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All India Stainless Steel Industries Association

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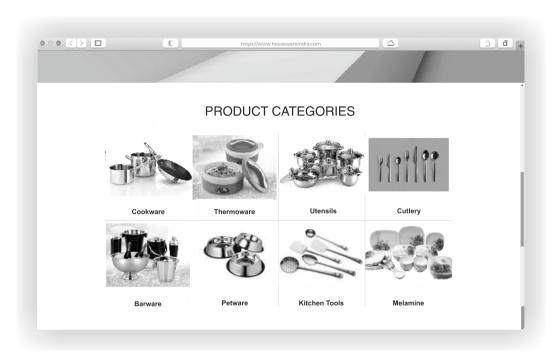
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Another tariff on Chinese steel exports; positive for India steel

Reports say China is considering imposing more tariffs on steel exports as it seeks to cap the polluting domestic production while ensuring adequate Steel availability in the country.

As China looks to cut production of Steel, it is ensuring adequate availability of the all-important metal within the sovereign. This it is doing so by discouraging exports. As per reports, China is considering imposing more tariffs on steel exports.

The country is looking at imposing an export duty of 10-25% on Steel products including Hot-Rolled Coil. The same is sought to be implemented in the third quarter

Since May, the country has already revoked the rebates on export taxes and raised tariffs on some products from the start of May to keep more Steel within Chinese borders. VAT refund ranging at a rate of 10-13% on around 146 Steel products was no longer available to its exporters. So the competitive pricing advantage of selling Chinese Steel in foreign markets at extremely low prices was taken away. With this proposal of increasing export duty, Chinese Steel companies will have to increase the prices of their products making them non-competitive in foreign markets. The new levies will target some products not covered by the earlier round, according to one of the people.

The country is the biggest steel exporter but now is in the midst of a decarbonizing drive. It is curbing carbon emissions by placing production limits on Steel, one of its most polluting industries. This will work to tightening the market significantly. Mills have been asked to keep production at the same level as it was in 2020. As per S&P Platts, Chinese mills will have to cut production by 58 mn tn to reach that target.

The effect of the VAT revocation was clearly visible as China's May exports drop to 5.27 mn tn, after staying above 7 mn tn for 2 months prior. It's production in June dropped to 93.9 mn tn from 99.5 mn tn in May. But this loss comes at the gain of the world's Steelmakers, including India.

With India's Production Linked incentive scheme, the country's steel producers stand to gain big by capturing the Steel market share that China is giving up. Indian steel mills have shown agility by exporting more steel when the domestic market showed a slowdown. With China giving up the market, India stands to gain.

Source: https://www.timesnownews.com/

High steel prices eating away profits of domestic industry

The skyrocketing price of steel has badly dented the profit margins of domestic companies belonging to the engineering and pipe manufacturing industries. The price rise has been fuelled by high exports. The Indian

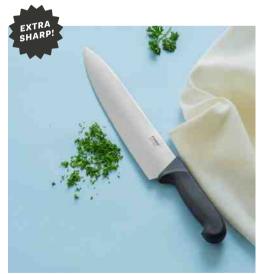
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steel manufacturers are exporting around 50% of their produce because of good demand in the USA and China.

According to the industry players, the prices have increased by a whopping 60% in the last one year and now they want a ban on export to save the domestic small and medium scale industry.

Kutch's pipe manufacturers are facing problems because of continuous steel price rise. Nimish Phadke, managing director of Federation of Kutch Industrial Association (FOKIA), said that export volume needs to be reconsidered.

"In current financial year major steel suppliers have exported 50% of their production resulting in shortage for domestic consumers. We request the government to ban exports for six months for the survival of small domestic players. This is the steepest price since 2008," Phadke said.

Sources said that from Rs 36,500 per ton in July 2020 the price of steel has zoomed to Rs 60,000 at present. With steel being its primary raw material, Rajkot's engineering industry is bearing the brunt of the steep price rise.

Brijesh Dudhagara, former vice president of Rajkot engineering association, said that the profit margins have gone down drastically due to rising price of steel. "We can't bear the high cost because currently we are not in a condition to recover proportionate price from our customers. I am paying Rs 20 per kg higher for steel but I recover only Rs 11 from my customer as he is not ready to pay more.

