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TAT HONG 



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CELEBRATING 60 ELEVATING YEARS

Chinese philosopher Lao Tzu noted that “A journey of a thousand miles begins with a single step.” For Tat Hong, that first step was taken 60 years ago by our Founder, Mr Ng Chwee Cheng. It took one man’s steadfast vision and pioneering spirit to establish a humble tyre and battery shop, before transforming it to become Asia-Pacific’s largest crane rental company.

Tat Hong has through the years grown with Singapore, playing a pivotal role in nation building. Our company’s fleet of cranes were used in the construction of the island’s infrastructure, industrial, commercial and institutional facilities. Be it in the heartlands or throughout the city, Tat Hong was integral in the construction of our cityscape. These include HDB flats, JTC factories, MRT projects, Changi Airport and iconic developments such as the Sports Hub, Gardens by the Bay and Marina Bay Sands.

Just as Singapore evolved from a quiet fishing village to a global metropolis, Tat Hong has also internationalised. We have successfully expanded our business and extended our footprint to Australia, China, Malaysia, Thailand, Hong Kong, Indonesia, Vietnam and Myanmar. Even as we continue to play a part in building global cities, we are just as focused on building upon our founding principles – Integrity, Quality and Reliability – to deliver continuous excellence and shape our future.

This commemorative book chronicles the journey of the Tat Hong Group and highlights some of the notable projects that we were honoured to have been part of. The role that our cranes and equipment plays may be invisible to most, and we hope to capture the essence of our involvement in bringing to fruition the many infrastructure projects and landmark buildings through this book.

We hope that you enjoy this special edition of the Tat Hong story.



Founder, Mr Ng Chwee Cheng

OUR EARLY YEARS

It is not the beauty of a building you should look at; its the construction of the foundation that will stand the test of time.

DAVID ALLAN COE

是地的小生意时，
养育问题感到烦恼



常不一样，再
感到另寻别的
进行时，发现
，经济适用房
会大量采用

有了这
公司的工作

了
培

由
地，
打安心工

打地修
用。到
和感



今日成果，是挨出来的！

——看达丰重机械公司的创业精神

十多年前，当黄先生还在经营其他的小生意时，他不仅要为十几个子女的教育问题操心，而且，对本身业务的扩展也不很感兴趣。可是，到了今天，黄先生的子女都已长大成人，或出国留学，或为国家社会作出贡献，黄先生也已建立起相当庞大的事业——达丰重机械公司的营业额，每年便已高达4千万。



在工厂工作。

今日成果是挨出来的

这种巨大的改变与成就是怎么来的呢？黄先生说，这是挨出来的！他说，当时参加创业的资本不多，再加上子女众多，孩子教育，这些使他感到压力。但是，在90年代中，当时日本经济泡沫破灭，许多大企业倒闭，黄先生也决定大量采用新机器。

有了这种决心，黄先生开始经营达丰重机械公司的工作，而且，终于在1974年建立了达丰重机械公司，专门从事进口二手重机械，为制造业服务。

了解工人处境 培养员工归属感

黄先生出身，因此，黄先生了解工人的处境，他说，公司总是设法提高员工的福利，让他们安心工作。同时，黄先生也让员工参与公司的工作，让员工感到工作有意义。黄先生还让员工参与公司的决策，让员工感到自己是公司的主人。黄先生还让员工参与公司的培训，让员工感到自己是公司的主人。

设计存货控制资料一目了然

黄先生说，为了设计一种“存货控制”系统，他设计了一种“存货控制”系统，用不同颜色的字来显示所有存货的详情，如黄色表示库存充足，红色表示库存不足，绿色表示库存过剩。黄先生还设计了一种“存货控制”系统，用不同颜色的字来显示所有存货的详情，如黄色表示库存充足，红色表示库存不足，绿色表示库存过剩。

黄先生说，在管理重机械方面，黄先生也注重员工的培训。黄先生让员工参与公司的培训，让员工感到自己是公司的主人。黄先生还让员工参与公司的决策，让员工感到自己是公司的主人。

