

## A message from the CEO

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### Dear Business Partners

**I wish to inform you that I officially retired from York as well as the Tata Group on 31 March 2016. I have been with York for over eight years and with the Tata Group for over 31 years.**

Over the last eight years, York has changed enormously to be a more customer-driven organisation. The company has invested resources in creating new manufacturing capacities in India and China, developed R&D team and testing facilities, set up warehouses and sales teams in new markets, and improved our communication with business partners. We have also introduced new technology, such as our YPS for axle preloading, and thus added value to customers.

**P V Balasubramaniam**

*Chief Executive Officer*

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### NOTHING BUT THE BEST

Black Diamond commits to using nothing but the best - York Transport Equipment products.

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### YORK CHINA FACTORY COMMENCES PRODUCTION

A serious investment in the Chinese market is set to make York one of the biggest players in the whole of Asia.

[Read more on page 14](#)



YORK TALK

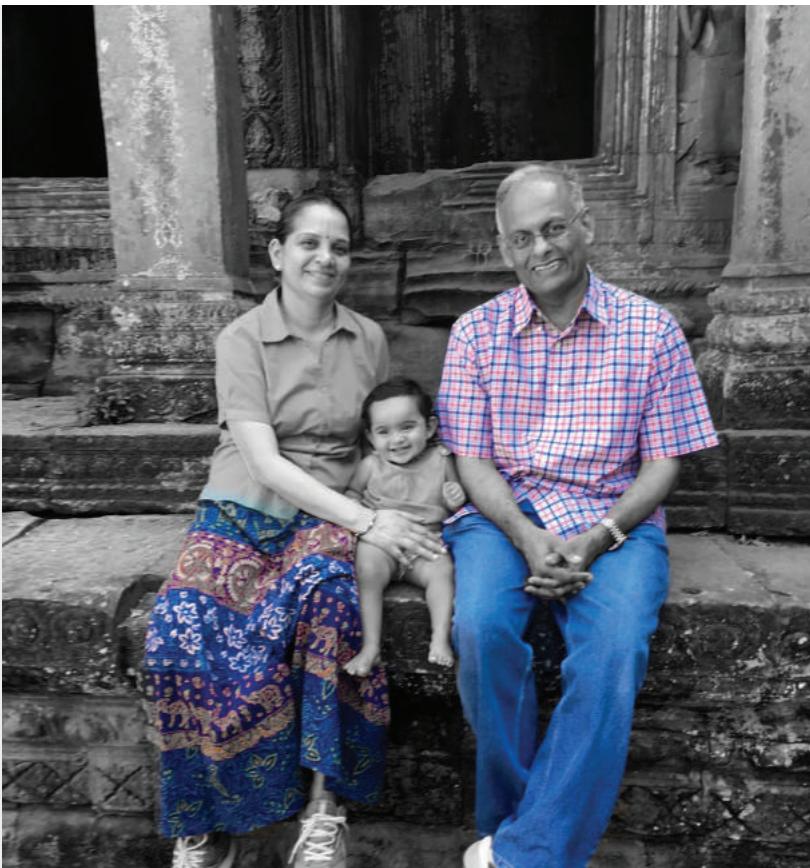
YORK TALK

## CEO's Message

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As well, York realised the importance of addressing the needs of the end-users – the fleets – and started direct interaction with them. We have been educating the fleets, the workshop mechanics and also the trailer builders through seminars and workshops on new products as well as on maintenance practices.

Overall, I am happy that York is now in a much better position in terms of, not only capacity and capability but also in terms of an organisation culture and value system that will service the customer better in years to come.

I am very proud of our customers and suppliers, who have displayed tremendous faith in York. I have met most of you over the years and I am very happy with your support and understanding. I feel sorry that I am unable to meet you all prior to my retirement and to thank you personally. I would like to assure you that York under the leadership of our new CEO Alok Sharman will grow to be an even better company and a great partner to both customers and suppliers.

I wish you and your families much happiness and success in the years to come.

Best regards,

P V Balasubramaniam  
Chief Executive Officer

Turn to pages 4-5 for our fascinating interview with Mr Balasubramaniam.

York is in a much better position in terms of capacity, capability and our organisation culture.

