

# Message from the Managing Director



**Rajesh Gupta**  
Managing Director

**Our strategy is anchored in creating a robust and efficient value chain, from iron ore mining to value-added products.**

## Dear Stakeholders

FY 2025-26 has been a testimony to our relentless growth. Marked by steady execution, operational scale and a clear focus on building a future-ready business, we have remained resilient despite market volatility and strengthened our position as an integrated mining-to-metals player.

Our strategy is anchored in creating a robust and efficient value chain, from iron ore mining to value-added products. As we continue to expand, our focus remains on building scale with discipline, improving efficiencies and ensuring sustainable growth over the long term.

Our core segments have delivered strong results during the period. Iron ore production stood at 21.96 million tonnes, supported by the rapid ramp-up of mining operations and improved execution capabilities. The pellet plant achieved production of 3.03 million tonnes and operated at optimal utilisation levels, reflecting the stability and efficiency of our downstream operations. At the same time, we are progressing steadily with the ramp-up of our Direct Reduced Iron (DRI) capacities, which will further strengthen our presence in value-added segments.

A key differentiator for Lloyds Metals is our access to captive iron ore resources, which provides us a significant cost advantage and ensures stability in raw material supply. This, combined with our integrated operations, improves our margins and positions us strongly on the path towards becoming one of the lowest-cost steel producers. Our focus on increasing the share of value-added products will further support margin expansion and strengthen our competitive positioning.

Execution excellence continues to be a cornerstone of our growth. Over the past year, we have demonstrated our ability to scale operations efficiently, ramp up capacities on time and deliver projects with consistency. The commissioning of the slurry pipeline marks an important milestone, enabling efficient and environmentally responsible evacuation of iron ore. We also continued to expand our mining and beneficiation infrastructure, strengthening our operational backbone further.

Our capacity expansion plans remain on track and reflect our long-term growth vision. We have successfully scaled our iron ore production capacity to approximately 26 million tonnes, alongside the expansion of our pellet and steel capacities, strengthening our integrated value chain and enhancing our ability to cater to growing market demand through an expanding pan-India delivery network for iron ore and pellets. These initiatives are aligned with our strategy of forward integration into steel manufacturing, which will allow us to capitalise on opportunities across the value chain and strengthen our position in the industry. We are also strengthening our focus on BHQ beneficiation, supported by encouraging pilot plant results and ongoing progress across project development, engineering and infrastructure readiness.

Strategic partnerships continue to play a key role in strengthening our capabilities. Our collaboration with Thriveni has enhanced our mining operations by bringing in execution expertise and operational scale. This partnership has enabled us to accelerate our growth while maintaining a strong focus on responsible and efficient mining practices.

Beyond operational and financial performance, we are strengthening Vidarbha's industrial ecosystem through the upcoming 1.2 MTPA long products plant at Ghugus, which will manufacture wire rods, round bars and TMT bars. We are also focused on improving energy efficiency across our facilities with the ISO 50001:2018 certification for the Ghugus plant reflecting our focus on responsible and efficient energy management.

Sustainable development is embedded in our core business strategy, guiding our approach to growth, operational excellence and long-term stakeholder value creation. We are focused on minimising our environmental footprint through enhanced energy efficiency, adoption of cleaner and low-carbon technologies, increased reliance on renewable energy and responsible management of natural resources. Key initiatives include the deployment of electric and battery-operated mining equipment, implementation of scientific mine closure practices, increasing the share of renewable electricity consumption and the development of a slurry pipeline for iron ore transportation to reduce environmental and social impacts compared to conventional modes.

We also place strong emphasis on employee safety, community development and inclusive growth, while maintaining high standards of governance, ethics and transparency. As part of our people-centric approach, we have extended ESOP benefits across all employee grades and levels, including across Group companies, reinforcing a culture of shared value creation and long-term ownership. Through this integrated approach, we have achieved one of the lowest attrition rate across the industry as we continue to aim to balance economic performance with environmental stewardship and social responsibility, thereby strengthening long-term resilience and sustainable value creation. We continue to place a strong emphasis on safety, ensuring that our operations are conducted in a secure and responsible manner. At the same time, we are committed to fostering a workplace culture that values diversity, equity and inclusion. Through focused training, awareness and employee engagement initiatives, we are creating an environment where diverse perspectives are respected and innovation can thrive. As we move forward, our focus will remain on disciplined execution, operational excellence and responsible growth. We are committed to creating long-term value for all our stakeholders while contributing to the development of the industry and the regions we serve.

In closing, I would like to thank our employees, partners, shareholders and all our stakeholders for their continued belief in our ability to succeed in a competitive industry. We remain steadfast in expanding our growth horizon and strengthening the foundation of a purpose-led business.

Regards,  
**Rajesh Gupta**  
Managing Director