

# STEELWORLD

Devoted to Iron & Steel Industry

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**CFBC Gasification -  
the cost-effective  
technology in  
steel making**  
*Mr. Roger Kumar,  
Managing Director,  
CASE GROUP*



**Indian Forging Industry  
to minimize the lead  
time in development  
of parts**

*Mr. S. Muralishankar,  
Managing Director,  
Super Auto Forge  
Pvt. Limited.*

■ Case Group emerge as the  
Global Technology with  
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■ Who is Atmanirbhar?

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**D. A. Chandekar**  
**Editor**

Dear Readers,

It is said that when the world history will be written sometime in the future, the past will be divided as 'Pre-Covid' and 'Post-Covid'. Indeed the world and the way we think has changed so much after this pandemic ! Its now over five months we are fighting with this deadly virus but the remedy or vaccine is still not in the sight. It seems we all have to prepare ourselves for a long battle.

As I see, all the industry verticals are slowly reviving. The supply chain in almost all the industries has been disrupted in many places and is now being fixed. The iron and steel industry is no exception and is also trying to find the way ahead. As I have been mentioning in this column, out of the major user segments of steel, the construction is least affected one. As around 65 to 70 % steel goes for infra and construction, steel will be reviving faster than many other sectors. AS on now, many steel mills are

operating at around 65 to 70 % of capacity utilization and I feel it is a very positive and encouraging situation. Further, to say that auto sector is not doing well is also not fully correct. Tractor demand is very good because of satisfactory monsoon this year. Passenger cars and two wheeler demand is recovering fast. Infact, passenger cars sales in July were at par with the figure of July last year. Even if we know that the last year's figure itself was low because of the slowdown in auto sector, still this is surely a positive development. Only commercial vehicle segment is not doing well and will take a long time to recover. Thus out of 10 to 12 % of steel which goes to auto sector, only about 6 to 7 % has a problem. Rest of the steel demand is recovering fast. I do agree that the complete recovery will take some time but as on now, the progress of the iron & steel industry in the country seems quite satisfactory.

What does the steel industry need from the government at this stage ? May be some help in restoring the disrupted supply chains, restructuring loans and boosting the steel demand by re-starting the mega infra projects. Mind well, in many countries, a direct help package was given to compensate for the salaries and other expenses of a company. In India, all the stimulus is provided in the form of reduction in interest rates and similar schemes. No direct help is given to the industry. In the event of a drought or famine, a direct help package is given to the farmers. Why not same rules for the industry ?

**Write your comments : <https://steelworldblog.wordpress.com/>**

# STEELWORLD

Devoted to Iron & Steel Industry

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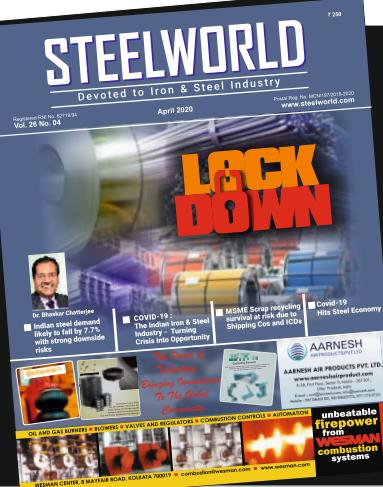
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**Editor : D. A. Chandekar**

# 豫兴热风炉

Low nox emission, High  
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Yuxing top fired stoves with a catenary dome for 2x2850m<sup>3</sup> Bfs



Conventional 3-section top fired transformed into Yuxing top fired with a catenary dome by cutting the top portion of the existing stove shell

Reference of Yuxing Top Fired Stove for BF with volume 40-50% of China's steel capacity since 2017 to April

Sr. No	Client	BF no	Blast volume Nm <sup>3</sup> /min
1	Hebei Zongtie Steel	1	7800
2	Hebei Zongtie Steel	2	7800
3	Hebei Zongtie Steel	3	7800
4	Hebei Zongheng Steel	3	8400
5	Hebei Zongheng Steel	4	8400
6	HBIS LaoTing	1	9700
7	HBIS LaoTing	2	9700
8	HBIS LaoTing	3	9700
9	Tangshan RuiFeng Steel	4	8000
10	Tangshan JinXi Steel		6300
11	Tangshan JinXi Steel		6300

Notes: China accounts for 50% of the world's steel capacity, and Hebei Since 2017 to the present moment, Yuxing top fired stove adoption rate Total reference nos of Yuxing top fired: 550.



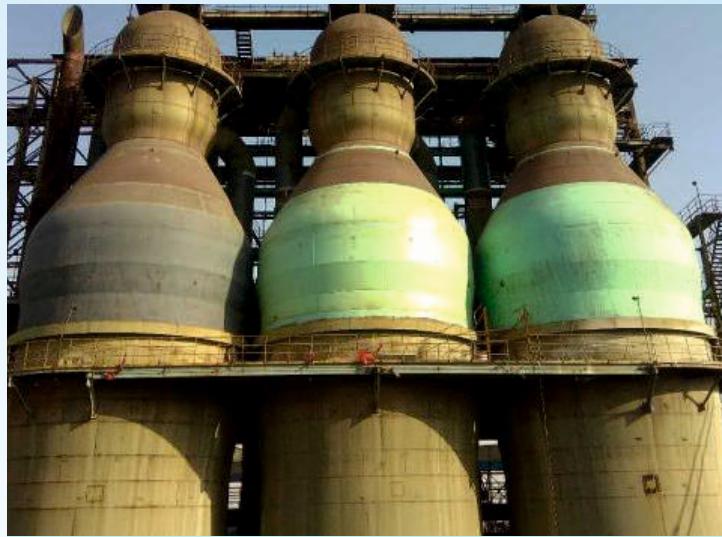
Yuxing top fired stove with a catenary dome achieved monthly mean HBT of 1314.7 oC

Low nox emission - temperature difference between dome than 83mg (international standard less than 150 mg) from 83.5-88.9% (9-10% greater than that for other top Long life span - Application practice has proven that the years (the lifetime of the catenary dome combustion High HBT - Monthly mean HBT of 1314.7 oC delivered than that by other stove under same conditions) combustion technology, the lower the better concept is



Top 10 Trademark High-end Equipment of Henan Equipment Manufacturing Industry in 2018  
International Leading Technology Level Stove project reference nos up to 550, highest monthly mean HBT of 1314.7 deg C achieved in China  
Henan Yuxing Engineering & Technology of Hot Blast Stove Co  
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# Efficiency, Long Lifetimes & International Leading Technology



Conventional 3-section top fired stoves for 3x2500m<sup>3</sup> BFs converted into Yuxing 4-section top fired by cutting the top portion of the existing stove shell over 2000m<sup>3</sup> at Hebei Province which accounts for 2019, adoption rate of Yuxing top fired up to 84.6%.

Stove type	Blast time mins	HBT oC
Yuxing 4-section	45	1250
Yuxing 4-section	45	1250
Yuxing 4-section	45	1250
Yuxing Catenary	45	1250
Yuxing Catenary	45	1250
Yuxing 4-section	45	1250

province accounts for 40-50% of China's steel capacity. for BFs with volume over 2000m<sup>3</sup> in Hebei reaches to 84.6%.

and HB at 30 oC approximately, nox emission less  
Higher thermal efficiency - Thermal efficiency ranging  
fire stove)  
lifetimes of catenary dome have been in excess of 44  
chamber of Yuxing stove over 30 years)  
(HBT delivered by Yuxing stove is 15-20 oC higher  
Lower air excess - 1.05-1.06 (Associated with  
not always right)



3x3580m<sup>3</sup> BFs configured with Yuxing 4-section top fired stoves



Internal combustion chamber stoves for 1497m<sup>3</sup> BF at JianLong Steel converted into Yuxing top fired with a catenary dome

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SAIL Aug sales up 35% to 14.34 lakh tonnes of steel

JSPL posts 21% growth in production and a 38% jump in sales in August

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# CFBC Gasification - the cost-effective technology in steel making

"We have been till now dealing in Coal Gasifiers used for only thermal applications. However recently we have ventured into technology which makes Coal gas good to make Fertilizers like Urea or liquid fuels like Methanol"

*Mr. Roger Kumar,  
Managing Director,  
CASE GROUP*

To minimize the pricy import of coal, Indian government is opening up the country's vast coal reserves to commercial development.

