Deputy President and Provost of NUS, Professor Tan Eng Chye
Distinguished guests,
Ladies and gentlemen,

A very good morning to you.

**Introduction**

1. I am delighted to be here today to launch the NUS-JTC Industrial Infrastructure Innovation Centre, also known as the NUS-JTC I³ Centre. This is an important milestone for JTC and NUS as it marks the beginning of our exciting journey together in creating a vibrant industrial infrastructure research ecosystem.

2. As the Provost has mentioned, this is not the first time we are working together. We have been working together for many years. We are privileged to partner NUS, a renowned research-intensive university that brings with it the distinction in achieving research excellence at an international level across all disciplines. Some past and ongoing projects that we are researching include the Climatic Mapping Tool, the architectural studio projects and the Very Large Floating Structure. The results of our research projects have been encouraging and we foresee the portfolio of collaborative research projects to grow in time to come. The initiative to set up the NUS-JTC I³ Centre is hence timely in formalising the partnership and bringing our collaboration to a whole new level.

**The NUS-JTC I³ Centre**

3. Land will always be scarce in Singapore. With just 712 square kilometres to be shared among all land users, we are constantly being challenged to introduce sustainable solutions to optimise land use to support Singapore’s industrial
development and economic growth. We have to move upwards, go downwards, go out to sea, and if anybody has anymore ideas, please share it with us. The JTC-NUS partnership paves the way for us to keep pushing the limits of possibilities, try new ideas and chart new frontiers with innovative real estate solutions. With this initiative, we hope to seek new inspirations to complement our own ideas and boost industry research in optimizing, intensifying, integrating and creating new industrial space for the advancement of Singapore’s economy.

4. The I^3 Centre will promote inter-disciplinary research focusing on industrial real estate market, land intensification, planning and design, and so on. The Centre will leverage on the creative and research expertise of the NUS School of Design and Environment and the Faculty of Engineering.

5. As a developer of industrial land in Singapore, JTC is committed to putting an even stronger focus on research to generate innovative infrastructure solutions for industrialists to ensure that Singapore stays ‘future ready’. For Singapore, the quality of our infrastructure is our key differentiating competitive advantage. This is especially so because the primary challenge that we face is the fact that we are a country with no raw materials or natural resources. Hence we have to constantly think of ways to differentiate our infrastructure. Previously, being efficient was enough. But we realize that we need to move from being just efficient to being innovative. The second challenge was the limited land in Singapore. This is the reason for JTC to emphasize and focus on innovation.

6. This is the second research centre that JTC has launched this year. JTC will provide funding of up to $1 million Singapore Dollars per year for five years for the establishment and operation of the NUS-JTC I^3 Centre. JTC will also have 7 of its staff working closely with our colleagues from NUS.

7. The Centre will also provide specialised consultancy services to relevant government agencies and industry players. At the same time, we hope to inspire top talents from NUS to join the Centre to explore projects or pursue careers in the area of industrial infrastructure.
Conclusion

8. I am confident that the NUS-JTC $^{3}$ Centre will play a pivotal role in coming out with ground-breaking solutions and innovations to not only address our challenges but more importantly, to transform some of our vulnerabilities into opportunities for Singapore. That is how Singapore has succeeded, and that is how Singapore will continue to succeed. Thank you.