

5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application

**Application for Indonesia and China Galvanised Wire
Anti-Dumping Duties**

Pacific Steel (NZ) Limited

5 February 2020



Market Information

13 Pacific Steel and its owner, BlueScope, do not have any ownership interest in any Indonesian or Chinese manufacturer of galv wire. Pacific Steel (NZ) Limited is not related to any of its customers.

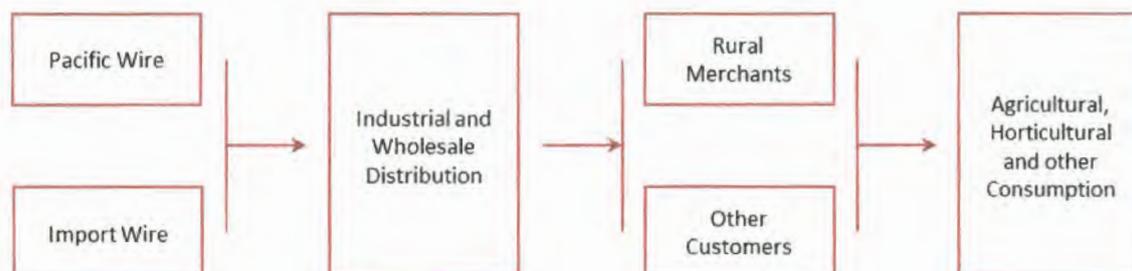
14 Pacific Steel draws attention to the new Wiremark branding at right, which is the developed position from the previous HiSpanV and other branding. Pacific Wire's marketing strategy is centred on the Wiremark brand, product assurance and attributes. Wiremark denotes galvanized wire that has been made in NZ for unique local conditions. Wiremark product is performance tested for strength and ductility and is coated to the coating standard AS/NZS 4534.



15 Pacific Wire and Wiremark is prominent in the New Zealand galvanized wire sector via long-standing promotion, support and sponsorship. For example, Pacific Wire and Wiremark is one of the founders and a strategic partner of the Fencing Contractors Association of NZ and its 'Wired' magazine, which is distributed quarterly to all its members by the FCANZ. Pacific Wire and Wiremark have also been the long-term sponsor and driver of the Golden Pliers fencing competition which is held annually at the Mystery Creek Fieldays near Hamilton.

16 Wiremark product encompasses manufacturing wire and fencing wire. Manufacturing wire customers typically convert galvanized wire (which they may choose to buy from Pacific Wire, or import) into finished woven products such as deer, general farm, security, tennis court, pool and other types of fabricated (i.e. woven) fence. Some manufacturing product is sold to industrial re-manufacturers to make fastenings, shelves, staples, coat hangers, display stands and chains etc. Fencing wire is coiled and packaged at Otahuhu and is either distributed to re-manufacturers, or direct to their customers on their behalf.

17 Pacific Steel's goods compete with alternative goods at the ex-wharf level of trade because that is the point at which customers may choose either Pacific Steel or imported goods. The New Zealand industry generalised structure is shown below:



18 NZ buyers can obtain the goods from Pacific Steel or import source. There have been no changes to market structures and dynamics over the last few years which might give rise to a different level of trade conclusion than ex-wharf/ex-factory, which is the level of trade found in previous reports.

19 There are no material differences since the Ministry’s previous examination insofar as method of manufacture, physical characteristics, end use, and marketing and distribution channels.

5. Alleged Dumped Imports

20 The countries of export of the alleged dumped imports are Indonesia and China. The Ministry application form at 5.2 asks the applicant to identify whether the named countries of export of the dumped import goods are also the countries of origin of the goods. We strongly believe that the aforementioned named countries of export of the goods are also the countries of origin of the goods. We have no reason to think that this is not so but are not certain and feel that we cannot assist further since we did not produce those goods and we are not privy to the goods documentation.

21 A confidentiality order is in place on three of the twenty items of subject and like goods within Statistics NZ import data. The import data available to Pacific Steel is thus incomplete. In certain areas this application relies on export data sourced from TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>. The confidentiality orders have constrained Pacific Steel’s analysis however those orders do not constrain the Ministry.

22 Set out below in table 1 is negligibility-focussed information addressing the Ministry application form at 5.3. Source is TradeMap, International Trade Centre, <https://marketanalysis.intracen.org> at same product group level as Pacific Steel’s previous applications on these goods. TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>. collects data on goods in 7217.20, from which the original source is Statistics New Zealand. Pacific Steel’s understanding is that this source does not include imports under the confidential tariff codes and that it includes in respect of Canada and Malaysia (and possibly others) volume of non-like goods. The table below is based on New Zealand-side records.

Table 1: Negligibility: Imports of tariff group 7217.20, Kilograms and tonnes and percent ¹

Exporting Country	2018-Q3	2018-Q4	2019-Q1	2019-Q2	F19	F19
	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Tonnes	Share
Canada	616332	502218	1361071	706837	3186.5	29.63%
Indonesia	721541	546053	1054908	790152	3112.7	28.94%
China	730590	485283	525816	504493	2246.2	20.88%
Australia	92147	160510	78154	716740	1047.6	9.74%
Korea	165502	87065	212030	140767	605.4	5.63%
Malaysia	58276	42004	25298	46646	172.2	1.60%
France	19822	0	80030	39362	139.2	1.29%
South Africa	0	0	0	94626	94.6	0.88%
Taiwan	0	0	0	20447	20.4	0.19%
Spain	0	0	0	4946	4.9	0.05%
All Others	13887	27010	55138	5259	101.3	0.94%
World	2418116	1850416	3416885	3070275	10755.7	100.00%

23 On these records Indonesia and China comprise 28.94% and 20.88% share of NZ imports, neither value being negligible. Pacific Steel has looked for but has not found a credible import data permutation which would suggest that the imports from either Indonesia or China are anywhere near a negligible volume. Confirmation of that circumstance would be a matter for a Ministry investigation when it can examine the import records.

24 Overseas Producers: Pacific Steel believes that the exporter of the Indonesian goods is PT. Bekaert Indonesia. Website-obtained address is Jl. Surya Utama I No.14, Kutaneegara, Kec. Ciampel, Kabupaten Karawang, Jawa Barat 41361, Indonesia. Phone: +62 267 440288. Pacific Steel is not aware of the name/address of the Chinese origin goods manufacturer(s).

25 Importers: Pacific Steel understands that the importer of the Indonesian goods is the Fletcher Wire Products company, which is part of Fletcher Steel Limited, 810 Great South Road, Penrose, Auckland, 1061, New Zealand. Phone 09 525 9000. Fletcher Wire Products is a wholesaler, manufacturer located at Beach Road, Otahuhu, Auckland.

¹ Screenshot of source TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>. spreadsheet is at Appendix One on page 19.

26 We understand that an importer of Chinese goods is Paul Industries, a Tauranga-based building materials supplier. Address is 201 Taurikura Dr, Tauriko, Tauranga 3171. Phone 07 578 8209. See <http://www.paulindustries.co.nz/>

27 Occurrence, first cause of injury? (Ministry application form item at 5.6). As a general observation, since there is no precise definition of injury, there can be no precise point at which such condition first existed. We also do not discern a clear delineation or event (say there being no Indonesian or Chinese goods present at one juncture, then very high and sustained high volume immediately following). As will be seen below in Table 2, the import growth from Indonesia and China has been lumpy but of overall upward direction. In addition, Pacific Steel is not privy to the import side cost details or logistics and marketing arrangements and intent. These circumstances hinder us in answering item 5.6.

Table 2: Imports of tariff group 7217.20, Calendar, New Zealand-side records. Tonnes ²

Country	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Indonesia	1048	2844	3034	1378	1263	1569	1647	1960	3515	1975
China	936	1456	1373	1729	1833	2498	1624	1527	1494	2440

28 Goods from Indonesia grew in volume some years ago but the volume then fell away. Second-lowest volume over the years shown was in 2013. But the volume has then grown and the highest level from Indonesia was in 2017 and per table 1 at paragraph 22 it was NZ's largest source in F19. Indonesia's growth path across the above table 2 is $y = 53.23x + 1730.5$.

29 The China growth is a little different to Indonesia as to timing. China was elevated in 2014, then declined and is now again elevated. China's long-term pattern is growth at $y = 90.436x + 1193.6$.

30 We conclude that the Indonesian and Chinese goods were materially injuring Pacific Steel in F19, and also F18 and earlier. It is probable that the period pre-injury is around F13-F15, and that is the period we have considered in the injury and economic analyses commencing at paragraph 47.

6. Export Prices

31 Pacific Steel does not have the commercial information suggested by the Ministry at 6.1 bullet one first sub-sentence. Pacific Steel is not an importer so cannot provide that aspect of the required evidence. As general commercial observation, we are unaware of a domestic industry having such perfect knowledge of its importing competitor's supply-side costs.

32 Pacific Steel does not have the information suggested at 6.1 bullet one second sub-sentence because we have not been provided quotes.

33 We therefore consider that trade information on product group 7217.20 is the most relevant source of data for a construction of the Indonesian and Chinese goods export price to NZ. The NZ-side records feature some suppression of both Indonesian and Chinese goods data during F19 so we have based the following Indonesian and Chinese export prices on origin-side TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>. FOB³ data.

Table 3: Indonesia Export Price Construction and Estimate

Indonesia: F19 Measure (on first seven months in F19 only as this is the latest information available as at 3 February 2020 on Indonesia's F19 exports)	Indonesia 1 st 7M of F19
Total Value (US\$ FOB). See Appendix One at page 45.	[xxx]
Total Volume (t). See Appendix One at page 45.	[xxx]
Unit Value (US\$ FOB per tonne). Calculated from the above.	[xxx]
Cost of credit. [xxx] days at 5.8%, being the interest rate in Indonesia (US\$/t) ⁴	[xxx]

² Screenshot of source spreadsheet is at Appendix One on page 19.

³ FOB information is at Appendix One on pages 45 and 46.

⁴ Data from trading economics.com. Screenshot of interest rate evidence is at Appendix One on page 20. Regarding the estimated number of days, we are not an importer of those goods and do not have specific information on what commercial arrangements the importers have - except that we anticipate such supply will have a terms amount. We do not have cause to depart from the amount used in the 2014 case, nor do we have better information. We note that this is a nominal amount.

[Cost information and basis. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

39 Per the analysis above, the Indonesia F19 galvanised wire constructed normal value estimate is US\$1208 per tonne. Similarly, the China F19 galvanised wire constructed normal value estimate is US\$1259 per tonne.

8. Dumping Margins

Table 7: Dumping Margins

Destination Country	Ex-factory normal value, US\$/t	Ex-factory export price, US\$/t	Dumping margin (US\$/t)	Dumping margin (% of exp. price)
Indonesia	1208	1010	198	19.6%
China	1259	967	292	30.2%

9. Material Injury

40 Pacific Steel comprises the New Zealand industry because there are no other New Zealand manufacturers of goods like those made at Pacific Wire, 21 Beach Road, Otahuhu, Auckland.

41 Provisional Duties: These can be applied at any time from 60 days after an investigation is initiated provided there is reasonable cause to believe that the goods are dumped and causing or threatening to cause material injury, and provided such action is necessary to prevent material injury being caused during the remainder of the investigation. Pacific Steel considers that this circumstance applies to the New Zealand industry now, and we request provisional measures be imposed.

42 May we highlight a certain aspect of provisional duty timing. While the Ministry correctly indicates that provisional duties can be applied 60 days post initiation of an investigation, that reflects only what is permitted, and does not engage the matter of when validly justified provisional duties *ought to* be applied. In our view it is counter to provisional's purpose for day 60 to be viewed principally, or only, as an enabling date.

43 Import Volumes into New Zealand: Some information on this arises in response to the negligibility question in the Ministry application form (1.8) at paragraph 22 above. This is referred to again after the below table 8 which is presented in the Table 9.1 form requested.