Prices of some other raw materials have also gone up which is eating away our profit," Dudhagara said.

The demand for engineering products in the domestic market has decreased by 25-30% because of the price rise.

Source:

www.economictimes.indiatimes.com/

Madras HC directs CCI to initiate probe into price cartelisation by steel companies

The Madras High Court on July 28 directed the Competition Commission of India (CCI) to proceed with the investigation into alleged cartelisation by steel manufacturers within four months, Bar and Bench reported.

The Madras HC took on record the submission made by the Coimbatore Corporation Contractors Welfare Association alleging that steel manufacturers were controlling the supply of steel and creating artificial scarcities, thereby leading to an increase in the price of steel, the report said.

The association claimed that the supply was controlled in a bid to make abnormal gains.

The petitioner had earlier made representations to the CBI and the police, the court was told.

In the previous hearing, the court had directed

the CBI to get instructions and to file a counter-affidavit.

On July 29, the CBI informed the HC that it has forwarded the complaint to the CCI. The court, subsequently, told the CCI to proceed with the probe in accordance with law within four months.

In a separate hearing, the Madras HC directed the Director General of Police (DGP) of Tamil Nadu to take action on a complaint alleging cartelization in the cement industry.

While hearing a petition filed by Class I Contractor Welfare Association-Mangadu, Justice V Bhavani Subbaroyan directed the DGP to take action on the complaint of the petitioner.

In this case too allegations of cartelisation were made with respect to major cement players.

The petitioner also accused ACC Limited and Ambuja Cements of leading the acts of cartelisation by cement manufacturers over the past couple of decades, as per the Bar and Bench report.

Source: https://www.moneycontrol.com/

Record steel prices inject life into industry; India set to boost capacity

There's rarely been a better time to be in the steelbusiness.

Prices have boomed worldwide this year, smashing record after record. Roaring industrial demand is propelling those rallies, with plants straining to boost supply after lying dormant during the pandemic. On top of that, powerhouses China and Russia are trying to limit exports to help other industries at home.

"If you'd asked me six months ago what was my most positive vision for the first half of 2021, I don't think I would've even come close to the reality," Carlo Beltrame, who manages Romania and France for AFV Beltrame, said in a phone interview. The closely-held company plans to build a 250 million-euro (\$295 million) mill in Romania with the capacity to produce about 600,000 tons a year.

That optimism is a far cry from the past decade, when Western makers closed plants and shed workers as low demand had their mills operating below capacity. Last year alone, 72 blast furnaces were idled, according to UBS Group AG.

This year, U.S. President Joe Biden wants to spend on infrastructure, and the European Union wants to spend on reaching net-zero emissions. Manufacturers such as Nucor Corp., U.S. SteelCorp. and SSAB AB are among those set to become profit machines. ArcelorMittal SA, the world's biggest outside of China, will earn more than McDonald's Corp. or PepsiCo Inc., according to analysts' estimates.

Few expect these good times to last through 2022. Keybanc Capital Marketsand Bank of America Corp. believe the backlogs driving a

surge in U.S. steelprices will start clearing this year. But some analysts predict the current rally may herald better times in the long run, with prices eventually settling at more sustainable levels than before

"The steel industries outside of China will potentially enter a renaissance period," said Tom Price, head of commodities strategy at Liberum Capital Ltd. in London. "We could see a turnaround story there because those economies just need their steel."

Developments in China are key, given it produces more than half of the world's steel, mostly with coal-fired blast furnaces. The government has signaled it no longer wants to bear the huge environmental burden that entails, so it's seeking to curb production through measures such as firming up guidance on capacity swaps and removing export tax rebates.

"Restrictions almost certainly will come into place," said Tomas Gutierrez, Asia editor and head of data for Kallanish Commodities Ltd. "Steelmakers overseas can sleep a little easier."

Achieving the government's goal will be a challenge given China's strong output at the start of the year, said Lu Ting, senior analyst at researcher Shanghai Metals Market. Still, other Asian nations are looking to fill any potential gaps in supply.

Also providing cause for optimism is the renewed focus on stimulus and infrastructure in the U.S. and Europe. Biden is determined to make new roads, rail and housing the

hallmark of his tenure, while the EU is emphasizing clean energy as part of the coronavirus recovery package and Green Deal.