亲自试驾机车 测验操作性能

达丰重机械公司为了测验新购入的重机械的性能，黄先生亲自试驾了这些重机械。黄先生还让员工参与公司的培训，让员工感到自己是公司的主人。

从基本功学起 向资深技工学习

黄先生说，在“基本功”学习方面，黄先生让员工从最基本的操作开始，逐步学习复杂的操作。黄先生还让员工参与公司的培训，让员工感到自己是公司的主人。

大家分工合作 工作胜任愉快

黄先生说，在分工合作方面，黄先生让员工分工合作，各司其职。黄先生还让员工参与公司的培训，让员工感到自己是公司的主人。

电脑处理账务 精确存放资料

黄先生说，在电脑处理账务方面，黄先生让员工使用电脑处理账务，提高了工作效率。黄先生还让员工参与公司的培训，让员工感到自己是公司的主人。



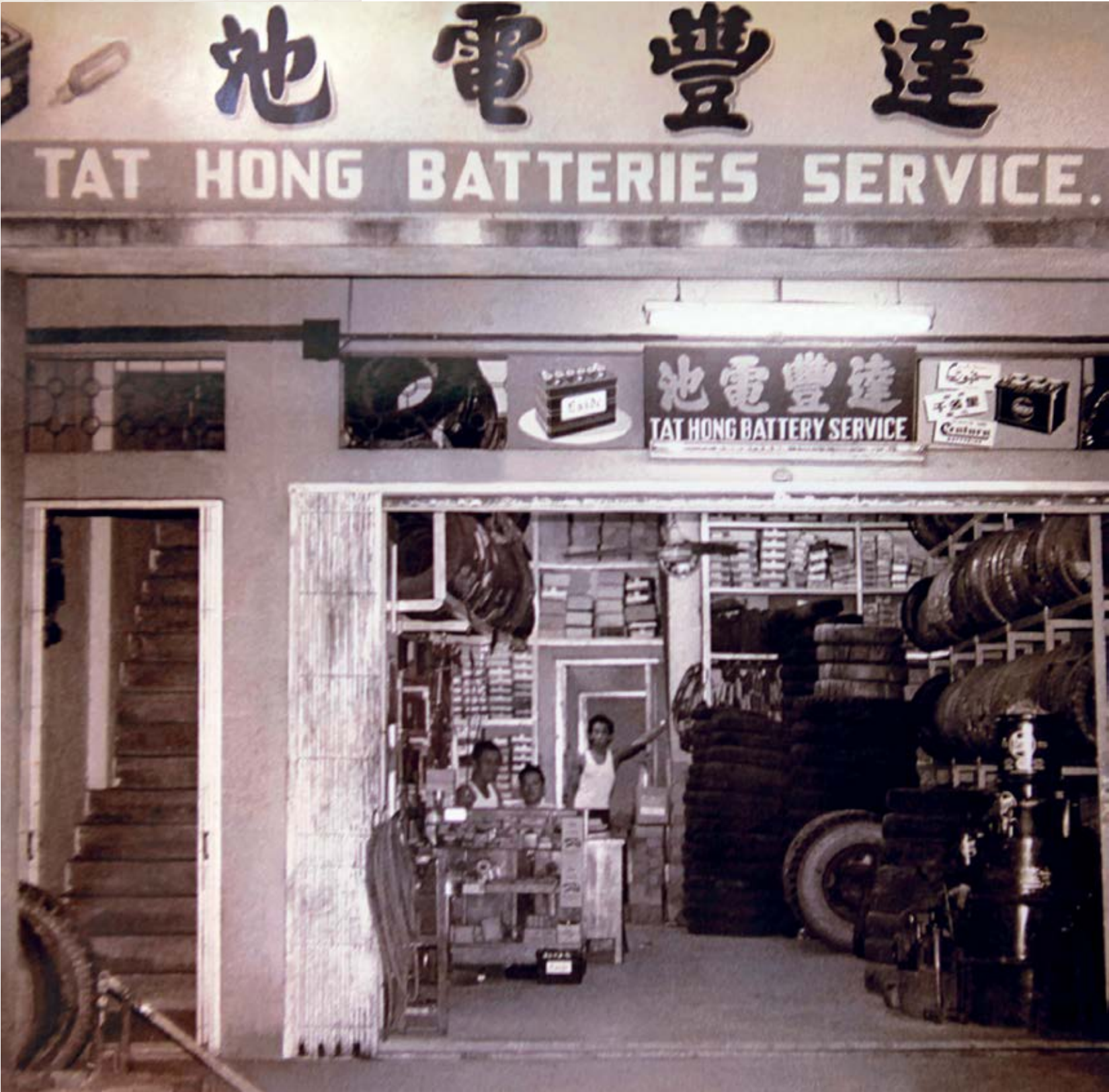
黄先生的办公室一角。



OUR EARLY YEARS

Good seasons start with good beginnings.

SPARKY ANDERSON



The family behind Tat Hong's success

IT IS said that curiosity kills the cat but in the case of Mr Ng Chwee Cheng, 53, curiosity over motor vehicles led to the launching of a business which has grown from an annual turnover of "a few hundred thousand dollars" into a \$60 million venture — all achieved in 13 years.

Mr Ng, chairman of the Tat Hong group, remembers the day he "discovered" a motor car could move "with no one pushing it from behind".

He was probably only knee-high then and that "miracle" stirred his curiosity and created an ambition to work with engines.

He was equally keen to do business and to be his own boss; after all, one has to make a living and support a family, he adds as a matter of fact.

When he entered the business world more than 30 years ago, motor shops seemed to be the most lucrative and that convinced him that he was heading in the right direction.

He looks back with considerable satisfaction and pride for his accurate foresight has paid off.

Today, he and four of his nine sons share in the management and administrative responsibilities of Tat Hong Heavy Equipment Co, Tat Hong Heavy Equipment Pte Ltd and Tat Hong Plant Leasing Pte Ltd.

The recent award of the P & H agency has added fuel to their enthusiasm in the business. They regard P & H equipment as the "golden goose" of the industry and are planning diligently for the new venture.

They have set their sights on an additional \$10 million to \$20 million turnover within the first year of the agency.

