



13-15 January 2026

King Abdulaziz International Conference Center
Riyadh, Saudi Arabia

Register here



Preview

FMF26: THE DAWN OF A GLOBAL CAUSE

Welcome to Riyadh for the 5th edition of the Future Minerals Forum – the world’s leading platform to unite governments, investors, industry leaders, multilateral organizations, and NGOs in shaping the future of the minerals sector. In just four years, FMF has become the leading platform for supplier and producing nations, driving dialogue on responsible sourcing, sustainability, and equitable growth across the mineral value chain.



Here at the King Abdulaziz International Conference Center from 13-15 January, we will talk, we will listen, we will forge alliances and partnerships – and together we will further shape the future of minerals.

All 20,000 of us attending will find ourselves a part of something special – a coming together of people from all across the world, at all levels of seniority and in all kinds of roles and sectors, but with one critical thing in common: we are all committed to a future in which minerals can drive not just the energy and digital transitions that will shape our future, but societal development in supplier countries.

We are part of a ‘cause’ in all senses of the word. We belong to a global minerals movement ...and we have the power to make great things happen.

Welcome to FMF26...and welcome to the Dawn of a Global Cause.



P10 Copper for a New Era of Development

Iván Arriagada
Chief Executive Officer, Antofagasta plc



P28 A National Enabler of Progress

Eng. Abdulsalam Al-Ghamdi
Group CEO, SCCL



P37 Responsible Resource Development

Mr. Qinghai Wang
Chairman of JCHX Mining Management





THANK YOU TO OUR FOUNDING PARTNERS



CONTENTS

JANUARY 2026

01 FMF26: THE DAWN OF A GLOBAL CAUSE

FMF is the world's leading platform for shaping minerals' future.

03 ALI AL-MUTAIRI

On what makes this year's FMF different.

04 Q&A: ESNAD

The Saudi Mining Services Company is leading digital transformation in the mining sector.

05 Q&A: MAADEN

06 FMF BAROMETER

Discover a landmark document for the minerals industry.

07 VALE S.A.

07 VALE BASE METALS

08 MINISTERIAL ROUNDTABLE

The world's only government-led platform for working together on minerals.

10 IVÁN ARRIAGADA, ANTOFAGASTA

Why responsibly produced copper will help to define economic growth.

11 HELENA HEDBLÖM, EPIROC

This Swedish-based business is a true partner to mining companies.

12 WHAT IS THE FUTURE MINERALS FORUM?

A unique event, bringing stakeholders together to enable the development of responsible minerals value chains.

14 FAQs

16 MATTHEW CHAMBERLAIN, LONDON METAL EXCHANGE

Increasing confidence in sustainable production investment.

17 HIROFUMI KATASE, I-PULSE

On a geothermal revolution.

18 FLAVIA TATA NARDINI, FLEET SPACE TECHNOLOGIES

Why Agile Geoscience is the way forward for exploration.

19 JOS SIMSON, TAVISTOCK COMMUNICATIONS

Integrity and responsibility create lasting value.

20 Q&A: ZAHID TRACTOR

22 MCS

23 IRAN MINE HOUSE

23 ARGAS

24 Q&A: ROYAL COMMISSION FOR JUBAIL AND YANBU

26 AJLAN & BROS MINING

27 SAUDI EXIM

28 Q&A: SAUDI CHEMICAL COMPANY LTD

30 Q&A: BOSTON CONSULTING GROUP

32 Q&A: SAUDI ARABIA RAILWAYS

33 METSO

33 BAHRI

34 Q&A: WORLEY

35 Q&A: AWJ ENERGY

36 Q&A: METSO

37 Q&A: JCHX

38 MICHAEL STEINMANN, PAN AMERICAN SILVER

Giving investors meaningful exposure to silver.

39 DAVE GODDARD, HEXAGON

Mines of the future rely on miners of the future.

39 RANDY SMALLWOOD, WHEATON PRECIOUS METALS

Financing mines that supply metals essential for decarbonization and resource security.

40 PÅL KILDEMO, EMIRATES GLOBAL ALUMINIUM

The pioneer in low-carbon primary aluminium.

41 WEIR

41 BARRICK

42 FLOORPLAN

42 ALCOA

43 BCM

43 DRA GLOBAL

44 TMK

44 HATCH

45 AL AMRI LABS

45 ROYAL ROAD ARABIA

46 EY

46 OLIVER WYMAN

47 INTERNATIONAL EXHIBITION

Bridging thought leadership with solutions across the entire minerals value chain.

48 FRANCE

48 BRAZIL

49 CANADA

50 AUSTRIA

51 INGA PETERSEN, GLOBAL BATTERY ALLIANCE

Why minerals must be part of a just, low-carbon and responsible development story.

52 SPEAKERS

53 FMF PREMIER

Find out about our exclusive, invitation-only leadership experience.

55 FMF DIRECTORY

A comprehensive guide to FMF26's partners, sponsors and other supporters.

DISCLAIMER

The opinions expressed in this publication are those of the authors. They do not purport to reflect the opinions or views of the Future Minerals Forum, or Saudi Arabia's Ministry of Industry & Mineral Resources.

NEW FMF FEATURES FOR THE NEXT ERA OF MINERAL DEVELOPMENT

by Ali Al-Mutairi, Executive Director, Future Minerals Forum

As we prepare for the 5th edition of the Future Minerals Forum this January, we can say for sure that over the past four extraordinary years Riyadh has affirmed its position as the global hub for shaping the future of minerals and heralding the next era of mineral development.

What, then, can you expect between 13th and 15th January this year as you join over 20,000 minerals professionals from all across the world in the King Abdulaziz International Conference Center?

At FMF26 we will hear from more speakers than ever, with around 500 of the world's foremost minerals experts from mining companies, government, academic institutions and other organizations, lined up to provide their valuable insight and opinions in a packed program. Spread across a dynamic and comprehensive three-day agenda that bridges policy and practice, the speaker program brings together thought leadership with business and connects nations with industry.

For its traditional curtain raiser, FMF26 will also convene the largest Ministerial Roundtable yet, bringing together policymakers, industry leaders, experts, and institutions to address the sector's challenges and showcase practical solutions. Under the theme of 'Minerals for a New Era of Development' the Roundtable will focus on leadership, action, and the opportunity for new voices to be heard. The meeting will frame the dialogue by bridging public sector strategies with private sector priorities right across the global mineral ecosystem.

As well as the traditional elements of FMF, we are also introducing many fresh features

that promise to add even more value to participants' attendance.

For example, we will launch the first-ever Future Minerals Barometer Report. This is a first-of-its-kind global tool designed to measure and track the progress of critical mineral value-chain development across Africa, Western Asia, Central Asia and Latin America.

Developed in partnership with McKinsey & Company and other sector-leading experts, the Barometer builds on FMF's Knowledge Partnership agreement, signed earlier this year, to deliver cutting-edge analytics and industry insights to advance the sector. The FMF Barometer sets the first comprehensive baseline for how governments, companies, and investors are advancing resilient, responsible mineral supply chains. It integrates data, market intelligence, stakeholder sentiment, and project-level evidence into a single authoritative platform to guide global decision-making.

At a 'Gateway to Funding' session, FMF and leading financial institution BMO Capital Markets will join forces for the first time to co-host strategy presentations by major mining companies, offering investors an exclusive opportunity to engage directly with industry leaders.

It is an event that will drive global mineral development through investment promotion, enhancing engagement with targeted investors, and creating a robust platform to drive mineral investment opportunities.

We are grateful to BMO for sharing its deep metals and mining expertise with leaders of mining companies and large Saudi and regional investors with



Ali Al-Mutairi, Executive Director, Future Minerals Forum

a common objective – finding international opportunities to grow their investment portfolios in the sector.

Gateway to Funding will also foster the creation of business relationships through a 'matchmaking' program. Alongside it, the Forum will showcase investment opportunities, including new partnerships and other strategic commitments to create a resilient and responsible mineral supply chain.

There will also be a strong focus this year on developing minerals talent, via two new FMF features.

Our MinValley Tech and Innovation workshop will showcase AI applications and sustainability technologies, as well as providing the opportunity for some exciting start-up pitches. It will also see the announcement of the winners of the Future Minerals Pioneer competition, staged in collaboration with the National Industrial Development and Logistics Program.

Meanwhile, our MinGen workshop provides a platform for the next generation of leaders to shape the future of the minerals industry. It will facilitate engagement between current and future leaders, support accelerating the advancement of women in mining, and position the minerals sector as one that young people want to work in.

