



HQ/CS/CL.24B/16049

12 October 2016

Sir,

Sub: Logic, Emotions, Processes and Improvisations collide in Asian business leadership.

Please find attached herewith the press release on the captioned subject being issued today.

Thanking you,

Yours faithfully,
For Tata Communications Limited

A handwritten signature in blue ink, appearing to read 'Manish Sansi', with a horizontal line extending to the right.

Manish Sansi
Company Secretary &
General Counsel (India)

To:

- 1) Security Code 500483, BSE, Mumbai. Fax No. (22) 2272 3121
- 2) Security Code TATACOMM, The Asst. Manager (Listing), National Stock Exchange of India Limited. Fax Nos.: (22) 2659 8237, 238, 347, 348.

TATA COMMUNICATIONS

Tata Communications Limited

Plot C 21 & C 36 'G' Block Bandra Kurla Complex, Mumbai 400 098 India

Regd. Office : VSB Mahatma Gandhi Road Fort Mumbai – 400 001 India

Tel 91 22 6659 1966 Fax 91 22 6725 1962 website www.tatacommunications.com

CIN : L64200MH1986PLC039266

Mylinh Cheung
Epic PR for HCLI
+65 9007 5822
Mylinh@epicpr.asia

Karishma Bhagi
Tata Communications
+91 9769 121991
karishma.bhagi@tatacomunications.com

For immediate release

PRESS RELEASE

Logic, Emotions, Processes and Improvisation collide in Asian business leadership

**165 C-level executives across nine Asian markets reveal key attributes of leadership
success in their regions**

SINGAPORE, October 12th, 2016 – A study by The Human Capital Leadership Institute (HCLI), Singapore’s national centre of excellence, in partnership with [Tata Communications](#), a leading provider of A New World of Communications™, reveals interesting nuances of Asian leadership on the back of in-depth conversation with 165 C-level executives across nine countries in Asia. ‘Leadership Mosaics Across Asia’ is an in-depth study that surfaces insights into the similarities and differences in leadership characteristics across the continent giving a detailed orientation into its organisational cultures and providing leadership lessons.

Singapore’s business leaders are forward planners, driven by data and processes while their Indian counterparts succeed on quick improvisations and emotional connections with their people. Confucianism forms the cultural core of many Chinese senior business leaders. As a result, they lean towards a hierarchical leadership style. Yet, similar to trends across many markets in Asia, there must be a turn towards participative decision-making and empowerment.

Such unique insights gives global businesses an in-depth understanding of succeeding in the region. Aside from Singapore, India and China, the other markets researched are Japan, Indonesia, Malaysia, the Philippines, Thailand and Vietnam.

Su-Yen Wong, CEO of HCLI, shares that the study has uncovered different ways of leadership in the Asian countries with honest insights that will advance the leadership development in the region.

“Succession planning and the challenge of finding the ‘right’ Asian talent to step into senior roles for Asian operations has always been one of the top issues that keeps CEOs awake at night, for both Asian conglomerates and multinational corporations (MNC’s) operating in Asia. The question then is: what kind of senior leaders are these MNCs seeking and expecting? What leadership qualities or competencies do they deem necessary for their top roles? And,

Mylinh Cheung
Epic PR for HCLI
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Mylinh@epicpr.asia

Karishma Bhagi
Tata Communications
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why are Asian emerging leaders perceived to fall short? The HCLI's Leadership Mosaics study delivers the very answers to these perpetual questions," says Ms. Wong.

Speaking on the occasion of the research launch, **Vinod Kumar, Managing Director and CEO of Tata Communications Group**, says "At Tata Communications - a multi-billion dollar enterprise with employees across 40 countries and operations in over 200 geographies - we appreciate the nuances of different styles of leadership, just as we value the diversity and colour that this brings. We are honoured therefore to be associated with the HCLI's Leadership Mosaics Across Asia study."

"Technology and digital communications are changing the way in which business is conducted today. Business leaders are starting to build interconnected ecosystems and collaborating across their industry platforms like never before. And at the heart of this digital transformation is the very real need for human connection and emotional intelligence. This HCLI study helps us deconstruct and understand myriad leadership styles across many geographies and cultures. For at the end of the day, all roads lead to leadership."

Each country's report dwells into its unique leadership style, and how this may have to change in an evolving global order. It also focuses on the country's next-gen leaders and suggests how they can make the next leap to become global leaders. This enables global businesses to build their Asian leadership pipeline for sustainable success in the region.

Highlights of the study:

Similar patterns of leadership:

It is no surprise that Asia is an incredibly diverse region with no one particular way of doing business across these countries. However, the reports reveal some common patterns of leadership styles. For instance, leaders in several Asian markets covered tend to highlight relationships as a way of 'getting things done', with many leaders attributing much of their success to connections in both business and political circles. This can largely be linked to the cultural values that emphasise familial ties and social strata, or a distrust in the rule of the law.