On this occasion, Mr. D A Chandekar, Editor & CEO, Steelworld had an exclusive interaction with Mr. Roger Kumar, MD, Case Group which is a pioneer in the Coal Gasification Technology since last 15 years in India.

### What is CASE Group all about and what field of activities is the group into?

CASE Group was incorporated in Jan 1993. Since then we are relentlessly serving the industry in varied fields of engineering equipments. Some of our panache achievements are Scale-Ban (A Non-Chemical Water Treatment Equipment), Intelligent Cooling Towers, Air Pollution Control Equipments, Coal Gasifiers, Extraminds (Educational App. and DVD's for school going children). We are into Coal Gasification field since last 15 years, our first gasifier was commissioned in the year 2007.

### Which type of gasifiers have you been supplying till now?

In 2006 we introduced Fixed Bed Hot Gas Station in India from China. This was in Technical collaboration with Keyuan, China. In this gasifier volatile matter of coal, is kept in gaseous state in the Hot gas and burns in the Furnace as Fuel. This technology got an overwhelming response from the industry especially steel Industry. Popular applications were Reheating Furnaces, Forging Furnaces, Galvanizing

plants, Heat Treatment Furnaces etc.

Over the years, we have made phenomenal technical advancements in this technology. In addition to mechanical upgradations we have introduced a fully automatic PLC controlled system to this design. Further to the Hon'able PMO ambitious dream of "Atamanirbharta" and "Make in India" motto, we are manufacturing this entire Gasifier in India.

Around 6 years back we also introduced Fixed Bed Patented Clean Cold Pyrolysis Gasstation in India from China. This type of Gasifier has an advantage over Hot gas station as to burner level automation is possible. These gasifiers are good to be installed in steel Industry for specific application like Pellet plants, Stainless Steel plants, heat treatment furnaces etc. wherefull thermal or burner level automation is desired. In these gasifiers tar and condensate water is managed professionally. In our state-of-the-art technology, all the condensate water is recirculated and used back into the gasification process thus making it a ZLD (Zero Liquid Discharge) technology. These Gasifiers are also

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## Face to Face

manufactured in India at our works at Bahadurgarh.

### Tell us more about your Coal Gasification Technology USP in India?

Coal Gasifier is equipment which converts coal into Coal Gas also called Producer Gas or Syn Gas in many cases. Coal gas is primarily a mixture of CO, CH<sub>4</sub> and H<sub>2</sub>. Coal Gas can be used for thermal use or to make chemicals and fertilizers. We have been till now dealing in Coal Gasifiers used for only thermal applications. However recently we have ventured into technology which makes Coal gas good to make Fertilizers like Urea or liquid fuels like Methanol.

### What is the new innovation of CASE GROUP in Gasification?

We have now introduced two variants of Gasifiers in India with Technical Collaboration with Keda, China.

- 1) First is CFBC, Circulating fluidized bed Coal Gasifier. This technology is designed to gasify coal fines of size 0-10mm. Further in this technology there is zero generation of tar or condensate water. So this variant of Gasifier is a Darling of Pollution control government agencies.

This Gasifier can be fed with enriched oxygen increasing the calorific value of gas tremendously. (>2500Kcal/Nm<sup>3</sup>). This Gasifier is 90% made in

India and right now critical parts are imported from China.

This technology is very popular in China and the Buzz is also spreading in India.

- 2) Second is Entrained Gasifier in which 100% oxygen can be used instead of air as gasifying agent. In this case the calorific value of Gas can go up to more than 4500 Kcal/Nm<sup>3</sup>. This variant of gasifier can be used to make fertilizers and Methanol also apart from thermal application. These Gasifiers like CFBC do not generate any liquid by-products. Just like the CFBC gasifiers, 90% of the gasification equipments are manufactured within India and rest critical equipment is being imported from China.

These are the newest generation Gasifiers.



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## **IMF Chief: India's GDP contracts most among G20 Nations; Expects rebound in Q3**

Gita Gopinath, Chief Economist of the International Monetary Fund has validated that Indian economy saw most contraction compared to other G20 nations during April - June 2020 (Q2 2020) period. She posted a detailed graph about the performance of the gross domestic product (GDP) of the G20 nation on a quarter-on-quarter basis through her twitter account.

According to Gopinath, India's GDP slumped by 25.6% the worst hit among other G20 nations. The Indian economy was followed by UK whose GDP dwindled by 20.4%. Apart from these two, in the top 5 list for the most decline in GDP performance, was also Spain whose economy dropped by 18.5%, France declining by 17.1% and Italy down 12.8%. Meanwhile, 27 European Union countries saw their GDP contracting by 11.7% in Q2. Whereas, Canada and Turkey witnessed a decline of 11.5% and 11% in GDP.

Furthermore, Brazil and Germany recorded a decrease of 9.7% each during the second quarter this year. While the US's GDP shrank by 9.1% and that of Russia by 8.9%. Also, Australia has witnessed a decline of 7% in the GDP data. Further in Asian economies, Japan saw a drop of 7.8%, Indonesia declined by 6.9% and South Korea's GDP diminishing by 3.2%.

Gopinath said, "In #GreatLockdown Q2 2020 GDP growth at historical lows. Graph puts G20 growth numbers on a comparable scale, quarter-on-quarter non-annualized."

She added, "China recovers strongly in Q2 after collapse in Q1."

Data given by Gopinath shows that China is the only country to record growth in GDP by 12.3% in Q2.

Going forward, Gopinath said, should expect rebounds in Q3 but 2020 overall will see major contractions

## **Can digital adoption in steel sector take India closer to 'Atmanirbhar Bharat'**



The COVID-19 pandemic has disrupted several industries in India including the steel industry, which is also badly hit. While recovery is expected to be slow, the Indian steel industry must find the right channels to recuperate faster from this pandemic as reported by CNBC. The announcement of the 'Atmanirbhar Bharat Abhiyaan', focused on boosting indigenous industrial capabilities couldn't have come at a better time, considering a large economic package has been announced to kick start the implementation of this vision for the steel industry.

But the question remains—is India actually Atmanirbhar (self-reliant) in producing steel? The answer sadly is, no!

India was a net importer of steel in FY19. Limited R&D investment and lack of design & engineering in the steel sector were the two key reasons leading to high imports. In Q3 FY20, India turned a net exporter of steel again. However, there are still quite a few challenges that plague the steel sector and have been exacerbated because of the pandemic. These include global competitiveness in efficiency and productivity, capacity and speed to build innovative products, targeted business spending on key markets and customer profiles, among others.

One of the ways to address these challenges is by employing smart digital solutions (i.e. IoT, robotics, big data & advanced analytics, mobility, AI, etc.) In other words, undertaking a digital transformation initiative to improve productivity, efficiency, adaptability and sustainability of production & supply chain systems while ensuring that it is integrated with the existing business models and processes.