Table 8: Import Volumes

Metric	F17	F17	F18	F18	F19	F19
	Qty (t)	Value (NZ\$k)	Qty (t)	Value (NZ\$k)	Qty (t)	Value (NZ\$k)
Indonesia	3267	4789	2278	3479	3113	5284
China	1693	2183	2215	3548	2246	3633
Dumped	4960	6972	4493	7027	5359	8917
Other	4823	8774	4389	8304	5397	10673
All Imports ²³	9783	15746	8881	15331	10756	19590
New Zealand Production ²⁴	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
Total New Zealand Market	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
Dumped Import % of NZ Production	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
Dumped Import % of NZ Market	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]

[Pacific Steel operating information and consequential market data. The redacted information summarises as follows: New Zealand production and the New Zealand market has been reasonably steady both in volume and value. Dumped Import % of NZ Production has been less steady on both

²³ This and the above four rows data screenshot is at Appendix One on page 47.

²⁴ This is on sales, thus the volume and sales value matches table 13 at paragraph 50, and the segment share analysis is also consistent. Table 9 information also appears as segment share table 14, wherein sales is the relevant data, not production. That said, both production and sales volume data appears on table 13.

measures however both are of significant percentage. Production Qty is highest in F18 and lowest in F19. Production Value is highest in F8 and lowest in F17. Dumped Import % of NZ Production figures are reasonably steady over the period examined. In both Qty and Value they were highest in F19. The dumped import % of NZ Market figures (both Qty and Value) were highest in F19. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

44 Question 9.2 relates only to volume, so the above volume information is extended in table 9 below. The points made at paras 27 to 30 are salient. We do not discern clear delineation or event regarding onset of injury (say there being no Indonesian or Chinese goods present at one juncture but then a very large sudden flow occurring). The dumped import growth has been lumpy, however of overall upward direction. It is notable that the dumped goods share of market production value is uniformly lower than share of volume which is consistent with the dumped goods being injurious.

Table 9: Import Volume etc (tonnes and percent)

Metric	F13	F14	F15	F16	F17	F18	F19
Indonesia	1375	1368	1526	2004	3267	2278	3113
China	1716	2272	2179	1780	1693	2215	2246
Dumped	3091	3641	3705	3784	4960	4493	5359
Other	5972	5783	5894	5016	4823	4389	5397
All Imports ²⁵	9063	9423	9599	8800	9783	8881	10756
New Zealand Production ²⁶	[xxx]						
Total New Zealand Market	[xxx]						
Dumped Import % of NZ Production	[xxx]						
Dumped Import % of NZ Market	[xxx]						

[Pacific Steel operating information and consequential market data. The redacted information summarises as follows: New Zealand production and the New Zealand market have been reasonably steady. The commencement point on production is higher than the end. Dumped Import % of NZ Production has grown by approximately 100%. The highest point is in F19. Second-highest points is in F17. The Dumped Import % of NZ Market row grew slowly F13 to F16 then stepped up in F17, declined a little, then peaks in F19. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

45 Further insights from table 9 F13 to F19 are: Dumped goods % of NZ production has risen from [xxx] in F13 to [xxx] in F19. Slight dip to that pattern in F18, but highest data point is F19's [xx] The trend is upward at [xxxxxxxxxxxxxxxxxxxxxxxx]; and there is a near same pattern in the dumped goods share of the NZ market. That is [xxx] rising to [xxx] as roughly steady growth at [xxxxxxxxxxxxxx xxxxxxxxxxxx]. It is also notable that the dumped goods grew in absolute terms at [xxxxxxxxxxxxxxxx] whereas the Other (non-dumped) declined in absolute terms at [xxxxxxxxxxxxxxxx] [Data and equations. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

10. Price Effects

Price Undercutting

46 Set out below is the Pacific Steel price compared at ex-factory versus ex-wharf for imports. The goods from Indonesia and China significantly undercut Pacific by [xxx] and [xxx] respectively. [Cost information. The amount of price undercutting is greater for China. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

Table 10: Price Undercutting

F19 Measure (NZ\$/t)	Indonesia	China
Pacific Steel at ex-factory	[xxx]	[xxx]
Imports at CIF New Zealand ²⁷	[xxx]	[xxx]

²⁵ This and the above four rows data screenshot is at Appendix One on pages 47 and 48.

²⁶ Ibid.

²⁷ Source is TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>. Please see Appendix One at pages 48 and 49. The CIF matter is evidenced at Appendix One on page 20.

Adjustment to ex-wharf New Zealand-side ²⁸	[xxx]	[xxx]
Imports at ex-wharf	[xxx]	[xxx]
Amount of undercutting	[xxx]	[xxx]
Price undercutting as a % of Pacific Steel	[xxx]	[xxx]

[Cost and Pacific Steel operating information. The amount of price undercutting is greater for China. This information is commercially sensitive because it would provide a competitor with a competitive advantage, and some is proprietary information]

Price Depression

47 Price depression occurs when prices are lower than those unaffected by the unfairly traded goods, or have been reduced because of the dumped goods. Price effects, generally, seek to establish whether the unfairly traded goods pricing has had significant effects on the prices of the New Zealand industry's goods. Pacific Steel's galv wire selling price is [xxxxxxxxxxxxxxxxxxxx] in F11 through F19 at [xxxxxxxxxxxxxxxxxxxx]. We submit that prices have been reduced below what they otherwise would have been, but for the Indonesia and China dumping. This is evidenced by the gross profit value per unit at table 13 trend being downward [xxxxxxxxxxxxxxxxxxxx] and as a percent of revenue being also being downward [xxxxxxxxxxxxxxxxxxxx]. *[Pacific Steel operating information and equations. This information is commercially sensitive because it would provide a competitor with a competitive advantage]*

Table 11: Pacific Steel Price (NZ\$ per tonne)

Year	F11	F12	F13	F14	F15	F16	F17	F18	F19
Pacific Price	[xxx]								

[Pacific Steel price information. The line of data is described thus: Six years of consecutive decline starting at F11 and ending in F16 then rising near linearly from F16 to F19. The highest value is in F11. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

48 In determining whether or not any material injury to an industry has been or is being caused or is threatened in accordance with Section 8 of the Act, the Ministry must have regard to the position the industry would or would likely be in but for the dumping. That requirement bears out here. In the circumstance of IPP-based pricing which the Ministry has previously verified and which continues today, we submit that the undercutting levels represent price depression at Pacific Steel.

Price Suppression

49 Price suppression occurs when New Zealand producers are unable to increase prices due to the presence of the unfairly traded goods. This is evident below against the period F13-F15. The per unit cost of production trend F13 to F19 is upward [xxxxxxxxxxxxxxxxxxxx] the per unit revenue trend is [xxxxxxxxxxxxxxxxxxxx] *[Pacific Steel operating information equations. This information is commercially sensitive because it would provide a competitor with a competitive advantage]*

Table 12: Unit Revenue and Cost of Production

Year	F13	F14	F15	F16	F17	F18	F19
Average Selling Price (NZ\$/t)	Base	Lower	Lower	Lower	Higher	Higher	Higher
Cost of Production (NZ\$/t)	Base	Lower	Higher	Higher	Lower	Higher	Higher
Selling and Admin (NZ\$/t)	Base	Lower	Higher	Higher	Lower	Higher	Higher
Average Selling Price (indexed to F13)	Base	Lower	Lower	Lower	Higher	Higher	Higher
Cost of Production (indexed to F13)	Base	Lower	Higher	Higher	Lower	Higher	Higher
Delta Selling Price minus Production Cost	Base	Lower	Lower	Lower	Higher	Higher	Lower

[Cost and Pacific Steel operating information. The lines of data are described thus: Row two is four years of consecutive decline starting at F13 and ending in F16 then rising near linearly from F16 to F19. There is near same end point as beginning point; Row three is flat for the three years then up in F16 then down, then rising for two years; Row four is flat then peaks in F16 then significantly down and flat; Row five is near flat; Row six is slow upward; Row seven varies significantly. This

²⁸ Source of this adjustment value is [xxxxxxxxxxxxxxxxxxxx] *[Supplier. Commercial confidentiality]* Please see Appendix One at pages 21 and 22.

Table 16: Imports of tariff group 7217.20, Kg and tonnes and %. NZ-side records

Exporting Country	2018-Q3	2018-Q4	2019-Q1	2019-Q2	F19	F19
	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Kilograms	Imported quantity, Tonnes	Share
Canada	616332	502218	1361071	706837	3186.5	29.63%
Indonesia	721541	546053	1054908	790152	3112.7	28.94%
China	730590	485283	525816	504493	2246.2	20.88%
Australia	92147	160510	78154	716740	1047.6	9.74%
Korea	165502	87065	212030	140767	605.4	5.63%
Malaysia	58276	42004	25298	46646	172.2	1.60%
France	19822	0	80030	39362	139.2	1.29%
South Africa	0	0	0	94626	94.6	0.88%
Taiwan	0	0	0	20447	20.4	0.19%
Spain	0	0	0	4946	4.9	0.05%
All Others	13887	27010	55138	5259	101.3	0.94%
World	2418116	1850416	3416885	3070275	10755.7	100.00%

Table 17: Imports of tariff group 7217.20, New Zealand \$ and \$ per tonne. NZ-side records

Exporting Country	2018-Q3	2018-Q4	2019-Q1	2019-Q2	F19	F19
	Imported value, NZ\$,000	Imported value, NZ\$,000	Imported value, NZ\$,000	Imported value, NZ\$,000	Imported value, NZ\$m	Imported unit value, NZ\$/t
Canada	1205	1011	2740	1458	6.414	2013
Indonesia	1258	871	1826	1329	5.284	1698
China	1199	776	824	834	3.633	1617
Australia	200	296	157	1348	2.001	1910
Korea	374	201	472	279	1.326	2190
Malaysia	104	82	46	95	0.327	1899
France	31	0	129	63	0.223	1602
South Africa	0	0	0	102	0.102	1078
Taiwan	0	0	0	28	0.028	1369
Spain	0	0	0	9	0.009	1820
All Others	41	50	113	17	0.221	2182
World	4417	3292	6311	5570	19.590	1821

72 Five countries individually have a volume share >1.6%. Pacific Steel has calculated an average ex-wharf price in New Zealand for galvanised wire from the largest four of those five sources – Indonesia, Australia, Canada and China. Those undercutting estimates are set out below.

Table 18: Other galvanised wire imports undercutting. F19 data NZ\$ per tonne

Source Country	F19 (t)	CIF Unit Value (NZ\$/t)	Local Costs (NZ\$/t)	Ex-Wharf (NZ\$/t)	Pacific Steel (NZ\$/t)	Undercutting (NZ\$/t)	Undercutting (%)
Indonesia	3113	1698	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
Australia	1048	1910	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
Canada	3186	2013	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]
China	2246	1617	[xxx]	[xxx]	[xxx]	[xxx]	[xxx]

[Data and Pacific Steel operating information. The Local Costs are estimated of modest amount. The Pacific Steel value is the same down the sixth column. Canada is least undercutting. This information is commercially sensitive because it would provide a competitor with a competitive advantage]

73 Only Indonesian and Chinese goods undercut Pacific Steel in F19. We are cautious in being too definitive on this matter due to difficulties related to data suppression, but current information tends to suggest that the Australian, Canadian and Korean goods (which might not be dumped) are not a cause of material injury to Pacific Steel. Further information on this matter may yet be presented.

Demand Reduction, Consumption Pattern Change

74 This relates to the pattern of consumption or a reduction in demand as a cause of material injury to the New Zealand industry. Pacific Steel does not observe this having occurred. We refer to the information in table 14 at paragraph 56. The total market has [xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx] tonne level for some time, however the standout features are that the dumped goods have grown in share percent and absolute volume over the period. Specifically, the dumped goods have grown

5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application

14. Declaration

Trade (Anti-Dumping and Countervailing Duties) Act 1988 ³⁵

81 I hereby apply for the initiation of an investigation into the dumping of galvanized wire from Indonesia and China.

82 In support of this application I attach evidence of:

82.1 dumping; and

82.2 material injury to the industry; and

82.3 a causal link between the alleged dumped goods and the material injury.

83 Pacific Steel makes this application as the New Zealand industry manufacturing like goods to those subject to the application.

Lianne Meiklejohn, General Manager, Pacific Steel (NZ) Ltd.

5 February 2020

³⁵ The Ministry's Dumping Investigation Application Form (see <https://www.mbie.govt.nz/assets/c4d13a5d45/dumping-investigation-application-form.pdf>) needs updating in about four places so that it refers to the correct Act.