As a forward-looking platform, these initiatives are at the very heart of the Future Minerals Forum's work.

We look forward to seeing you in Riyadh to experience this rich program for yourselves.



FOUNDING PARTNER: ESNAD FP05

QUESTION TIME: ESNAD

Fueled by an entrepreneurial spirit, ESNAD is leading the digital transformation of Saudi Arabia's mining sector. Its CEO, **H.E. Ibrahim AlNassar**, explains the role it's playing in supporting Saudi Arabia to become a global leader in the responsible and strategic development of critical minerals.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia has undertaken a significant transformation to become one of the world's most attractive mining destinations. Through ESNAD, the Kingdom has redefined the licensing journey, making it more transparent, efficient, and accessible for investors. More than 90 digital services now streamline approvals and allow investors to plan with confidence.

At the same time, precise compliance oversight ensures that financial, environmental, and social obligations are consistently upheld, creating a balanced system that safeguards national resources while encouraging sustainable investment.

These improvements directly reflect the Kingdom's commitment to Vision 2030, where mining is identified as the nation's third industrial pillar. The results are clear: Mining and Small Mines License Issuances increased by 116% from 2024 to 2025, and the area covered by Exploration Licenses grew by 38%. Most notably, Saudi Arabia's global ranking in the Mining Investment Attractiveness Index jumped from 104th to 23rd, one of the fastest and most significant improvements ever recorded.

HOW IS KSA SHAPING THE GLOBAL CONVERSATION ON CRITICAL MINERALS?



His Excellency, Ibrahim AlNassar, CEO ESNAD

Saudi Arabia is positioning itself as a global leader in the responsible and strategic development of critical minerals. ESNAD plays a central role in this transformation by enabling the optimal management of mining rights, integrating sustainability, and ensuring regulatory clarity.

The Kingdom's shift from fragmented mining operations to a structured, competitive, and attractive ecosystem demonstrates its commitment to modernizing the sector.

By aligning with Vision 2030, Saudi Arabia is building a resilient mining framework grounded in transparency, data accessibility, and investor confidence. This transformation, paired with strong partnerships and advanced technologies, signals to the international community that the Kingdom is serious about becoming a global hub for sustainable and future-ready mining. The 22% year-on-year revenue growth from 2024 to 2025 further

underscores its emerging influence in shaping the global minerals conversation.

HOW WOULD YOU DESCRIBE THE VALUE THAT YOUR OWN ORGANIZATION IS DELIVERING TO SOCIETY THROUGH MINERALS?

ESNAD delivers long-term value to society by ensuring that mineral resources are developed responsibly, transparently, and sustainably. Through strong land-use planning, rigorous compliance, and a focus on environmental and social stewardship, ESNAD helps ensure that mining activities contribute positively to communities and national development.

By simplifying investor processes and accelerating project readiness, ESNAD strengthens the mining sector's contribution to economic diversification, job creation, and local empowerment.

ESNAD's role in embedding digital transformation, sustainability practices, and operational excellence, ensures that the benefits of mining extend beyond resource extraction, supporting resilient infrastructure, stronger regional development, and a thriving, globally competitive industry.

WHAT WORK IS YOUR ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

ESNAD is taking a significant step forward in building national talent through two newly launched development programs. ESNAD's Graduate Development Program is a year-long initiative designed to prepare Saudi graduates for the mining sector through hands-on field training, expert

mentorship, and exposure to global best practices. In addition, ESNAD has introduced REKAZ Future Leaders Development Program in collaboration with INSEAD, offering a 10-month curriculum focused on strategic thinking, decision-making, and innovative leadership.

Complementing these efforts, ESNAD is expanding technical capabilities through partnerships that integrate AI, satellite monitoring, and IoT technologies, establishing a strong pipeline of future-ready talent for the mining industry.

WITHIN YOUR ORGANIZATION, WHERE DO YOU SEE THE POTENTIAL OF AI FOR THE MINERALS INDUSTRY?

AI is a powerful enabler within ESNAD's operational and strategic framework. It enhances field logistics, improves compliance monitoring, and strengthens digital oversight across mining sites. By integrating AI with satellite imagery and smart monitoring systems, ESNAD ensures that investors operate in a fully prepared, data-rich environment where risks are reduced and decision-making is accelerated.

AI also supports predictive maintenance, land-use optimization, and sustainability compliance, allowing mining activities to meet the highest global standards. These applications contribute to a more transparent, efficient, and environmentally responsible mining ecosystem, reinforcing ESNAD's mission to transform ambitious projects into operational realities.

► For more information, visit smc.sa

FOUNDING PARTNER: MAADEN FP07

QUESTION TIME: MAADEN

Maaden, the Saudi Arabian Mining Company, is one of the world's fastest-growing mining companies and is committed to making the industry the third pillar of Saudi Arabia's economy, driving forward development and global leadership for the Kingdom. We asked **Donovan Waller, Chief Technology Officer**, about the opportunities afforded by AI, and much more.

WITHIN YOUR ORGANIZATION, WHERE DO YOU SEE THE POTENTIAL OF AI FOR THE MINERALS INDUSTRY?

The opportunity for AI spans the full value chain: from pinpointing deposits faster to dynamic plant control and ultimately fully integrated pit-to-port systems that learn and optimize continuously.

At Maaden, we're already seeing the impact. We've piloted over 80 technology, AI and digital use cases, many of which are now embedded across the business. In exploration, AI is sharpening our view of the subsurface and helping us identify targets with far greater accuracy.

In our plants, AI-driven control stabilizes operations and lifts throughput, while predictive models are catching equipment issues before they become failures.

We're also using digital twins to cut project timelines dramatically — work that once took days can now be simulated and refined in minutes.

Additionally, AI is breaking down the silos that once separated our technical teams. Today, geologists, planners and metallurgists can work from a single source of truth, making decisions that are faster, better informed and fully aligned across the value chain.

WHAT WORK IS YOUR

ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

Across Maaden, we are designing digital tools, simulation environments and AI copilots to give people real-time guidance and insight.

These systems allow younger engineers, supervisors and operators to make stronger decisions earlier in their careers, reducing the time it takes to build deep capability. If it once took 10–20 years to develop top operational leaders, AI gives us a way to bring that down to a fraction of the time by exposing people to more scenarios, richer context and better decision pathways. We're also creating new

OUR AMBITION IS SIMPLE:

USE AI TO ELEVATE PEOPLE.



Donovan Waller, Chief Technology Officer, MAADEN

blended digital roles - like data geologists, digital metallurgists, automation specialists - that bring together domain expertise with AI and data literacy. These roles didn't exist a few years ago but they're helping us attract a new generation of talent that may not have considered mining in the past.

FMF26 WILL HOST PARTICIPANTS FROM ALL ALONG THE MINERALS VALUE CHAIN - WHAT WOULD BE THE IDEAL KIND OF PARTNERSHIP FOR YOUR ORGANIZATION?

The ideal partner is one that shares our appetite for bold innovation. We're looking for collaborators who want to co-create the next generation of mining systems. The perfect partner for Maaden brings deep technical capability, aligns with our 'Team Maaden' mindset, and an ambition that matches the scale of the opportunity we see in Saudi Arabia.

These partners stretch what's possible in our industry. Our work with Ivanhoe Electric is a good example: combining their advanced geophysics and AI-driven exploration technology with our scale and geological ambition. Together, we're able to identify and characterize mineral systems that would have been extremely difficult using conventional methods. We are working toward an AI-enabled, fully integrated pit-to-port ecosystem by 2030, where mining, processing, logistics and maintenance operate as one coordinated system. Reaching that vision requires partners who can help us industrialise frontier sensing, digital twins, autonomous systems and real-time optimisation models across our operations.

Crucially, we look for partners

who can turn innovation into reliable, scalable performance. In mining, technology must work under real operating conditions and deliver repeatable results across complex value chains. Breakthroughs only matter when they can be deployed safely and at full scale — not just proven in controlled environments.

HOW CAN THE WORK OF FMF26 ON MINERALS CONTRIBUTE TO THE WORLD'S VAST INFRASTRUCTURE NEEDS?

FMF26 comes at a critical time as the world's infrastructure needs are exploding. Everything from electrification and energy transitions to data centers and AI itself depends on minerals. The reality is simple. We cannot build the future at the speed the world expects unless we intentionally accelerate how we discover, develop and operate mineral resources.