## Social media

**York now has a social media presence.  
We encourage and invite you to contribute in the conversations.**

Visit us on...

**LinkedIn**

[www.linkedin.com/company/york-transport-equipment](http://www.linkedin.com/company/york-transport-equipment)

**twitter**

[twitter.com/york\\_transport](http://twitter.com/york_transport)

**facebook**

[www.facebook.com/York-Transport-Equipment-India-Pvt-Ltd-145392608868487](http://www.facebook.com/York-Transport-Equipment-India-Pvt-Ltd-145392608868487)

**YouTube**

[www.youtube.com/channel/UCgb845cdI3FchJpldqgIBZQ](http://www.youtube.com/channel/UCgb845cdI3FchJpldqgIBZQ)



## A concrete example of why York is best

### York's axles and suspensions are proving just as tough as the concrete delivered by one of Bangkok's leading suppliers.

Nam Heng Concrete's many ready-mixed concrete supply depots are found throughout Bangkok and its vicinity, all providing a direct delivery service to the many construction sites that make the Thai capital such a hive of activity. As such, this is one big operation with more than 400 vehicles working hard out on the busy Bangkok roads.

Those vehicles are kept running thanks to York. Nam Heng Concrete has been using York's 5015 axle fitted with Tecair 1 suspension (at 400 mm ride height) for just over one-and-a-half years now – and with no reports of any problems at all.

"York is well regarded for our commitment to providing good aftersales service. So we recently visited Nam Heng Concrete to check the equipment, just to make sure what condition everything was in after one-and-a-half years' service on these tough roads. They were very happy to see that the axles and suspensions are still operating very well," said Mr Sippakhon Sudla, York Thailand's Sales and Technical Support Engineer.

"They were also worried about experiencing an air spring blast from the suspension, as they had never used air suspensions before. But when I spoke to the drivers they said that there was no problem. The drivers really appreciate the combination of air spring suspension with lift axle and find them softer than the mechanical suspensions they have been using in the past."



No problem: Nam Heng Concrete is benefiting from the lowest total cost of ownership provided by York.

The drivers really appreciate the combination of air spring suspension with lift axle.

Of course, York is also known for providing its customers with lowest total of ownership. This perfectly suits Nam Heng Concrete, which actually manufactures its cement trailers at its factory. Costs were kept low by the ease with which the Tecair 1 can be assembled.

"We advised Nam Heng Concrete what to do, but they did all the work themselves. The Tecair 1 is very easy to assemble," Mr Sudla said.



Mr. Sippakhon Sudla, Sales & Technical Support Engineer, York Engineering (left), with Namheng Group driver.

### Quiz

York is giving away 10 special gifts to the first 10 entrants who answer the below questions correctly. Simply email your answers to [piyush.g@yorktpt.com.sg](mailto:piyush.g@yorktpt.com.sg)

Congratulations to the Quiz winners from the last issue of York Talk! Sherman Gupta of DARCL in India; Matt Wilkinson of ARGAS in Saudi Arabia; Eyad Farhat of Al Jaber Steel Products in Abu Dhabi; Brett Stone of Freight Master in Australia; and Andrew Stradler of AFRIT Rosslyn in South Africa.

Answers are hidden in articles in this York talk and on York website [www.yorktransport.com](http://www.yorktransport.com) as well.

1. Which products were launched by York at the Auto Expo in India?
2. What is the total area occupied by York's China plant and in which city is it located?
3. What was the theme for the Tata World children's competition in 2016?
4. How many tonnes of coal does York customer SIS mine every year?
5. What was the name of the York Olympics in India?



YORK TALK

YORK TALK

## CEO'S Interview

**York Talk sat down with retiring CEO P V Balasubramaniam to hear his thoughts on the ongoing success of York and his plans for the future.**

**How do you see your journey with York over the last eight-and-a-half years?**

I always look back on what York was in 2007 when we approached Tata. When I came the structure of the company was overdependence on few suppliers and overdependence on axles sourced from China. We were more of a trading organisation working under the umbrella of York. We were working under the glory of the old York because of brand equity. We have come a long way since then. Now we do our own engineering, VD, testing, and validation and manufacturing, in both India and China. York has achieved so much in that time, we should all be proud. Now we just need to grow with market demand. Certainly I am happy with what the team has achieved during my time at York.