Appendix One. Supporting Documents and Information

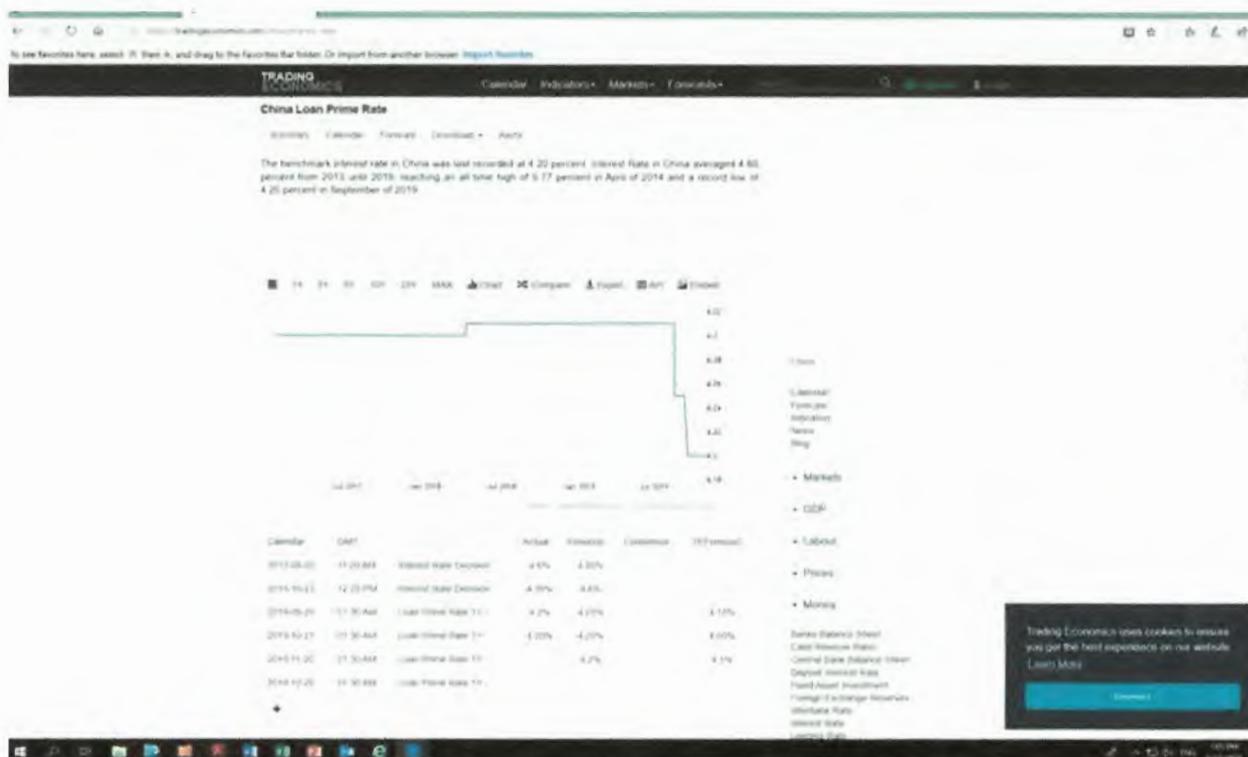
[Confidential proprietary information. Source is TradeMap, International Trade Centre, <https://marketanalysis.intracen.org/>]

FOB – CIF

TradeMap’s import data is CIF. Export is FOB. See screenshot below from https://www.trademap.org/stFAQ.aspx?nvpm=1%7c554%7c%7c%7c%7c721720%7c%7c%7c6%7c1%7c1%7c1%7c2%7c2%7c2%7c2%7c1#li Answer1_1

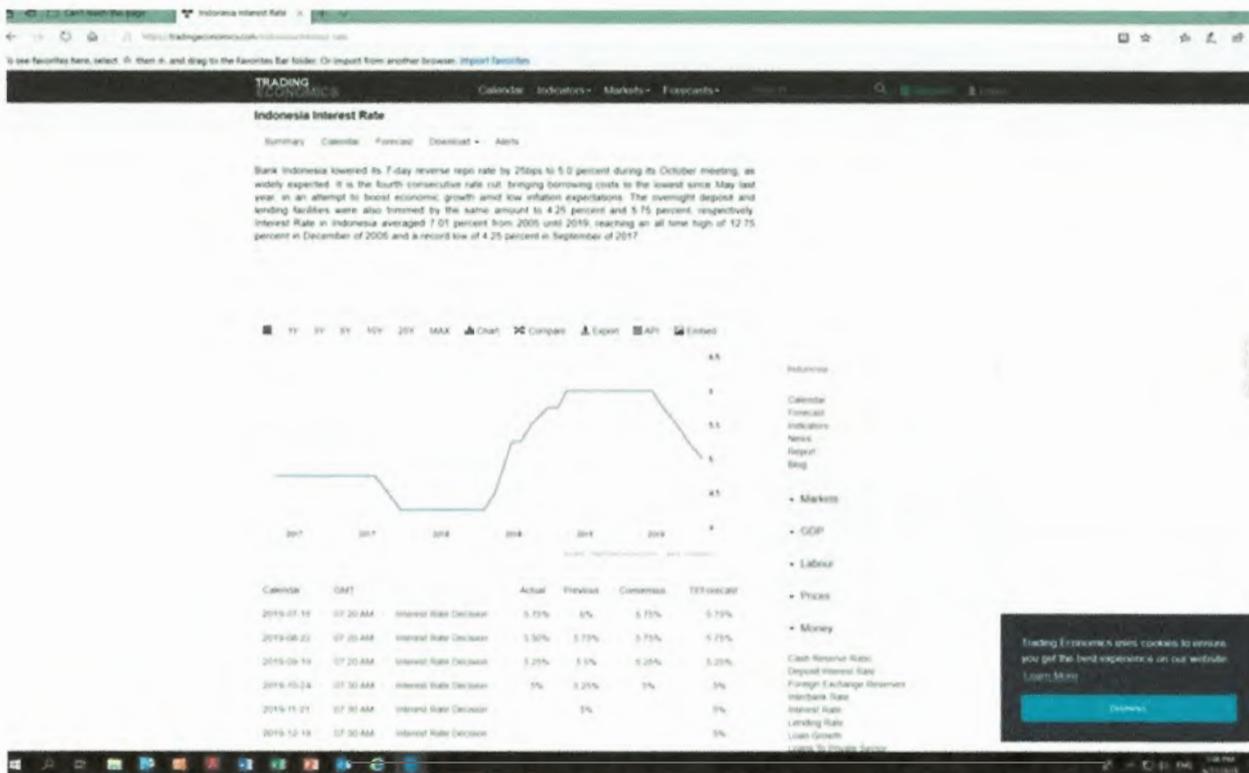
- **Transportation and insurance costs** are included in the reported import value (CIF: Cost Insurance Freight) but are excluded from the reported export value (FOB: Free On Board).

Interest Rates



5 February 2020

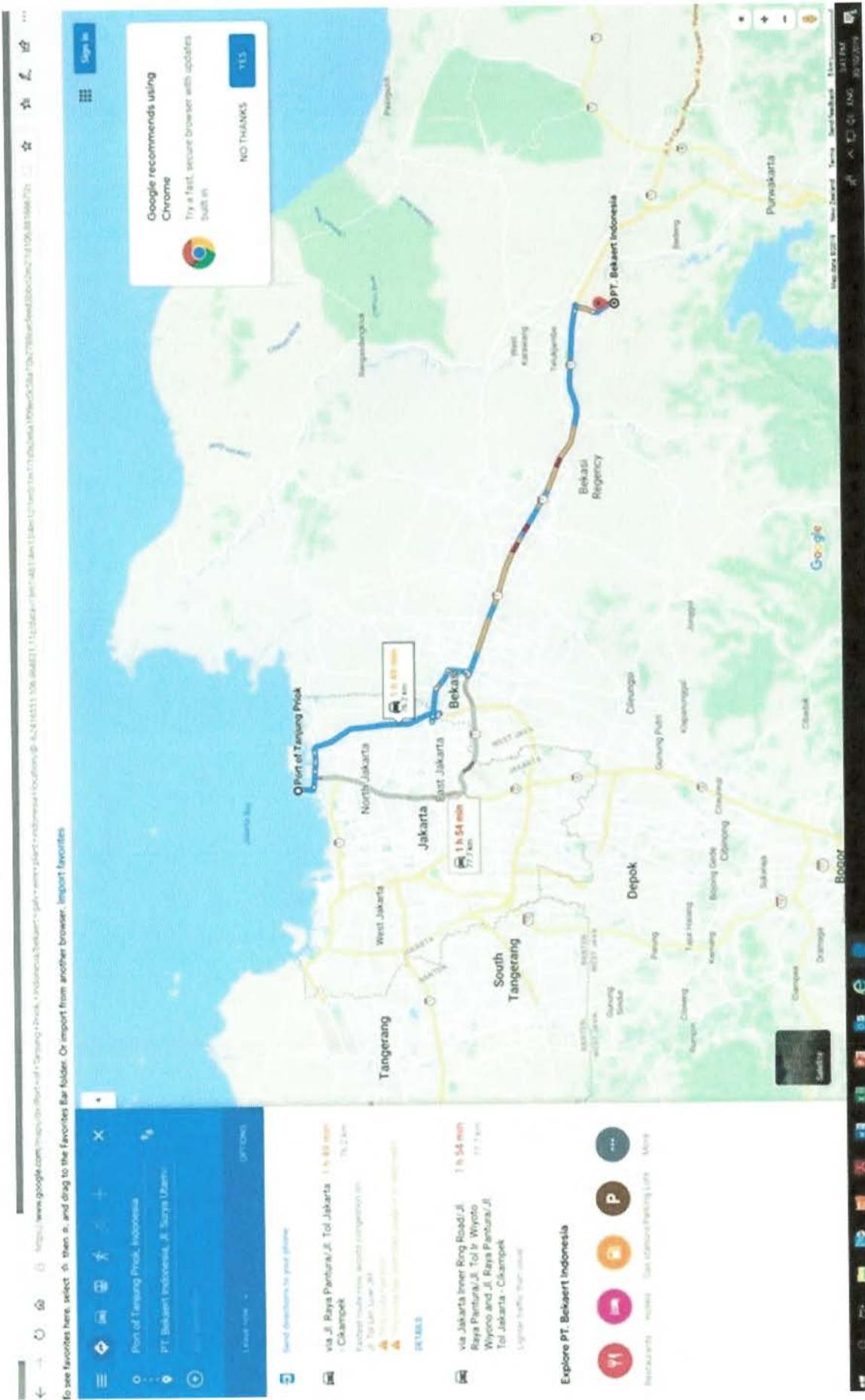
Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application



[Cost construction data information source. This information is commercially sensitive]

5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application



5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application

[Cost construction data information source. This information is proprietary]



Home > Insights > China VAT rate reductions announced

China: VAT rate reductions announced

Share
Save

5 March 2019

Chinese Premier Li Keqiang on 5 March 2019 announced that the value added tax (VAT) rates of 16% and 10% that apply to the supply of certain goods and services would be reduced to 13% and 9%, respectively

Related content



Cayman Islands Economic substance law, profit shifting
The Cayman Islands issued guidance concerning economic substance law



Additional tariffs on imports from China to increase
A USTR notice concerning additional 25% customs duty or tariff, effective May 10, 2019

The reduced VAT rates are intended to provide relief to businesses and consumers, represent a step by the government to enhance economic activity in certain sectors, and reduce the overall tax burden.

KPMG observation

The Chinese government has long used the VAT system as a tool in managing the economy, and today's announcement is no exception. With this announcement, the government would have reduced the headline VAT rate by almost 25% over the past 12 months—initially from 17% to 16% (effective from 1 May 2018) and now from 16% to 13%. Once completed, China's "headline" VAT rate would be below the OECD average rate of 19%.

