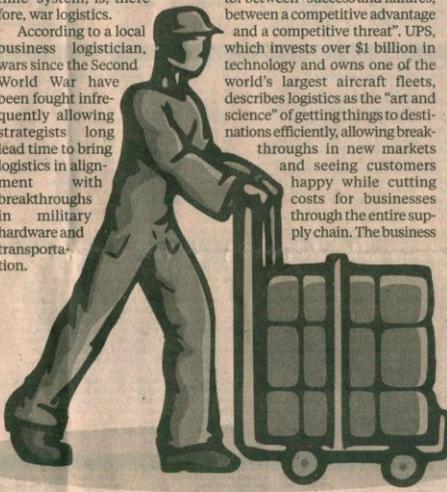


(This document comprises news clips from various media in which Balmer Lawrie is mentioned, news related to GOI and PSEs, and news from the verticals that we do business in. This will be e-mailed on every Monday.)

BL is mentioned in the news article below:

War logistics: Germinal point of contemporary business logistics



ANALYST'S VIEW
KUNAL BOSE

Oxford Dictionary defines logistics as the detailed coordination of a large and complex operation and traces its origin to the 19th century and French word *logistique*. American Heritage Dictionary links it to the branch of military operations dealing with the procurement, distribution, maintenance and replacement of materials and personnel. Dictionaries may have found the word's origin only in the 19th century, but the greatest logisticians of all times go long back in history. Like, Alexander the Great of Macedonia, who perfected army logistics bequeathed to him by his father Philip II for rapid movement of troops and outflanking enemy armies. Arguably, the most innovative logisticians among all emperors and kings from the hoary past

was Genghis Khan who underwrote food supply for his marauding soldiers as they went on conquering mainland Asia, the Middle East and parts of Europe by giving each four horses, fish hooks and plenty of arrows. Legend has it that Genghis Khan as part of his food supply logistics allowed soldiers to kill some horses as an emergency food source. Some centuries later, Carl Von Clausewitz, Prussian military theorist and author of modern military classic *On War*, perfected army logistics in a way as to get the better of Napoleon in the battle of Waterloo.

But why dilate on war logistics when we are to be on business logistics? Logisticians see a convergence point between war and business in that the two are about engagements between human groups to seek dominance. For millennia, mankind has been engaged in armed conflicts leading to progressive perfection of war logistics coming into play in military engagements in Afghanistan, Iraq and Libya. In contrast, large business organisations seeking domination within their countries and across continents are less than a three-century-old phenomenon. So, by the time business started becoming increasingly competitive and benchmark costs progres-

sively stringent, managements could turn to war logistics for ideas on efficient procurement and supply of raw materials and on-time delivery of finished products. The germinal point of contemporary business logistics, including the much-in-use "just in time" system, is, therefore, war logistics.

According to a local business logisticians, wars since the Second World War have been fought infrequently allowing strategists long lead time to bring logistics in alignment with breakthroughs in military hardware and transportation.

Borrowing from how UPS, the world's leading logistics company, sees business logistics, it has to be a seamless multimodal transport operation improving supply chain management all the time. More and more companies have found in logistics the differentiator between "success and failures, between a competitive advantage and a competitive threat". UPS, which invests over \$1 billion in technology and owns one of the world's largest aircraft fleets, describes logistics as the "art and science" of getting things to destinations efficiently, allowing breakthroughs in new markets and seeing customers happy while cutting costs for businesses through the entire supply chain. The business

universe is at a point where logistics has become highly relevant for all, irrespective of size, location and market coverage. UPS describes the phenomenon as "logistics for all".

Chairman of Steel Authority of India Limited (SAIL) Chandra Shekhar Verma, says, "Yes, all businesses need logistical support. But logistics doesn't come in a single format. Providers of logistics services will have to have a clear understanding of what kind of logistical support the user business needs and then have it tailor-made. Like, in our integrated steelmaking at SAIL, we are required to organise ingress of millions of tonnes of raw materials, including iron ore from our owned mines and coking coal from foreign sources and egress of steel using multimodal transport adequately supported by information technology." Seeing much scope for efficiency improvement in the movement of raw materials and finished steel products and thus leading to cost savings, Verma thought much could be achieved for SAIL by having a board level director simultaneously overseeing raw materials movement and logistics. Verma says SAIL's exit from Transchart, the chartering arm of the shipping ministry, requiring of all PSUs to seek vessels from it

for imports, will allow it to bring into play logistics in supporting end-to-end solutions from hiring of ships to delivery of imported coal to its plants. Domestic supply being limited, SAIL is required to annually import up to 12 million tonnes (mt) of coking coal using about 200 vessels. According to Verma, logistics could yield optimum results provided infrastructure like road, rail and sea port is well developed. Expect a much stronger supporting infrastructure by the 12th plan period end, says SAIL chairman.