**York has to use our large capacity in China.**

**What are the specific strategies that helped York to become the global leader in the trailer industry, including number 1 in India?**

We told the Board that India will be a great story in the future, the trailer industry is non-existent but will be growing in future. And hence it makes enormous sense to invest in York like Tata International invested in Tata DLT. This will be the right industry, the right product line and the right brand to invest in. Now, York India is miles ahead compared to

other markets. Mainly because it is a 'green field' set up completely: set up the new unit, culture and infrastructure needed to support the activities. Right from Day 1 we had Gurmukh Singh with his parts and service team. Because of the Tata Culture we soon defined who our real customer is. Trailer builders are transient customers, we began to meet more with our end users, the customers who are wedded to our product.

Another important thing to note is that in 2007-08 we never had competition from China. That is the time when we had mainly competition from BPW and Hendrickson in some markets. The real Chinese competition started when the China market started slowing down and Chinese players, due to extra capacity, started dumping in the market. York's coverage of fleets and our parts and service network, this is what differentiates us from other players.

**How do you see the future of the trailer equipment industry and other industries on which trailer sales depend?**

One thing is that we have been hit due to our dependence on certain segments such as resources. Australia, Indonesia and South Africa have all felt commodity prices dip. So, York has to start looking at segments where we are not significantly strong and grab substantial market share in these segments. We need to get our act together and shift our focus to the non-mining sector. We have a large capacity in China and we have to utilise our capacity.

Traditional manufacturing bases are also changing. Australia will import more and more chassis as it shifts from trailer manufacturing to assembling and finishing trailers from companies in China and Thailand. Plus Indian trailer manufacturers will increase their exports. York cannot think that what we did in the past will continue to work, we have to do things differently to prepare for the next five years.

**People from different cultures and backgrounds give York our uniqueness and diversity.**

**How did you manage such a diverse team at York?**

I am very proud of managing people from different cultures and backgrounds. They give York our uniqueness and diversity. It's challenging to empathise with the background of people and what they can contribute to the company. For example, a country like India is so diverse, with different languages, cultures and religions.

Communication is about whether the message is understood by the other person. People can understand what you write on email, but they may not understand the passion and spirit of what you are trying to bring in. You also need to listen. I believe in people and showing them what you want to do, with a lot of conviction and persuasion.

**What do you think is the future of York?**

The future of York is very strong. We've created a lot of what we needed to create and our inventory levels have gone up to service our customers. We've opened new markets and developed products, although we will still work on R&D and product development. Plus the cash flow management of York is a great success story. The company is in very good health because we've had a great Board over the years.

**What is your advice to your successor and senior management team who will carry the York flag?**

We have to be more data driven, so called opinion is becoming more and more erroneous. Primarily because the market is changing very fast and our market knowledge needs to increase. By doing this you understand your potential new customers and what is required for you to make them York customers.

**What message would you like to give to your worldwide customers and suppliers?**

A York ideal that I cultivated is to value the customer and the immediate value they give to you. We do all we can to make the customer happy both in terms of quality and price and providing tremendous aftersales service. York will always be different to companies offering product on just price without any service. We have never tried to adopt that approach and never will. Yes there have been cases where the fault has been ours, but our customers have been supportive because they realise our sincerity and dedication. We are really grateful to the customers for their faith in York.

I also met most of our major suppliers, predominantly in India, China, Turkey and Europe. Suppliers are just like partners, but they are much smarter than us, they know how the market is moving, when prices and volumes fall, and they also try to keep production going. Whenever we clearly explain our plan to suppliers, they are very cooperative. It is beautiful to realise that we have been able to convey what we want and develop trust in our suppliers.

**Would you like to share your post-retirement plans?**

I don't have any retirement plans or know exactly what I am going to do. All I know is that I will be 100% engaged in whatever it is. Fortunately for me I have loved my work and enjoyed my corporate career enormously. I stay in touch with my old teams, bosses and organisations. I could not have achieved all of this if I had a 'goal post' approach.

In life there is nothing like beginning and end. The destination is always moving, which is why the journey is more important than the destination.