Note that this VAT rate reduction likely represents a first step in a broader process of reforms of the Chinese VAT system. In particular, it is expected during 2019 and 2020 that the government will seek to reduce the number of VAT rates from three rates (6%, 9% and 13%) down to two rates. The government is also expected to upgrade the status of the VAT rules with respect to formal legislation and implementation rules. A remaining question is whether (and to what extent) the government uses the VAT legislative process as an opportunity for further reforms, including aligning China's VAT system with OECD principles.

In addition to the rate reduction, there will also be preferential treatments available, such as an increase to the credits for manufacturers and lifestyle-related service providers, to reduce the tax burden for all taxpayers. Details are expected to be issued by policymakers shortly.

While at first glance this VAT rate reduction announcement may not seem challenging from a tax implementation perspective, there are

Connect with us

- Find office locations
- Email us
- Social media @ KPMG

Want to do business with KPMG?
Request for proposal >

Save, Curate and Share

Save what resonates, curate a library of information, and share content with your network of contacts.

Print friendly version

This website uses cookies to provide necessary site functionality and improve your online experience. By using this website, you agree to the use of cookies as outlined in [KPMG's online privacy statement](#).

I agree



5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application

<https://www.ofx.com/en-ca/forex-news/historical-exchange-rates/monthly-average-rates/>

Rate**	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Rate**	Quarterly	Annual	H1 and H2	Rate**	Rate**	Rate**	Rate**	NZD/USD	NZD/USD	Quarterly	Annual	H1 and H2	Rate**	Rate**	Rate**	Rate**
31-Aug-16	0.72301							0.72301	0.72301	2.9250						
30-Sep-16	0.729816		0.7221					2.99441	2.99441							
31-Oct-16	0.71653							2.990562	2.990562							
30-Nov-16	0.713921		0.7110					3.104141	3.104141	3.0763						
31-Dec-16	0.702777							3.134105	3.134105							
31-Jan-17	0.711796		0.7117					3.11698	3.11698							
31-Feb-17	0.722728							3.10222	3.10222	3.1638						
31-Mar-17	0.700458		0.7117					3.08875	3.08875							
30-Apr-17	0.696701							3.067873	3.067873							
31-May-17	0.69513		0.7049					3.000527	3.000527	3.0536	3.0547					
30-Jun-17	0.722846			0.7124				3.092537	3.092537							
31-Jul-17	0.736542							3.159727	3.159727							
31-Aug-17	0.730683		0.7309					3.125693	3.125693	3.1140						
30-Sep-17	0.725347							3.056532	3.056532							
31-Oct-17	0.703889		0.7273					2.977182	2.977182							
30-Nov-17	0.688614							2.870398	2.870398	2.8967						
31-Dec-17	0.69717		0.6966					2.842482	2.842482							
31-Jan-18	0.725697							2.870194	2.870194							
28-Feb-18	0.730825		0.7273					2.860489	2.860489	2.8547						
31-Mar-18	0.725311							2.833440	2.833440							
30-Apr-18	0.724068		0.7045					2.815862	2.815862							
31-May-18	0.695385							2.759937	2.759937	2.7838	2.9123					
30-Jun-18	0.694124		0.7045	0.7148				2.776022	2.776022							
31-Jul-18	0.678932							2.74898	2.74898							
31-Aug-18	0.666585		0.6685					2.728253	2.728253	2.7361						
30-Sep-18	0.659872							2.731174	2.731174							
31-Oct-18	0.652694		0.6684					2.714576	2.714576							
30-Nov-18	0.67739							2.832094	2.832094							
31-Dec-18	0.680606		0.6703					2.840137	2.840137	2.7959						
31-Jan-19	0.678203							2.789969	2.789969							
28-Feb-19	0.683284		0.6814					2.786614	2.786614							
31-Mar-19	0.683901							2.786124	2.786124	2.7876						
30-Apr-19	0.671241		0.6814	0.6720				2.764882	2.764882							
31-May-19	0.656535							2.736569	2.736569	2.7482	2.7670					
30-Jun-19	0.660107		0.6626	0.6707				2.743148	2.743148							
31-Jul-19	0.6479							2.753338	2.753338							
31-Aug-19	0.643578							2.695635	2.695635							
30-Sep-19	0.634099		0.6426					2.652772	2.652772							
8-Oct-19	0.629416							2.637158	2.637158							

**1 UNIT of NZD = X UNITS of USD
 **1 UNIT of NZD = X UNITS of USD

Basis of Pacific Steel cost information, and explanation

84 The Pacific Steel accounting and costing information system described below is the source and basis for the information in the constructed normal value tables 5 and 6, and for the injury spreadsheet at table 13. The information base has been prepared on a consistent basis, with same accounting personnel, back to 1999.

85 Pacific Steel uses the BPCS software as its ERP system. This is a transaction-based system, where various sub-systems allow for data input, retrieval and analysis. ERP software allows organisations to manage business operations, by collecting and integrating data from different aspects of the business. Transactional information is generated from production tracked by works orders, spares inventory movements, creditors, and debtor data integrated into the general ledger, and supported by a customised chart of accounts. Responsibility areas are split across business unit and cost centre structures.

86 BPCS queries can be generated to focus on specific data requirements, and then, if desired, be input to Excel data sheets for further analysis such as waterfall charts. We also use an Excel add-in "Control" largely for budgeting/forecasting/reporting purposes across actual v. budget v. forecast. The reporting functionality allows for ease of analysis between operations and support functions. Charts and tables can then be linked into the data, allowing for updates with each new time period. Checks and balances are built in to ensure data integrity to the general ledger.

87 All of the of the actual transactions Pacific Steel has with customers are produced in BPCS which contains sales, credits [xxxxxxx] [*Commercially sensitive information*] data at an invoice line level thereby allowing analysis of the input data by group, such as customer, product, or market. Dispatch records tie in with the debtor side of BPCS.

88 Pacific Steel uses a standard costing system. Major cost groups are material, labour, fixed, despatch, and variable costs. Each production SKU or item has a bill of material (BOM) and routing table, with details maintained in BPCS. Material costs include the direct cost of billet tracked by heat / cast supplied from NZS, with billet creditor invoices processed through the EDI interface into BPCS. The BOM links the material component costs into each item according to the relevant specification and yield assumptions. The routing information is used to allocate a portion of fixed, despatch, and variable overhead from budget assumptions upon completion of each works order for an item. The material and overhead recovery costs are transferred to inventory as production items progress through various steps of work in progress, and ultimately comprise the cost of goods sold (COGS) value for finished goods.

[Cost construction data information source. This information is commercially sensitive]

Labour

89 Screenshots of the New Zealand, Indonesia and China trading economics data is below. This assists to estimate the labour cost differential between New Zealand and Indonesia and China. The three base numbers used are respectively 36046, 11161 and 15524. Indonesia's case we have uplifted the implied labour cost differential by [xxx] *[Pacific Steel estimate. This information is commercially sensitive]* Not making this adjustment would imply that labour consumption in manufacturing plants is neutral to labour cost, which as per the reference below, is not correct. Put another way, it does not take account of labour productivity (staffing or manning rate on a line) as between countries.

90 We tested this Indonesia adjustment against labour efficiency metrics in http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf See appendix below at page 32 which shows that Labour market efficiency: Table 3 from page 48 shows China at 39th place scoring 4.53 versus Indonesia 108th scoring 3.80. We also examined some recent McKinsey Indonesia views from https://www.mckinsey.com/~media/McKinsey/Locations/Asia/Indonesia/Our%20Insights/More%20bang%20for%20your%20buck%20Improving%20productivity%20in%20Indonesia/Op-Ed%20on%20Lean%20Productivity%20ENGLISH_Final.ashx which accord with the preceding. See the appendix below at page 33. Per the following page 34 of McKinsey's op-ed (see https://www.google.com/search?source=hp&ei=hYA4XqTJMrvB3LUP9syx6AI&q=op+ed+meaning&og=oped&gs_l=psy-ab.1.1.0i0i10i9.50.971..3803...0.0..0.242.856.0j1j3.....0....1..gws-wiz.....0i131.wjHQsHK992g), lean manufacturing (part of which involves using less labour) is part of the Indonesia recommendation.

91 Spreadsheet calculations are:

NZ	36046		
ML	27272	75.66%	
CN	15524	43.07%	
Indo	11161	30.96%	

[Redacted cell is Pacific Steel's estimate. This information is commercially sensitive]

TRADING ECONOMICS
Calendar News Indicators Markets Forecasts

GDP per capita PPP | Asia

World	Europe	America	Asia	Africa	Australia	G20				
Bahrain			41973.30		Dec:18	43320	44943	35113	USD	• Government
Japan			39293.50		Dec:18	38907	39294	30582	USD	• Business
Oman			36830.90		Dec:18	37329	45743	35042	USD	
South Korea			36776.50		Dec:18	35938	36776	11633	USD	• Consumer
Israel			33661.00		Dec:18	33220	33661	20726	USD	• Housing
Malaysia			28176.40		Dec:18	27272	28176	10557	USD	• Taxes
Kazakhstan			24738.40		Dec:18	24078	24738	8283	USD	• Climate
Iran			19098.00		Dec:17	18664	19098	11364	USD	
Turkmenistan			17129.00		Dec:18	16390	17129	4202	USD	
Thailand			16904.70		Dec:18	16206	16905	6653	USD	
China			16186.80		Dec:18	15254	16187	1522	USD	
Azerbaijan			16011.00		Dec:18	15929	16054	3428	USD	
Iraq			15664.60		Dec:18	15830	15613	4045	USD	
Maldives			13611.00		Dec:18	13333	13611	7777	USD	
Mongolia			12209.20		Dec:18	11623	12209	3966	USD	
Sri Lanka			11965.50		Dec:18	11706	11966	3613	USD	
Lebanon			11807.20		Dec:18	11647	11806	5584	USD	
Indonesia			11605.90		Dec:18	11161	11606	4626	USD	
Georgia			10151.70		Dec:18	9702	10152	2183	USD	
Bhutan			9347.80		Dec:18	9247	9346	2327	USD	
Armenia			9177.70		Dec:18	8745	9178	1845	USD	
Jordan			8309.30		Dec:18	8298	8664	6068	USD	
Philippines			7942.50		Dec:18	7581	7942	3800	USD	
India			6899.20		Dec:18	6816	6899	1087	USD	
East Timor			6795.50		Dec:18	6741	67174	1195	USD	
Laos			6614.50		Dec:18	6308	6614	1708	USD	
Vietnam			6608.60		Dec:18	6234	6609	1458	USD	
Uzbekistan			6240.30		Dec:18	6040	6240	2250	USD	

TRADING ECONOMICS

20M INDICATORS

50K MARKETS

196 COUNTRIES

HISTORICAL DATA
ECONOMIC CALENDAR
LIVE QUOTES
FORECASTS
RATINGS

INDICATORS
FOREX
STOCKS
COMMODITIES
RINKS

[GET STARTED](#)

JOIN TRADING ECONOMICS

We Are Hiring

DATA ANALYST | ASIA | AUSTRALIA

You will be responsible for updating our economic calendar with actual figures and write short but insightful comments.

[APPLY NOW](#)

TRADING ECONOMICS

Calendar News Indicators Markets Forecasts

5:02 PM
30/01/2020

GDP per capita PPP | Australia

Country	Last	Previous	Range	Country List
Australia	45435.30	44888	45439 27569	Markets
New Zealand	36354.79	36046	36355 22651	GDP
Palau	17202.30	16474	17202 12350	Labour
Fiji	9781.10	9379	9781 5679	Prices
Samoa	6069.30	6070	6069 3485	Money
Tonga	5696.20	5746	5746 3577	Trade
Papua New Guinea	3021.00	3061	3060 2216	Government
Marshall Islands	3598.60	3532	3599 2827	Business
Micronesia	3196.00	3185	3414 2722	Consumer
Vanuatu	2846.10	2827	2977 2467	Housing
Solomon Islands	2141.70	2126	2399 1540	Taxes
Kiribati	2035.40	2025	2048 1749	Climate

This page displays a table with actual values, consensus figures, forecasts, statistics and historical data charts for - GDP per capita PPP. This page provides values for GDP per capita PPP reported in several countries part of Australia. The table has current values for GDP per capita PPP, previous releases, historical highs and record lows, release frequency, reported unit and currency plus links to historical data charts.