That requires steel, and lots of it. Biden's proposed infrastructure plan would increase annual demand by about 5 million tons for the first five years, London-based consultancy CRU Group estimated. A bipartisan package would spend \$579 billion if approved.

Yet only 4.6 million annual tons of planned capacity are expected to come online in the U.S. by the end of 2022, Bloomberg Intelligence analyst Andrew Cosgrove said.

And even as demand rises, Western producers aren't keen on expanding. U.S. Steel Chief Executive Officer David Burritt told shareholders in April the company had no plans to restart two blast furnaces that were shut down last year.

Cleveland-Cliffs Inc., the second largest U.S. steelmaker, is set to tear down its Ashland mill in Kentucky, as well as a blast furnace at Indiana Harbor West. CEO Lourenco Goncalves said in April those will never return to production as his focus is paying down debt.

European producers are almost as skittish about investing in new capacity after spending the past decade painfully cutting down. ArcelorMittal said during earnings calls that its priority is shareholder returns.

In part, that's due to fears that protectionist measures governments implemented to support their ailing steel companies won't last forever.

But there's no signs of change on that front, even with sky-high prices. Biden still hasn't repealed tariffs on foreign steel imposed by former President Donald Trump, while the EU last month opted to extend its safeguard measures for another three years.

If anything, more support is on the way. The EU eventually will impose duties on imported steel as part of its Green Deal, and those will fall most heavily on carbon-intensive producers such as Russia.

Other nations also could fill the gap created by China's restrictive measures. India is set to boost capacity, with top producer JSW Group saying it will reach its goal of more than doubling capacity to 45 million tons before 2030. Southeast Asia, including Malaysia and Indonesia, plans to add another 60 million tons by the end of this decade, according to consultant Wood Mackenzie.

AFV Beltrame could start building its rebar and wire rod factory in Romania as early as this year. The plant will generate the lowest emissions in a steel production unit in the world, the company says.

"I'm trusting that this super cycle will last for some more months," Carlo Beltrame said. "We need bricks, we need cement, we need steel. And we as entrepreneurs have to take the challenge of transforming this industry."

Source:

https://www.business-standard.com/

Container Rates to U.S. Top \$10,000 as Shipping Crunch Tightens

Container shipping rates from Asia to the Americas and Europe have soared to new record levels over the past week, ensuring that transportation costs will soar for companies going in peak season to restock goods.

The spot rate for a 40-foot container from Shanghai to Los Angeles rose 1% from last week and 236% more than a year ago to a record \$9,733, according to the Drury World Container Index published Thursday, according to the Drury World Container Index. The Shanghai-to-Rotterdam rate rose to \$12,954. The composite index, reflecting the eight major trade routes, reached \$8,883, up 339% from a year ago.

Among the reasons for the tight market: a persistent shortage of containers along busy Transpacific lanes carrying US imports. Goods in containers are filling in the largest U.S. gateway to maritime trade with more than five times the volume of steel boxes loaded with exports.

Clarence Smith, president and CEO of Atlanta-based Haverty Furniture Co., said during an investor event, "The backlog of delays in getting a container, getting a product, getting it on ships, and getting one of those products is significant today." conference this week.

Asked how long he expects the supply





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problem to last, Smith said, "I hear it's going to happen next year. I don't think it's really going to get better this year, maybe a little bit." Better. We have to pay a premium to get the container."

The Port of Los Angeles said Wednesday that loaded container imports in June totaled 467,763 20-foot equivalent units, while exports fell to 96,067 – the lowest level since 2005. At Long Beach, import volume rose 18.8% to 357,101 TEU last month. Exports declined 0.5% to 116,947.

Combined, imports in both ports last month were up 13.3% compared to the same month in 2019.

Meanwhile, according to officials monitoring port traffic, the number of anchored container ships waiting to discharge cargo at LA-Long Beach stood at 18 as of late Wednesday, up from 20 a week ago. The bottleneck has persisted since late last year, peaking at about 40 ships in early February.

LA Port executive director Jean Cerocca said during a press briefing that consumer goods demand remained solid for the rest of the year.