**York's customers have been supportive because they realise our sincerity and dedication.**



YORK INDIA

YORK INDIA

## Nothing but the best

**Amongst the Indian trailer industry Black Diamond Motors Pvt. Ltd. is a name synonymous with high-quality, ground breaking technology and futuristic design. Key to these accolades is a commitment to using nothing but the best - York Transport Equipment products.**

The name Black Diamond is seen all across India on a wide range of product, including tippers, tip trailers, rock bodies, bulk and car carriers and even custom designed bodies for those customers that want something a little bit different.

Although this most eye-catching of names was first incorporated as a company in 2007 the history of the business actually goes back much further than that. It was back in 1980 that the name first appeared, as a manufacturer of machinery spare parts for the mining industry. Black Diamond spent the next 30-odd years emerging as a leader in technologically advanced earth moving machinery, spare parts and service providers in Central and East India.

In December 2006, the decision was made to launch a new company catering to the goods transporting segment of the transport industry. Now the headquarters of Black Diamond Motors Pvt. Ltd. is spread across seven acres in Bilaspur, the manufacturing hub of Chattisgarh State.

"We've taken our long experience in high-tech fabrication and engineering and infused it into our new automobile venture. That's how we've managed to achieve such a strong position in this industry in such a short amount of time," said Mr P S Bhatiya, Director, Black Diamond.

**Black Diamond is committed to using only York products for the better performance and York's highly valued after sales service.**



Dedicated to the best: Black Diamond's team of Mr Pawandeep Singh Bhatiya (left), Mr P S Bhatiya (centre) and Mr Jacob Thomas (right).

"We are already well ahead of our production targets and increasing productivity while also maintaining the quality that we're famous for. Our aim is to increase the profits of our commercial vehicle customers by offering the most innovative yet reliable transport solutions."

Incredibly for such a competitive industry Black Diamond is committed to using only York products, such as the high regard York is held in – not just better performance but York's highly valued after sales service.

Mr Jacob Thomas, another Director at Black Diamond, explained that these two attributes are the key to this successful partnership.



Black Diamond remains ahead of current production targets.



A Black Diamond heavy-duty carrier.



High-tech fabrication at its best.

"We have been selling 200 tip trailers per month with York 12 tonne 5265 axles and 16 tonne 75/90 cast steel suspensions in the mining sector alone. Because of the products' performance and the professionalism of the York after sales team our customers are extremely happy," he said.

It's fair to say that for York the feeling of admiration is mutual. In fact, York India considers Black Diamond as one of its most valuable customers and, as such, has placed Black Diamond in the sought after Platinum Customer category.



YORK INDONESIA

YORK INDONESIA

## York commits to building partnerships with end-users

All companies say they care about their customers, but York believes that actions speak louder than words. Recently, Mr Alok Sharman, York Transport Equipment's new Chief Executive Officer, paid a personal visit to a valued customer in Indonesia and learnt first hand how York is helping businesses.

Formed in 1991, PT Sapta Indra Sejati (SIS) is one of the largest mining contractors in Indonesia. The company currently enjoys big contracts with six coal mining companies, including Adaro Energy, Indonesia's second largest thermal coal producer (Adaro acquired SIS in 2008).

The competitive nature of the coal business means SIS has to keep operating at as close to full capacity as possible. For example, at the Tanjung Tabalong jobsite in South Kalimantan in the Indonesian territory of Borneo, SIS operates more than 160 double trailers transporting 'run of mine coal' to the nearby ports ready for export. (Run of mine coal, or 'ROM coal', is ore in its unprocessed, natural state.)

With this level of production – a gigantic 22 million tonnes of coal annually for Adaro alone – using inferior equipment is not an option. That is why SIS Vice President Mr A Kurnia trusts York's 8021 axle with YTE90 suspension, for this 24-hour operation.

To keep operating at as close to full capacity as possible SIS relies on York's 8021 axle and YTE90 suspension.

"Practically every single axle we use carries the York brand," Mr Kurnia told Mr Sharman during his recent visit.

"Reliability is key when it comes to mining operations like ours. The quality of York axles and suspensions is something we trust that we can rely on."