TRADING ECONOMICS

20M INDICATORS
50K MARKETS
196 COUNTRIES

HISTORICAL DATA
INDICATORS
MARKETS
LIVE QUOTES
COMMODITIES
FORECASTS
PARTNERS
BONDS

GET STARTED

5:02 PM
30/01/2020

1.1: Findings from the Global Competitiveness Index

Table 3: The Global Competitiveness Index 2016–2017: Efficiency enhancers

Country/Economy	EFFICIENCY ENHANCERS		PILLARS											
			5. Higher education and training		6. Goods market efficiency		7. Labor market efficiency		8. Financial market development		9. Technological readiness		10. Market size	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Albania	86	3.88	42	4.90	69	4.33	98	3.93	94	3.59	82	3.66	109	2.87
Algeria	110	3.55	96	3.87	133	3.52	132	3.25	132	2.99	108	3.08	36	4.73
Argentina	82	3.92	40	4.96	135	3.26	130	3.30	127	2.98	69	4.08	28	4.93
Armenia	80	3.96	71	4.38	45	4.59	55	4.40	90	3.68	71	4.01	120	2.68
Australia	13	5.27	9	5.91	27	4.82	28	4.69	6	5.42	24	5.66	22	5.10
Austria	22	5.00	12	5.76	25	4.90	40	4.53	34	4.54	23	5.72	43	4.53
Azerbaijan	59	4.23	78	4.16	50	4.49	26	4.77	97	3.55	55	4.52	63	3.89
Bahrain	40	4.52	44	4.90	22	4.98	35	4.55	43	4.30	37	5.15	92	3.23
Bangladesh	107	3.60	118	3.04	96	4.08	120	3.58	99	3.54	122	2.69	38	4.65
Barbados	64	4.16	29	5.16	86	4.19	42	4.52	62	4.09	31	5.44	136	1.56
Belgium	18	5.18	5	5.99	13	5.22	45	4.49	29	4.65	15	5.99	34	4.75
Benin	125	3.29	117	3.09	126	3.72	50	4.42	106	3.47	129	2.48	123	2.59
Bhutan	108	3.58	98	3.84	101	4.05	27	4.69	79	3.87	102	3.19	133	1.82
Bolivia	120	3.42	100	3.77	134	3.42	136	3.12	75	3.88	111	2.96	82	3.35
Bosnia and Herzegovina	106	3.60	92	4.02	129	3.69	125	3.46	101	3.51	76	3.88	98	3.05
Botswana	84	3.89	88	4.07	73	4.29	36	4.54	66	3.99	86	3.58	105	2.89
Brazil	61	4.20	84	4.11	128	3.70	117	3.67	93	3.63	59	4.37	8	5.73
Brunei Darussalam	87	3.88	65	4.48	68	4.34	47	4.46	92	3.65	84	3.60	116	2.74
Bulgaria	44	4.43	56	4.64	57	4.41	54	4.40	59	4.14	38	5.14	65	3.85
Burundi	137	2.72	134	2.29	130	3.62	78	4.13	135	2.57	137	2.04	135	1.69
Cambodia	97	3.69	124	2.88	76	4.24	58	4.39	63	4.06	98	3.28	86	3.28
Cameroun	114	3.52	105	3.43	109	3.97	76	4.16	91	3.66	124	2.60	85	3.29
Canada	6	5.42	19	5.54	17	5.10	8	5.34	7	5.30	21	5.79	15	5.42
Cape Verde	121	3.40	79	4.15	97	4.08	116	3.67	112	3.37	78	3.76	137	1.37
Chad	135	2.76	137	2.21	137	3.00	111	3.79	133	2.88	138	1.93	115	2.76
Chile	31	4.77	28	5.20	44	4.59	52	4.41	23	4.82	39	5.09	44	4.60
China	30	4.79	54	4.64	56	4.43	39	4.53	56	4.16	74	3.96	1	7.00
Colombia	48	4.38	70	4.39	100	4.06	81	4.11	25	4.75	64	4.25	35	4.73
Congo, Democratic Rep.	127	3.27	128	2.77	127	3.72	53	4.41	117	3.24	134	2.30	95	3.17
Costa Rica	52	4.34	35	5.07	78	4.23	68	4.26	40	4.37	45	4.77	83	3.35
Côte d'Ivoire	96	3.73	109	3.36	92	4.16	75	4.19	75	3.88	94	3.39	80	3.40
Croatia	68	4.09	49	4.70	95	4.10	100	3.89	95	3.58	47	4.72	78	3.52
Cyprus	71	4.06	55	4.64	33	4.70	48	4.44	120	3.19	51	4.63	114	2.76
Czech Republic	27	4.85	27	5.20	36	4.67	44	4.50	27	4.74	29	5.54	46	4.43
Denmark	17	5.19	6	5.95	18	5.07	13	5.08	24	4.76	11	6.10	58	4.21
Dominican Republic	92	3.83	95	3.94	106	4.06	109	3.79	87	3.73	79	3.73	67	3.79
Ecuador	95	3.74	73	4.34	124	3.75	123	3.56	113	3.37	90	3.56	82	3.90
Egypt	100	3.67	112	3.27	112	3.95	135	3.15	111	3.39	99	3.26	25	5.03
El Salvador	101	3.67	103	3.57	102	4.03	122	3.57	45	4.27	93	3.40	94	3.18
Estonia	28	4.80	18	5.54	20	5.06	15	5.03	22	4.82	32	5.35	100	3.00
Ethiopia	117	3.47	127	2.79	105	4.01	70	4.24	102	3.51	131	2.43	66	3.83
Finland	14	5.26	2	6.16	19	5.06	23	4.78	5	5.46	16	5.97	59	4.10
France	19	5.14	21	5.46	31	4.71	51	4.42	31	4.60	17	5.92	7	5.74
Gabon	122	3.33	121	2.98	125	3.74	101	3.89	103	3.50	109	3.06	112	2.81
Gambia, The	123	3.31	108	3.39	82	4.21	46	4.49	100	3.52	112	2.92	138	1.34
Georgia	69	4.08	89	4.06	46	4.57	43	4.51	58	4.16	65	4.21	101	3.00
Germany	7	5.40	16	5.63	23	4.97	22	4.80	20	4.88	10	6.11	5	5.99
China	91	3.84	99	3.77	93	4.16	72	4.25	85	3.78	95	3.39	72	3.70
Greece	67	4.09	45	4.87	89	4.17	114	3.75	136	2.52	42	4.98	56	4.23
Guatemala	77	4.00	102	3.61	48	4.56	99	3.92	18	4.88	96	3.37	73	3.68
Honduras	98	3.69	101	3.63	94	4.12	118	3.64	36	4.54	106	3.12	97	3.06
Hong Kong SAR	4	5.58	14	5.66	2	5.71	3	5.60	4	5.63	5	6.21	33	4.77
Hungary	56	4.27	72	4.36	59	4.40	80	4.13	70	3.97	54	4.52	53	4.27
Iceland	32	4.75	11	5.88	29	4.74	10	5.21	53	4.17	8	6.17	129	2.31
India	46	4.41	81	4.12	60	4.39	84	4.10	38	4.41	110	2.99	3	6.43
Indonesia	49	4.38	63	4.50	58	4.40	108	3.80	42	4.33	91	3.54	10	5.71



By Arief Budiman

More bang for your buck: Improving productivity in Indonesia

“Lean” operations and approaches can help Indonesia improve productivity and gain a competitive edge.

Indonesia has made enormous strides in the past decade, emerging today with a strong, diversified economy and as a serious player on the international stage. Can it build on that progress? The rupiah has come under pressure, food and fuel price hikes have pushed inflation, and growth has slowed.

Time and again, studies have shown that productivity improvement is the single biggest factor driving long term, sustainable productivity. Labor and capital productivity are also key drivers of growth in the region. As a result, Indonesia's productivity growth has lagged when compared with its ASEAN neighbors. In the manufacturing sector, for example, low levels of labor productivity undermine Indonesia's cost advantage, and countries such as Malaysia and Thailand outperform despite their higher wages. Malaysia in fact does more than twice as well as Indonesia on labor productivity. In the World Economic Forum's 2013-2014 Global Competitiveness Report, Indonesia posted one of the largest improvements in the country rankings at 38, but still trails Singapore at 2, Malaysia at 24 and Thailand at 37. The report, which assesses the competitiveness of 148 economies, showed Indonesia's weak performance in some critical areas: efficiencies in the labor market (103rd), technology readiness (75th), and rigidities in labor practices along with the low participation of women in the workforce (115th). In other words, there is a lot Indonesia can do to become more competitive.

If the economy is going to sustain high growth, it needs to be driven by higher productivity. To achieve this, Indonesia must make more and better use of its labor and capital resources.

How do inefficiencies persist in a country with a booming working-age population and a robust consumer driven economy? The country's infrastructure and skills gaps are well known. There is a third key factor which deserves particular attention: process productivity. How can organizations design and operate their businesses so that their resources, whether labor, capital or technology, are used most effectively?

While there are many ways to improve productivity, research by McKinsey & Company has shown one of the greatest opportunities across all sectors is for organizations to adopt lean management principles and techniques. "Lean" is one of the biggest management ideas of the past 50 years. It has transformed how companies think about operations—starting in assembly lines and other factory settings and moving into services. And it can be the key to driving a more productive Indonesia.

Essentially, it is taking the waste out of processes, enabling continuous improvement by delivering value efficiently to customers and making customers the top priority, encouraging employee empowerment, discovering better, more standardized and more collaborative ways of working, and connecting strategy and goals with meaningful purpose.

Pra
elin
A
itire value chains to
that are redundant
or don't add value; **investing in labor saving tools,** equipment and technologies; improving the quality of employee capabilities; setting clear tracking and measurement tools; and implementing mechanisms for continuous improvement. In the past few years alone, we've observed lean's successful application to mortgage processing in India, customer-experience improvements in a Colombian pension fund, better and faster processing of political-asylum requests in Sweden, and the streamlining of business services in the United Arab Emirates. Put simply, it is about finding ways to work smarter.

Consider, for example, one Indonesian company that used the "lean" approach to get more out of its machinery with rationalization of the plant, closer supervision and regular updates. The company was able to save more than \$300 million and generate better returns as a result.

In another example, a major Indonesian company used "lean" to redesign its service delivery model significantly reducing the number of days it required to deliver and install products—a tedious process that involved several technician visits and inspections and delays with payments processing.

"Lean" can be used across all sectors including banking, government, energy, mining, consumer services, telecommunications, construction, food and transportation. What's more, new technologies and new ways of gathering product performance data and customer insights are making it easier for organizations to learn what their customers truly value. Savvy companies link this information back to product design and marketing, for example, to better serve their customers. The detailed level of insights and unprecedented amount of data offers even greater potential for eliminating waste and for increasing value.

"Lean" is, however, hard to implement. For Indonesian companies, the priority should be to:

- Rethink organization structures to avoid silos, encourage transparency, and establish a governance structure that enables quick decision making;
- Assess existing processes for ways to apply standardization, quality assurance, and maintenance excellence
- Build skills and capabilities with a focus on shifting behaviors and attitudes for lasting change; and
- Develop strong and effective management systems that reward performance.

Raising productivity doesn't need to be at the expense of jobs and employment. Indonesia has posted significant productivity gains across sectors at the same time that employment has increased in 35 of the past 51 years. Yet despite such strong progress, average labor productivity across sectors is still only around half of Malaysia's.

