Company Name: Lloyds Metals & Energy Ltd

Lloyds Metals & Energy Limited presented a comprehensive growth strategy at the Equirus Conference 2026, highlighting significant operational expansion across steel and copper segments in both domestic and international markets.

Operational Highlights

1.Domestic Iron ore/Steel Operations

Asset	FY-26	FY-27(E)	Growth Plan	Total (E)
Iron Ore	26 MTPA	-	-	26 MTPA
Sponge Capacity	0.72 MTPA	-	-	0.72 MTPA
Pellet Capacity	8 MTPA	+4 MTPA	+3 MTPA	15 MTPA
Wire Rod Mill	1.2 MTPA (Q4)	-	-	1.2 MTPA
Slurry Pipeline Network	85 km (10 MTPA)	85 km (10 MTPA) 195 km (16 MTPA)	-	85 km (10 MTPA) 195 km (16 MTPA)
BHQ Beneficiation Plant	-	-	+45 MTPA	45 MTPA
Integrated Steel Plant	-	-	>5 MTPA	>5MTPA

Key Points:

- Beneficiation strategy focuses on converting 35%-40% FE content to 60%-65% FE content.
- Slurry pipelines significantly reduces freight costs (INR 2000/t) of steel made at the proposed ISP .
- Integrated steel plant configuration under review to optimize product mix and efficiency.
- Debottlenecking of 3 pellet plant which increases its capacity to 15mnT.

2.Copper Operations - DRC (Congo)

Asset	Stake	Capacity	Status
Surya Mines	50 percent	20,000 tons copper	2,754 Tonnes Q1 (12000 MTPA Current)
Chemaf	49 percent	70,000 tons Copper / 20,000 tons Cobalt	Under refurbishment - Q1 FY28

3. Papua New Guinea Expansion

- Panguna Mine - 5 million tons copper + 25 million ounces gold.
- Community first approach with 100-bed hospital and garment unit.
- Government engagement and regulatory approvals underway.

Key Q&A Highlights

- **How will copper integrate with steel operations?** We are not seeking deep integration. Our strategy is to maximize value in both businesses independently. The goal is to be the most efficient and low-cost producer in both segments.

- **What are the by-products from copper mining?** Chemaf will produce cobalt (20,000 tons) and copper (70,000 tons). Traces of zinc and other minerals have been identified but are not economically significant at this stage.

- **What is the timeline for PNG asset development?** The PNG asset is still in early evaluation phase. Government engagement and regulatory approvals are ongoing. No specific timeline has been committed. However, if it materializes, it will be transformational.

- **Why reconfigure the integrated steel plant from 3MT to 5MT?** A 3 million ton plant is not economically viable. Machinery economics favor 5 million tons minimum. We are reassessing product mix to ensure optimal efficiency with target around 2030.

- **How do you ensure compliance with DRC regulations?** All exports happen through our Dubai-based subsidiary on an arm's length basis. Copper cathodes are traded through established international channels with no restrictions on fund repatriation**.**
- **How will the Tata Steel partnership work?** Tata Steel brings world-class production capabilities and government relationships. We bring beneficiation expertise and execution excellence. The partnership is on a toll/MDO basis to support India's 350 million tons steel capacity target.
- **What is management's guidance on Capex & Leverage?** For our Congo operations, including the Chemaf plant, we expect to incur around US$350 million of capex during FY27–FY28. Overall, we are looking at INR 12,000–15,000 crore of annual capex over the next two years, excluding the ISP project. While executing this growth capex, we remain focused on prudent debt management and are targeting net debt/EBITDA of 1.0x–1.5x in long run.

Management Perspective & Vision:

Company Philosophy

We want to be the most efficient producer of whatever we produce, not the largest. We are willing to walk away from opportunities if we cannot achieve 30%-40% margins. This philosophy guides all strategic decisions from capacity sizing to product mix optimization.

Key Strategic Pillars

- **Copper**: Focus on value chain completion (mining to cathode) with 30-40 percent margin potential.
- **Steel**: Secured 4 of 5 key inputs (iron ore, power, freight, capital); being unhedged on coking coal.
- **Community Development**: Proven model in Gadchiroli; replicating in PNG to mitigate social risks.
- **Operational Excellence**: In-house EPC capabilities (LEWL); experienced management team execution.

Conclusion:

Lloyds Metals & Energy Limited is executing an ambitious yet prudent growth strategy spanning domestic steel and international copper operations. The company's differentiated positioning as an efficiency-first, value-driven producer sets it apart in commodity-driven industries.

Strategic Strengths

- Backward integration through beneficiation and pipeline logistics.
- Proven community-first development model mitigating social risks.
- Access to global copper deficit (5 MT deficit, 40 MT demand).
- Transformational PNG opportunity if approvals obtained.
- Strategic partnership with Tata Steel.
- The company is well-positioned to capitalize on structural tailwinds in copper and steel while maintaining disciplined financial management and operational excellence.