Another important York innovation aiding the success of the SIS business is the YPS (York Precision System). The recent downturn in the global economy has driven down the price of coal and put SIS under pressure to improve its operational efficiency. The YPS helps SIS lower its maintenance costs and limit downtime to the absolute minimum, efficiency gains that SIS can rely on to counter the falling returns from coal.

"By taking advantage of the YPS system SIS can increase efficiency and decrease their total cost of ownership, which is something that we strive to provide for all of our customers," Mr Sharman explained.

"As well, York will continue to support SIS and their operations through our dealers' network across Indonesia set up specifically to maintain York's well-trusted reliability."



## Team building session

This year's ABP & Strategy Planning meeting at Lonavala, a beautiful region south-east of Mumbai, was enlivened by a fun team building session on the second day.

This activity was named the 'Rhythm Olympics' and featured a number of team building activities, such as Treasure Hunt, Mini Golf, Blind Walk, Water Passing and – the crowd favourite - the Hula Hoop!

The 32 participants on the day formed three teams to fight for the main prize: the 'Super Champions', lead by Zee Khan; the 'Orange Tigers', lead by Abhishek Ojha; and the 'Champion Killers', lead by Pankaj Shenoy.

But as ever, there can only be one winner. After excellent efforts by all involved, including some fantastic team work, the 'Orange Tigers' were crowned the winners!

On hand was Mr Alok Sharman, Group Chief Operating Officer, York Transport Equipment Asia to give away the medals and, most importantly, pass on the trophy to the 'Orange Tigers' for taking out first place in York's Rhythm Olympics!



32 participants took part in York's team building day, all eager to win the main prize.





YORK INDIA

YORK INDIA

## Make in India concept proves huge success for York

**The only word to describe India's Auto Expo 2016 trade show for York is 'success'. As a market leader in trailer components this perhaps shouldn't come as a complete shock, but the level of good will shown by the attendees at the show still caught York's leaders a bit by surprise.**

The 13th Auto Expo, held from 4-7 February in Pragati Maidan, was jointly organised by the Automotive Component Manufacturers Association of India, the Confederation of Indian Industry (of which York is a member) and the Society of Indian Automobile Manufacturers. As such, it truly reflected the huge potential of the Indian auto component industry. In fact, of the 1,500 exhibitors at the show, 900 were Indian firms – proving that the focus on the 'Make-in-India' campaign was right on the money.

This year has seen York India successfully launch premium products like the popular 5620 axle with YPS, 13 and 16 tonne sheet metal (as opposed to steel casting) suspensions and the rugged Tecair 1 with square axle.

"Customers have shown a great deal of interest in the 5620 axle with the YPS system. The features are hard to resist, such as 300,000 kilometre hub grease interval, total control of wheel end bearing adjustment, longer bearing and hub seal life and more than 30 per cent extended tyre life," said Mr G S Chatterjee, COO and Country Manager, York India.

"York customers have also appreciated our 13 and 16 tonne sheet metal suspensions, which York's design team developed through some very innovative ideas. For example, both sizes have hardened replaceable type wear pads in their hangers, with the 16 tonne also having these pads in its equaliser."

Mr Alok Sharman, York Transport Equipment's new Chief Executive Officer, explained that with the world economy slowing slightly, York realises it cannot rest on its laurels. Luckily, the team in India is ready to do business.

"We're affected by the commodities business and, like everyone, we've felt the recent global downturn. However, India is a different story altogether. In India, the car and truck industry is picking up and road construction is also happening. For the next three or four years Indian is going to be an important part of the York story," Mr Sharman said.

"In fact, in the last eight years in India York has catapulted to acquiring almost one-third of the market share in axles and nearly one-quarter in suspensions. Those figures are incredible and something York is very proud of."

York is also aspiring to increase production at its Indian factor in Maharashtra. The plant currently produces 36,000 axles per year. By 2018/2019, York fully intends to increase this figure to a very impressive 50,000 axles each and every year.

But don't thing for a second that York has given even the slightest thought to sacrificing quality for the sake of quantity. Being a Tata enterprise, York is an ethically strong organisation, one that realises that customer trust takes a long time to acquire but a very short time to lose.

"I am based in Singapore but I am an Indian at heart," Mr Sharman pointed out.