Is that not being too ambitious? The company has apparently done its homework and believes that the market is worth that much. The brothers are confident too of their quality of service.

"What we promise we must deliver," says second son Tony who, at 36, has already spent more than 10 years working with his father.

He was the first of the four boys to follow in the footsteps of Ng Sr and today, he is the director in charge of sales and leasing.

"It is a hard life," he admits. The hours are long and though he is his own boss, he works for his customers as well and their needs take priority, even over his own family commitments.

"I'm a workaholic," he says, "but I enjoy my work and I'm satisfied. My cus-

tomers come first — don't make them angry. My philosophy is to face problems, not run away from them."

He points out that all the four brothers have a part to play. Each has a common goal: to serve customers and to make some profit. "It's part of our rice bowl," he adds.

After talking with Mr Ng and his sons, one comes away feeling that the Tat Hong group is an ideal organisation, possessing the prerequisites for successful and efficient management, particularly cooperation and communication.

"We work as a team," says Roland, 31. The eldest son, and the only one of the four to receive tertiary education, Roland is responsible for finance and administration.

He was the second one to join his father's company in 1978, two years after graduating from Loughborough University with an honours degree in civil engineering.

The two years after his graduation were spent working in the Jurong Town Corporation, but all the while he had been considering his father's business.

Roland says he and his brothers took an interest in their father's work from childhood.

Mr Ng encouraged the boys to visit the workshop, to learn about engines and to lend a hand. But Roland



Mr Ng Chwee Cheng

is quick to add that his father does not believe in forcing anyone into a job.