"Fall fashion, back-to-school items and Halloween items are arriving at our docks, and some retailers are shipping holiday products at the end of the year," Serocca said. "All signs point to a stronger second half of the year."

Long Beach executive director Mario Cordero said the port expects e-commerce to fuel cargo movement for the rest of 2021, but

volumes could peak. "June serves as an indicator that consumer demand for goods will gradually taper off as the national economy opens up and services become more widely available," Cordero said.

Source: https://businesshala.com/

Exporters seek tax-free bonds in lieu of pending MEIS refunds

Exporters have proposed that the government issue tax-free bonds in lieu of pending refunds under the Merchandise Export from India Scheme (MEIS), in the wake of the country's poor revenue realisation.

The Federation of Indian Export Organisations (FIEO) has proposed a mechanism of tax-free bonds attracting 6% annual interest with a three-year lock-in period to provide certainty of refund and ensure liquidity for exporters.

"Exporters may be allowed to file the claim so as to verify the value of the tax-free bond to be given to them, which can be encashed after 3 years, by which time the government revenue would be on sound footing," FIEO said in a letter to the finance ministry last month, adding that the bonds will also help those exporters who want to raise funds from the bank by pledging the bonds.

FIEO president Sharad Kumar Saraf said exporters have yet to receive tax refunds of

around ₹40,000 crore under the MEIS as they were not allowed to file their claims under the scheme April 2019 onwards.

"This has affected the liquidity of exporters, particularly the micro and small ones. This has also added to the uncertainties which are rising day by day," FIEO said in the letter.

Source:

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Working Effectively with Indians: 12 Things You Need To Know

India is a land of great diversity, contrasts and complexity. Its diversity spans geography, languages, religions, castes and classes. There is a North-South divide as well as regional divides along cultural and language lines. Business practices may differ in India depending on your location in India, and whether you are working with government officials, multinational companies or local vendors. The size of the company, the age and level of your business associates, as well as their familiarity with western business practices will all have an impact on your team effectiveness and productivity.

As a cross-cultural trainer with experience working with U.S./India teams for many years, there are some generalizations that can be made and will be helpful in anticipating cultural and communication challenges. Below is a list of 12 things you need to know when working with Indians.

- 1. Hierarchy Authority is generally respected among Indians who may hesitate to question a boss due to the respect given to seniors/elders. It starts in the home with parents, as well as in their educational system. e.g. Indian children are not encouraged to speak up or challenge a teacher. It carries over into the work place and may affect communication with seniors.
- 2. Empowerment Many Indians aren't used to a boss asking their opinion, "what do you think?" And if that is their experience, they may prefer to do what the boss says and expect to be micromanaged. Others like to take initiative and just keep the boss informed. A U. S. boss may need to discuss expectations and preferences around empowerment and individual responsibility. Initially, be very specific with directions.
- 3. Strong work ethic Be careful what you ask; Indians generally don't push back and will try to accommodate you, even if it means working through a weekend.
- 4. Roles & responsibilities If a colleague asks for help, an Indian employee will usually try to do it: they try not to say no.
- 5. Team Competitive with themselves and others; still many prefer to be collaborative as they are group-oriented in work style preference. However, those behaviors may be restrained in a mixed Indian and American group until mutual trust and "open and honest"

communication has been established.

- 6. Collegial Indians enjoy being with others and take breaks and lunches with colleagues. They may use the time to ask a question or clarify a point. If your colleague doesn't have an answer, he or she may know someone who does. Indians utilize networks well.
- 7. Timeliness Working in multinationals, Indians are generally timely with schedules and deadlines; in Indian companies they expect flexibility. There is an intention to complete the work on time; however they often don't give early warning of problems. It's better to check-up how the work is going and will it be ready on time.
- 8. Communication style Indians generally prefer a communication style that is less direct than many Americans. They are polite and careful not to offend; they often perceive a direct style as blunt, and sometimes rude.
- Conflict Indians are taught to minimize conflict and strive for harmony. If uncomfortable with your "style" or unable to deliver for some reason, Indians may stall or avoid you to eliminate direct confrontation.
- 10. Risk Many Indians prefer to gather detailed information before making a decision to avoid risk. There is a preference to do business within the network of personal relationships based on trust.