"I know that the Indian transport sector isn't fully developed yet, which means there are a lot of old equipment in new trailers out on the road. This not only increases costs, it's a huge safety risk. York tries to sell high-quality axles and suspensions with the lowest total cost of ownership. We explain to our customers that using York equipment will not only lower their maintenance costs, it will make the roads safer for everyone."



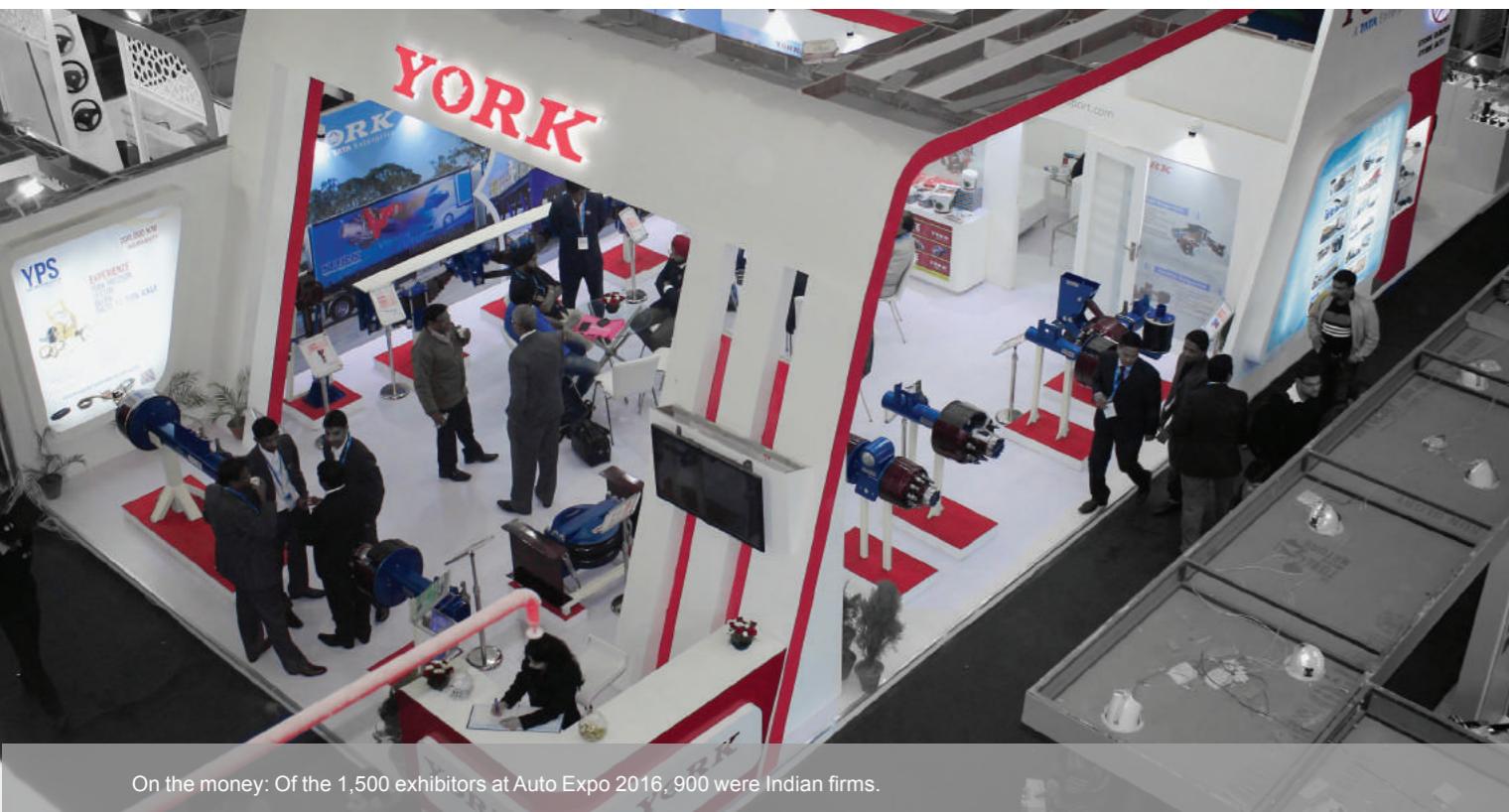
### Premier opportunities

The eight dedicated international pavilions at Auto Expo 2016 – from China, Canada, France, Germany, Japan, Taiwan, South Korea and UK – created a huge number of business opportunities for everyone who attended. Just how many opportunities can only be imagined when you consider over 1.1 million people from 62 countries walked through the gates, making it the premier transport industry event in India.

