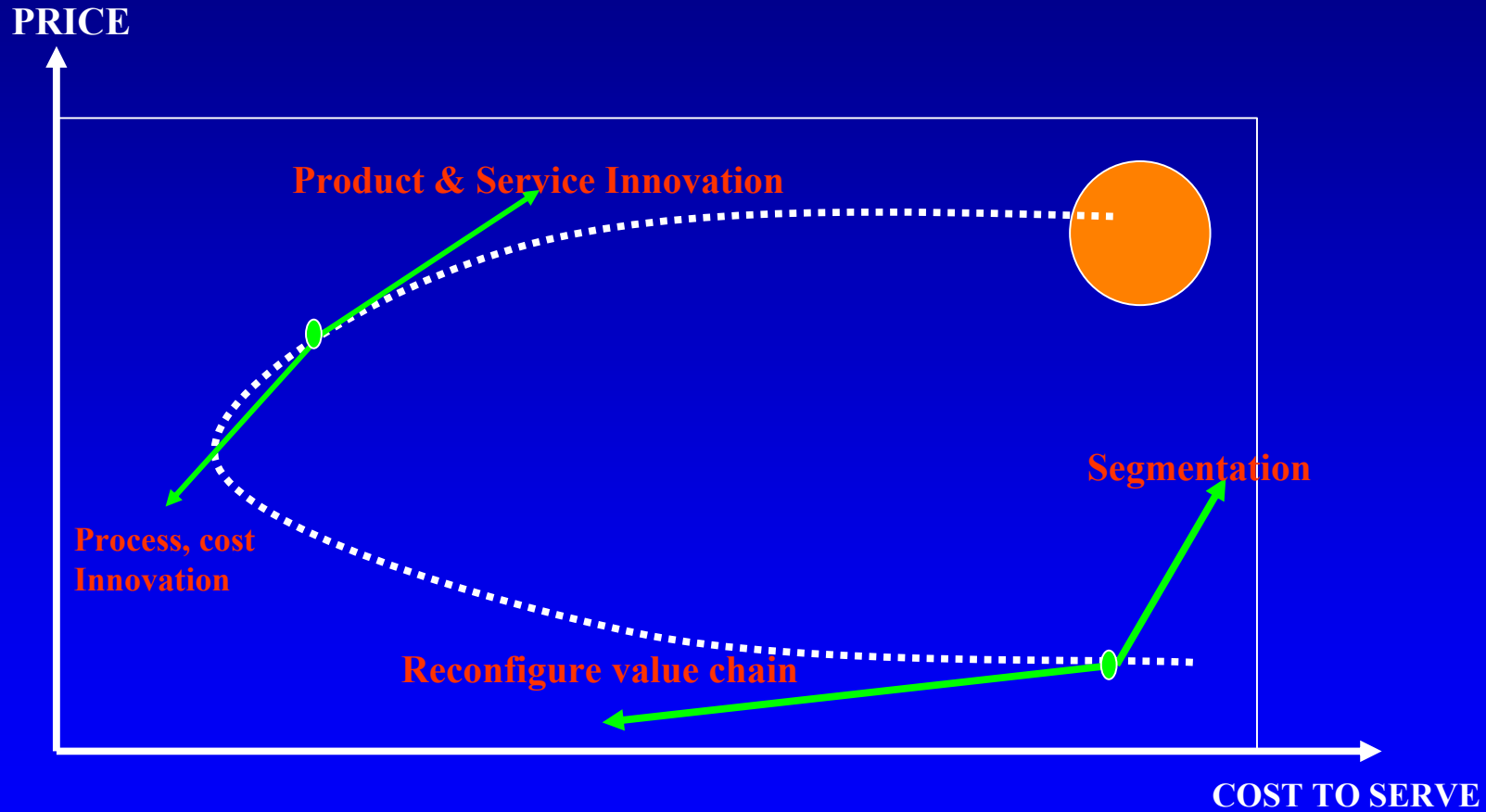


# CHALLENGES FOR THE EMD INDUSTRY

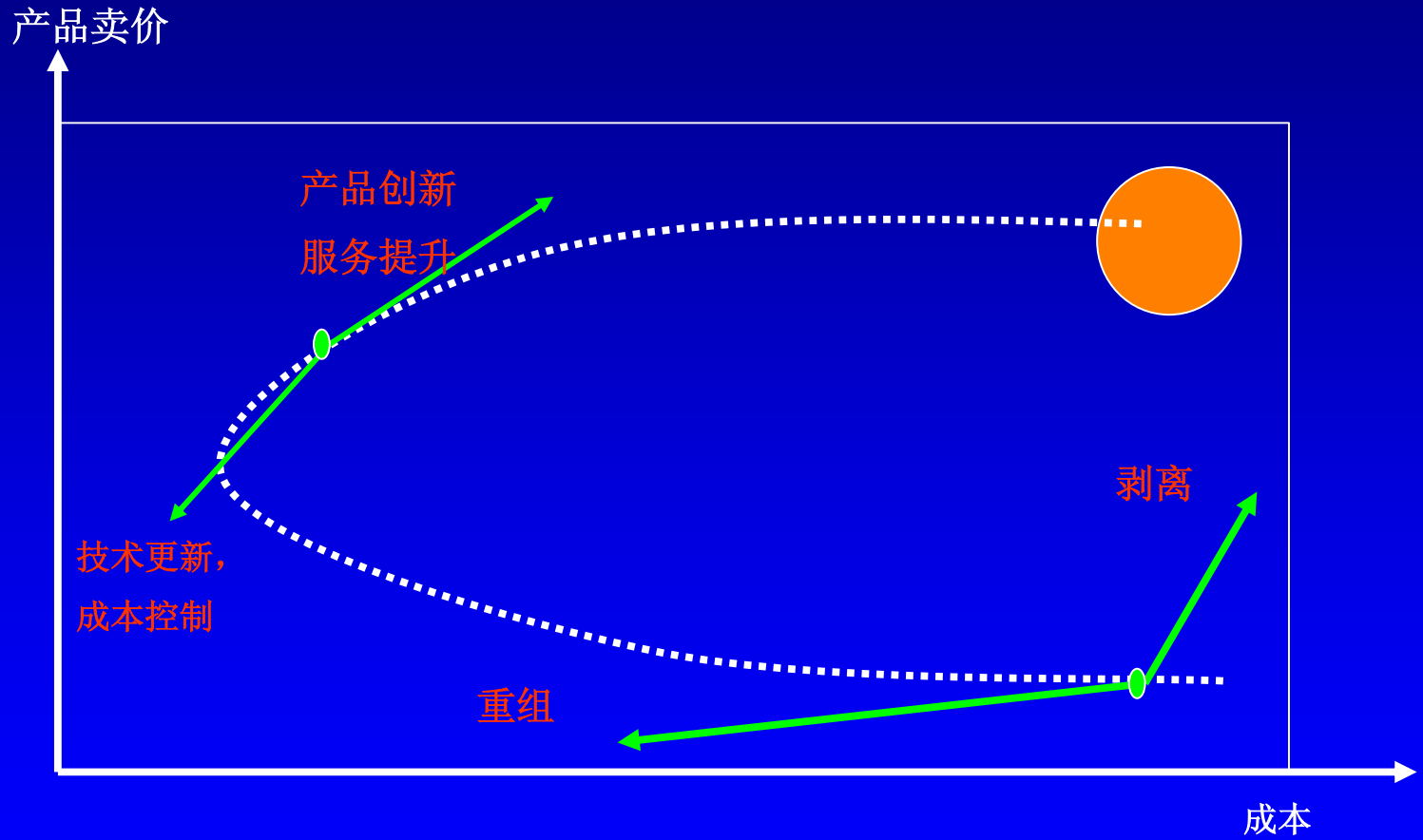
## 电解二氧化锰行业面临的挑战

□ Background 背景

# Commodity Syndrome



# Commodity Syndrome



# □ Swot analysis

	<b>S</b>	<b>W</b>	<b>O</b>	<b>T</b>
<b>Industry</b>	<ul style="list-style-type: none"> <li>● Importance of China</li> <li>● Mn ore availability</li> <li>● Competitiveness</li> <li>● Experience</li> <li>● Location on big/growing market</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Overcapacity</i></li> <li>● <i>Mn ore availability</i></li> <li>● <i>Limited margin</i></li> <li>● <i>Different status</i></li> <li>● <i>Capital intensive Industry</i></li> <li>● <i>Learning curve</i></li> </ul>	<ul style="list-style-type: none"> <li>● Globalization</li> <li>● Rationalization</li> <li>● Rapid growth</li> <li>● Differentiation</li> <li>● REACH</li> </ul>	<ul style="list-style-type: none"> <li>● <i>REACH</i></li> <li>● <i>Environmental regulations</i></li> <li>● <i>Proper resources availability</i></li> <li>● <i>Corporate social responsibility (CSR)</i></li> <li>● <i>Exchange rate vs USD</i></li> <li>● <i>Export duties, rebates</i></li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>● Big outlet for EMD</li> <li>● GDP growth</li> <li>● Alkaline battery growth</li> <li>● China market</li> <li>● Global players</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Metals price increase (Zn &gt;&gt;)</i></li> <li>● <i>Lack of elasticity in battery selling price</i></li> <li>● <i>Overcapacity</i></li> <li>● <i>Global players (80/20)</i></li> <li>● <i>Learning curve</i></li> </ul>	<ul style="list-style-type: none"> <li>● Globalization</li> <li>● Pick up growth in China</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Ups &amp; downs on demand</i></li> <li>● <i>New/other batteries for audio-video applications</i></li> </ul>

