ventilation and building management systems at the administrative building.
- **Tunnel ventilation and environmental control systems for Marina Coastal Expressway:** A SGD53-million project for the Land Transport Authority.

### Key achievements of 2010

The successful inauguration of the CWRP and the Resorts World Sentosa projects. The CWRP project was inaugurated by the Prime Minister of Singapore and Voltas was commended on the work it had done.

### Vision

To consolidate its presence in the region by aggressively bidding for more projects. Voltas Singapore has recently branched out to a new vertical for metro, and oil and gas projects, and will soon be restarting operations in Hong Kong to exploit emerging opportunities in these areas.

### Corporate sustainability initiatives

Voltas Singapore recently participated in the Dover Park Hospice Sunday Walk 2010 to raise funds for the needy. Dover Park Hospice provides palliative medical care to terminally ill patients. The company has also supported organisations such as Lighthouse Club and Community Chest.

### York Transport Equipment (Asia)

**Customer is the key**

York Transport Equipment (Asia), a subsidiary of TRF, was formed in 1989 to expand into the fast-growing Asia Pacific region. As the global corporate headquarter, the Singapore operation is the key to its worldwide expansion plans.

### Business operations

The company manufactures trailer axles, assembles trailer suspension kits and distributes a full range of truck / trailer components.

The Singapore office is the York group’s global corporate headquarters. It has subsidiary companies in India, China, Australia, South Africa and Thailand, and manufacturing facilities in China and India, besides Singapore. It also has sales and service offices in Singapore, Bangkok, Quingdao, Johannesburg and Melbourne, and serves 300 customers across the world. From setting business direction and formulating
strategies, to manufacturing and distributing products, to centralised finance, administration, purchasing and engineering functions, the Singapore office is the heartbeat of its global business.

Key achievements of 2010

One of the key achievements has been growth in India, where it has become the country’s benchmark trailer axle and suspension supplier. All major trailer builders in India are now York customers. The year also saw the establishment of York service and spares, and training operations in India. The company commenced manufacturing in China and also became one of the largest suppliers of trailer axles and suspensions in South Africa.

On the engineering front, it developed several significant new products, including a million-kilometre, maintenance-free, long-life axle for the Australian market. It also developed and introduced a 25-tonne, heavy-duty suspension for the mining sector in Australia and Indonesia.

In HR, the company has been harmonising the capabilities of a staff roster that includes Indians, Chinese, Singaporeans, Thais, Indonesians, Malaysians, Pakistanis, Britons, Australians and South Africans, with the mix of cultures and nationalities creating a formidable team.

Vision

To become the preferred partner of major trailer fleets and customers worldwide for most applications. To achieve this position, it continues to focus on product innovation, including work on the development of ever-heavier duty axles of 30 tonnes and above. It is also looking at potential developed markets such as Europe, for which lighter model axles and suspensions are under development, with commercial delivery planned for 2012.

A new R&D centre, to carry out product testing, will be commissioned in Pune, India, in March 2011. This will be in addition to a new manufacturing facility, also in Pune, to produce 100,000 axles annually, primarily for the Indian market and also for exports to Africa. The company plans to more than double its business by 2013-14.

Sujata Agrawal