Digital transformation provides an opening for the steel sector to recover from the damage caused by the pandemic. In this period of post disruption, digital technologies have great potential to move beyond stagnant growth and deliver exceptional shareholder and customer value to the steel industry. Manufacturing steel in smart factories does not necessarily demand heavy infrastructural changes or revamping them completely. But having the right approach is important.

For instance, advanced analytics and machine learning models play with a wide range of data to provide real-time process simulation and process insights through continuous laboratory sensor feedback. This integrates the view of the value chain and helps optimise the production for quality, cost and productivity across the facility.

In India, steel manufacturing companies are at a mix of maturity levels in their digital journeys. Some firms are already deploying AI for adequate production and minimizing losses. Others are exploring opportunities to upgrade business intelligence using AI and analytics. Quality improvement is one of the most common and functional forms of predictive analytics.

For example, a large steel manufacturer in India has managed to stay ahead of the curve using advanced data analytics for efficient plant operations with real-time, data-driven decision-making capabilities. The company generated a substantial amount of data from various processes such as procurement, inventory, supply chain, maintenance, sales and marketing, among others, and felt the need to derive intelligent outcomes from the data collected across the enterprise.

To unlock the true value of data, the company started with raising awareness of data analytics amongst the leadership team, forming a dedicated team, hiring people with data analytics skills and upskilling/reskilling some of their employees. Together this team visited production plants, understanding the nuances of the manufacturing process and then started to analyse the in-house data generated from the different processes.

The backbone of this digital transformation process included forming an analytics CoE (Centre of Excellence), capability building and change management across the board. Well conceptualised training programs/modules and a rigorous training calendar was the key, wherein employees shifted from taking decisions based on an

instinct to in-depth, data-driven, actionable insights.

As a result of the above, the leadership team started to get a clear picture of the overall business operations and the company's health and realised that there was a significant improvement in operational efficiencies, cost-effectiveness and resource management/allocation in the course of time. Data analytics gave the company a clear advantage and a competitive edge in the market.

To capture the full potential of digital technologies, companies need to focus on a clear path to value by combining all initiatives to quantifiable benefits and actively tracking against it. Digitisation is a journey instead of a quick jump forward. Rapid and smooth deployment of some market-proven tools and initiatives can help companies test the water and solve existing problems, preparing the company for future large-scale digitisation.

Unfortunately, only a handful of leading steel producers in India are utilising advanced analytics to boost business operations and efficiency. There is a huge untapped potential in the steel industry, which can be unlocked with the help of an analytics-driven culture across the workforce of a steel manufacturing unit.

Innovating new technologies for steel production is still at a very slow pace in India, primarily due to a lack of investment in R&D by leading steel players. There is also a shortage of other critical tools needed for a fully developed digital manufacturing sector such as hardware including sensors, 3-D printers, and cloud infrastructure.

However, with the introduction of import substitution in the sector, a national call for 'Vocal for Local' and becoming Atmanirbhar Bharat, there is an urgent need to adopt technologies that are consistent with domestic systems and processes. The government is also looking to frame a comprehensive steel policy in a bid to push Atmanirbhar Bharat, thereby, imposing stringent standard norms for imports and other value addition norms. Hence, now is the time when steel manufacturers should refocus their internal culture to build a digital analytics-ready workforce, thereby, boosting the competitive position of the Indian steel industry on the global map.

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## Indian Forging Industry to minimize the lead time in development of parts

"Indian Forging Industry to cut down their lead time in development of the parts so that they can capitalize on Post-Covid slowdown situation."  
**Mr. S. Muralishankar, Managing Director, Super Auto Forge Pvt. Limited.**

Indian Forging Industry which is primarily caters to the Indian Automotive Industry is almost accounting its 60-70% of the forging production.

Due to Covid-19 Pandemic effects, the Indian Automobile sector witnessed an average slowdown to the tune of 25 -30%. As a result, Indian Forging Industry is grappling the ripple down effect of slumping automobile sales, the forging industry is facing the heat with a sharp decline in demand which has resulted in substantial production cuts.

To understand the present situation and Post-Covid effects on Indian Forging Industry, Mr. D. A Chandekar, Editor & CEO, Steelworld had an exclusive interaction with **S. Muralishankar, Managing Director, Super Auto Forge Pvt. Limited.**

Mr Muralishankar also highlighted more on how the present situation can be converted into an opportunity for the entrepreneur's.



## Face to Face

What is the present situation in Indian forging industry?

Currently the Indian Forging industry is gearing up to come back to normal. Backed by good monsoon and Government initiative to boost the Agriculture sector, the tractor production is extremely good and almost 25% more than last year.

Fueled by the need for private transportation and a better rural economy, the two wheeler production and sales has picked up and it is almost 80% of the last year volume. The passenger vehicle segment led by Maruti is also ramping up the production and sales volumes and it is almost 80% of pre-covid volumes.

However, HCV sector which is still lagging behind by 50% as compared to last year volume. LCV segment is also catching up the fast. The export requirements are back to Pre-Covid levels and hence forging industries have the market to perform to the pre-covid level. Incidentally the Pre-Covid level itself was 25% less than previous fiscal. On the long term there are lot of export opportunities arising out of "Chinese situation"

What are the major challenges posed by covid pandemic to forging sector and how they can be overcome?

At present major challenge faced by the forging industry is availability of man power. Most of the migrant laborers have gone back to their native. Almost all the forging manufacturers are facing a high challenges to operate their plants even at 70 % levels.

Some of the non-migrant operators and executives who have gone to the native within the state are also not coming back because of the fear of high numbers of Covid cases in the cities.

Hence, the forging industry has to immediately recruit and train new operators to meet the demand. This is also the case with regard to the supply chain for the forging industry. Apart from this, especially MSME sector of the forging industry is going through a tight cash flow situation.



Also the industry should adapt to the new norms of social distancing and safety working measures and should also train their employees so that there is no disruption due to instance of Covid among the operating employees.

What is the situation in Indian steel sector? How to convert present situation into an opportunity?

The steel industry is also facing similar challenges as that of forging industry. But Post covid there are lot of opportunity for the steel industry for export and they should gear up to meet that.

Also with the Government thrust for "Make in India" and also to "Reduce imports from China" there is a huge opportunity for the steel industry to fill up the vacuum created by stopping of imports from China.

For this to happen, the steel industry should become more competitive and ensure better and consistent quality to capture the market. There is tremendous scope to capture the export market as well.

How according to you, are the short term and the long term prospects for forging as well as steel sectors in India?

In short term both the forging and steel industry should manage

the availability of skilled man power to ensure uninterrupted production of consistent quality products. Also they should ensure the sufficient resources to meet the short term cash flow.

In the next six months, if the industries are able to sustain and address these issues then there is a huge opportunity for growth in the long term. Lot of domestic OEM's which are importing from China are looking at fast tracking their indigenization which is a huge opportunity for Indian manufacturers both forging and steel.

One major factor is that they should cut down their lead time in development of the parts so that they can capitalize on this situation.



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## Indian steel market showing signs of recovery: Aditya Mittal

The Indian steel market has started showing signs of recovery after being hit hard by the Covid-19 pandemic and subsequent lockdowns, ArcelorMittal Nippon Steel India Chairman Aditya Mittal has said.

Aditya, son of steel baron LN Mittal, said that operations at ArcelorMittal Nippon Steel

India's (formerly Essar Steel) Hazira plant in Gujarat are running at full capacity. He said that the Covid-19 pandemic severely disrupted domestic demand, in particular during the month of April; however, there is a recovery visible in the market.