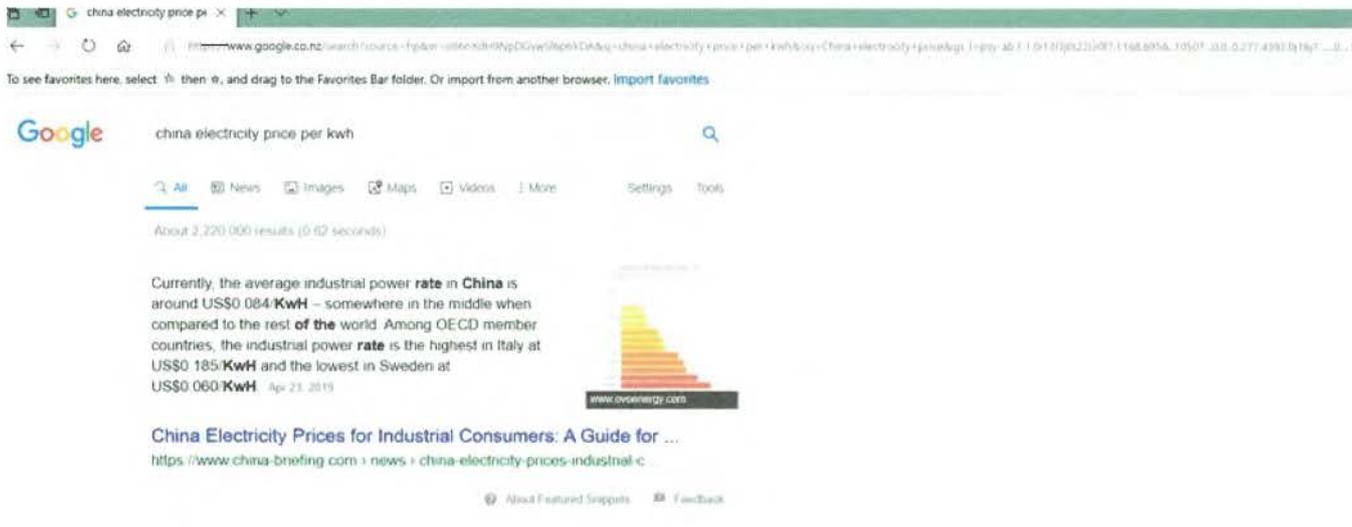
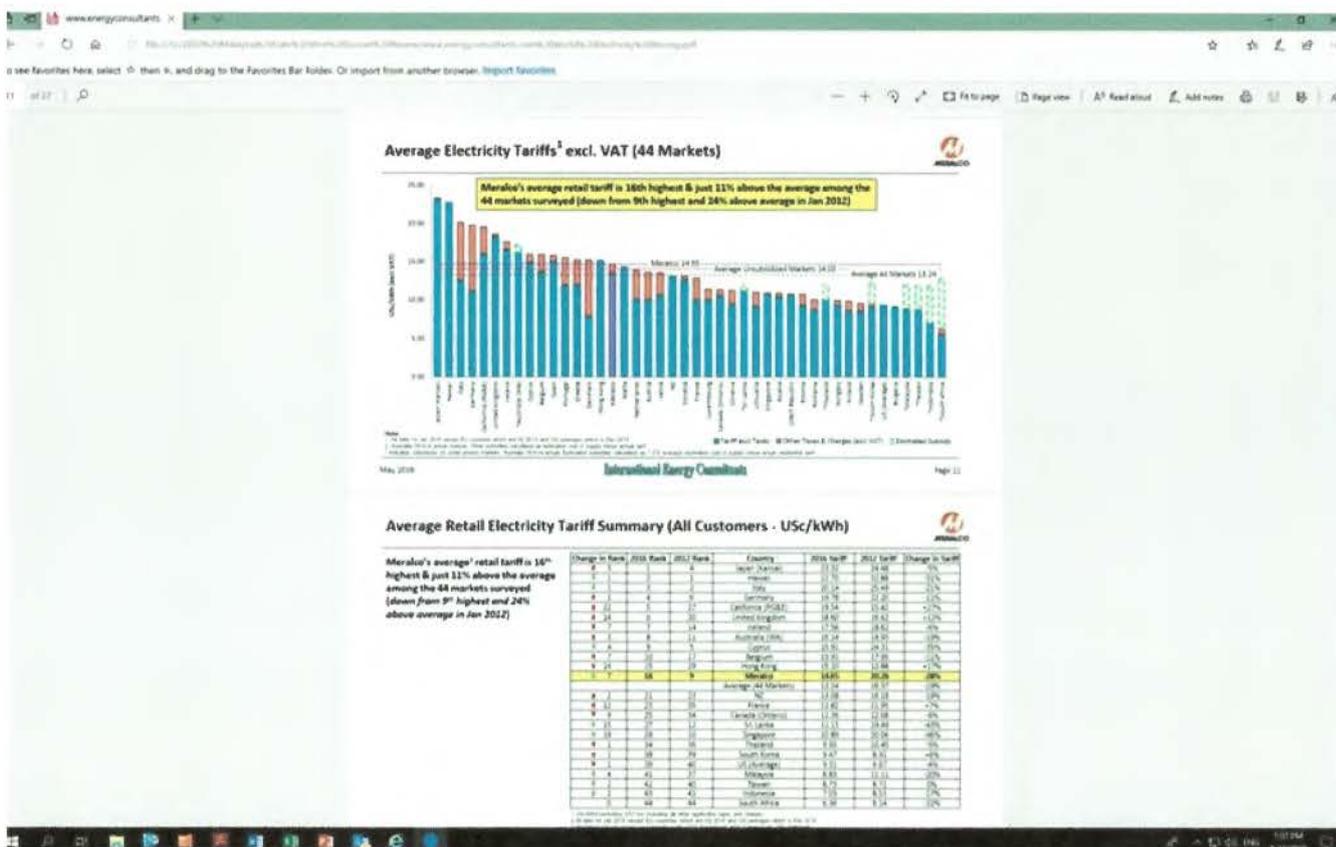
Transforming Indonesia into a more-productive economy will require common-sense approaches such as reorienting business processes, and substantial initiatives including rethinking strategies across sectors. Approximately 80 percent of the productivity gap with Malaysia is explained by the manufacturing, retail trade, transport and telecommunications, and agriculture sectors. If Indonesia can lift its productivity to the level of Malaysia, the economic benefit will be huge.

Arief Budiman is a Partner in our Jakarta office.

Electricity

92 Spreadsheet and screenshots of information is below.

New Zealand	13.08	Meralco at screenshot, From file:///U:/2020%20Malaysia%20Galv%20Wire%20Sunset%20Review/www.energyconsultants.com%20World%20Electricity%20Pricing.pdf
Indonesia	7.03	Ditta
Multiplier	1.860/97	Calculation
Multiplier	53.75%	Calculation
New Zealand	13.08	Meralco at screenshot, From file:///U:/2020%20Malaysia%20Galv%20Wire%20Sunset%20Review/www.energyconsultants.com%20World%20Electricity%20Pricing.pdf
China	8.4	China- briefing.com, See Google screenshot
Multiplier	1.557/143	Calculation
Multiplier	64.22%	Calculation

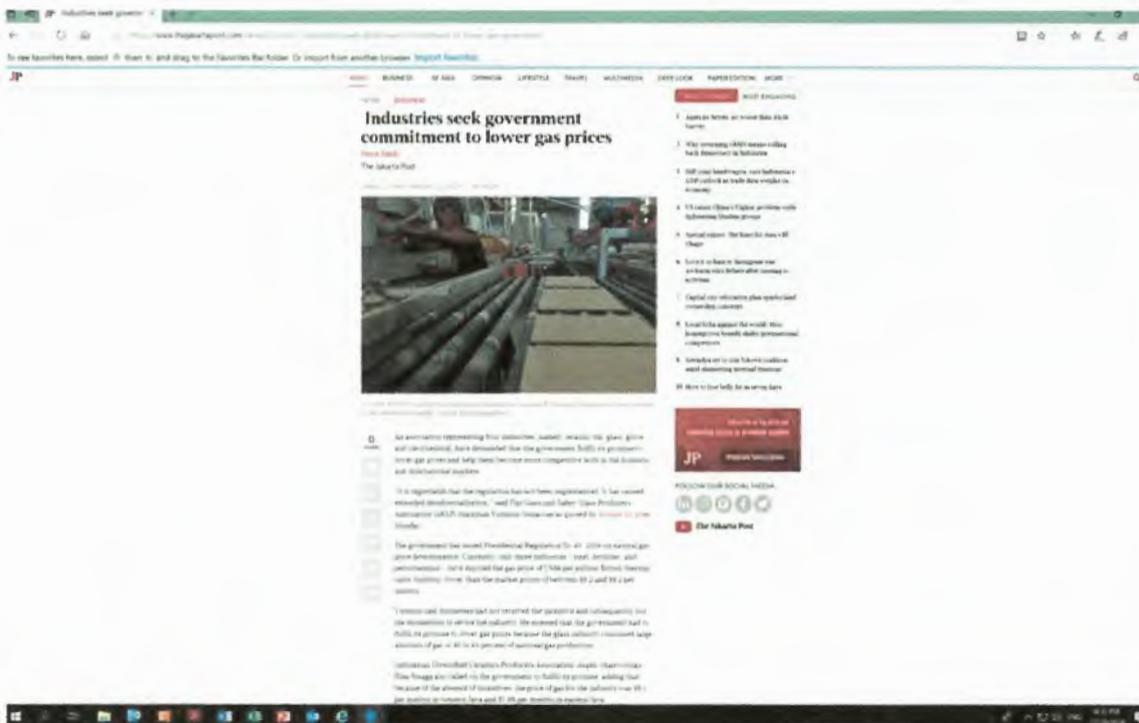


Gas

93 Spreadsheet and screenshots of information is below.

94 The information summarises as follows. China has a nominal half of one percent uplift in the 8.72 to 8.77 because the IAEE information on China appears (screenshot indicating page 23 at its lower right) not to be margined price. Document comes from <http://www.iaee.org/documents/2018EnergyForum3qtr.pdf>

[Gas cost construction data information spreadsheet. It uses some public information relative to Pacific Steel invoice information and leads to the gas adjustment in tables 5 and 6. This spreadsheet is commercially sensitive]



[Gas cost construction data information source. This invoice information is commercially sensitive]

MMBtu from a research institution⁴, and 0.883 RMB/m³ (\$3.5/MMBtu for production cost of CNPC⁵). It is worth noting that before 2013, the ex-factory benchmark price (or first station price) for different gas fields were set by the NDRC (National Development and Reform Commission (PRC)) with a cost-plus method, which included wellhead cost, purification fee and applicable taxes and margins (Sergey Paltsev, 2015). After 2013, a city gate price was set with the netback method, which is linked to fuel oil and LPG. For this article, the average ex-factory prices of industrial use, city gas and residential use⁶ for 2010 were used as a benchmark; and the costs of conventional gas at reference city gates (Guangzhou, Shanghai and Beijing) are calculated by adding the transportation cost to the ex-factory price. See Table 1.



Figure 6: Selected Chinese natural gas infrastructure
Source: International Energy Agency

Cost of tight gas transported to reference cities

Located in the north of Ordos basin, the Sulige gas field is the largest gas field by production. In 2014, the production of that field accounted for over 65% of all tight gas production in China (Yang Zhen, 2016); therefore, the Sulige gas field is used as representative for tight gas production in China.

A sweet block (M-block) has been studied for economic evaluation (Yang Zhen, 2016). Yang found that for a gas price of 1.26 RMB/m³ (\$5.01/MMBtu) at the Changqing field, the after-tax IRR for existing wells would be only 1.6%, which is far below the cost of capital. For the future wells of the M-Block, the after-tax IRR will be -6.1%, with a net cash flow of -5.05 billion RMB. To get a reasonable after-tax IRR, the gas price at the Yulin city gate (near Sulige gas field) should be around 1.60 RMB/m³ (\$6.36/MMBtu). Thus we use the economically feasible city gate price of 1.68 RMB/m³ (\$6.68/MMBtu), which will generate an IRR of 8% for the sweet M block, to calculate the costs at the city gate of Guangzhou, Shanghai and Beijing.

Transportation costs from Sulige to Shanghai, Guangzhou and Beijing are 0.583 RMB/m³ (\$2.32/MMBtu), 0.675 RMB/m³ (\$2.68/MMBtu) and 0.285 RMB/m³ (\$1.13/MMBtu), respectively. Therefore, the total

	Sichuan-Chongqing gas fields (RMB/m ³)	Changqing gas fields ^a (RMB/m ³)	Xinjiang gas fields (RMB/m ³)
05/2010 (average ex-factory price or first station price)	1.402	1.25	1.065

Table 1: NDRC natural gas prices for different gas fields^a

costs for Sulige tight gas to reach these city gates are 2.263 RMB/m³ (\$8.99/MMBtu), 2.355 RMB/m³ (\$9.36/MMBtu) and 1.965 RMB/m³ (\$7.81/MMBtu) accordingly.