An organisation of the size and complexity of SAIL has reasons to do logistics in-house. But, for a majority of enterprises, logistics, including transportation, are non-core activities which are necessarily assigned to third party logistics services providers. Balmer Lawrie Chairman Virendra Sinha sees considerable potential for his company in growing its vibrant logistics business profitably. As the company already has three state-of-the-art container freight stations at Navi Mumbai, Chennai and Kolkata, Sinha is in the process of building a multi-modal logistics park at Vizag in partnership with Vizag Port Trust and one in West Bengal. Sinha must be hoping that by the time the latter facility is up, West Bengal's economic activities will have revived.

Business Standard – 17.06.2013

http://www.business-standard.com/article/markets/war-logistics-germinal-point-of-contemporary-business-logistics-113061701116_1.html (link to the article)

PSUs extend losses ahead of disinvestment

Shares of public sector undertakings (PSUs) continued to wilt due to concern that while divesting its shareholding in these entities, the government would sell shares at a steep discount to current market prices.

To comply with the Securities and Exchange Board of India's (Sebi) minimum public shareholding norm, the Centre would have to sell shares in about a dozen companies through the next eight weeks.

Some of these companies, including State Trading Corporation (STC), Andrew Yule and National Fertilizers, next in line for disinvestment, today traded weak, as some investors exited on fears the government might price the share-sales at a steep discount to the market price, just as it had done in the MMTC stake-sale. Last week, the government sold about nine per cent stake in

Govt to sell equity to PSU employees at discount post divestment

PSU employees will now get an option to subscribe up to 5 per cent of the issue size at a discount after the completion of disinvestment in the concerned state-owned company.

Seeking to encourage employee participation in the PSU disinvestment through offer for sale (OFS), the DoD had sought approval of market regulator Sebi for allotting shares to employees at a discount of 5 per cent to the last cut-off price.

"Sebi has concurred with disinvestment department's scheme of Employee OFS. We will be selling shares to interested employees at a 5 per cent discount over the last cut off price in that OFS," a senior government official told PTI.

The employees of such companies in which OFS

MMTC at a 70 per cent discount to the prevailing market price. The move spooked investors in other PSU firms with government holding of more than 90 per cent.

Business Standard - 17.06.2013

http://www.business-standard.com/article/markets/psus-extend-losses-ahead-of-disinvestment-113061700809_1.html

Over 1,000 complaints pending against 28 cos: SEBI

Over 1,000 investor complaints have been pending against 28 listed companies, including ONGC, Coal India, ITC, Sterlite Industries and Zylog Systems, for more than two months, according to the regulator SEBI.

According to the SEBI's Online Complaints Redress System (SCORES) data, a total of 28 listed companies had ten or more complaints pending against them for a period of more than 60 days, as on May 31, 2013.

At the end of fiscal 2012-13, there were collectively 911 complaints pending against 23 companies.

Zee News - 18.06.2013

http://zeenews.india.com/business/news/finance/over-1-000-complaints-pending-against-28-cos-sebi_78272.html

SEBI okays scheme for transfer of shares to employees of CPSEs after OFS

The Securities and Exchange Board of India (SEBI) has approved a scheme formulated by the Department of Disinvestment for transfer of shares to employees of Central Public Sector Enterprises (CPSEs) on successful completion of offers for sale of shares (OFS). The Government has, in the recent past, undertaken a number of transactions through OFS.

Net Indian - 21.06.2013

<http://netindian.in/news/2013/06/21/00024861/sebi-okays-scheme-transfer-shares-employees-cpses-after-ofs>

India Inc disappointed with no rate cuts

The RBI's move to keep the interest rates unchanged left India Inc leaders disappointed but the CEOs say the RBI has taken the cautious stand mainly due to steep depreciation of rupee, which is likely to push up inflation.

The CEOs say a cut in the interest rates is an essential element to bring positive sentiment into the market. But the RBI's decision on the rate cut is more biased towards controlling inflation than

was undertaken after December would be given the option to buy shares, with 5 per cent of the issue size to be offered to them.