This is exactly where FMF26 can help. Bringing together government, operators and technology partners and aligning new ways of thinking creates an environment to tackle the sector's biggest constraints. This collaboration is essential if we want to meet the world's infrastructure ambitions and it sets the stage for technologies like AI to play a far more central role in how minerals are found and produced.

We're now using AI to find and unlock the minerals that will, in turn, power the next generation of AI. It's a reinforcing cycle: AI helps us produce the resources that fuel AI. FMF26 is where that future takes shape and Maaden intends to be at the centre of it.

► For more information, visit maaden.com



TRACKING PROGRESS ON MINERAL VALUE CHAIN CREATION

The Future Minerals Forum (FMF) Barometer represents a landmark document for the minerals industry: a first-of-its-kind global tool designed to measure and track the progress of critical mineral value-chain development across supplier countries.

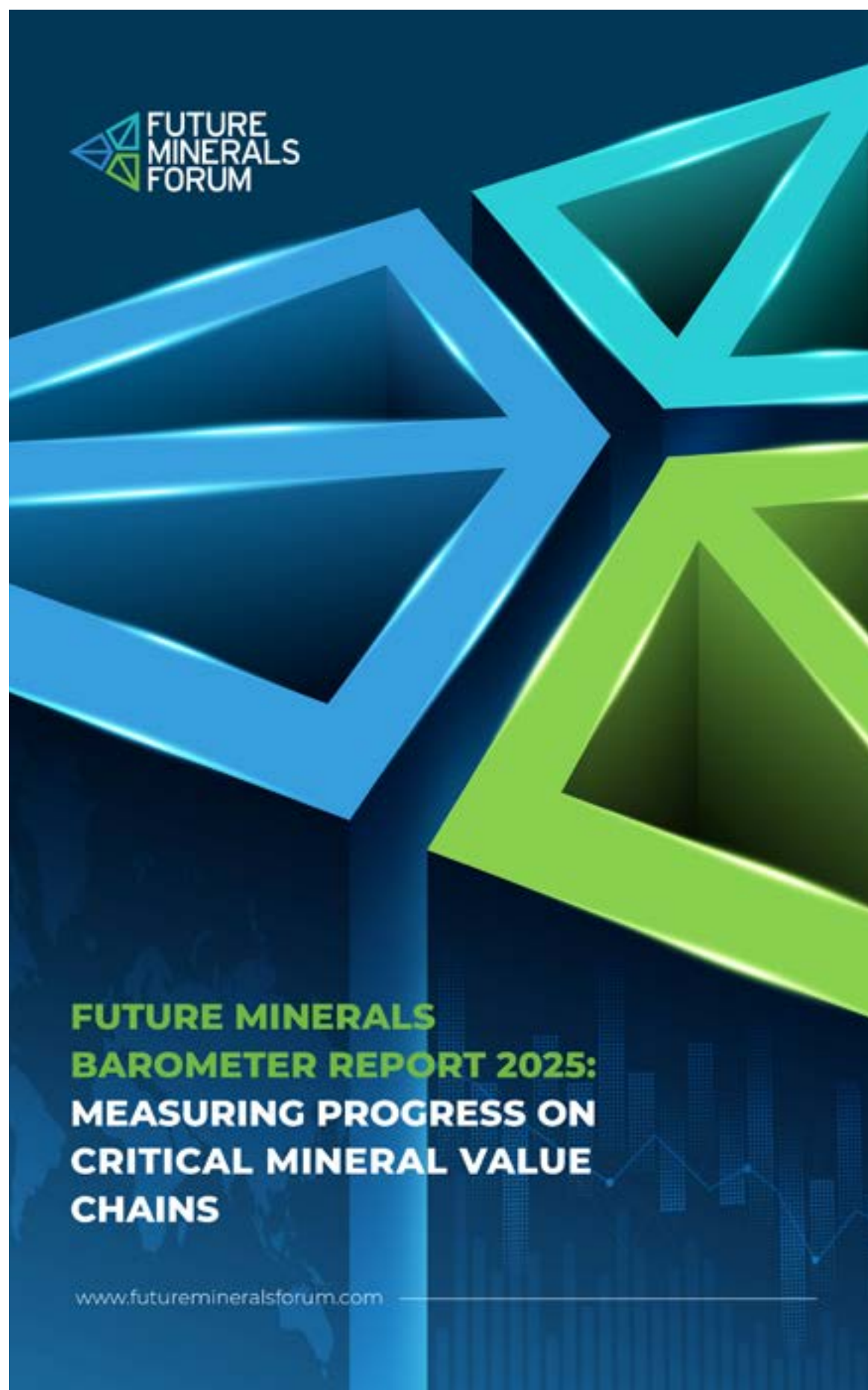
The Barometer is supported by the Future Minerals Framework, developed with input from 47 experts from various multilateral organizations, NGOs, and companies. It was first introduced at the 2025 Ministerial Roundtable. The Framework identifies key enablers to unlock the potential of end-to-end mineral value chains: Policy and Regulations; Financing; Infrastructure; Sustainability; Talent; Technology; and Geology. The Framework outlines a blueprint to establish resilient mineral value chains spanning exploration and mining through logistics, processing, and advanced manufacturing. Each step is to be bolstered by coordinated action among governments, industry, and communities.

The Barometer offers a snapshot of how capital, risk, and confidence are shaping global critical minerals markets. Data reveals where investment is concentrating, where it is retreating, and the widening gap between mineral endowment and capital allocation. Against this baseline, the FMF Barometer will track shifts in risk perception, investment flows, and progress toward more resilient mineral value chains.

The report will include:

- Focused analyses of supply and demand trends
- Identification of vulnerabilities in global and regional supply chains
- Evaluation of geopolitical and macroeconomic impacts
- A forward-looking approach to help manage risks while securing long-term supply.

► For more information, visit: <https://www.futuremineralsforum.com/fmf-barometer-report-2025/>



STRATEGIC PARTNER: VALE S.A. SP17

VALE IN THE MIDDLE EAST: ADVANCING UPSTREAM INFRASTRUCTURE FOR LOW-CARBON STEEL

As the global steel industry confronts the challenge of decarbonisation, Vale is executing a deliberate shift in its strategy, from a raw materials supplier to an enabler of infrastructure that supports cleaner steelmaking. This transition hinges on proximity: moving value-added agglomerates closer to hydrogen and DRI infrastructure, where emissions are ultimately reduced.

The Middle East plays a central role in this shift. Strategically located at the intersection of global trade routes, with access to clean energy and industrial offtakers, the region offers the fundamentals required for upstream

| integration at scale.

In early 2025, Vale signed a land reservation agreement at Ras Al Khair, Saudi Arabia. The site, adjacent to ports and hydrogen infrastructure, strengthens Vale's ability to configure integrated Mega Hubs designed to co-locate briquetting capacity near DRI production. It is part of a growing regional architecture supporting the global steel transition.

For Vale, Ras Al Khair is not a standalone investment. It is a component of a broader industrial strategy that positions the company to enable regional and global decarbonisation pathways. As infrastructure decisions



increasingly shape where and how low-carbon steel is made, Vale is anchoring its growth in ecosystems where energy, logistics, and demand align. From Oman to Saudi Arabia, Vale is establishing the building blocks of a new

upstream network, one designed not only to supply the steel industry but to shape its low-carbon future.

► For more information, visit vale.com

STRATEGIC PARTNER: VALE BASE METALS SP17

VALE BASE METALS



2025 was a landmark year for Vale Base Metals (VBM). The company initiated a full-scale transformation, simplifying the way it operates, empowering operators, improving planning, and removing hundreds of millions in costs from the business.

This has translated into significantly improved results. Production through the first three quarters of 2025 put the company on track to meet the high-end of its full-year production guidance for both copper and nickel – a first for VBM. Copper and nickel costs

are down significantly, while EBITDA and revenue are both up sharply.

VBM's transformation has positioned the company to unlock the immense value of its copper endowment in Brazil. This unique and substantive endowment includes the Salobo Complex, the largest copper operation in the country, along with a series of highly-attractive copper growth projects that will help double VBM's annual copper production to 700,000 tonnes by 2035.

These are high-grade projects in accessible geographies in the Carajás region in Brazil near VBM's existing infrastructure. They include the Bacaba Project, which is expected to begin construction in 2026, along with Alemão, Cristalino, 118, and Paulo Afonso.

VBM's recently announced preliminary agreement with Glencore to develop adjacent copper deposits in Sudbury, Ontario, could generate further upside to copper production.

The company also continues to invest prudently in its nickel business to increase its global competitiveness amid the difficult nickel price environment. These are polymetallic assets that include copper, gold, silver and PGMs – a compelling mix that helps offset

the weaker nickel price.