"We are seeing the domestic market recover and that's a reason why our operations are running at full capacity (at Hazira in Gujarat)," he told PTI on a query pertaining to the domestic demand. In December 2019, global steel giant Arcelor Mittal announced acquisition of debt-laden Essar Steel and forming a joint venture AM/NS India with Japan-based Nippon Steel. Aditya Mittal, who is also president and CFO of parent company Arcelor Mittal, was appointed chairman of AM/NS India, while Dilip Oommen was appointed as the CEO.

Arcelor Mittal posted a net loss of USD 559 million for the second quarter ended June 30, 2020 amid Covid-19 disruptions and termed the quarter as the most difficult period in its history.

Sales in the April-June quarter were USD 11.0 billion, down from USD 19.3 billion in the corresponding period in 2019. Total steel shipments in the second quarter of 2020 were 23.7 percent lower at 14.8 million tonnes (MT).

On the performance of AM/NS India would shift its focus on exports to drive its growth, Mittal said the company would continue to focus on the domestic market to increase business.

"The focus remains on the domestic market. (In India) per capita steel consumption is much lower than most of the other countries of the world.

The coronavirus outbreak led to a fall in steel demand in domestic market and this forced major steel players to look to the export markets to sell their products as demand was



low domestically.

In an update on the sector, the Ministry of Steel has also said that the domestic steel industry has started showing signs of improvement in the month of June, after hitting the nadir in April 2020 due to the spread of Covid-19 pandemic and nationwide lockdown.

Steel demand grows post-lockdown as rural activity outpaces urban growth

Steel prices have also shown an increase, amid higher international rates. There has been a recovery in domestic demand for steel, especially during the post lockdown period, as well as an increase in steel prices. However, many experts say that a full uptake of domestic steel consumption will only be possible after the next one or two quarters.

Steel exports continues to see supply chain disruptions, though these are expected to ease with rising exports to countries such as China, Vietnam and the UAE.

Resumption of construction activities in India with Unlock 3.0 is also expected to increase domestic consumption though exports will still have a steady growth over domestic consumption in India.

"In the last one month, there has been a recovery in demand for steel, which was bleak since March 2020. Demand recovery is faster in rural areas than in urban areas as economic activities continue in rural areas, which have been less affected due to the pandemic," says Bal Krishna Piparaiya, Senior Director, Brickwork Ratings.

"Steel prices are up by nearly Rs.2,000/tonne in the past fortnight on the back of higher international prices and commissioning of economic activities post-Covid19. HRC (Hot Roll Coil) prices, which were at around Rs. 34000 / tonne in May 2020, have increased to Rs. 38000 / tonne in August 2020. Still, there is a gap between international and domestic prices, which provides a further cushion to domestic players to increase prices. Furthermore, the price of iron ore is still discounted in the local market, compared with the international market, which is beneficial for domestic steel companies. Supply-side adjustments are also happening simultaneously, along with demand, which



is coming back," he added.

Experts point out that steel production in India was declining since March 2020, although the output had improved in July compared to the low levels in April when India had imposed strict lockdown measures. The low domestic demand for steel also created large scale inventory in the Indian steel sector. At the same time the surge in the COVID-19 cases continue to pose supply chain disruptions.

"While there are tentative signs of demand recovery on the back of realisation of pent up demand, overall subdued demand, large inventory along with supply chain bottlenecks are expected to prevent ramping up production activities. Nonetheless, the significant pick up in the Iron and Steel exports which recorded a 100 percent year on year growth in the month of June and a cumulative 44 percent year on year growth during Apr-June 2020, due to strong demand from China, Vietnam and UAE had supported the sector to some extent as demand slumped," says Dr. Arun Singh, Global Chief Economist at Dun and Bradstreet India.

"We expect the sector to recover over the medium to long term as we anticipate that the sectors which drive the demand for steel such auto, construction, electronics and consumer durables will only recover over the long term. We assume that frontloading of investments by the government outlined in the National Infrastructure Pipeline along with the Steel Scrap Recycling Policy to reduce imports will support the pace of recovery of the sector," he added.

The lockdown had created scarcity of resources in the construction space as there was shut down of many projects and the exodus of labour. That had increased the prices of construction materials including steel. This problem had been compounded due to the supply chain disruption due to the lockdown. This situation may return to normalcy as resumption of construction activity resumes.

"There has been a steep rise in the prices of construction raw material due to the unavailability of sufficient resources. In case of steel, prices vary depending on the quality of steel. Steel prices have seen a moderate rise over the last 6 months and have increased by 1 percent. Currently, there has been an increase of Rs 2,000 per MT—that is from Rs.42,000 MT to Rs.44,000 MT per kg—in

different states depending on demand for construction in respective sectors," pointed out ShrinivasRao, CEO-APAC, Vestian Global Workplace Service.

As per the data from the Ministry of Steel, India had emerged as the second largest producer of crude steel during 2018 and 2019 from its 3rd largest status in 2017. The country was also the largest producer of sponge iron in the world and the third largest finished steel consumer in the world after China and the US in 2019.

In 2017 the government released the National Steel Policy, which laid down the broad roadmap for encouraging long term growth for the Indian steel industry, both on demand and supply sides, by 2030-31. The government had also announced a policy for providing preference to domestically manufactured Iron and steel products in government procurement. Indian steel output gets a wake-up call from China According to the Indian Steel Ministry, Indian steel demand fell by 63% to just 9.10 million tonnes in the April-June period, which was the peak COVID period. A recent report published by Moody's expects India's steel demand to fall by 10% during financial year 2020-21. In financial year 2019-20, the steel demand in India stood at 100.15 million tons. However, the actual demand in 2020-21 is likely to be less than 90 million tons.

That is because, most principal steel using sectors like construction, infrastructure, white goods and automobiles have been operating at sub-optimal capacities reducing the demand for steel. Even the 10% fall that Moody's estimating for the full year is based on the assumption that GDP growth and industrial capacity utilization will pick up in Q3 and Q4. How India compared to global steel makers in July 2020?

In the last few years, India has overtaken the US, Japan, South Korea and Russia to emerge as the second largest producer of steel in the world. Of course, China alone accounts for over 60% of the global steel output and Indian steel output is less than 1/10th of China. But the Indian steel growth story cannot be denied. Here is the global steel production in Jul-20.



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H10 / AISI H10 / DIN 2365  
H12 / AISI H12 / DIN 2606

**COLD WORK STEEL (IND/USA/EUR)**

HCHCR-D2/AISI D2/DIN 2379 | A2/AISI A2/DIN 2363  
HCHCR-D3/AISI D3/DIN 2080 | O1/AISI O1/DIN 2510  
D5/Cr12MoV/DIN 2601

**PLASTIC MOULD STEEL (IND/USA/EUR)**

P20+Ni/AISI P20+Ni/DIN 2738  
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# Case Group emerge as the Global Technology with Pollution Compliant



Steelmaking is among the most energy- and carbon-dioxide-intensive process in manufacturing. All its industrial processes require energy in one form or the other. This energy demand may be in the form of electrical or thermal energy.

As a result, Steel making calls for huge energy requirements. Depending on the different routes of steel making and the process being adopted, the energy requirement also varies considerably.

In a standard steel rolling mill plant, the raw material which is mainly steel billets, blooms or ingots are rolled to produce flat or long products as per the required product mix.

Hot rolling mills technology worldwide requires these billets, blooms or ingots to be

heated to temperatures around 1100dg C before entering the first stand of rolling process. Stainless steel and Alloy steel mills are still using re-heating furnaces before rolling process.

Thermal energy is also required in roasting of Iron Ore Pellets. Cheap and professional way of doing is with the help of fixed bed pyrolysis cold gas station. In this technology volatile matter and condensate is professionally managed and burner level automation is possible to increase the efficiency of the Pellet TG section.