"Even if he needs us, he won't say, 'Please come and join me.' He waits for us to say that we want to join him."

That was the way it was for Roland. While he was working at JTC, his father was looking for another manager but did not approach his son.

It was the son, instead, who offered to join the company, not out of filial obligation alone but because he really wanted to.

The hard work that Tony was putting in probably gave the added incentive. Roland says: "When we see

Mr Ng Chwee Cheng, chairman of the Tat Hong group, speaks to KOH TSE YING about how his business has grown into a \$60 million venture in just 13 years.

a brother working so hard, we feel guilty if we don't do as much."

Patrick, 27, and Michael, 25, the third and fourth sons in the family, are responsible for product support, servicing and repairing.

Michael, the bachelor among the four brothers, returned from Kobe after a three-week course on P & H equipment.

He was sent on the course first because he had worked longer with the machines but Patrick will attend the same course at a later date.

"I earned just a few hundred dollars a month. It wasn't much but... it was enough for me to support my family."

According to his father, Michael works the longest hours.

"The earliest to leave the house is Michael; the last to return is also Michael," Mr Ng says in Mandarin.

Patrick, educated in a Chinese school, was in the technical stream before coming out to work at the age of 16. He finds it a thrill to operate the huge cranes and heavy equipment, he says.

Altogether, he has spent about eight years working for his father, five of which were spent in the car battery and tyre business which was the first car-related activity that Ng Sr embarked on when he set



The family that has achieved 'high yield and abundance'...from left, Patrick, Pauline, Mr Ng, Tony and Roland.

up his own shop in the 1950s.

At 15 or 16, Mr Ng went to Naval Base to work as a mechanic. He spent two years there trying to learn as much as he could about motor vehicles.

Then he left to work for a motor workshop at Rochore Canal Road and there he remained until he married at the age of 20.

The Rochore Canal area, incidentally, is a place of childhood memories for before he started working with engines, he had helped to bring the family's farm produce to the Kasang Kerbau market.

Those were the pre-Japanese Occupation days when his parents had a vegetable farm at Thomson Road.

Today, that former farm has been developed into a housing estate known as Adelphi Hill by Poh Seng Realty Pte Ltd, majority owned by the Ng family.

Marriage meant new responsibilities. Mr Ng soon realised the need to prepare for a family.

Coming from a large family himself (nine boys and two girls), he was probably aiming for an equally large number of children.

He left the Rochore Canal Road workshop and launched a car battery rental service for kampong residents in Thomson Road.

They used the car batteries to run some of their electrical implements, including television sets, and every few days, Mr Ng would go back to replace the batteries.

"I earned just a few hundred dollars a month. It wasn't much but in those days, money was bigger, and it was enough for me to support my family."

After four to five years, he moved to Changi Road and opened a new shop there, providing the same car battery rental service to kampong residents in that area. This business

went on for about 20 years until 1978.

In the meantime, Mr Ng was looking for new ventures. In 1964, he went to Japan with a few friends. "You could call it a tour, but I also wanted to find new business opportunities."

Around the same time, Mr Ng had also entered the finance business, setting up Bee Hong Finance Pte Ltd. This business went on for about five years until the heavy equipment market attracted his attention.

In 1970, Mr Ng registered a sole proprietorship, Tat Hong Heavy Equipment Co, to buy second-hand construction equipment from Japan, recondition and sell them to the local industry.

A few years later, he and his four sons established a second company called Tat Hong Heavy Equipment Pte Ltd, which concentrates on the sale of reconditioned P & H machines.

The company is also now responsible for the sale of new P & H cranes following the agency award.

In 1981, Mr Ng and his four sons set up Tat Hong Plant Leasing to lease and hire equipment to Southeast Asian clients.

The family's business has not stopped at heavy equipment. In recent years, property development and investment as well as construction have been added to the family's activities.