Cost of to Shan

Even though China has one of the largest shale gas reserves in the world and the Chinese government has enacted favorable policies in the past years to promote shale gas production, there are still various obstacles for shale gas development. Currently, all the shale gas is produced in the Sichuan basin, where the terrain is rough and population density is high. In addition, the geological situation of Sichuan basin is more complex compared to that of the United States. For example, over half of the shale gas reserve is more than 3500m deep, and cannot be extracted economically today (Dong Dazhong, 2014). The average cost of a shale gas well in China⁹ is 50 million RMB (7.5 million USD) to 100 million RMB (15 million

Profit

95 Worksheets and screenshots of Indonesia and China information is below. Certain data downloaded Q1 F19 information has now dropped off the tables (as pasted they are immediately below). The Gunawan Q1 F19 information has been retrieved from WSJ Markets. There is a small difference in the reported data which is understood to be a currency conversion USD to IRD). The Krakatau Q1 F19 information is provided in two screenshots from Gurufocus. See lowest right revenue and gross profit as separate screenshots. Baosteel, Angang and Maanshan are also in two parts. First, the investing.com current screenshot, supplemented by Reuters information to provide the Q1 F19 information.

China						Indonesia							
Baothan Iron and Steel						Gunawan Dianjaya (GDST)							
Period Ending	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018	Sep 30, 2018	Average	Period Ending	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018	Sep 30, 2018	Average		
Total Revenue	75609.65	85477.84	75505.17	76897.33		Total Revenue	304937.96	494106.04	588660.02	383309.52			
Gross Profit	8849.74	6413.39	10341.4	12459.48	11.62%	Gross Profit	38632.98	29931.78	14930.07	3558.16	11.4%		
Angang Steel Company Limited						Krakatau Steel (KRAS)							
Period Ending	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018	Sep 30, 2018		Period Ending	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018	Sep 30, 2018			
Total Revenue	26611	24463	27344	26951		Total Revenue	263.07	416.98	463.44	421.83			
Gross Profit	2672	1768	2686	4755	11.54%	Gross Profit	12.23	11.75	44.66	13.79	5.02%		
Maanshan Iron and Steel													
Period Ending	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018	Sep 30, 2018									
Total Revenue	19309.25	17717.44	18835.23	23053.54									
Gross Profit	2237.57	835.5	2321.58	3064.08	10.82%								
Average:	China					11.887%	Average:	Indonesia					4.07%

Gunawan Dianjaya Steel 72 -4 (-5.26%)

Period Ending	Sep 30, 2019	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018
Total Revenue	470555.89	384937.98	494106.04	588660.02
Gross Profit	43401.98	38832.98	29931.78	-14930.07
Operating Income	10919.95	9352.84	15244.31	-43819.85
Net Income	3869.23	2272.83	6473.75	-28580.49

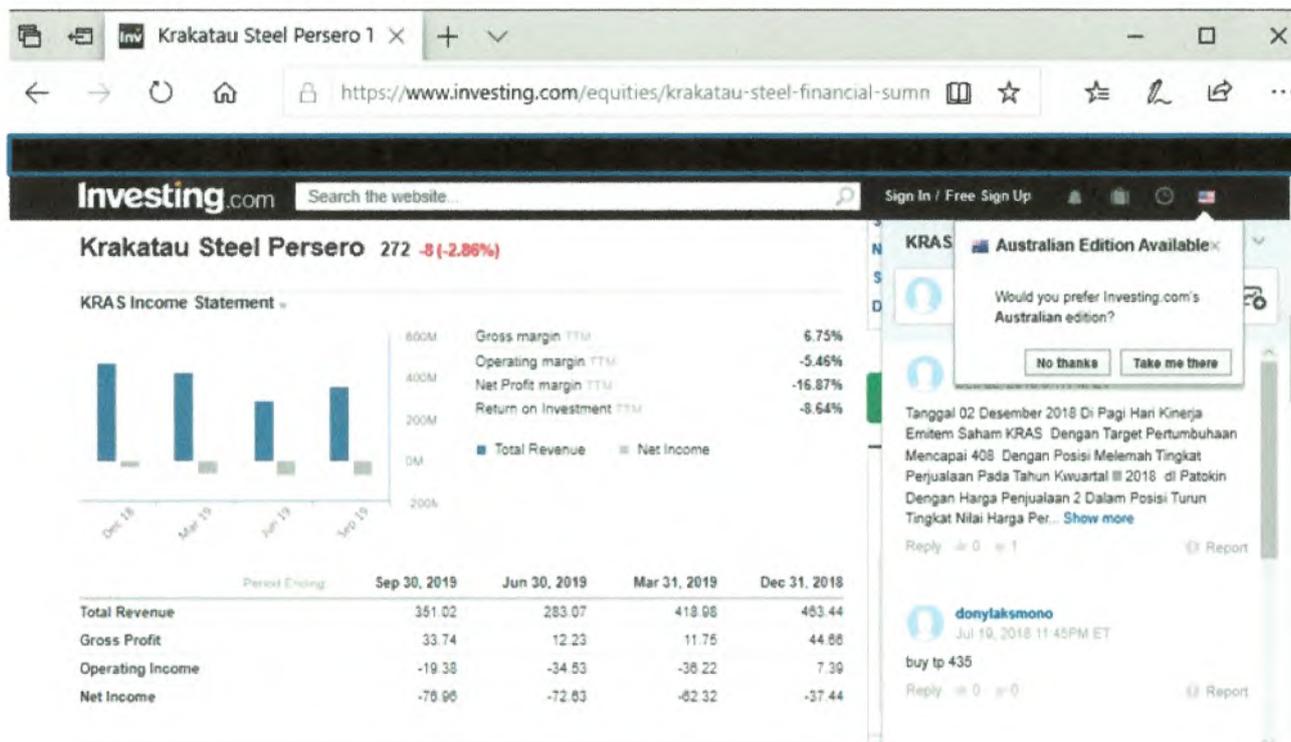
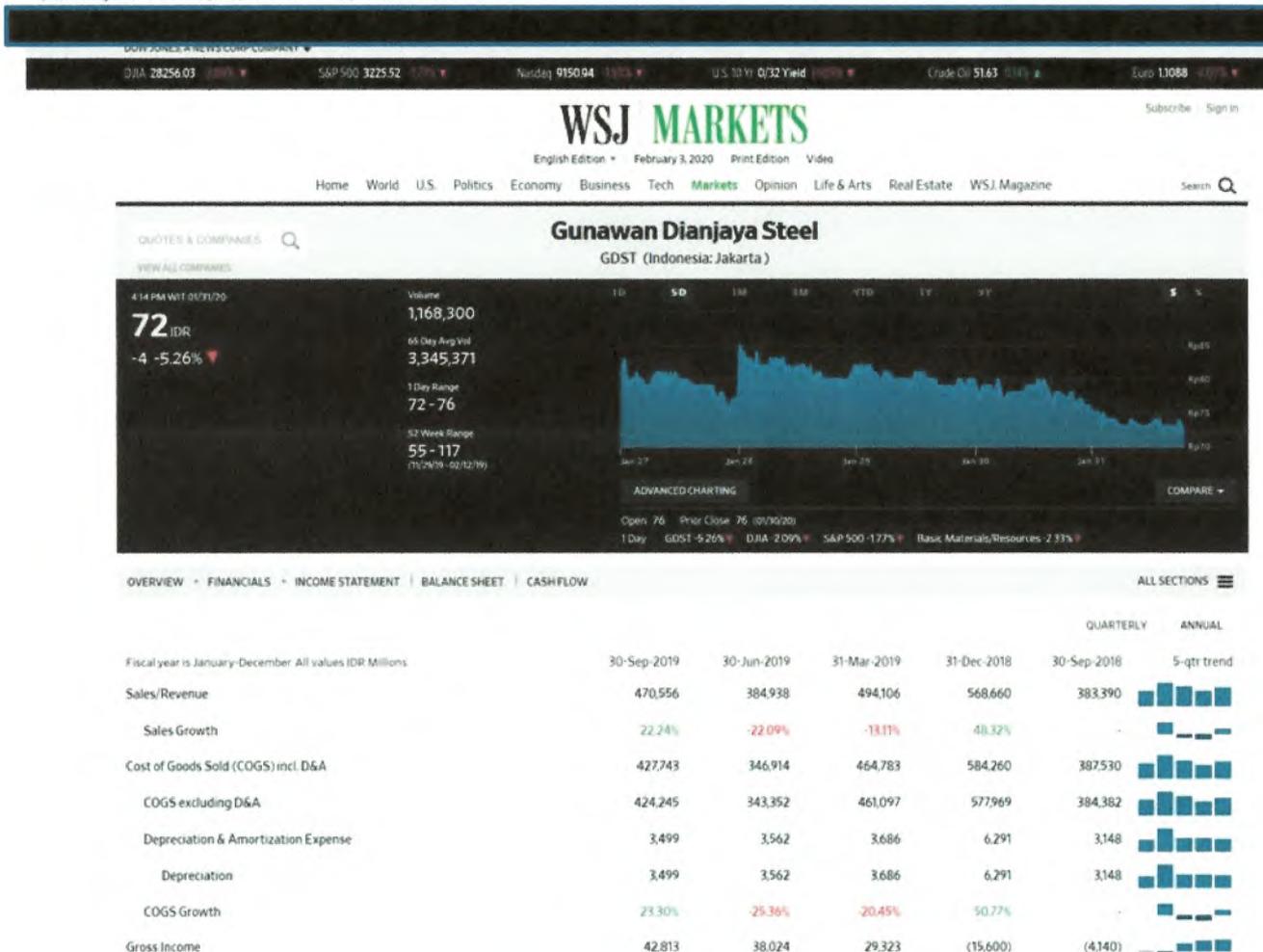
GDST Balance Sheet

Quick Ratio	0.21
Current Ratio	0.85
LT Debt to Equity	0%
Total Debt to Equity	0.92%

Summary: Strong Buy
 Moving Averages: Buy (9) Sell (3)
 Indicators: Buy (8) Sell (0)

Forex: USD 10
 EUR/USD: 1.1090 Neutral
 GBP/USD: 1.3173 Strong Sell
 USD/JPY: 108.48 Strong Buy
 AUD/USD: 0.8694 Neutral

https://www.wsj.com/market-data/quotes/ID/GDST/financials/quarter/income-statement



https://www.gurufocus.com/term/Revenue/OTCP:PKRKY/Revenue/PT%20Krakatau%20Steel%20(Persero)%20Tbk

PT Krakatau Steel (Persero) Tbk Annual Data

	Dec09	Dec10	Dec11	Dec12	Dec13	Dec14	Dec15	Dec16	Dec17	Dec18
Revenue						1,955.85	1,321.82	1,344.72	1,449.02	1,739.54

PT Krakatau Steel (Persero) Tbk Quarterly Data

	Dec14	Mar15	Jun15	Sep15	Dec15	Mar16	Jun16	Sep16	Dec16	Mar17	Jun17	Sep17	Dec17	Mar18	Jun18	Sep18	Dec18	Mar19	Jun19	Sep19	
Revenue																421.82	463.44	416.88	283.07	351.02	

https://www.gurufocus.com/term/Gross+Profit/OTCP:PKRKY/Gross+Profit/PT%20Krakatau%20Steel%20(Persero)%20Tbk

PT Krakatau Steel (Persero) Tbk Gross Profit : \$102 Mil (TTM As of Sep. 2019)

View and export this data going back to 2013. Start your Free Trial

PT Krakatau Steel (Persero) Tbk's gross profit for the three months ended in Sep. 2019 was \$34 Mil. PT Krakatau Steel (Persero) Tbk's gross profit for the trailing twelve months (TTM) ended in Sep. 2019 was \$102 Mil.

Gross Margin % is calculated as gross profit divided by its revenue. PT Krakatau Steel (Persero) Tbk's gross profit for the three months ended in Sep. 2019 was \$34 Mil. PT Krakatau Steel (Persero) Tbk's Revenue for the three months ended in Sep. 2019 was \$311 Mil. Therefore, PT Krakatau Steel (Persero) Tbk's Gross Margin % for the quarter that ended in Sep. 2019 was 5.61%.