In sum, VBM is not the same company it was twelve months ago. It is a leaner, more agile, resilient, productive, and cost competitive organization. It is building a track record as a safe, responsible, and reliable producer built to weather any cycle.

Critical minerals like nickel and copper are at the nexus of global efforts to decarbonize, electrify and digitize. There are only a handful of companies today capable of supplying these minerals safely, securely, and reliably at scale.

VBM is one of them – providing mineral security to a world in transition.

► For more information, visit valebasemetals.com

MINISTERIAL ROUNDTABLE: LEADING GLOBAL GOVERNMENT ACTION ON MINERALS

Opening the Future Minerals Forum 2026 on January 13th will be the fifth Ministerial Roundtable. This unique and inclusive meeting brings senior government representatives from around the world together with other stakeholders to collaborate in finding common ground to develop resilient mineral supply chains.

The Ministerial Roundtable is the world's only government-led platform, convened by Saudi Arabia and owned by all participating governments, for seeking to work together to produce the minerals the world needs for the energy transition. It shapes the agenda on minerals by identifying and implementing practical actions to create resilient and responsible mineral value change.

The 2026 meeting will bring together more government representatives than ever before to further regional collaboration on the sustainable development of the minerals and mining industry. At the Roundtable they will discuss how critical minerals can become a major development driver in supplier countries.

At the 2025 Roundtable, over 90 countries were represented, including 16 G20 nations. Also in attendance were 50 multilateral organizations, NGOs and business associations, including the World Bank, UN and UNIDO.

Previous meetings of the Roundtable have shown the historic significance of the event and that it is now regarded as the primary place where global action on minerals is formulated.

Together, its participants show that the world's energy ambition is matched by their commitment to bringing meaningful



change to mineral production so that it can bring social and economic prosperity to their countries.

This 2026 meeting will serve as a platform to review progress made under the international Critical Minerals Framework, track impact through the Future Minerals Barometer, and mobilize collaborative efforts to ensure that

the mineral-rich regions of Africa, West, and Central Asia play a central role in shaping a more sustainable and inclusive global minerals future.

The 2026 Ministerial Roundtable will demonstrate the power of partnership and the progress that can be achieved by collaboration and coordination between



governments and their partners from the private sector and civil society.

2026 MRT SUBSIDIARY MEETINGS

The MRT will also host five subsidiary meetings, dedicated to the network of Centers of Excellence that is being developed under its auspices. These meetings include the following topics:

1. GEOLOGY

At the International Geological Surveys (IGS) meeting, CEOs of geological surveys, industry exploration leaders, technology suppliers and strategic partners will meet.

Objectives include enabling mineral production by building capacity in geological surveying through skills development, providing access to reliable data; creating an attractive investment environment; and designing policies that are fit for purpose.

2. POLICY

Experts from governments, multilateral organizations, think-tanks and industry will gather to identify priority areas. This includes the delivery of practical and sustainable policy solutions at scale to unlock regional mineral value chains, share prosperity and minimize environmental and social externalities.

3. SUSTAINABILITY

With the insight of experts from academia, government, industry, NGOs, associations, traceability companies and start-ups, the meeting will discuss the development of a sustainability hub in Morocco for building capacity in the Super Region for mineral development. The hub will be an integral part of the FMF Critical Minerals Framework, supporting responsible mining practices and



transparency as key enablers of mineral supply, focusing on emerging supplier countries and regions in Africa, Western and Central Asia, Latin America and Southeast Asia.

4. TALENT, RESEARCH AND DEVELOPMENT

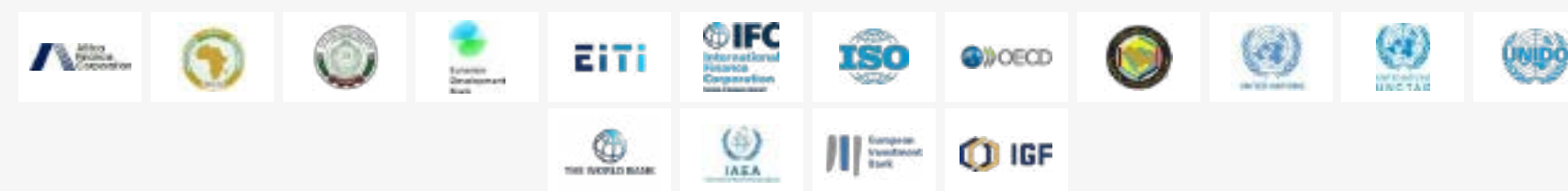
Experts from academia, government, industry, NGOs, associations, public and private research institutions will meet to progress the creation of a talent, research and development hub in Southern Africa to support mining skills development and mobility in supplier countries.

5. TECHNOLOGY

Benefitting from the attendance of experts from academia, government and industry, the meeting's objective is to establish a technology hub in Saudi Arabia for building capacity in the Super Region for mineral development.

The hub will be an integral part of the FMF Critical Minerals Framework, supporting technological innovation as a key enabler of mineral supply, focusing on emerging supplier countries and regions in Africa, Western and Central Asia, Latin America and Southeast Asia.

MULTILATERAL ORGANIZATIONS



INDUSTRY ASSOCIATIONS



NON-GOVERNMENT ORGANIZATIONS





COPPER FOR A NEW ERA OF DEVELOPMENT

Responsibly produced copper will help to define the next period of economic growth, writes Iván Arriagada, Chief Executive Officer, Antofagasta plc

The world is entering a new era of development – one driven by the twin imperatives of energy security and electrification. As the world accelerates the adaptation of new technologies (like AI, smart grids, and data centres) copper is indispensable, enabling the electrification of transport, renewable energy, and digital infrastructure, and Antofagasta's responsibly produced copper is at the heart of this global transition.

Listed on the London Stock Exchange for over 130 years, we are proud to represent Chile's contribution to global progress. Today, we are one of the world's largest pure-play copper producers and we remain focused on the same purpose that has guided us for generations: developing mining for a better future.

RESPONSIBLE COPPER GROWTH

As global priorities evolve, copper's importance is becoming ever more apparent. Demand continues to rise, driven by structural trends, whilst global supply from existing mines is set to tighten over the medium-term, reflecting declining grades, ore hardness and rising permitting constraints. This structural gap highlights the importance of Chile as the number one global copper supplier.

In a world where many producers are struggling to maintain output, our disciplined growth plan sets us apart. Our focus on brownfield growth at our two large-scale mining districts leverages our substantial resource base and proven operational expertise, enabling us to deliver new copper volumes efficiently and with lower risk than greenfield developments.

Centinela's Second Concentrator construction of which is now more than 50% complete – will add 170,000 tonnes of copper-equivalent per year and double Centinela's gold and molybdenum output, moving the district towards the first quartile of the global cost curve. This US\$4 billion investment is on schedule and on budget, demonstrating our disciplined approach to project delivery.

Centinela's concentrator is also a demonstration of our robust sustainability credentials, as it operates entirely on

renewable electricity and raw seawater, reflecting our commitment to efficiency and environmental stewardship.

At Los Pelambres, our largest mine, we are doubling the capacity of the desalination plant to 800 litres per second and constructing a new, 125 km concentrate pipeline. These projects are also on schedule and on budget, and will ensure long-term operational stability and a secure our supply of water for future growth.

PEOPLE, SAFETY AND COMMUNITY AT OUR CORE

No progress is possible without our people. We are proud to have marked over four years without a fatality, with lost-time injury rates consistently ahead of industry benchmarks.

Within our workforce, nearly 70% of our



Iván Arriagada, Chief Executive Officer, Antofagasta plc

Los Pelambres workforce is from the local region, and at Centinela, over 1,200 women have joined the team behind the Second Concentrator Project – demonstrating our commitment to regional development.

INNOVATION AND TECHNOLOGY – DEFINING THE NEXT GENERATION OF MINING

Innovation is essential to maintaining margins in modern copper mining, and we are deploying cutting-edge technologies, from autonomous mining equipment and AI-driven analytics, to our proprietary leaching technology, Cuprochlor-T®.

Collectively, these efforts are designed to optimise production, extend mine lives, and help set new standards in efficiency and sustainability.

Overseeing our processes, our integrated remote operation centres coordinate our management of the entire mine-to-port value chain, driving further improvements in both safety and productivity.

COPPER'S ENDURING ROLE IN A NEW ERA OF DEVELOPMENT

The world's growing demand for responsibly produced copper will help to define the next period of economic growth.