"Taking into account the massive response from customers York can consider this 13th Auto Expo a great success," Mr Chatterjee said.

"We certainly hope that the same trend continues into a very bright future for York India."

York has successfully launched premium products like the popular 5620 axle with YPS and the rugged Tecair 1 with square axle. Using York equipment will not only lower maintenance costs, it will make the roads safer for everyone.



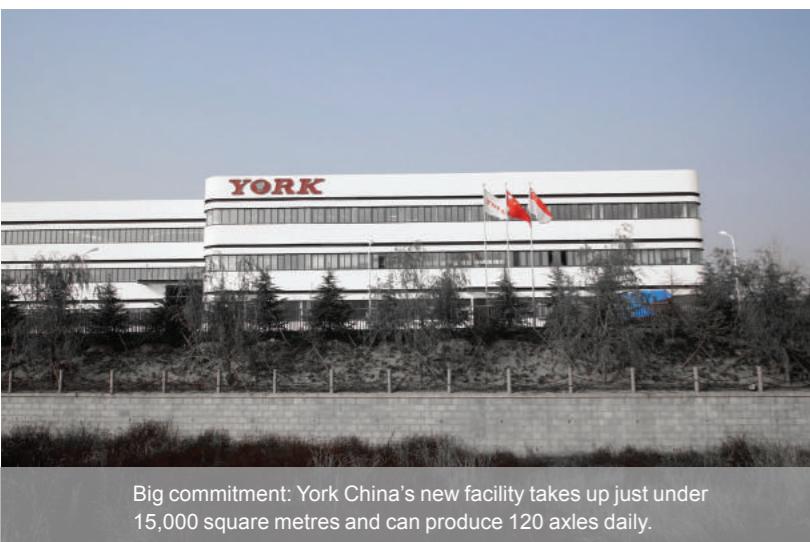
On the money: Of the 1,500 exhibitors at Auto Expo 2016, 900 were Indian firms.



YORK CHINA

YORK AUSTRALIA

## York China factory commences production



Big commitment: York China's new facility takes up just under 15,000 square metres and can produce 120 axles daily.

**Having already established a footprint in China, York has wasted no time in setting up a new production factory. This serious investment shows a huge commitment to the Chinese market that is set to make York one of the biggest players in the whole of Asia.**

York's operation in China is clearly an exciting opportunity for the whole York group. The new factory occupies prime position in a new – and rapidly growing – industrial area at the Sino-German Ecopark in the Huangdao district of Qingdao City.

And the numbers are impressive. The total area occupied by the plant measures just under 15,000 square metres with a construction area of nearly 8,500 square metres. York China plans to make good use of this space as well, recently commissioning a new paint shop with the capacity to finish 120 axles each and every day.

"The commissioning of the paint booth represents a strategic move towards further enhancement of the company's operations with an environmental assessment carried out and passed successfully in January 2016. It also paves the way for the company's plans of producing up to 80 axles in

eight hours, a number it will achieve through continued improvement in the new plant as well as the resources to support its operations," said Mr Leo Miao, Sales and Marketing Manager, York China.

York China views its operation in Huangdao as being part of a long-term commitment to the country. York not only contributes to the development of small businesses and the wider economy in areas where it operates, it also increases the employment opportunities available to local communities. York China provides either direct or indirect employment for upwards of 60 people Qingdao City, many of whom reside close to the new factory.

Yet despite the considerable progress York has made in establishing the new plant, challenges do still present themselves, particularly the logistical issues caused by a lack of crucial infrastructure within the Sino-German Eco park area. For its part the Huangdao government is making serious strides to remedy such issues by pushing forward various large-scale projects that include creating all necessary infrastructure in this new industrial area.