Tat Hong Properties Pte Ltd, Poh Seng Realty Pte Ltd, Poh Seng Housing Developer Pte Ltd and CMC Construction Pte Ltd have since been added to Ng Sr's portfolio of chairmanships.

But Mr Ng points out that the new fields are his sons' interests, particularly Roland, whose civil engineering background led him to form the property companies.

Poh Seng Housing Developer Pte Ltd is currently developing a \$7 million condominium project known as

Jasmine Court, next to Yaohan Thomson.

As a father, Mr Ng is naturally happy that his sons share his interest in business and machinery and he hopes that more of them will join him when they leave school.

Two of his five daughters are also working for him. Pauline is in heavy equipment while Peggy works at a Caltex service station at Frankel Avenue.

It is all a family concern. Each works for his own upkeep but all work for the family and the wives of the three older sons understand the demands of the work.

"In fact," Roland says, "they are surprised if we come home earlier than usual."

Does Mr Ng ever feel that the working hours are too long or the demands too great?

"There is a lot of work," he admits, "but then I'm working for myself and not for somebody else."

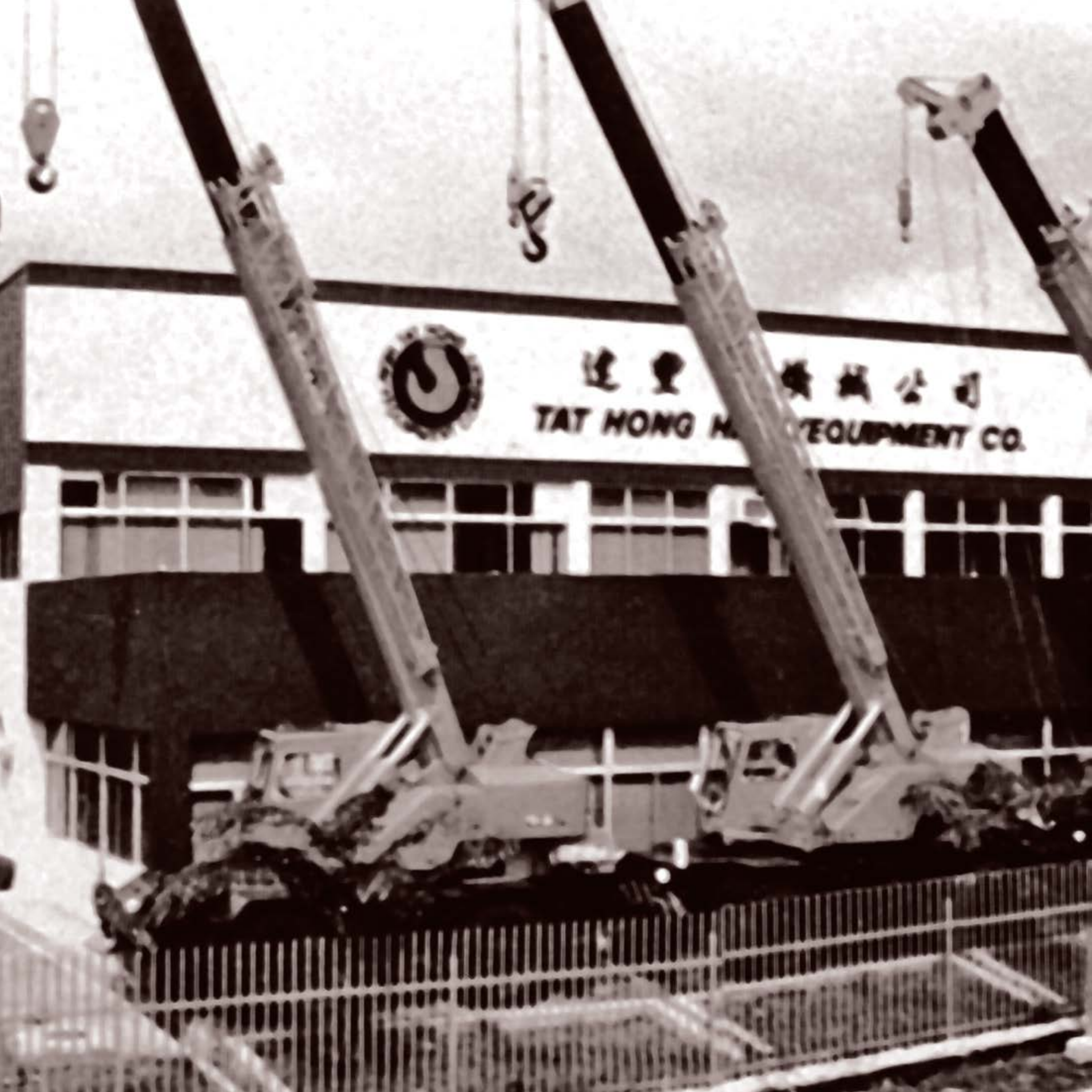
The four sons clearly enjoy working for their father. Though the head of the family and chairman of the group, he is not the dogmatic patriarch who constantly insists that he knows better.