At Antofagasta, we are ready to meet that demand responsibly, efficiently and with a long-term view.

We operate in a leading, lower risk mining country, with four well-established copper mines, each with a significant resource base. Across the Group, we have a focus on safety, delivering strong margins and a track record of innovation.

At Antofagasta, we are developing mining for a better future, supplying the copper vital to global progress responsibly and efficiently.

► **For more information, visit antofagasta.co.uk**

FROM EXPLORATION TO PRODUCTION, EPIROC SUPPORTS YOUR JOURNEY

After a year filled with advancements in innovation, mining equipment manufacturer Epiroc aims high also for 2026. The company will continue to roll out top-modern machines, services and solutions that strengthen mining companies' safety and productivity while lowering their emissions and total cost of ownership. Epiroc has a long history in the Middle East, including Saudi Arabia, and as the country now enters a new era in mining, Epiroc stands ready to contribute to this journey.

Sweden-based Epiroc, with around 19 000 employees, is a true partner to mining companies around the world working with hard rock formations. Minerals extracted using Epiroc's drill rigs, loaders, trucks, drilling tools, advanced solutions and aftermarket support include copper, gold, iron ore, zinc and platinum. The company is also on the forefront of exploration, providing drill rigs and digital solutions enabling the search for hidden minerals.

Recently, Epiroc has achieved several innovation milestones. In 2025 it won its largest contract ever, to provide iron ore producer Fortescue with a massive fleet of fully autonomous and electric surface blasthole drill rigs. Once up and running, the cable-electric and battery-electric drill rigs will be operated autonomously in the Australian desert from a comfortable control room more than 1,500 kilometers away.

Another recent highlight is the creation of the world's largest fully agnostic autonomous mine. Epiroc, utilizing its LinkOA system, has converted 78 non-Epiroc haul trucks from manual to fully driverless at Hancock Iron Ore's Roy Hill mine in Australia. LinkOA is interoperable and scalable regardless of manufacturer, so called OEM-agnostic. With this ground-breaking technology now tested and proven, Epiroc looks forward to supporting more customers with its mixed-fleet automation solution.

Epiroc's suite of digital solutions goes a long way to boost mining safety and productivity. One example is its market-leading Collision Avoidance System (CAS) that addresses one of mining's most severe safety problems: vehicles crashing into other vehicles or running over mine workers on foot. Epiroc provides CAS of the highest level, Level 9, which commands the vehicle to stop when detecting a potentially dangerous situation

unless the operator acts. As is usual with Epiroc's digital solutions, the system is applicable regardless of manufacturer or type of equipment.

Epiroc's strong exploration portfolio positions its well in emerging mining markets. Saudi Arabia's exploration activities show significant momentum and Epiroc is part of shaping this early phase. As mining projects in Saudi Arabia transition from exploration to production, Epiroc will be there to support with drill rigs, loaders, trucks, automation and digital solutions. Epiroc is looking forward to being a long-term partner as Saudi Arabia takes the opportunity to design mines with advanced technology, fully aligned with Vision 2030. Epiroc has participated in similar early-stage mining transitions in other countries, including recently in the Democratic Republic of Congo (DRC). In countries like the DRC, Epiroc has learned a critical success factor is building local competence, and hence the company collaborates closely with

customers to create a clear development plan. In the DRC, Epiroc invested early with local workshops, recruitment, training, and simulators that allow operators to learn safely before handling advanced equipment. It then layers on more advanced technologies including automation, collision avoidance, and real-time positioning. Epiroc foresees how a similar approach could be very successful for its customers in Saudi Arabia.

Helena Hedblom, Epiroc's President and CEO, participated at last year's Future Minerals Forum, and will do so again at FMF 2026. "It was a fantastic event last time," Helena Hedblom says. "All the major mining players were there. It was very well organized, a positive spirit, and there was a strong sense that this is where the future of mining is being shaped. I look forward very much to participate in the FMF again."

► **For more information, visit epiroc.com**



Helena Hedblom, Epiroc's President and CEO

WHAT IS THE FUTURE MINERALS FORUM?

The Dawn of a Global Cause starts here.

Since its maiden edition in 2022, the Future Minerals Forum (FMF) has grown in leaps and bounds to become the leading global platform for shaping the future of minerals. Now in its 5th edition, FMF 2026, themed 'Dawn of a Global Cause', will build on the momentum of past editions to drive a new age of mineral development across supplier countries.

Dawn of a Global Cause will convene senior governments, industry experts, investors, academia, government, and non-governmental organizations, and other stakeholders across the entire mineral value chain to promote resilient and responsible supply of minerals.

The forum will facilitate agreements, launch transformative initiatives, and spark dialogues reshaping the future of minerals.

FMF is more than a conference and exhibition; it is a government-led forum, a cause driven from Saudi Arabia—a cause that brings the world together to deliver the minerals for creating a new era of global development, prosperity, and stability.

OUR MISSION

To convene leaders from government, business, multilaterals, NGOs, academia, and trade associations in a government-led, action-focused, and multistakeholder platform. FMF is committed to driving tangible outcomes that enhance the global minerals ecosystem and advance the electrification goals.

OUR PURPOSE

Enable the creation of resilient and responsible mineral value chains in supplier regions for a new age of global development.

FMF is a catalyst for sustainable growth,



ensuring that mineral-rich regions can fully benefit from their resources.

OUR OBJECTIVES

1. Create an inclusive, multistakeholder space bringing together leaders from around the world to enable a new age of development and prosperity in supplier countries.
2. Position Saudi Arabia as a global hub for minerals and metals production and trade.
3. Attract investments to develop resilient mineral value chains across supplier regions, ensuring global access to critical minerals.

LEVERAGING THE UNIQUE POSITION OF THE KINGDOM OF SAUDI ARABIA

Saudi Arabia has positioned itself as a leader in the global minerals and energy sectors, not only through its vast natural resources but also by fostering a global dialogue on sustainable mineral supply.

With Vision 2030, the Kingdom has accelerated investments in green



technologies, sustainable mining practices, and international collaborations that are shaping the future of the industry.

The highly anticipated 5th edition is scheduled to take place from January 13–15 2026, in Riyadh, Saudi Arabia.

FMF reflects the Kingdom's ongoing commitment to advancing international cooperation across the global mineral value chain.

FMF will facilitate knowledge sharing and technology transfer, encouraging attendees to create meaningful international partnerships and initiatives that can inspire new ways of thinking and drive forward a unified effort to make sustainable mineral supply a common path for global energy transition conversations.



ADDRESSING REALITY

Mineral demand is rising, and it will not slow down.

Without strong partnerships across the value chain, the industry is projected to struggle in meeting the growing global demand.

Taking place in Saudi Arabia, FMF is the world's go-to platform for collaboration, trust-building, and decisive action among global stakeholders.

WHAT TO EXPECT AT FMF 2026

The 5th edition of FMF will feature specialized themes and dynamic showcases centered around the most critical topics shaping the global minerals industry.

FMF 2026 provides a platform for leaders, innovators, and investors to connect, collaborate, and shape the future of minerals, driving resilience and responsible supply.



FREQUENTLY ASKED QUESTIONS

GENERAL INFORMATION

Where and when will the Future Minerals Forum 2026 take place?

The Forum will be held 13–15 January 2026 at the King Abdulaziz International Conference Center (KAICC) in Riyadh, Saudi Arabia.

What is the Future Minerals Forum?

The Future Minerals Forum (FMF) is a global platform convened by the Ministry of Industry and Mineral Resources, Saudi Arabia, connecting governments, investors, and industry leaders to shape the future of minerals for energy transition and industrial growth.

What are the Forum opening hours?

The conference and exhibition will operate daily from 10:00 – 18:00 (Arabian Standard Time).

What is the event dress code?

Business formal or national dress is required for all attendees.

What is the weather like in Riyadh in January?

Expect mild winter temperatures, typically 12–25°C (54–77°F) with low humidity.

REGISTRATION & BADGING

How do I register?

Register online via the FMF Registration Portal. Early registration is recommended due to high demand.

Are there any costs to attend?

No, attendance at the Future Minerals Forum is complimentary for approved participants. The Forum is hosted under the patronage of the Ministry of Industry and Mineral Resources, Saudi Arabia, as a global public-private platform to advance collaboration across the minerals and metals ecosystem.

Once your registration is approved, you'll receive full access to the conference sessions, exhibition, and networking areas at no cost. However, certain invitation-only programs such as the Ministerial Roundtable and VIP dinners require separate approval.