"As of now York China has the necessary plant infrastructure in place to ensure the uninterrupted production of York axles. Taking immense pride in the quality of its product, York China plans to double its production in the upcoming months and is keen on fostering new relationships with local customers by inviting them to our new facility," Mr Miao said.

"The York China team is working enthusiastically to establish and expand its foothold in China to the benefit of all of its stakeholders."

**"York China has the necessary plant infrastructure in place to ensure the uninterrupted production of York axles."**

## On the road: York branding goes mobile

### An eye-catching York vehicle is not just turning heads in Western Australia – it's improving sales.

The car, a Mitsubishi Pajero, is the brainchild of Mr Dan Van Duyn, York's State Manager for Western Australia. For those not familiar with the size of Australia's biggest state, consider this: Mr Van Duyn has already done more than 120,000 kilometres since first putting the keys in the car back in October 2013.

On average, Mr Van Duyn, who is based in Perth, drives around 5,000 kilometres each month, with the furthest journey being to Port Hedland, a 1,700 kilometres stretch (any further and flying, understandably, is the only option). The benefit of a branded car doing that much mileage is that it's seen by a lot of people across a very large area.

"I actually travel through a lot of small towns as part of my job and I don't always have the time to stop and see customers. That's why I came up with the idea. I thought it would be a good idea to be loud and proud and put these logos on my vehicle," explained Mr Van Duyn.

"In the past I've always noticed cars with writing on the side and when I'm travelling I'm now seen by a lot of truck drivers and trades people. With such an eye-catching design I'm always in the front of their minds."



The combination of words and images is certainly eye-catching. Mr Van Duyn's idea became reality thanks to the work of Albany Sign Workers (the town of Albany is a few hours south of Perth), who trialled a new stick-on process for the job.

And if you're wondering just how effective the car has been, well the results speak for themselves.

"This form of mobile advertising means that when people require new axles or a suspension the first name they think of is York. I've already had quite a few calls from customers just from being seen driving through their town. My car acts as a reminder to current customers that they need to upgrade their equipment. It has also attracted a few new customers as well, which is fantastic for the company," Mr Van Duyn said.



Mr Van Duyn hopes that one day he'll see York branding on vehicles across the whole of Australia, but for the time being, success in Western Australia is enough. So if you find yourself on a big, long, dusty highway and you see Dan coming the other way, make sure you give him a wave and a call. He'll be glad to talk to you!



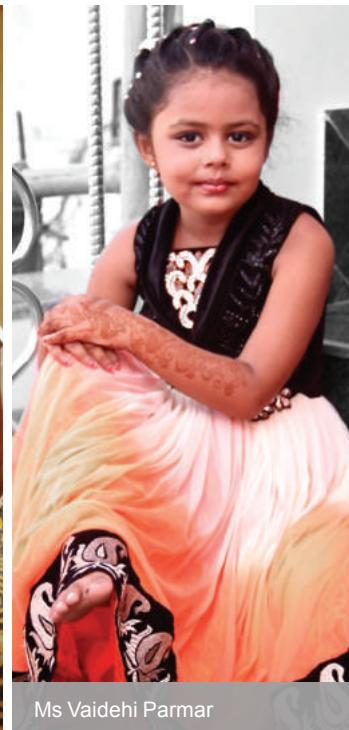
## Children for a Better World winner announced

Tata Sons (the holding company of the Tata Group) has successfully conducted 'Tata Young Expressions 2016', part of the annual Tata World children's competition. This year Tata linked its competition with the United Nations Global Goals Campaign, deciding on the theme: 'Children for a Better World'.

York is extremely happy to announce that India's regional winner for 2016 is Ms Vaidehi Parmar, daughter of Mr Murugendra Parma, Senior Technical Associate – Service, York Transport Equipment India.

"It gives me great pleasure to learn that I won the First Prize in the Tata Young Expressions 2016 contest. Being recognised and awarded by one of the most prestigious competitions gives me immense pleasure and motivates me to give my best for everything. I thank you for presenting me with this opportunity," said Ms Parma.

Entries were evaluated on a number of key areas, including understanding the contest theme, originality, layout, composition and overall visual appeal. Ms Parma and her very proud father Murugendra were awarded the prize at the Regional Tata InnoVista function in March.



Ms Vaidehi Parmar

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