With longer years of experience behind him, he does of course have many things to teach his sons, especially in the area of customer relations and personnel management.

"But he is also receptive to new ideas and he listens to his sons. There is no generation or communication gap and the five men readily discuss their problems, ideas and plans together."

Such teamwork and cooperation is probably the secret of Tat Hong's success.

And indeed, these factors have enabled the group to live up to its name, for the meaning of "tat hong" in Hokkien (or "dafeng" in Mandarin) is "attaining or achieving high yield and abundance".



達豐機械公司
TAT HONG MANAGEMENT CO.



达丰重机械公司 代理美国 P & H 重型机械

新加坡达丰重机械昨日与美国 P & H 重机械厂商 Harnischfeger 国际公司签署总代理权合约。

合约签署仪式于昨日下午二时在达丰双溪加株道办事处举行。代表双方在合约上签字的是达丰重机械董事主席黄水钟和 P & H 东南亚区市场董事克恩安。

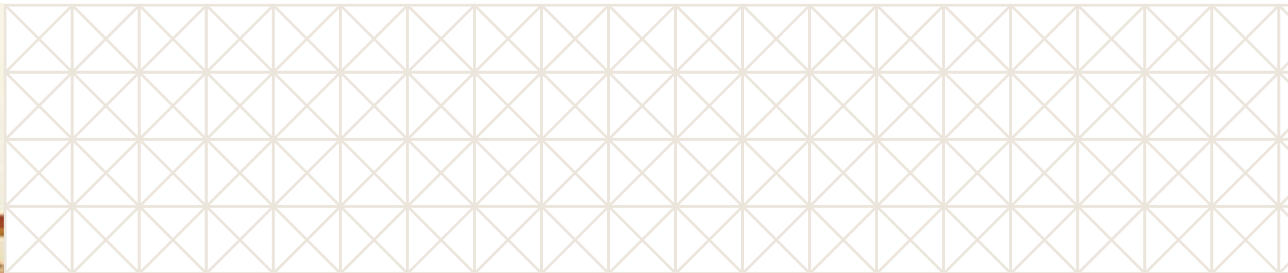
达丰在经营重机械业

务方面，有十多年历史，以往主要是销售旧重机械，每年的营业额达数千万元。据所知，当 P & H 重机械的美国厂商 Harnischfeger 国际公司于数月前有意将其总代理权从友乃德手中转让给其他公司时，本地约有 16 家公司进行申请，其中包括几家挂牌公司，结果由达丰重机械所获取。(P0)