I have registered but not received my confirmation email or QR code. What should I do?

Please check your spam or junk folder. If you still haven't received it within 24 hours, contact registration@futuremineralsforum.com.

ATTENDANCE & ACCESS

How do I access KAICC?

Show your badge or digital QR code at the venue entrance. Security checks are mandatory for all attendees.

Is there an onsite medical or emergency service?

Yes, there is a Clinic located behind the Speaker Lounge. There will be an Ambulance parked outside the delegate entrance.

Is there onsite parking?

Delegate parking will be available at King Saud University (KSU), with a complimentary shuttle bus operating between KSU and the King Abdulaziz International Conference Center (KAICC) throughout the event.

Sponsors and Exhibitors will have access to designated parking areas at KAICC and the Ritz-Carlton, according to their package entitlements.

Premier, VIP, and Government guests will have dedicated parking directly at KAICC.

PROGRAMME & NETWORKING

Where can I see the conference agenda?

The preliminary programme is available on the Agenda Page and updated regularly.

Where can I find the list of speakers?

See confirmed global leaders and policymakers on the Speakers Page.

Where can I view the list of exhibitors?

Visit the Exhibitors Directory for participating companies and countries.

What are the event's main themes?

FMF 2026 explores nine strategic themes focused on critical minerals, energy transition, innovation, and sustainable value chains. Full details on the Themes Page.

How do I register for the Ministerial Roundtable on 13 January?

Participation is by invitation only.

What is FMF Delegate Connect?

FMF Delegate Connect is the Forum's dedicated online platform designed to help you make the most of your time at FMF. It enables you to pre-schedule one-to-one meetings and connect with delegates, sponsors, and speakers both before and during the event.

Specifically curated for FMF, the platform uses an intelligent matching algorithm to recommend meeting partners based on your sector, role, commodities of interest, and region. You can easily search, filter, and message participants directly — all through an intuitive, user-friendly interface.

Whether you're seeking new partnerships, investment opportunities, or government engagement, Delegate Connect is the simplest and most effective way to maximise the return on your participation at the Future Minerals Forum.

How do I access Delegate Connect?

Once your registration for the Forum is confirmed, you'll receive an email invitation to activate your Delegate Connect account. Simply follow the link to set your password and complete your profile.

From there, you can browse the delegate list, send meeting requests, and build your



agenda. The platform can be accessed via desktop or mobile, and your login credentials will remain valid throughout the event.

For the best experience, we recommend activating your account early, it's your personal gateway to networking.

Is there an FMF Event App?

Yes, the FMF Event App is your digital companion during the Forum. The FMF Event App will be available for download from the App Store and Google Play ahead of the event. Registered participants will receive an email with download links and login instructions closer to the Forum dates.

What networking opportunities are available?

FMF hosts a series of VIP Receptions, Roundtables, and Networking Events for registered delegates and sponsors.

SPONSORS, PARTNERS & MEDIA

How can my company sponsor or exhibit at FMF?

Explore partnership opportunities on the Sponsorship & Exhibition Page or email connect@futuremineralsforum.com.

Who are FMF's partners and supporting organizations?

A full list of global and regional partners is available on the Partners Page.

How can I apply for a media pass?

Accredited journalists can apply via the Registration Portal.

Where can I find the FMF Media Center?

The FMF Media Centre is located on the left-hand side immediately after the delegate entrance.

SOCIAL & CONTACT

Does the Future Minerals Forum have official social media channels?

Yes, follow FMF on:

- **LinkedIn:**
<https://www.linkedin.com/company/futuremineral/>
- **X (Twitter):**
<https://x.com/futuremineral>
- **YouTube:**
<https://www.youtube.com/FutureMineral>
- **Facebook:**
<https://www.facebook.com/FutureMineral/>

Who can I contact for support?

- **Speaking inquiries:**
speaker@futuremineralsforum.com
- **Marketing inquiries:**
marketing@futuremineralsforum.com
- **Sales & Sponsorship inquiries:**
partner@futuremineralsforum.com
- **Operations Logistics inquiries:**
operations@futuremineralsforum.com
- **Registration inquiries:**
registration@futuremineralsforum.com

ADDITIONAL INFORMATION

Is the event sustainable?

FMF is committed to sustainable event management, minimising waste, and promoting responsible sourcing in line with Vision 2030 sustainability goals.

Will wi-fi be available onsite?

Yes, complimentary Wi-Fi is available throughout KAICC for all registered attendees.

Are prayer rooms, WCs and quiet areas available?

Yes. Dedicated prayer and reflection rooms are available at the following locations:

- Outdoor Heavy Machinery area
- Outdoor area near the Delegate Entrance
- International Exhibition Hall
- Restroom facilities (WCs) are conveniently located throughout the venue and clearly signposted.

Will photography or filming take place at the event?

Yes, professional photography and video recording will take place throughout the Forum. By attending, you acknowledge that images and footage captured may be used in FMF's future communications and promotional materials.





SUSTAINABLE METALS FOR THE NEW ERA OF DEVELOPMENT

Matthew Chamberlain, Chief Executive Officer of the London Metal Exchange, explains how the LME's work is helping to increase companies' confidence that investment in sustainable production has a solid business case.

The Future Mineral Forum's excellent paper, Critical Minerals and Energy Transition, sets out many of the challenges that are relevant to the theme of this year's forum. We are all familiar with the need for critical minerals and metals, but nonetheless, the numbers in the paper are still striking. For solar to generate a third of the world's electricity by 2050, at least two million tonnes of copper would be needed every year, just for on-site infrastructure, alone. Yet, as the paper points out, producing the commodities needed for the transition also brings its own associated environmental challenges. Consequently, there is a common interest in encouraging producers to take a more sustainable approach.

PRICING SUSTAINABILITY

The LME already requires all metal traded on its market to meet responsible sourcing standards, but in recent years we have been asked whether we can reflect the enhanced sustainability credentials of different metal brands in prices discovered on the LME. As a marketplace, price discovery is at the heart of our business, and we have been keen to play our part in determining whether sustainable metals demand a premium.

THE EVOLUTION OF SUSTAINABILITY STANDARDS

This presents challenges—in particular securing agreement with market stakeholders over what exactly constitutes sustainable metal. However, we have seen growing industry consensus around this issue with a number of initiatives now including standardised reporting on material issues specific to different metals industries. We believe that it is now possible to facilitate a fair and scientifically



Matthew Chamberlain, Chief Executive Officer of the London Metal Exchange

based sustainability premium market.

We took our first steps in March 2024 with the launch of a low-carbon nickel price discovery pilot initiative in collaboration with Metalshub, a Germany-based digital solutions provider. While volumes have remained relatively low, it has provided valuable insight for the next steps that we have since put in place.

THE LME'S SUSTAINABLE METAL PREMIA ROADMAP

This year we have been engaging extensively with physical market stakeholders on a set of enhanced sustainability thresholds—incorporating both maximum carbon footprints and third-party sustainability assurances, based on internationally recognised methodologies—for LME-branded aluminium, copper, nickel and zinc. With these thresholds defined, we set out a roadmap for the discovery of sustainable metal premia for these four metals, built on the foundational pillars of standardisation and transparency. Our pricing solution is based on four key elements that build on the existing strengths of our market:

- The premium pricing will be for LME-branded metal only, which ensures market-leading quality and responsible sourcing standards are already being met.
- Premium sustainability threshold information will be disclosed on LME passport, the LME's digital sustainability credentials register which already holds more than 1300 sustainability disclosures across 57 standards and metrics.
- LME brands whose disclosures meet the premium sustainability thresholds will be eligible to trade on the sustainable metals segment of Metalshub, which will provide the key data source for price determination.
- To produce pricing for metal that meets the premium sustainability thresholds, the newly incorporated HKEX Group company—Commodity Pricing and Analysis Limited (CPAL), located in Dubai—will act as an independent price administrator.