- 11. Relationships Relationships first, then task. Indians may be reserved in the beginning until they know you better, especially with non-Indians. Build relationships through team meetings overlunch and celebrations of birthdays.
- 12. Socializing In social situations among themselves, Indians are personal and informal. They generally don't plan far in advance to see friends. Friends become like family; they can speak about personal subjects and share confidences. Indian friendships are often compared to a coconut (hard to break into, but then smooth and inviting). American friendships are compared to a peach (easy access but the hard pit prevents friendship from becoming deep). Be sincere and patient in your efforts to develop relationships.

Understanding and appreciation of cultural differences promote more effective interactions and result in greater collaboration among people of diverse cultural backgrounds.

You will increase your business success in India if you are knowledgeable about regional and local business practices and social customs. For additional information, see The International Business Interact: India, available through Sherisen International Inc.

Source: https://www.linkedin.com/

7 deadly sins of business growth

The sole purpose of a business is to grow. This can take on many dimensions — profits, revenues, market share, brand or community influence, just to name a few. The road to growth is very simple. Innovation is required to drive growth. You make something better or new (products, services, solutions, etc.) and you sell to someone better or new (markets, segments, channels, etc.). Basically, that's it; the rest is just fine print.

It sounds easy enough, but of course it isn't. This is because there are seven underlying issues — deadly sins if you will — that make growth difficult and completely different from everything else you do in your business. But there is hope — simple things you can do to avoid the anguish and misery that often accompany the wide range of chaotic activities that produce valuable growth.

1. Believing you can see the future

The fresher the innovation, the more likely it will come to fruition sometime in a distant future for which there presently is no data. Unless you possess a crystal ball and remarkable prophetic abilities, believing you can see the future is delusional at best. Borders was a pioneer of the mega bookstore category, but when things began to go digital, it bet big on in-store media downloads. Instead of making midcourse corrections, it rode its strategy all the way to bankruptcy. A sure sign of a company that is stuck in the

planning phase of innovation is an incessant collection of data and obsession over the business plan. Current research suggests that planning is important, but learning from real experience is absolutely critical. We all need to know the facts to move forward, but when we focus on data collection at the expense of running meaningful experiments that will yield results, it becomes counterproductive.

2. Choosing big over fast

An innovation is only innovative for just a brief moment in time. It has a shelf life and goes sour like milk. The smartphone with all the latest technology you bought for your daughter at Christmas will be a historical artifact by the same time next year. To compound matters, it's not justtime that makes innovation so elusive but timing. Get there too early and there is no demand, too late and the day belongs to your competitors. Yet, leaders commonly trade magnitude for speed — big for fast. Those who crow "go big, or go home" can usually be found sitting on the coach.

3. Mistaking your managers for innovators

The virtues of a good manager are well known. They make our lives easier by keeping things on track and under control. They squeeze the most out of the least by eliminating variation. The problem is that all forms of growth require deviance to produce something that's both useful and novel.



SALIENT FEATURES

 $Project \ has \ received \ legal \ and \ clear \ titles \ with \ all \ necessary \ permissions \ in \ place \ viz.$

- Industrial NA clearance
- Industrial Plots Plan approval
- Collector Approved Plan
- MSEB power substation approval, Construction Plan approval

ADDED ADVANTAGE

- Boisar Being an highly developed industrial area, numerous skilled, semi-skilled and unskilled Labour and other resources are readily available.
- Satellite Township to come up on Cidco land in Palghar District.
- Boisar is expected to be the next business district as per the MMRDA survey
- Government is likely to widen public road passing through the park from existing 5.5 Meters. The Road widening survey has been completed; proposal drafted by PWD and budget is likely to be sanctioned soon.