黄水钟 (右) 与克恩安 (左) 代表方签署合约。

OUR EARLY YEARS





OUR EARLY YEARS





TAT HONG'S OTHER INVESTMENTS



Inprint-Systems Asia Pacific Pte Ltd



SAC Nominees Pty Ltd



CMC Construction Pte Ltd



CSC Holdings Limited

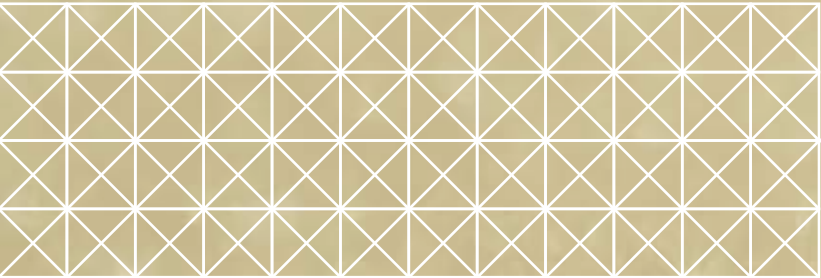


Technocrete Pte Ltd



Fascina Pte Ltd





M I L E S T O N E S

1957

Inception of Tat Hong Batteries Service

1978

Established of Tat Hong HeavyEquipment Pte Ltd

1982

Incorporated CMC Construction Pte Ltd

Incorporated Tat Hong Properties Pte Ltd

1983

Tat Hong Plant Leasing Pte Ltd commenced crane rental services

1987

Incorporation of Fascina Pte Ltd

1988

Incorporated Tat Hong Investments Pte Ltd

1989

Established Tat Hong Plant Hire Sdn Bhd

1990

Incorporated Technocrete Pte Ltd

1991

Incorporated Tat Hong Holdings Pte Ltd

1992

Established Tat Hong HeavyEquipment (Hong Kong) Limited

1994

Incorporated THL Foundation Equipment Pte Ltd

1995

Incorporated PSR Properties Pte Ltd

1996

Acquired Tutt Bryant Group Limited (formerly known as Tutt Bryant Industries Limited)

Incorporated Inprint-Systems Asia Pacific Pte Ltd

1997

Listed Tat Hong Holdings Ltd on the Australian Securities Exchange (ASX)

Established Tat Hong (Thailand) Co., Ltd

1998

Tat Hong Machinery Pte Ltd commenced parts distribution business

2000

Secondary listing of Tat Hong Holdings Ltd on the SGX Mainboard

2002

Established PT Tatindo HeavyEquipment

2003

Incorporated Tat Hong (V.N.) Pte Ltd

2005

Conversion of secondary listing to primary listing of Tat Hong Holdings Ltd on the SGX Mainboard

Delisted Tat Hong Holdings Ltd from the ASX

Listed Tutt Bryant Group Limited on the ASX

Established joint venture with Fushun Yongmao Construction Machinery Co., Ltd to enter the tower crane rental business in China

Investment in CSC Holdings Limited

2007

Established Tat Hong HeavyEquipment (Macau) Limited

Incorporated Tat Hong Equipment (China) Pte Ltd as an investment holding company for the Group's subsidiaries in China

Acquired 50% of PT World Wide Equipment South East Asia which became a wholly-owned subsidiary in 2012

Incorporated Tat Hong Offshore and Marine Services Pte Ltd

Incorporated PT Tat Hong Batam

Established Tat Hong Equipment Co., Ltd

2010

Privatisation and delisting of Tutt Bryant Group Limited from the ASX

Incorporated Tat Hong Heavylift Pte Ltd

2011

Incorporated Tat Hong Crane Logistics Sdn Bhd

2012

Established Tat Hong Crane Rental (Sarawak) Sdn Bhd

2013

Formation of 40% joint venture company, Tat Hong Intraco Pte Ltd, to conduct crane rental business in Myanmar

2014

Incorporated Tat Hong Equipment Service Co., Ltd as an investment holding company for the Group's key subsidiaries in China

千里之行
始於足下
· 老子 ·

The journey of a thousand miles begins with one step.

LAO TZU

If everyone is moving forward together,
then success takes care of itself.