COMMODITY PRICING AND ANALYSIS LIMITED

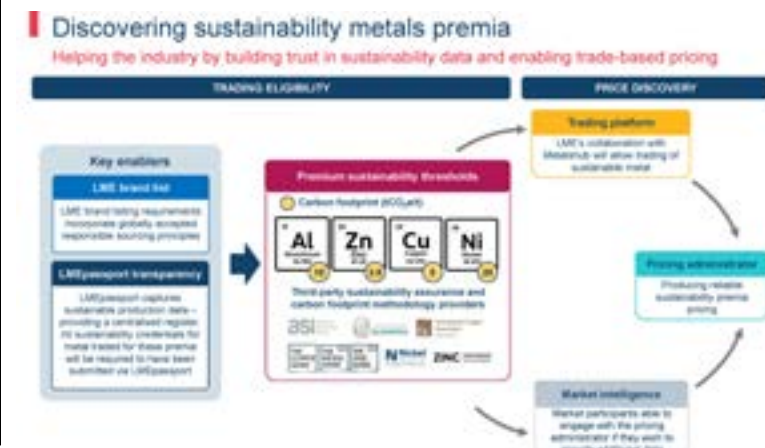
We have already opened our CPAL office in Dubai, building on our growing presence across the GCC region (eg our new warehousing location in Jeddah), and we have also issued a discussion paper on the proposed pricing methodologies that CPAL will use to determine premia prices—the results of which will be published

soon. To ensure the pricing is underpinned by real trading activity, the methodologies will prioritise prices derived from trading sustainable metals on Metalshub but will also be able to use bids, offers, or administrator assessments where trade data is insufficient.

Of course, until we see active trading of these sustainable metals and until CPAL publishes the resulting prices then we will not know for sure whether buyers will be prepared to pay a premium. It may be the case that for some metals no premium exists. But what we will have is pricing transparency and robust definitions of exactly what we are pricing. So even if we see small volumes of sustainable metal trading, this will still produce highly meaningful price signals.

We know that more metals will be needed for a new era of development. But if we're to see more investment in sustainable production, producers will need to be confident that their investment has a solid business case behind it. The structure that we are creating has the potential to deliver that commercial rationale.

► For more information, visit lme.com



POWERING THE GEOTHERMAL REVOLUTION: REDEFINING DRILLING FOR ENERGY AND MINING

A geothermal revolution is beginning, writes Hirofumi Katase, Executive Vice Chairman & Director of I-Pulse.

Beneath the Earth's surface, vast amounts of thermal energy are stored in hot rock formations across much of the globe. For decades, however, this energy could only be utilized where naturally occurring fluids—hot water or steam—were present to transport heat to the surface. As a result, geothermal power development was confined to rare geological settings, leaving the overwhelming majority of the Earth's geothermal energy inaccessible.

Advances in drilling technology are now fundamentally changing this constraint. Modern drilling makes it possible to create engineered pathways in hot rock, allowing fluids to be injected from the surface, heated underground, and then recovered to generate power. This shift—from reliance on naturally occurring hydrothermal systems to engineered geothermal systems—has the potential to expand usable geothermal resources by orders of magnitude, on the order of thousands of times compared to conventional geothermal development. By decoupling geothermal energy from the need for natural subsurface fluids, next-generation geothermal systems can be deployed far more broadly, transforming geothermal power from a niche resource into a scalable source of reliable, baseload electricity—and a major pillar of the global energy supply system.

At the center of this geothermal revolution is drilling. The economics of next-generation geothermal systems are dominated by drilling performance—how fast, how deep, and at what cost wells can be constructed in hard, high-temperature rock. Without a fundamental improvement in drilling productivity, engineered geothermal systems cannot scale. G-Pulse stands at the core of this drilling technology transformation. G-Pulse is developing a next-generation drilling system that combines high-pulse-power (HPP) rock conditioning with conventional polycrystalline diamond compact (PDC) drilling technology, redefining how hard rock is broken and removed. Rather than incrementally improving existing methods, G-Pulse changes the physics of drilling by acting directly on the rock before mechanical cutting begins.

When high-pulse-power energy is applied, the rock is actively fractured and disintegrated

through intense electrical stress, rather than merely developing micro-cracks. This process breaks down the rock structure and significantly reduces its mechanical strength prior to cutting. As a result, standard PDC bits operate under far lower resistance, achieving higher rates of penetration, longer bit life, and substantially greater footage per run. Reduced non-productive time and more stable drilling conditions translate directly into lower total drilling cost and improved predictability in execution.

These performance gains have been demonstrated at scale. In full-scale surface tests using commercial-sized equipment, the G-Pulse hybrid HPP-PDC system has achieved up to a 70 percent reduction in total drilling cost. Such a step-change in drilling performance directly addresses the primary cost bottleneck in deep subsurface projects. Commercial field deployment is targeted for 2027.

A critical advantage of the G-Pulse system is its deployability. The technology is designed to operate with existing drilling rigs, crews, and standard operational workflows, allowing operators to leverage current assets rather than invest in entirely new platforms. Established optimization techniques—such as weight on bit and rotational speed—can be applied alongside HPP rock breaking, enabling performance and cost gains to compound as the system is scaled.



Hirofumi Katase, Executive Vice Chairman & Director of I-Pulse.

G-Pulse operates as part of the I-Pulse group, a technology company applying high-pulse-power physics across a wide range of industries, including energy, mining, manufacturing, and agriculture. A defining characteristic of I-Pulse's approach is the ability to leverage core technologies across multiple applications. One such example is the application of G-Pulse's geothermal drilling technology to drilling-intensive underground mining development, where similar physical constraints govern performance and economics.

In underground mining, production is increasingly constrained by depth, distance, and geological complexity. As near-surface, high-quality deposits are depleted, new projects are forced to move deeper underground and farther from existing infrastructure, confronting harder rock and more demanding operating environments. Underground mining development includes excavation, tunneling, and construction, but drilling-intensive processes largely determine how quickly shafts, access tunnels, and production zones can be advanced. These drilling-intensive processes account for a significant share of capital expenditure and energy use.

Because the G-Pulse technology is engineered for deep, hard-rock, high-temperature conditions, it is largely applicable to underground mining development, with adaptation to mining-specific requirements. By increasing penetration rates, extending bit life, and reducing non-productive time, the technology can materially accelerate mine development while lowering drilling costs and improving project economics.

By placing high-pulse-power physics at the center of drilling innovation, I-Pulse and G-Pulse aim to enable both a new era of scalable geothermal power and more economically robust underground mining development—supporting the world's growing demand for energy and minerals through technologies that are physics-based and proven at scale across a wide range of applications.

► For more information, visit ipulse-group.com



AGILE GEOSCIENCE: THE GLOBAL MINING INNOVATION PRIORITY FOR 21ST CENTURY LEADERS

*The urgent demand for minerals is growing faster than the global supply chain's ability to adapt to the realities of changing economic and geopolitical conditions, writes **Flavia Tata Nardini, CEO & Co-Founder, Fleet Space Technologies.***

Refined copper could face a 304,000-tonne shortfall in 2025, with an even wider gap expected in 2026, according to consultancy firm Wood Mackenzie, cited in the Financial Times.

Meanwhile, as ore grades fall, and costs rise, the International Energy Agency projects that by 2035, production from existing and planned mines will meet only 70% of global demand. Prolonged mineral scarcity is a constraint on the energy transition, technology, and the growth of future industries.

At a moment when the world needs faster, more efficient discovery than ever before, how the global minerals industry adapts to this challenge will define the course of the 21st century. The reality is that the processes and methods that have underpinned traditional exploration are now the bottlenecks preventing its progress.

WHY LEGACY WORKFLOWS ARE SLOWING US DOWN

Mining organisations have long been structured around narrow technical disciplines: geophysicists over here, drill engineers over there, geochemists in another silo. Each expert executes tasks aligned to their specialty - but not always aligned to the problem that actually needs solving. In traditional systems, teams optimize tasks, not decisions. And when every discipline works linearly, insight arrives too late to matter. Weeks or months often pass

between data acquisition and decision. By the time data reaches decision-makers, drilling seasons have closed, environmental conditions have shifted, or capital has moved elsewhere. Insights are lost in data-archives, individual brains, or even in hand written notes. Today, the cost of delays are measured in billions, not drill metres. Discovery, as a result, slows.

This problem is compounded by the industry's dominant investment model. Exploration funding often hinges on the success of one borehole at a time - a structure akin to betting on a single stock rather than managing a portfolio. Incentives to secure the next drilling investment encourages short-termism, high-risk drilling, and fragmented learning.

To break this cycle, we must replace slow, sequential workflows with continuous data acquisition - fueling optimisation at the portfolio level and data-driven resource allocation at the project level, while maximising the value of assets to capitalise on market opportunities.

AGILE GEOSCIENCE: 21ST CENTURY COMPETITIVENESS

By combining the lessons learned from the traditional

model over centuries with the capabilities of space-age and AI technologies, there is a new model rapidly taking precedence: Agile Geoscience.

