

# SECRET OF SUCCESS LIES IN DAILY ROUTINE



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Chairman, SAIL  
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## Dear Colleagues

As SAIL marks its 60th year of production, I am proud of the rich legacy that the Organization has established. SAIL has been a pioneer on many fronts and has led the charge in shaping the Indian Steel Industry. We continue to drive our Nation building agenda through our work by partnering strategically with Railways, Defence and other core sectors, while in parallel, we continue to lead product innovation with the recent introduction of parallel structural sections to the Indian Industry. I share your pride that our steel has been used in many projects of prestige and strategic importance such as Agni V Missiles, INS Vikrant, Sardar Sarovar Dam (one of the largest dams in the world) and countless more.

With our widespread presence, both geographically and in product segments, there continues to be a little bit of SAIL in everyone's life.

The past four years have been tough for the steel industry with imbalanced domestic demand-supply dynamics and an increased pressure from imports leading to depressed realizations. The recent list of steel players undergoing bankruptcy proceedings are evidence to hardships the industry has had to bear. SAIL was also impacted during this time with our profitability taking a hit. In addition to the market dynamics, we fell short against project timelines, techno-economic parameters and production targets that we set for ourselves leading to a sub-par performance.

In the past few quarters, SAIL has started seeing the beginning of a turnaround. The steel market has seen a recovery leading to better realizations while we have started a transformation across our functions - operations, sales & marketing and bringing our capital projects into production. While these efforts are a start towards a journey to transform SAIL's fundamental unit economics and develop core capabilities for the future, there is a lot more to be done. The positive developments would not have been possible without your help and the integral role you have played in driving this transformation, something which you must continue to do in the months to come to make this transformation truly sustainable.

As I take charge of this office, I intend to build on this momentum and continue to drive the transformation of SAIL. My desire is to make SAIL an organization with robust capabilities that can withstand market vagaries in delivering value to its customers, employees and to the Nation. Over the next few weeks, I will work along with you in shaping the priorities for the organization and set the direction for my time at its helm. I have listed below a few preliminary thoughts on the immediate priorities:

- Driving safety as an organizational priority.
- Bringing on line our capital investments and driving its full productivity and value.
- Achieving our production and techno-economic targets, with an immediate focus on Rail and Parallel sections.
- Bringing predictability and stability in operations through robust maintenance practices.
- De-risking our operations from externalities with an immediate priority for logistics.
- Relentlessly focusing on customers through our SFE (Sales Force Effectiveness) and KAM (Key Account Management) programs.
- Investing in SAIL's Digital assets and capabilities to leapfrog it into the future.
- Building organizational policies and practices to drive meritocracy and employee satisfaction throughout the organization.

Over the next few months, I intend to visit the various SAIL units and interact with you to hear your thoughts about the opportunities for SAIL. I encourage you to reach out either in person or through my office so we can shape the future priorities of SAIL together.

I feel inspired by the potential that this Organization can achieve. I commit myself towards transforming SAIL into a world class organization and sincerely hope that I find dedication and support from all of you to make this vision a reality.



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STEEL AUTHORITY OF INDIA LIMITED

*There's a little bit of SAIL in everybody's life*