These gasifiers are also used for forging plants, heat treatment furnaces, tundish preheating etc. Fixed bed gasifiers require sized coal of granularity of



Rahul George  
Country Head  
CASE GROUP INDIA

20-60mm. Because of this feature in spite of the fact that the CAPEX is low the OPEX is considerably higher. However, this technology is still very cheap as compared to usage of high calorific value liquid fuels.

Fixed bed coal gasifiers had a number of limitations with respect to use of sized coal, handling of liquified volatile matter and water

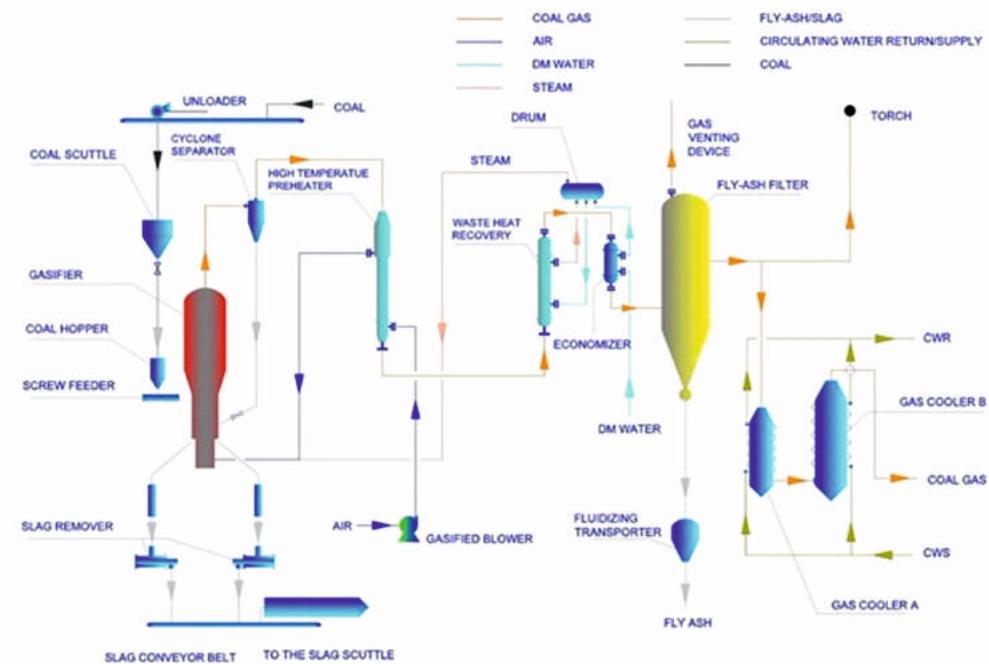




condensate, excess manpower requirements etc. With the developments in technology circulating fluidized bed coal gasification found its way into the industry and all the limitations of fixed bed gasifiers are over come by the CFBC technology. More interesting this type of gasifiers are accepted with open arms by NGT, CPCB, NitiAyog, MOEF and State PCB's.



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## **FICO demands regulation in steel prices**

Federation of Industrial and Commercial Organisation (FICO) has strongly opposed the hike in steel prices and demanded the formation of a committee to regulate the pricing and rationalise them from the central government. FICO president Gurmeet Singh Kular and general secretary Rajeev Jain have requested Union minister of steel Dharmendra Pradhan to intervene and resolve the issue. They also requested the minister to ban export of steel in order to facilitate indigenous manufacturers.

Kular stated that the prices have risen by Rs 3,000 per tonne from September 1, which is totally unjustified considering the MSMEs.

Steep hike in steel prices are observed every month, and the industry is facing huge losses as previous orders have not been completed yet, he added.

"The industry is forced to purchase steel and iron at renewed prices. The frequent hike is fatal for the industry and indigenous manufacturers" he said.

With the easing of lockdown, industrial units are operational at around 40% of their capacity, due to social distancing and other government SOPs. Though the demand for products have increased, but production capacity hasn't.

"Steel prices have increased from Rs.8,000 to Rs.10,000 per tonne in last 45 days, which is totally unacceptable to the industry and consumers. As the source of income has gone down, prices of the finished goods have started increasing, which is a direct burden on the common man," he said.

## **SAIL Aug sales up 35% to 14.34 lakh tonnes of steel**

Steel Authority of India Ltd. (SAIL) reported its total sales jumped 35 per cent to 14.34 lakh tonnes (LT) of steel in August 2020. The company's sales stood at 10.60 LT in August 2019, the Steel Authority of India Ltd (SAIL) said in a statement. SAIL has recorded its best ever August sales performance at 14.34 LT. The sales in August have grown significantly by 35 per cent over 10.60 lakh tonnes achieved in August 2019, it said.

While 12.40 LT steel was sold in the domestic market, 1.94 LT



was exported, the statement said. SAIL Chairman Anil Kumar Chaudhary said, "Post the COVID-19 pandemic, we had resolved to come back strong. The current sales figures are a testimony to the sustained efforts by SAIL. We were quite positive on the demand picking up as soon as the economy would return to normal." Despite early setback after opening up, the market has also been echoing positive sentiments and a lot of meticulous planning went into leveraging these sentiments, he said. "SAIL has been catering to domestic requirement of the nation and has also gainfully utilized opportunities in export market to maintain consistent growth momentum in its sales," Chaudhary added. SAIL, which falls under the administrative control of Ministry of Steel, is the country's largest steel maker.

## **JSPL posts 21% growth in production and a 38% jump in sales in August**

JSPL posted a 21 per cent rise in its consolidated production and a 38 per cent growth in its sales for August 2020.

Jindal Steel and Power Ltd (JSPL) said its production of steel on a consolidated basis rose to 8.25 lakh tonnes in August 2020 compared with 6.81 lakh tonnes in August 2019, a rise of 21 per cent.

The company's consolidated sales during the month also rose to 8.36 lakh tonnes, up 38 per cent from 6.06 lakh tonnes in August 2019, JSPL said in a statement. It added that exports contributed to 42 per cent of the total sales volumes.

On a standalone basis also, the company has posted positive production and sales numbers for August 2020.

The company's standalone steel output jumped 18 per cent to 6.25 lakh tonnes, from 5.29 lakh tonnes in August 2019. The sales grew 37 per cent to 6.82 lakh tonnes, from 4.96 lakh tonnes a year ago.

JSPL Managing Director V R Sharma said, "JSPL Angul, the world's first coal gasification-based DRI (direct reduced iron) plant, is adding to higher production volumes. The company has recorded its





highest-ever gas-based DRI production with over 72 per cent of rated capacity in August 2020."

He further said, "The company is consistently working towards its goal of reducing overall debt to Rs 15,000 crore by 2023." Sharma added that the company's steel export volumes have come down significantly with an increase in domestic sales post the lockdown period. "Our target is to achieve Rs 50,000 crore turnover by 2023."

JSPL, part of the OP Jindal Group, has a presence in steel, power, mining and infrastructure sectors.

## **British tycoon Sanjeev Gupta plans to buy string of small steel plants in India**



Sanjeev Gupta has been on a buying spree in recent years. He also acquired debt-laden steel and aluminum assets during the 2015 and 2016 commodity crisis.

British metals tycoon Sanjeev Gupta is aiming to buy at least half a dozen smaller steel plants in India by 2025 after losing out on bigger purchases in the second-biggest

producer.

GFG Alliance, owned by the commodities trader-turned-serial deal maker, had in the past bid for big-ticket stressed steel assets in India that were being sold under the country's ongoing bankruptcy process, but lost out to rivals. It recently snapped up AdhunikMetaliks Ltd. under the insolvency law and plans to start production at the 500,000 tons a year facility next month, establishing its presence in India.