PT Krakatau Steel (Persero) Tbk had a gross margin of 9.61% for the quarter that ended in Sep. 2019 => No sustainable competitive advantage

During the past 12 years, the highest Gross Margin % of PT Krakatau Steel (Persero) Tbk was 15.18%. The lowest was 2.76%. And the median was 7.40%.

PT Krakatau Steel (Persero) Tbk Gross Profit Historical Data

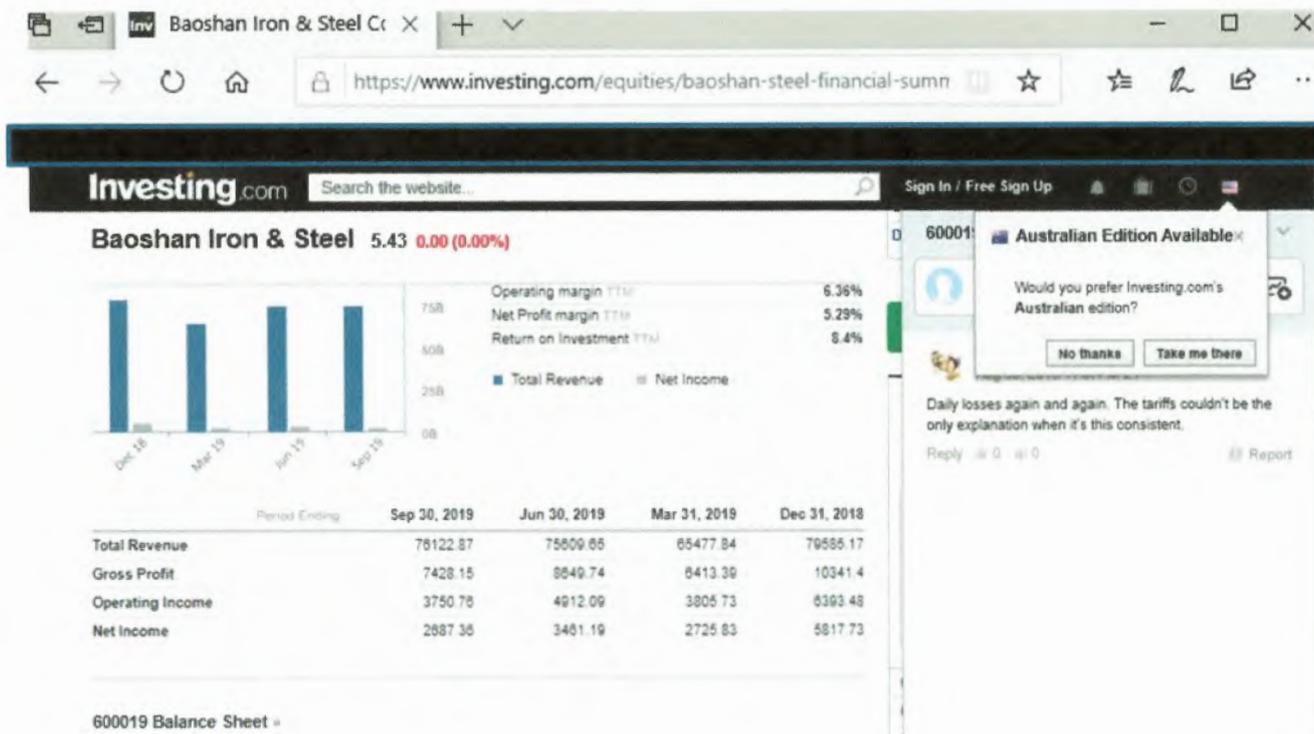
* All numbers are in millions except for per share data and ratio. All numbers are in their local exchange's currency. * Premium members only

PT Krakatau Steel (Persero) Tbk Annual Data

	Dec09	Dec10	Dec11	Dec12	Dec13	Dec14	Dec15	Dec16	Dec17	Dec18
Gross Profit						41.33	-36.43	156.23	219.12	158.84

PT Krakatau Steel (Persero) Tbk Quarterly Data

	Dec14	Mar15	Jun15	Sep15	Dec15	Mar16	Jun16	Sep16	Dec16	Mar17	Jun17	Sep17	Dec17	Mar18	Jun18	Sep18	Dec18	Mar19	Jun19	Sep19	
Gross Profit																13.75	44.66	11.75	12.23	31.74	



<https://www.reuters.com/companies/600019.SS/financials/income-statement-quarterly>



Business Markets World Politics TV More

Baoshan Iron & Steel Co Ltd 600019.SS

LATEST TRADE

5.43 CNY

CHANGE

-- (--)

TODAY'S RANGE

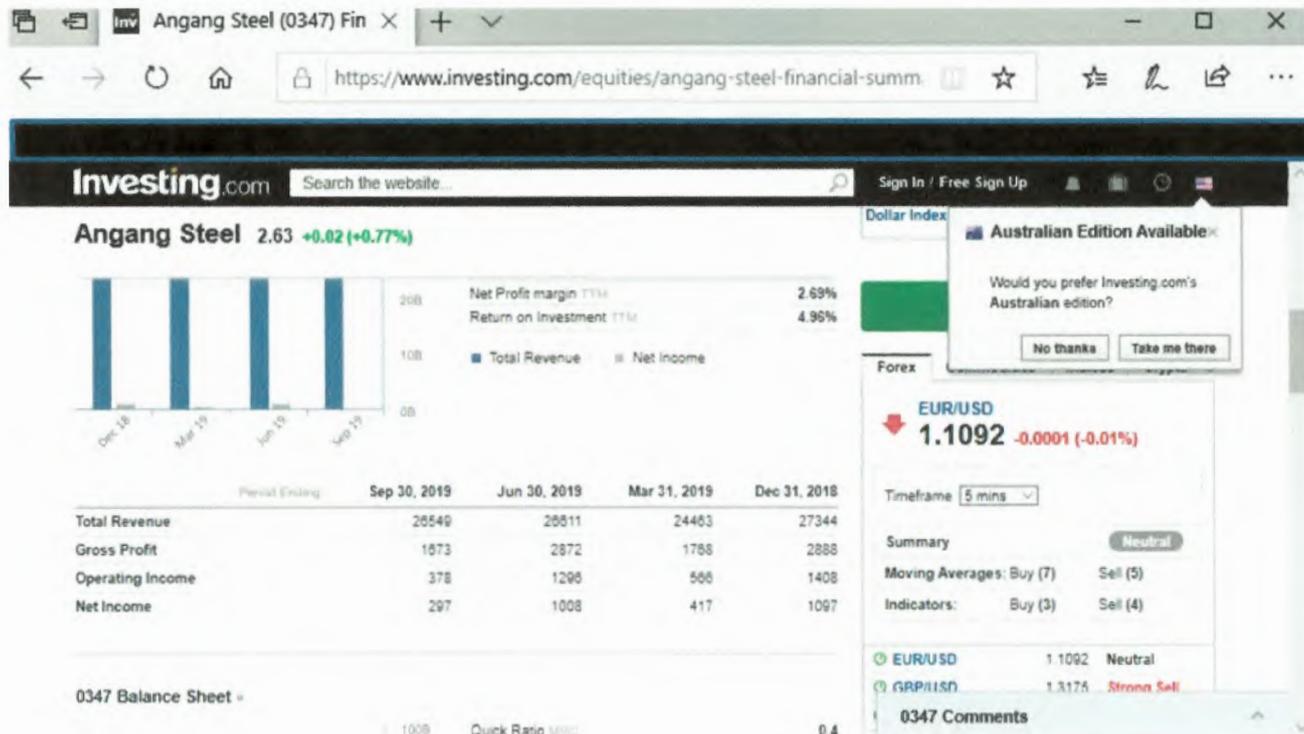
-- --

As of 8:00 PM NZDT Jan 23 on the Shanghai Stock Exchange - Minimum 15 minute delay

Profile News Key Developments Charts People Financials Key Metrics Events All Listings

Statements All values displayed in Millions, CNY Fiscal year ends in December

	Annual				Quarterly	
	30-Sep-19	30-Jun-19	31-Mar-19	31-Dec-18	30-Sep-18	Trend
Revenue	76,122.87	75,609.65	65,477.84	79,585.17	76,897.33	📊
Total Revenue	76,122.87	75,609.65	65,477.84	79,585.17	76,897.33	📊
Cost of Revenue, Total	68,694.72	66,959.91	59,064.45	69,243.77	64,437.85	📊
Gross Profit	7,428.15	8,649.74	6,413.39	10,341.40	12,459.48	📊



<https://www.reuters.com/companies/0347.HK/financials/income-statement-quarterly>



Business Markets World Politics TV More

Angang Steel Company Limited 0347.HK

LATEST TRADE: 2.63 HKD
CHANGE: -- (--)
TODAY'S RANGE: -- --

As of 9:08 PM NZDT Jan 31 on the Hong Kong Stock Exchange - Minimum 15 minute delay

Profile News Key Developments Charts People **Financials** Key Metrics Events All Listings

Statements All values displayed in Millions, CNY Fiscal year ends in December

	Income Statement	Balance Sheet	Cash Flow	Annual	Quarterly		
		30-Sep-19	30-Jun-19	31-Mar-19	31-Dec-18	30-Sep-18	Trend
Revenue		26,549.00	26,611.00	24,463.00	27,344.00	26,951.00	📈📈📈📈
Total Revenue		26,549.00	26,611.00	24,463.00	27,344.00	26,951.00	📈📈📈📈
Cost of Revenue, Total		24,876.00	23,739.00	22,695.00	24,456.00	22,196.00	📈📈📈📈
Gross Profit		1,673.00	2,872.00	1,768.00	2,888.00	4,755.00	📉📉📉📉

Maanshan Iron & Steel 2.76 -0.08 (-2.82%)

Period Ending	Sep 30, 2019	Jun 30, 2019	Mar 31, 2019	Dec 31, 2018
Total Revenue	20554.79	19309.25	17717.44	18835.23
Gross Profit	1534.83	2237.57	835.5	2321.58
Operating Income	811.85	1238.95	147.85	1145.12
Net Income	319.85	1060.91	83.75	359.84

0323 Balance Sheet

Quick Ratio <small>MRQ</small>	0.66
Current Ratio <small>MRQ</small>	0.94
LT Debt to Equity <small>MRQ</small>	14.06%
Total Debt to Equity <small>MRQ</small>	106.79%

EUR/USD 1.1093 **Strong Buy**
 GBP/USD 1.3176 **Strong Sell**
 USD/JPY 108.47 **Strong Buy**
 AUD/USD 0.9887 **Strong Sell**
 USDCAD 1.3238 **Strong Buy**
 EUR/JPY 120.32 **Strong Buy**
 EUR/CHF 1.0892 **Strong Buy**

<https://www.reuters.com/companies/0323.HK/financials/income-statement-quarterly>



Business Markets World Politics TV More

Maanshan Iron & Steel Co Ltd 0323.HK

LATEST TRADE

2.76 HKD

As of 9:08 PM NZDT Jan 31 on the Hong Kong Stock Exchange - Minimum 15 minute delay

CHANGE

-- (--)

TODAY'S RANGE

-- --

Profile News Key Developments Charts People **Financials** Key Metrics Events All Listings

Statements All values displayed in Millions, CNY. Fiscal year ends in December

	Annual				Quarterly	
	30-Sep-19	30-Jun-19	31-Mar-19	31-Dec-18	30-Sep-18	Trend
Revenue	20,554.79	19,309.25	17,717.44	18,835.23	23,053.54	████████
Total Revenue	20,554.79	19,309.25	17,717.44	18,835.23	23,053.54	████████
Cost of Revenue, Total	19,019.96	17,071.68	16,881.94	16,513.66	19,689.48	████████
Gross Profit	1,534.83	2,237.57	835.50	2,321.58	3,364.06	████████

5 February 2020

Pacific Steel (NZ) Limited 2020 Indonesia China Galvanised Wire Dumping Application

[Nine screenshots of proprietary import information. Source is TradeMap, International Trade Centre, <https://marketanalysis.intracen.org>.]