# □ 优势 / 劣势 / 机遇 / 威胁 分析

	优势	劣势	机遇	威胁
业	<ul style="list-style-type: none"> <li>● 中国的重要性</li> <li>● 锰矿蕴藏量</li> <li>● 竞争力</li> <li>● 经验</li> <li>● 巨大且增长中的市场</li> </ul>	<ul style="list-style-type: none"> <li>● 产能过剩</li> <li>● 锰矿蕴藏量</li> <li>● 利润空间狭窄</li> <li>● 不同的情况</li> <li>● 资金密集型产业</li> <li>● 学习曲线</li> </ul>	<ul style="list-style-type: none"> <li>● 全球化</li> <li>● 合理化</li> <li>● 迅猛增长</li> <li>● 差异</li> <li>● REACH法案</li> </ul>	<ul style="list-style-type: none"> <li>● REACH法案</li> <li>● 环保条例</li> <li>● 所需资源</li> <li>● 企业社会责任</li> <li>● 人民币对美元汇率变化</li> <li>● 出口税率, 退税, 等等</li> </ul>
场	<ul style="list-style-type: none"> <li>● EMD产量增大</li> <li>● GDP 增长</li> <li>● 碱锰电池生产增长</li> <li>● 中国市场</li> <li>● 国际市场</li> </ul>	<ul style="list-style-type: none"> <li>● 金属价格上涨 (锌)</li> <li>● 电池卖价缺乏弹性</li> <li>● 产能过剩</li> <li>● 国际市场 (80/20原则)</li> <li>● 学习曲线</li> </ul>	<ul style="list-style-type: none"> <li>● 全球化</li> <li>● 跟随中国发展脚步</li> </ul>	<ul style="list-style-type: none"> <li>● 需求变化大</li> <li>● 适用于视听产品的新型/类型电池</li> </ul>

# STRENGTHS

# 优势

- INDUSTRY :

- Importance of China
- Mn ore availability
- Competitiveness
- Experience
- Location on big/growing market.

- 行业

- 中国的重要性
- 锰矿蕴含量
- 竞争力
- 经验
- 巨大且增长中的市场

# STRENGTHS

# 优势

- MARKET :

- Big outlet for EMD
- GDP growth
- Alkaline battery growth
- China market (delocalisation)
- Global players

- 市场 :

- **EMD**产量增大
- **GDP** 增长
- 碱锰电池生产增长
- 中国市场（非局部化）
- 国际市场

# WEAKNESSES

- INDUSTRY :
  - Overcapacity
  - Mn ore availability
  - Limited Margin
  - Different status
  - Capital intensive industry
  - Learning curve

# 劣势

- 行业:
  - 产能过剩
  - 锰矿蕴藏量
  - 供求之间空间狭窄
  - 不同的情况
  - 资金密集型产业
  - 学习曲线

# WEAKNESSES

# 劣势

- MARKET :

- Metals price increase
- Lack of elasticity in Battery selling prices
- Overcapacity
- Global players (80/20)
- Learning curve

- 市场 :

- 金属价格上涨
- 电池卖价缺乏弹性
- 产能过剩
- 国际市场（80/20原则）
- 学习曲线

# OPPORTUNITIES

# 机遇

- INDUSTRY :

- Globalization
- Rationalization
- Rapid growth
- Differentiation
- REACH

- 行业 :

- 全球化
- 合理化
- 迅猛增长
- 差异
- REACH法案

# OPPORTUNITIES

# 机遇

- MARKET :

- Globalization
- Pick up growth in China

- 市场:

- 全球化
- 跟随中国发展脚步

## INDUSTRY :

- REACH
- Environmental regulations
- Proper resources availability
- Corporate social responsibility (CSR)
- Exchange rate vs. USD
- Export duties, rebates .....

- 行业 :

- REACH法案
- 环保条例
- 所需资源
- 企业社会责任
- 人民币对美元汇率变化
- 出口税率，折扣减价，等等

# THREATS

# 威胁

- MARKET :

- Ups & downs on demand
- New/other batteries for audio-video applications

- 市场 :

- 需求变化大
- 适用于视听产品的新型/其他类型电池

# □ Key success factors

成功的关键因素

***What could contribute to succeed on a long term basis ?***

***什么因素在影响长久的成功？***

- **Integrated & global operations**

综合的以及全球性的运作

- **Market exposure**

市场风险

- **Consistent pricing behavior**

始终如一的价格策略

# □ Key success factors

成功的关键因素

***What could contribute to succeed on a long term basis ?***

***什么因素在影响长久的成功？***

- **Competitiveness** 竞争力
- **Comply with local & worldwide rules & legislations**  
遵守当地的和世界性的规则和法律
- **Quality/performance oriented organization**  
质量 / 性能导向的企业

**Keep aiming at EMD “moving target”**

紧盯**EMD**这个“移动目标”

**Long term commitment & perseverance**

自始至终的承诺及坚持

**Appropriate resources to keep up with market/industry requirements**

适当的资源以保持与市场/行业需求一致

**Profitability to be able to support EMD product line**

足够的利润以维持**EMD**生产

**Not all of these are required but each item will contribute to success.**

*以上因素并不需要齐备，但是其中任一因素都对企业的成功起着作用。*

***Today EMD is in a commodity logic while succeeding in this market implies to commit resources for a “specialty” type product, while each player will face additional costs to support current operations.***

目前电解二氧化锰行业的窘境:

以生产“特产品”方式占用各种资源，行销策略以一般商品方式对待。

这样每个企业为维持当前的运作将面临额外的成本。