HENRY FORD





OUR JOURNEY

跨 纵 北
越 贯 上
东 南 中
西 北 国
文 半 南
化 球 下
澳
洲

OUR JOURNEY

SINGAPORE





OUR JOURNEY





OUR JOURNEY





**GOALS PROVIDE THE ENERGY SOURCE
THAT POWERS OUR LIVES. ONE OF THE
BEST WAYS WE CAN GET THE MOST FROM
THE ENERGY WE HAVE IS TO FOCUS IT.
THAT IS WHAT GOALS CAN DO FOR US;
CONCENTRATE OUR ENERGY.**

DENIS WAITLEY











AUSTRALIA



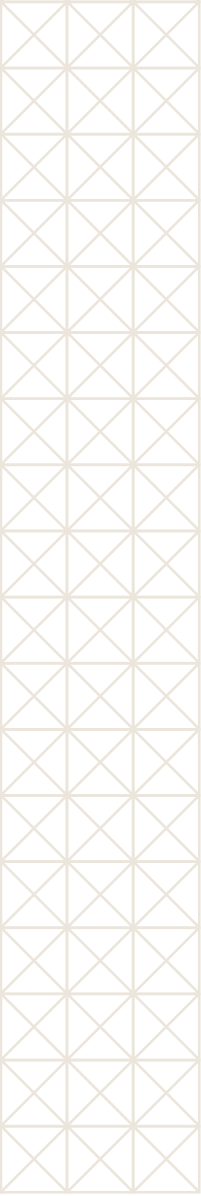


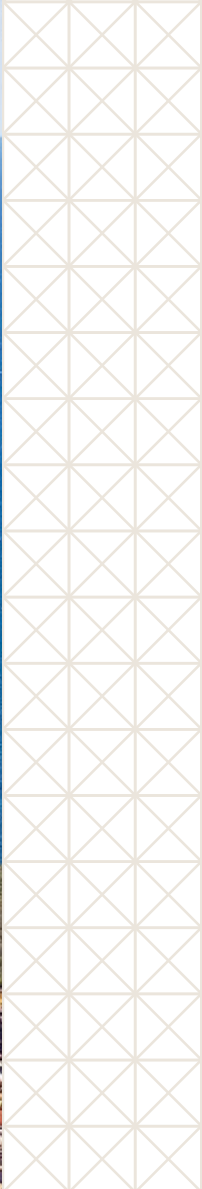












CHINA





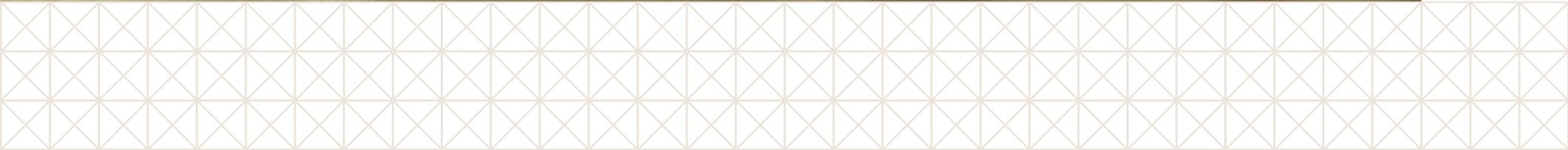












REST OF THE WORLD













OUR HEARTBEAT

六十年风雨同舟
不忘初心 砥砺前行







THE HEART OF TAT HONG SERVICE









OUR HEARTFELT THANKS

The past 60 years have been an exciting and rewarding journey for all of us at Tat Hong. We are grateful to have had many opportunities to drive the company's growth and take our business further – creating a successful brand that has become synonymous with quality and distinction. With this anniversary, we are happy to mark another significant moment in our continuous pursuit of excellence, especially as we move towards our 100th year milestone.

Beyond building our business, we are just as thankful to have built trusted friendships and valued partnerships during this time. Our heartfelt appreciation goes to our employees, business partners and stakeholders who have contributed to our growth story. We look forward to many more years of fulfilling collaborations and opportunities to forge new stories together.