Economic Times - 19.06.2013

http://articles.economictimes.indiatimes.com/2013-06-19/news/40069910_1_disinvestment-psu-employees-discount

Panel moots easing of FDI sectoral caps

As mandated by Finance Minister P. Chidambaram to review sectoral caps in foreign direct investment (FDI), the committee headed by Economic Affairs Secretary Arvind Mayaram, on Tuesday, recommended easing of existing ceilings in a host of sectors such as defence, telecommunications, public sector banks and insurance, petroleum refining as well as single and multi-brand retail.

The conscious move to review and raise the FDI limits in all spheres of economic activity is aimed at sweetening the norms of foreign investments to attract larger doses of capital inflows in the longer-term as well as enable the government in bridging the widening current account deficit.

The Hindu - 18.06.2013

<http://www.thehindu.com/business/Industry/panel-moots-easing-of-fdi-sectoral-caps/article4826603.ece>

Independent directors on PSU boards not to have say in evaluation

Independent directors on Central Public Sector Enterprises (CPSE) boards, for the time being, will not be able to evaluate the performance of the board and Government directors. The Department of Public Enterprises has decided to keep this provision in abeyance for now.

The Hindu Business Line - 22.06.2013

<http://www.thehindubusinessline.com/companies/independent-directors-on-psu-boards-not-to-have-say-in-evaluation/article4841083.ece?homepage=true>

Govt mulls tax on flights out of the country

Flying out of the country could get more expensive. The government is mulling introducing a tax on travellers in a retaliatory measure against countries that have levied a similar tax on long haul flights.

About 1.5 crore Indians travel overseas every year and India along with China is one of the fastest growing source markets for tourism.

stimulating growth.

Business Standard - 17.06.2013

http://www.business-standard.com/article/companies/india-inc-disappointed-with-no-rate-cuts-113061700976_1.html

Cleartrip revamps Flight and Hotel search

Online travel portal Cleartrip has completely revamped its flight and hotel search products now offering a faster, simple and cleaner interface compared to the previous version. While Cleartrip had already redesigned its user account and booking process pages, the new makeover of its search products, codenamed 'Tuxedo', will be noticed by more people as a larger number of people including the ones who're not registered on the site, use them.

NDTV - 20.06.2013

<http://gadgets.ndtv.com/internet/news/cleartrip-revamps-flight-and-hotel-search-382288>

Domestic air traffic peaks in May

India's five scheduled airlines together carried 5.71 million passengers in May, the highest domestic traffic in the first five months of this calendar year. This is an increase of about five per cent over the 5.45 million passengers who flew during the same period last year. In March this year, domestic air traffic had spiked by 1.6 per cent to 5.18 million passengers, compared to 5.1 million in March 2012.

Business Standard - 19.06.2013

http://www.business-standard.com/article/companies/domestic-air-traffic-peaks-in-may-113061800747_1.html

Maersk plans alliance with two biggest shipping rivals

The world's three biggest container shipping companies, including Maersk Line, have agreed to share vessels in a bid to minimize losses caused by over capacity and falling freight rates. Maersk Line, the world's biggest container shipping operator, a unit of Danish shipping and oil group A.P. Moller-Maersk said on Tuesday it has agreed an operating alliance with its two biggest rivals, Switzerland-based MSC Mediterranean Shipping Company S.A. and France's CMA CGM.

Mint - 18.06.2013

<http://www.livemint.com/Companies/xvWR7aHnTKmXnN16Mc4iPL/Maersk-plans-alliance-with-two-biggest-shipping-rivals.html>

While this will mean bigger bucks for the government, the move could leave Indian travellers with a bitter taste.

The Times of India - 22.06.2013

<http://timesofindia.indiatimes.com/business/india-business/Govt-mulls-tax-on-flights-out-of-the-country/articleshow/20709606.cms>

Jet Airways enters into code share agreements with Air France, KLM

Jet Airways and European carriers Air France and Royal Dutch Airlines (KLM) have entered into a code share agreement to provide seamless connectivity to passengers for destinations in India and Europe. As per the agreement, Air France (AF) and KLM can place their own codes (AF) and (KL) on Jet Airways domestic flights for providing connectivity to three major Indian cities beyond South Indian city of Bengaluru, Delhi and Mumbai.