"Since we were unable to acquire any big asset, we will instead go with the string of pearls strategy," and look to buy plants having capacities of 300,000-500,000 tons, which can be scaled to 2 million tons or more, Gupta said in an interview. "We would like to be at least 5 million tons in a short space of time."

Gupta has been on a buying spree in recent years, acquiring debt-laden steel and aluminum assets during the 2015 and 2016 commodity crisis. Most recently, he agreed to buy Novelis Inc.'s Duffel aluminum operations in Belgium, a rail facility in France and a ferro alloy producer in Australia. Further forays are planned in aluminum and renewable

energy all through the value chain globally and in India.

"India is going to be center-stage for our future development," Gupta said "We may have started a bit slower or had stumbled a bit in the beginning but now we are on a very strong footing."

The "seismic shock" of the coronavirus outbreak will spark a wave of consolidation in Europe and some other parts of the world and would provide opportunities for GFG to expand further, Gupta said. As his business grows, Gupta will explore different capital structures including public offers

## **FOPSIA urge the government to intervene on surge in domestic steel prices**

A recent rise in steel prices in India has prompted some consumer groups to call for government intervention to check the increases.

"Domestic steel buyers are facing a supply shortage since June, as integrated mills only sell material to big traders who are hoarding steel with the intention of raising prices," said Badish Jindal, president of the Federation of Punjab Small Industries (Fopsia).

Fopsia represents about 1,000 small and medium-size enterprises that consume an average of about 50,000 t/month of steel, mainly hot-rolled coil (HRC), cold-rolled coil (CRC), wire rod and structural steel such as rounds.

Indian domestic HRC prices were at 39,000 rupees/t (\$530/t) on 28 August, up by Rs5,000/t from a low for this year reached on 17 July.

Mills have indicated a further price hike of Rs2,000/t in September, citing rising global steel prices and raw material costs. The Argus-assessed cfr Vietnam HRC price was at \$528/t on 2 September, up from \$455/t on 17 July.

Fopsia members have been unable to pass on the steel price increase to their downstream customers, which are citing weak sales because of the impact of Covid-19 on India's economy.

Jindal said electric-arc furnace-based steelmakers, which use ferrous scrap as a raw material input, have raised steel prices in line with higher scrap prices, which have increased by Rs4,000/t from April to Rs28,000/t.

The recent rise in Indian steel prices has been driven by a gradual lifting of lockdown measures since June,

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which have released pent-up demand. Strong steel exports from India this year have also enabled inventories to be kept low, supporting a quick turnaround in domestic prices once the economy started opening up.

India's largest iron ore producer NMDC raised its August domestic prices by Rs500/t from July to Rs2,950/t for 65.5pc Fe lumps, and by Rs2,600/t for 64pc Fe fines.

"How can raw material costs increase for integrated mills if they all have captive mines?" Jindal said.

The Argus 62pc Fe cfr China index is at around a six-year high. Domestic Indian iron ore prices are not solely determined by movements in the international market, given blast furnace-based integrated mills produce steel using their captive iron ore mines. These mills also compete with overseas steelmakers in export markets, especially when domestic Indian demand is subdued.

Immediate government intervention against rising steel prices in India is also being sought by the Engineering Exports Promotion Council (EEPC), a body comprising producers of engineering exports.

India's restrictions on steel imports from China, Vietnam and South Korea have led to Indian steelmakers raising prices across product categories, EEPC said. "This has sent raw material costs for "user industries sky high, making engineering exporters uncompetitive in the international market," it said.

## **DGTR Publishes Findings in Anti Subsidy Investigation on Imports of Flat Stainless Steel from Indonesia**

The ministry's investigation arm Directorate General of Trade Remedies (DGTR) in its preliminary findings has recommended the duty after concluding in its probe that 'Flat Products of Stainless Steel' have been exported to India from Indonesia at subsidised prices. New Delhi: The Commerce Ministry has recommended imposition of provisional countervailing duty (CVD) on certain steel products from Indonesia to guard domestic manufacturers from subsidised imports.

The ministry's investigation arm Directorate General of Trade Remedies (DGTR) in its preliminary findings has recommended the duty after concluding in its probe that 'Flat Products of Stainless Steel' have been exported to

India from Indonesia at subsidised prices. The domestic industry has suffered material injury due to subsidisation of the product and therefore it is necessary to recommend imposition of provisional countervailing duty on these imports, the DGTR has said in a notification.

It said that the directorate is of the view that imposition of provisional countervailing duty is required to offset subsidisation and injury, pending completion of the investigation.

"The authority recommends imposition of provisional countervailing duty on the imports...originating in or exported from the subject country (Indonesia)," it said.

The duties recommended are 22.31 per cent, 22.65 per cent and 24.83 per cent on different producers of Indonesia. The finance ministry will take the final call to impose these duties.

In October last year, the directorate initiated the probe into an alleged subsidised export of certain steel products by Indonesia, following complaints by domestic industry.

The petitioners had alleged that the producers/exporters of certain steel products in Indonesia have benefited from the actionable subsidies provided at various levels by the Indonesian government.

Indian Stainless Steel Development Association (ISSDA), Jindal Stainless, Jindal Stainless (Hisar) and Jindal Stainless Steel had filed an application on behalf of domestic industry before the directorate, alleging subsidisation of these products by Indonesia. They had requested for initiation of an anti-subsidy investigation for levy of countervailing duties on imports of the goods.

Under the global trade rules of the World Trade Organisation (WTO), a member country is allowed to impose anti-subsidy to countervailing duty if a product is subsidised by the government of its trading partner.

These duties are trade remedies to protect domestic industry. Subsidy on a product makes it competitive in price terms in other markets. Countries provide this to boost their exports.

India and Indonesia are members of the WTO. Indonesia is a major trading partner of India.



The bilateral trade between the countries declined to USD 19.18 billion in 2019-20 from USD 21.12 billion in 2018-19. Trade balance is in the favour of Indonesia.

## **Iron ore ticks higher on China steel demand optimism**

Iron ore futures inched higher on Tuesday, as a private survey showing forecast-beating China factory activity growth in August helped market participants shrug off worries over fresh sintering curbs in the world's top steel producer. Iron ore's most-traded January 2021 contract on China's Dalian Commodity Exchange closed the session up 0.2% at 846.50 yuan (\$124.06) a tonne, extending gains into a fourth session. The Singapore Exchange's October contract rose 0.6% to \$119.02 a tonne in afternoon trade and was on track for a third consecutive session of gains. China's August factory activity expanded at the fastest clip in nearly a decade, bolstered by the first increase in new export orders this year, a private survey showed.

## **38 coal blocks to be auctioned for commercial mining**



The Coal Ministry has recently revised the list of mines to be auctioned for commercial mining and now 38 blocks would go under the hammer instead of 41 mines announced earlier.

The revision in the list includes addition of three blocks Dolesara, Jarekela and Jharpalam-Tangarghat (in Chhattisgarh) and withdrawal of five blocks – Morga South, Fatehpur, Madanpur (North), Morga-II and Sayang (in Chhattisgarh).

The coal ministry had earlier withdrawn Bander mine in Chandrapur district of Maharashtra from the list of 41 coal blocks put up for auction for commercial mining as the mine lies in the eco sensitive zone of TadobaAndhari Tiger Reserve.

"Revisions have been made in the list of coal mines offered for auction... Accordingly, 38 coal mines are offered for auction for commercial mining under 11th tranche of

auction under CM(SP) Act, 2015 and 1st Tranche of Auction under MMDR Act, 1957," the coal ministry said in a statement.