In drawing out the portrait of business leadership for Asia, one also inevitably runs into a discourse on power. While 'respecting the order' comes out as a strong trait in China and Japan, a 'hierarchy-conscious society where older employees address the person before the issue', and not the issue at large, is a key trend noticed in India. Across Southeast Asia, words

Mylinh Cheung
Epic PR for HCLI
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Mylinh@epicpr.asia

Karishma Bhagi
Tata Communications
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such as “paternalistic”, “hierarchical”, “autocratic” and “feudalistic” resound when leaders, both native and foreign, were asked to describe the ways of leadership in Indonesia, Malaysia, Thailand, the Philippines and Vietnam.

Different shades of leadership style:

Leaders from Singapore and Japan sit at the ‘logic’ end of the scale and excel in process thinking, while leaders from India thrive on improvising solutions in environments of uncertainty and chaos. There seems to be a direct correlation between these traits and the maturity of the existing infrastructure in each market. Leaders from other regions researched fall at various points on the scale.

Unique styles of leadership:

Each country cherishes a unique leadership style that influences the overall business landscape of the region. Japan’s history in technological excellence and methodical problem solving has created best-in-class products and processes, particularly in the manufacturing sector. Singapore’s leaders offer a unique proposition of bridging the gap between East and West, hence positioning their country as the most cosmopolitan with a global outlook when taking business decisions.

Looking ahead:

Such findings are also useful to global businesses who are looking to feed their best Asian talent into their global leadership pipeline. For example, India is known for its global leadership exports who are highly aspirational, mobile, adaptable, and are able to skilfully navigate volatile, uncertain, complex and ambiguous ([VUCA](#)) environments. Interestingly, HCLI’s findings indicate that leaders coming out of the Philippines share similar global leadership traits. All they need is a boost of confidence, assertiveness, and sponsorship by senior management to make their mark on the globe.

More information

The Singapore Mosaics report is available in full today and can be downloaded from leadershipmosaics.asia.

See attached appendix 1 for a summary factsheet/key insights into each of the nine markets. The other country reports are available on request.

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Epic PR for HCLI
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Mylinh@epicpr.asia

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Human Capital Leadership Institute

The Human Capital Leadership Institute was established in 2010 with the Singapore Ministry of Manpower, the Singapore Economic Development Board and the Singapore Management University as strategic partners. The Institute is a national centre of excellence, with the mission to help organisations accelerate human capital and leadership development in Asia, for a globalised Asia.

It has the unique capability to bring together best-in-class thought leadership, faculty and insights on successfully doing business in Asia and the associated implications for leadership and human capital strategies. Through its efforts, the Institute aims to develop global leaders with a strong understanding of leading in Asia, as well as to build Asian leaders with the ability to lead on the global stage.

The Institute achieves this by driving Pan-Asian research, creating cutting edge executive development programs and fostering rich networks between leaders in business, government, academia and consulting.

For more information, please visit [http: www.hcli.org](http://www.hcli.org).

About Tata Communications

Tata Communications Limited (CIN no: L64200MH1986PLC039266) along with its subsidiaries (Tata Communications) is a leading global provider of A New World of Communications™. With a leadership position in emerging markets, Tata Communications leverages its advanced solutions capabilities and domain expertise across its global and pan-India network to deliver managed solutions to multi-national enterprises, service providers and Indian consumers.

The Tata Communications global network includes one of the most advanced and largest submarine cable networks and a Tier-1 IP network with connectivity to more than 240 countries and territories across 400 PoPs, as well as nearly 1 million square feet of data centre and collocation space worldwide.

Tata Communications' depth and breadth of reach in emerging markets includes leadership in Indian enterprise data services and leadership in global international voice.

Tata Communications Limited is listed on the Bombay Stock Exchange and the National Stock Exchange of India. <http://www.tatacommunications.com>

Forward-looking and cautionary statements

Certain words and statements in this release concerning Tata Communications and its prospects, and other statements, including those relating to Tata Communications' expected financial position, business strategy, the future development of Tata Communications' operations, and the general economy in India, are forward-looking statements. Such statements involve known and unknown risks, uncertainties and other factors, including financial, regulatory and environmental, as well as those relating to industry growth and trend projections, which may cause actual results, performance or achievements of Tata Communications, or industry results, to differ materially from those expressed or implied by such forward-looking statements. The important factors that could cause actual results, performance or achievements to differ materially from such forward-looking statements include, among others, failure to increase the volume of traffic on Tata Communications' network; failure to develop new products and services that meet customer demands and generate acceptable margins;

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failure to successfully complete commercial testing of new technology and information systems to support new products and services, including voice transmission services; failure to stabilize or reduce the rate of price compression on certain of the company's communications services; failure to integrate strategic acquisitions and changes in government policies or regulations of India and, in particular, changes relating to the administration of Tata Communications' industry; and, in general, the economic, business and credit conditions in India. Additional factors that could cause actual results, performance or achievements to differ materially from such forward-looking statements, many of which are not in Tata Communications' control, include, but are not limited to, those risk factors discussed in Tata Communications Limited's Annual Reports. The Annual Reports of Tata Communications Limited are available at www.tatacommunications.com. Tata Communications is under no obligation to, and expressly disclaims any obligation to, update or alter its forward-looking statements.

Notes to editors:

For further information, please contact:
Epic PR for Human Capital Leadership Institute:
mylinh@epicpr.asia / +65 9007 5822