Business Today - 18.06.2013

<http://businesstoday.intoday.in/story/jet-airways-in-code-share-pact-with-air-france-klm/1/195906.html>

Railways to launch ticket booking through non-internet based mobile phones

With an aim to further facilitate the passengers, Indian Railways Catering and Tourism Corporation (IRCTC), a public sector undertaking of the Ministry of Railways, will launch a pilot project of ticketing through non-internet based mobile phones with effect from July 1.

Business Standard - 17.06.2013

http://www.business-standard.com/article/news-ani/railways-to-launch-ticket-booking-through-non-internet-based-mobile-phones-113061700455_1.html

India Post starts logistic service in tie-up with Air India

India Post on Monday announced starting logistic services in association with Air India at 15 airports in India. The service will be at 15 linking airports, Agartala, Delhi, Mumbai, Kolkata, Nagpur, Bangalore, Hyderabad, Chennai, Pune, Ahmedabad, Imphal, Guwahati, Patna, Lucknow & Trivandrum (Thiruvananthapuram), an official statement said.

The Economic Times - 17.06.2013

<http://economictimes.indiatimes.com/news/news-by-industry/transportation/airlines/-aviation/india-post-starts-logistic-service-in-tie-up-with-air-india/articleshow/20636179.cms>

IndoSpace Luhari industrial logistics park commences operations

IndoSpace Luhari, a 1.6 million square feet industrial and logistics park developed by Realterm Everstone Development Management Private Ltd has commenced operations at Luhari, near Gurgaon. IndoSpace Luhari is part of the industrial and logistics parks developed by Realterm Everstone across India and is being constructed at an estimated cost of Rs 300 crore, said a press release from Relaterm Everstone.

Business Standard - 18.06.2013

http://www.business-standard.com/article/companies/indospace-luhari-industrial-logistics-park-commences-operations-113061800402_1.html

PSEB recommends Mr Prakash Chand as next CMD of BHEL

It is reported that 12 candidates were in race for the top job at India's biggest power equipment maker Bharat Heavy Electricals Ltd. PESB has recommended Mr Prakash Chand for the post of Chairman and Managing Director of Bharat Heavy Electricals Limited

Steelguru - 24.06.2013

http://www.steelguru.com/indian_news/PSEB_recommends_Mr_Prakash_Chand_as_next_CMD_of_BHEL/316249.html

SAIL to spend Rs 3,800-cr in making projects eco-friendly

SAIL has taken up Rs 3,800 crore environment protection-related projects. SAIL sources told Business Line that the projects would be implemented in its iron ore mines and were expected to be complete by 2014-15.

This follows comprehensive studies on Environmental Impact Assessment and Environmental Management Plan. A key component of the over Rs 10,000-crore modernisation and expansion programme, the projects aim to enhance production capacity from the present 18 million tonnes (mt) to 39 mt by 2015-16 with lesser impact on the nature.

Hindu Business Line - 19.06.2013

<http://www.thehindubusinessline.com/companies/sail-to-spend-rs-3800cr-in-making-projects-ecofriendly/article4830908.ece>

S K Roy is LIC chairman

The government on Monday appointed S K Roy as chairman of Life Insurance Corporation of India. The Appointments Committee of the Cabinet (ACC) has already cleared his name. The notification in this regard has been issued, sources said.

Times of India - 18.06.2013

<http://timesofindia.indiatimes.com/business/india-business/S-K-Roy-is-LIC-chairman/articleshow/20641043.cms>

Ramadorai is AirAsia India chairman

S Ramadorai, who headed Tata Consultancy Services (TCS) from 1996 to 2009, has been named chairman of AirAsia India. "I would like to confirm Mr Ramadorai as chairman of AirAsia India. A giant of Indian Industry. A great thinker. Man from the south," AirAsia chief Tony Fernandes tweeted on Sunday.

Times of India - 18.06.2013

<http://timesofindia.indiatimes.com/business/india-business/Ramadorai-is-AirAsia-India-chairman/articleshow/20640836.cms>

Tata Motors launches CSR initiative in Indonesia

"INSPIRAKSI", which will extensively use the social media as an interface to discuss and evolve community-focussed solutions relating to education, empowerment, health and sanitation, among others, for the corporate social responsibility (CSR) programme of Tata Motors Indonesia, has been launched here by Indian Ambassador Gurjit Singh.

Economic Times - 22.06.2013

http://articles.economictimes.indiatimes.com/2013-06-22/news/40134498_1_csr-activities-tata-power-pt-tata-motors-indonesia