However, no reason was provided by the ministry for the revision of the list. The ministry said that there has been "addition of Dolesara, Jarekela and Jharpalam-Tangarghat Coal Mines to the 1st tranche of auction under the MMDR Act, 1957."

The ministry also said that there has been "withdrawal of Morga South Coal Mine from the 1st Tranche of Auction under the MMDR Act, 1957...(and) Fatehpur East, Madanpur (North), Morga-II, and Sayang Coal Mines from the 11th Tranche of Auction under the CM(SP) Act, 2015."

According to the revised list seven mines in Chhattisgarh will be auctioned. As part of the initiative of opening up of the coal sector and introduction of commercial coal mining in the country, the government launched the auction process for 41 coal mines on June 18, 2020, for commercial mining under 11th tranche of auction under CM(SP) Act, 2015 and first tranche of Auction under Mines and Minerals (Development and Regulation) Act, 1957.

## **Turkish buyers likely to lift ferrous market**

While steel output in the United States slowly recovers from its COVID-19-related impacts, electric arc furnace (EAF) steel mills in Turkey, Vietnam and elsewhere look poised to put some upward price pressure on the U.S. ferrous scrap market.

Figures for July 2020 collected by the Brussels-based World Steel Association show steel output in Turkey rose by 7.4 percent compared with the July 2019 figure, and year to date the nation's output has declined by just 2.4 percent. Vietnam is another scrap importing nation exhibiting healthy steel production in 2020, with the nation's mills showing an 8.4 percent increase in year-to-date output.

Information gathered by London-based Kallanish Commodities indicates that in mid- and late August, Turkish mills and their buying agents have been active in the North American, European and Russian scrap markets, seeking scrap feedstock.



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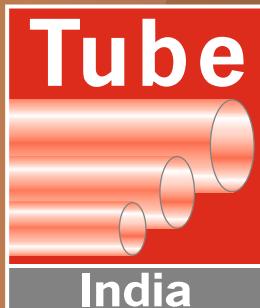
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The Turkish rebar mills have been selling their output not only to their typical domestic and Middle East customers but also to buyers as far away as Hong Kong and Singapore, according to Kallanish.

The full order books of the Turkish mills have resulted in August purchases of heavy melting steel (HMS) shipments from exporters in Russia, Poland and the U.S.

According to Kallanish, one buyer in Turkey paid \$287.50 per metric ton CFR (cost and freight) for the U.S. shipment. The early August *Fastmarkets AMM* U.S. East Coast Export Index price was \$260 per metric ton.

Turkish sources contacted by Kallanish referred to expectations of a double-digit number of additional bulk vessel scrap purchases in September, and that U.S. sellers already are asking "higher prices" than the \$287.50 figure. Kallanish also is reporting upward price pressure in the East Asia market, though much of that activity pertains to Vietnamese and Japanese mills competing for Japanese ferrous scrap.

However, the commodity news service says Vietnamese EAF mills are buying bulk cargoes in August, paying up to \$310 CFR for Australian HMS scrap and \$301 for a bulk shipment from the U.S. Bids for containerized ferrous scrap are lower, says Kallanish, with Vietnamese mills paying between \$260 and \$270 per metric ton for containerized HMS scrap from the U.S.

## **Australia scrap supply tightens amid lockdowns**

Supply of steel scrap in Australia is being squeezed by regional Covid-19 lockdowns and a general decline in economic output, scrap market participants have told *Fastmarkets*.

The reduction in scrap generated in Australia is reducing the volume of material being offered for export from the country and raising prices for whatever material is being offered.

Covid-19 transmission in the country is affecting scrap supply in southeastern Australia - where strict lockdowns are in place - and in areas where outbreaks have been less prevalent, such as the country's West Coast.

"Scrap is becoming scarce, and so, I foresee prices going up further in September," a major South Asian exporter source told *Fastmarkets* on Monday August 31.

"Even prices in Chennai, India, are going up because Australian scrap, which usually comes, is not being offered," he said.

Australia and New Zealand have become more significant exporters of steel scrap to Asia in the last year. Oceania countries exported 250,016 tonnes of scrap to India in 2019, up 24.5% year on year, according to data from the International Bureau of Steel Statistics.

Australia-origin scrap was largely out of the Indian market during the past week, but a small quantity was offered in containers to India at \$285 per tonne cfr Nhava Sheva on August 28. This was \$5 per tonne more expensive than material from the United Kingdom and \$5 per tonne less than offers for material from the United Arab Emirates.

*Fastmarkets*' weekly price assessment for steel scrap, HMS 1&2 (80:20 mix), import, cfr Nhava Sheva, India was \$280-290 per tonne on August 28, unchanged week on week, but sheared HMS was being sold at as much as \$300 per tonne cfr Chennai by Monday, the exporter said.

In Bangladesh, the absence of containerized Australian scrap has given more market share to Brazilian exporters of scrap, with several deals closed from the country in the last few weeks.

### **Scrap generation suffocated**

A scrap exporter on Australia's West Coast told *Fastmarkets* that there had been a gradual slowing in demolition projects in and around his area, thus choking off scrap supply.

"It is a snowball effect. I can see that, in another month, we will be scrambling around for scrap," he said.

"We have to go further out of our area to get scrap, then we get to the point of no return, where that is uneconomical to do," he added.

Conditions are even worse in the state of Victoria. The area entered a strict lockdown on August 6 following a sharp rise in Covid-19 infections largely clustered in Melbourne, the state capital.

"One scrap buyer in Victoria said he opened at 8am and closed at 2pm, and there was not one delivery in that time," an Australian trader said.

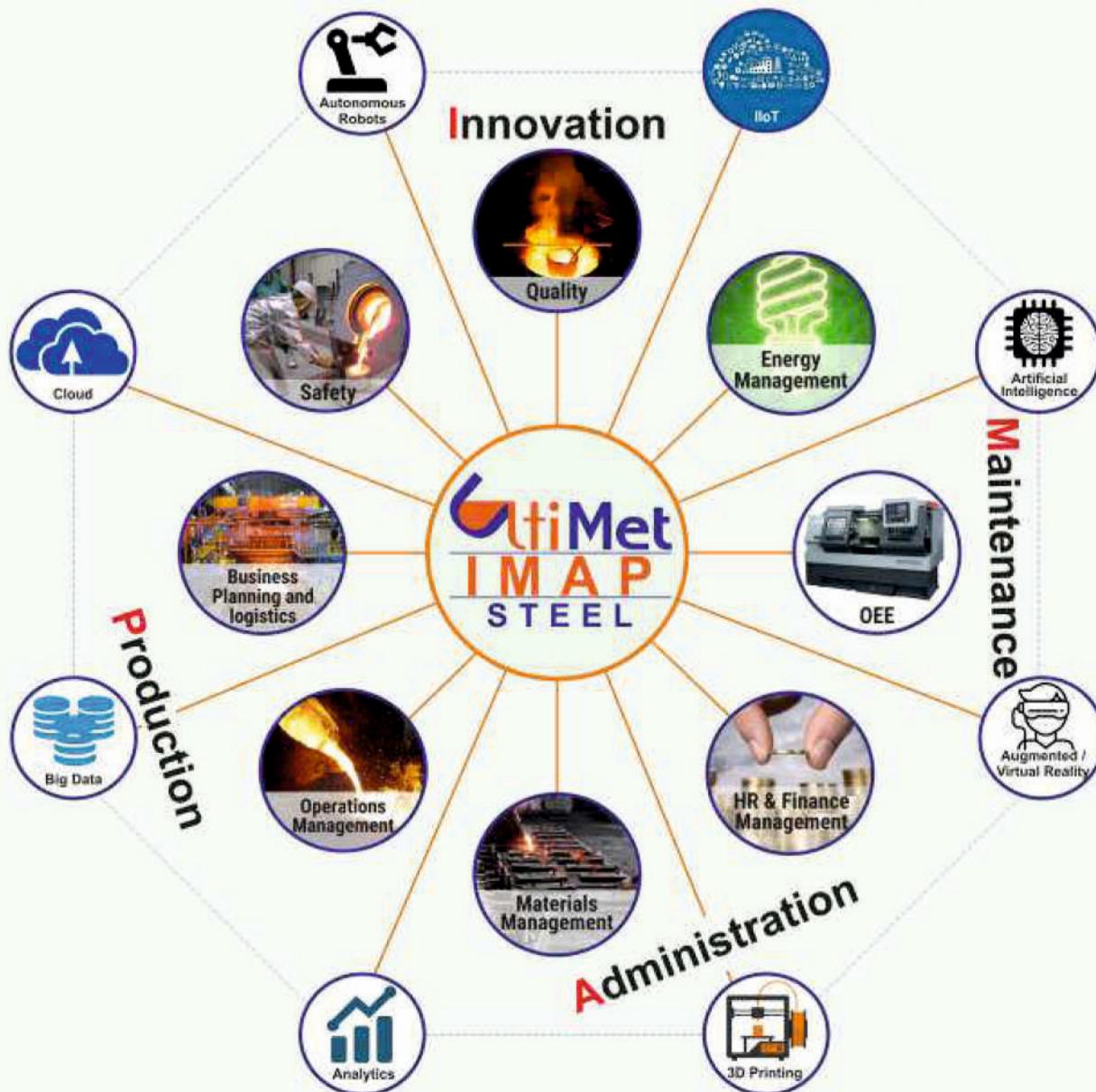
"A lot of scrap is generated from [demolition], and the Australian government has also blocked construction and other non-essential work in Victoria," he added.