ACCESSIBILITY HIGHLIGHTS

- 8 K.M. from one of the busiest and well connected National Highway NH 8
- The park is on the MDR [Major District Road] 30 connecting to NH 8
- 17 K.M. from Boisar Railway Station (Proposed bridge, planned by Government, would reduce distance to 12 Kms).
- Boisar Railway Station has connectivity to all major stations.
- 100 K.M. from Mumbai Airport & 140 K.M. from JNPT Port

WIP HIGHLIGHTS

- The Mumbai BKC Ahmadabad bullet train is proposed to have BOISAR as one of the 11 stations. The site for bullet train station is 12 K.M. from the park.
- Under construction Vadhawan sea port is 40 kms from the Park which will be a deep draft port of 20 mtrs depth that can handle bigger ships (mother vessels).
- Under construction Mumbai Vadodara Delhi Expressway is around 8km from the Park

33 X 11 KVA Dedicated power Sub-station within the Park for 24x7

- uninterrupted power supply Ample quantity water available
- · Land has been levelled.
- Well Planned Storm Water and Drainage System.
- Quality Planned Layout & Plotting for spacious & elegant premises.
- Plotting is done with proper demarcation and separate 7 x 12 Extract at Sub-Registrar's office. There is a possibility of sale and purchase agreements separately for different individual and/or company names.
- Power transmission line work of over 15 KMs of distance is fully completed out of total of 21 km.
- · Street Light.



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If what you are offering is not better, faster, or newer, your company will be sentenced to an eternity of cost-cutting. When efficiencyfocused leaders are put in charge of projects aimed at disrupting the way the firm operates, you are headed for trouble. No matter their good intentions, they will conform to the acceptable practices that led to their previous successes and inadvertently squelch growth.

4. Having more ambition than capability

The gifted amateur as heroic innovator is one of the great American myths. Journalists love to tell us how Google co-founders Larry Page and Sergey Brin started it all in their garage in Palo Alto but fail to mention that they were doctoral students at Stanford University working in the Human-Computer Interaction Group where an assortment of geniuses and Nobel Laureates congregate. Similarly, stories about Benjamin Franklin, Thomas Edison, and Steve Jobs conveniently overlook their unique brilliance and years of experience. If everyone could really do it, they would. The point is, if you are creating anything better or of real consequence from a miracle drug to a new business model for your delicatessen — you need experts to help you get it right. Strategy is relatively easy when compared to finding and developing highly competent practitioners.

5. Starting at the center and moving out

Most great innovation happens at the outer edges of the firm, just beyond the reach of the

center's power and influence. Skunk works, secret labs, and coffee shops have long been the venues for treasonous talk and radical experiments. The farther away you are from the center of the company, both physically and emotionally, the more likely you are to seek alternative ways of doing things. Companies have standard operating procedures to keep their equilibrium, which is essential to sustaining the business. But these same procedures are designed to destroy variation, no matter the intention.

After years of marketing research, Coca-Cola launched a mid-calorie cola called C2 that was formulated to taste like Classic Coke but with half the calories. Sales were disappointing. But when Coke did a postmortem review of what worked and what didn't, they gained real insights that ultimately led to the highly successful Coke Zero.

6. Listening to the wrong customers

It's a common story. A company develops a technology and becomes the corporate standard. For the next few years, it plays defense until an upstart emerges and they are rapidly undone. Consider the case of Research In Motion, which has faithfully listened to its loyal customer base — security-conscious multinationals — and adjusted its product to better meet their needs. The only problem was that adjacent consumer segments, such as professional service providers, were the ones changing the game with their iPhones and Androids.

The worst of all possible growth strategies is to have an increasing share of a shrinking market. Smith Corona, one of the last typewriter manufacturers, made some of the very best machines right before they went out of business. IBM made the same mistake a decade before, and dozens of other great firms have fallen into the same trap at one time or another. The problem is that it's easy to ignore the customers who have a line of sight to the future in favor of the more established and cautious ones who demand more immediate attention.

7. Failing to connect the dots

Innovation is one of the few things that can apply to every function and discipline within your company. To compound matters, companies of all sizes are now competing in federations, loose clusters of businesses across traditional boundaries. In the Facebook economy, synchronizing networks of innovation requires moving beyond a hierarchical concept of the company itself. While this has long been a strategy for smaller entrepreneurial firms, the largest and most complex of organizations are adopting it now as well. Boeing is building tailor-made Dreamliners in dozens of countries with hundreds of companies and thousands of suppliers. The aircraft has had several delays, which has cost Boeing lucrative contracts, but the company's ability to sync up all these parts to create customized complicated products will be a significant competitive advantage for future ventures.

Source: Fortune.com

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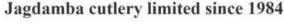


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