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# Who is Atmanirbhar?

Nations, like individuals also seek self-reliance, or what is the same thing, Atmanirbharata. Hence, we have now the renewed politics of Atmanirbhar just as the one we had of self-reliance, or

even swadeshi that started in Bengal in 1905. There are two ideas behind self-reliance, one is to own capital and hence profits emanating out of the same for ourselves, and the other is to have an autarky, where



**Dr Susmita Dasgupta**  
JCE, Economic Research Unit  
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everything we need must be produced by ourselves.

These two are not as unrelated as we may imagine them to be and in fact are related intricately except for the attitude. In the latter kind, namely the autarky which is like Robinson Crusoe, we imagine ourselves to be in an island and in fact as island as we procure every need we have, ourselves.

We grow our own food, arrange our own water supplies and source of energy, build our own homes and so on, not to speak of cleaning, mopping, and washing. Sometimes, we may produce more of grain and exchange the surplus with someone who may produce more of cloth.

Such ideal Atmanirbharata may help seal us from the vagaries of the outside world as most tribes in this world live entrenched and ensconced within their forest dwellings. Such Atmanirbharata is most wonderful but unfortunately in India, we destroy such Atmanirbharata by displacing tribes, cutting



through their forests and by proudly flouting all environmental laws.

We do this by using another kind of Atmanirbharata slogan, that we will produce our own coal and not import them. Which kind of Atmanirbharata shall we support? Those of the coal companies or those of the tribes?

We decide to support the companies and not the tribes because companies give us more revenues than the tribes in terms of money. The state then awards mines to companies which pay more revenues preferring them over those which do not.

Atmanirbharata of some companies are preferred over the others, those which make the state Atmanirbhar in terms of revenues. Therefore, the weak'sself-reliance is destroyed to make the strong Atmanirbhar.

The story of Atmanirbhar does not make sense, the livelihoods of tribes are destroyed to make them dependent on someone else, peasants lose land to become landless migrant workers dependent on factory owners, who do not pay wages making millions set on foot towards their homes, hungry, thirsty, tired and dead. Therefore, the formula of Atmanirbhar Bharat must ask the question, whose self-

reliance, for the self-reliance of one destroys the self-reliance of many others. There is nothing called an Atmanirbhar country; some are more self-reliant than others.

In the sense of modern economies, self-reliance does not mean banning imports; it means that you specialize in products and exchange these to earn so much of money that you can buy all your necessities without having to beg, borrow or steal. The companies in India which are shouting self-reliance the loudest are the very companies which are in debt and are up for sale in the NCLT. Financial sustainability is self-reliance.

Japan has no minerals, it produces the world's best steel, oil rich Arab world buys its food by selling oil and Australia buys steel by selling its ores and coal. They do not need slogans of Atmanirbhar to secure self-reliance, they are self-reliant. You can be self-reliant by earning money for you to buy things with. Therefore, a person with a good salary or with a good business is more self-reliant than a tribal in a deep forest producing everything she needs. Banning China, banning imports to make us self-reliant is thus not what really self-reliance means; it is to push us into states of forest

living where we do not even have forest or land rights to protect us from eventual displacement.

What should ideally self-reliance mean? Self-reliance does not mean producing everything by oneself for that kind of self-reliance will belong only to the primitive human; modern human will seek self-reliance in earning money by increasing her productivity, or the ability to do work in the sense of processing inputs to valuable outputs. Hence, improvement in productivity is the key to self-reliance.

A self-reliant India does not mean sending WhatsApp messages to ban China, self-reliant India does not mean obsession with Pakistan or compulsively trying to promote Hindutva; self-reliant India does not mean constant engagement with Modi versus Rahul Gandhi spat. Self-reliant India means self-absorption into deep and focused work, concentration of the mind to improve oneself constantly, to seek ever higher knowledge, to strive for excellence, to look out for opportunities which can help raise every other citizen of the country so that when everyone improves, we also rise with the tide. ■

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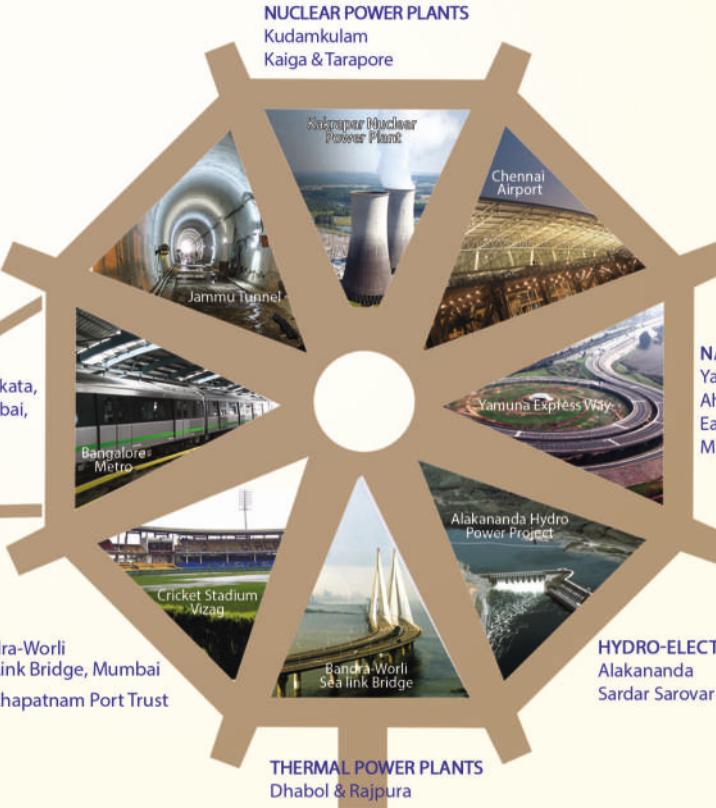
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