Leveraging advances in satellites, real-time geophysical sensing, and AI, resource leaders are adapting to become more agile, data-driven, and integrated to build more secure and resilient mineral supply chains of the future, and Maaden is leading this transition as a pioneering global model the broader industry is following.

In partnership with Fleet Space & Tahreez JV, Maaden is completing the world's largest 3D multiphysics survey and AI-enabled drill targeting campaign across over 12,000km² of the Arabian Shield to unlock the Kingdom's 2.5 trillion in mineral assets in support of Vision 2030.

Maaden and its ambitious exploration strategy marks a new chapter in the future of mineral leadership in the 21st century - enabling Saudi Arabia's rise as a foundational pillar to the global mineral supply chain. And with the world's largest 3D subsurface model of the Arabian Shield, the Kingdom is poised to become the global leader in exploration intelligence - a digital resource that will define mineral

discovery in the AI era.

THE FUTURE BELONGS TO FIRST MOVERS

Now being used in the field around the world to drive faster, smarter, and cleaner exploration outcomes at scales that were previously unimaginable, Agile Geoscience is reducing drill costs up to 60% and improving success rates up to 4X worldwide. With technologies like Fleet Space's unified exploration platform, ExoSphere, Maaden and other global mining leaders can survey and build integrated 3D subsurface models of opportunity zones and build high-resolution resource estimates in months rather than years.

Agile Geoscience is a structural shift - one that replaces slow, sequential exploration with fast, adaptive, intelligence-led development. It creates the conditions for new financing models, more sustainable operations, and a step-change in discovery success. Mining leaders, like Maaden, who adopt Agile Geoscience now will define the next century of discovery on Earth and the foundation for what comes next.

► For more information, visit fleetspace.com



GOLDEN OPPORTUNITY TO RESET PERCEPTIONS OF THE MINING INDUSTRY

Jos Simson, CEO of Tavistock Communications, on why success for mining companies is as much about integrity and responsibility as it is about financial performance.

Mining finds itself centre stage once again as the sector has become a major part of a global geopolitical storm around security of supply, and the world navigates an extraordinary bull run in commodities, the force of which is unprecedented in recent memory. This global spotlight and surge, driven by record-high prices for gold, silver copper, and other strategic metals, has reignited global investor confidence in the mining sector and its attributes as a powerhouse of value, resilience, and long-term growth.

For industry leaders, the acceleration of capital into the sector represents a timely opportunity not just to refine the industry's investment narrative, but to underscore mining's pivotal role in enabling the energy transition and safeguarding global economic stability. It also opens the door to new investment in exploration projects across emerging frontiers such as the Kingdom of Saudi Arabia, where vast untapped resources and progressive policy changes are creating attractive prospects for international stakeholders. Resource stock share price movements across various stock exchanges leave little doubt about the strength of investor demand for tangible assets. Over the 12 months to mid-November 2025, major mining stocks experienced significant gains. The share prices of copper producer Antofagasta plc and streaming group Wheaton Precious Metals increased by 72% and 76%, respectively, while silver producer Fresnillo and rare earth group MP Materials increased 237% and 370%, respectively.

Mining stocks have even outperformed technology stocks, an inversion of market momentum that would have seemed unlikely only a few years ago. Once the darlings of Wall Street, the magnificent seven average +22% in 2025 compared to +50% for the seven largest miners experienced a softening interest for tech stocks under rising interest rates, muted earnings growth, and growing investor concerns over valuations. By contrast, mining equities have attracted a wave of renewed capital inflows and continue to trade well below their historic highs.

The comparison is not merely cyclical but structural. Mining, long underappreciated, is now being targeted by governments

for its central role in the global industrial transformation and security of supply to achieve this is paramount. Investors meanwhile, are increasingly recognising that metals such as copper, nickel, and lithium form the backbone of modern technology. In this sense, the market's pivot reflects a deeper realignment in investor priorities: a shift from intangible growth stories toward tangible assets with measurable economic and strategic value.

With renewed investor appetite comes the imperative for robust, transparent, and regular communication. The dividing line now runs between mining companies simply capitalising on the upturn and those fostering lasting value. Given the industry's legacy of boom and bust, it has never been more crucial to articulate a disciplined capital allocation policy and the requirement for a credible plan for channelling today's market strength into sustainable growth and returns.

Stakeholders, ranging from investors to communities and policymakers, are no longer evaluating projects on resource quality alone but also on a company's social licence, governance discipline, and environmental stewardship. Delivering a compelling investment case requires showing how

operational excellence aligns with responsible practice, particularly how a mine's success contributes to long-term social development, job creation, and decarbonisation goals. Mining companies are now expected to engage openly and thoughtfully with local communities, governments, supply chain partners, and employees. Building trust means listening, not just broadcasting, and ensuring that diverse voices are reflected in decision-making processes. From transparent reporting on environmental impacts to collaborative work on social development, effective stakeholder outreach both fosters goodwill and strengthens a company's reputation for responsible practice.

Those willing to lead with openness and demonstrate real commitment to stewardship and inclusion will find themselves not only riding the wave, but shaping its direction. In a highly uncertain world desperate for stability, mining's success will be measured as much by integrity and responsibility as by financial performance, reflecting how effectively the sector manages the resources that underpin the world's future.

► For more information, visit tavistock.co.uk



Jos Simson, CEO of Tavistock Communications,



STRATEGIC PARTNER: ZAHID TRACTOR SP10

QUESTION TIME: ZAHID TRACTOR

Zahid Tractor, the exclusive Cat® dealer in the Kingdom since 1950, is part of the Zahid Group. Having started as a modest trading concern, the Group has grown into a multinational organization operating across 14 sectors and 33 countries, with over 30 companies in its portfolio. We asked Mohammad Al Hanjal, Zahid Tractor's Director of Mining, to describe the part the company plays in Saudi Arabia's mining ambitions.

WHY IS IT SO IMPORTANT – AND URGENT – TO NOW GIVE A PLATFORM TO NEW VOICES ON CRITICAL MINERALS?

The global race for critical minerals is reshaping industries, economies, and the future of energy. As demand accelerates and supply chains face unprecedented pressure, it is no longer enough to rely on traditional perspectives.

WHAT INTERESTS IN CRITICAL MINERALS DOES YOUR ORGANIZATION HAVE, EITHER UPSTREAM OR DOWNSTREAM?

On the upstream, we are deeply involved in mining operations through equipment supply, maintenance, and technology solutions. On the downstream, we influence policy and investment discussions, provide energy solutions, and support infrastructure for mineral processing indirectly. Where in the world do you see some of the most exciting new critical minerals projects? Some of the most exciting new critical minerals projects are emerging in Africa that combine rich geological potential with strong policy support for the energy transition.

WHICH COUNTRIES ARE YOU MOST INTERESTED IN HEARING FROM AT FMF26?

African Countries who are pushing for local processing and value addition, while Latin America are expected to share insights on lithium brine projects and graphite development, critical for EV batteries. Saudi Arabia as host will showcase its

Vision 2030 mining strategy, aiming to become a global hub for minerals and metals production and trade.

HOW IS KSA SHAPING THE GLOBAL CONVERSATION ON CRITICAL MINERALS?

Saudi Arabia is shaping the global critical minerals conversation by positioning itself as a central hub for supply chain resilience and energy transition through the Future Minerals Forum, which convenes governments, investors, and industry leaders from over 170 countries. Under Vision 2030, the Kingdom is transforming mining into its third economic pillar, leveraging an estimated \$2.5 trillion in mineral wealth and launching initiatives like global mineral corridors, Centers of Excellence, and traceability standards. With massive investments, international partnerships, and efforts to set ESG benchmarks, Saudi Arabia is driving policy, innovation, and infrastructure that connect resource-rich regions with industrial markets, making Riyadh a key influencer in shaping the future of critical minerals globally.

DOES YOUR ORGANIZATION HAVE EXISTING INVESTMENT PARTNERSHIPS IN SUPPLIER COUNTRIES IN THE SUPER REGION SPANNING AFRICA, WESTERN, AND CENTRAL ASIA?

Yes, Zahid Group, has made significant investment moves in supplier countries within the Super Region. The most notable example is its acquisition of Barloworld Limited, a leading Caterpillar



Mohammad Al Hanjal, Zahid Tractor's Director of Mining

dealer across Southern Africa, including South Africa, Zambia, Malawi, Angola, and the Republic of Congo. Zahid Group initially held an 18.9% stake in Barloworld and later led a \$1.25 billion acquisition through a consortium, giving it 49% control of the company. This deal strengthens Zahid's footprint in Africa's mining and construction equipment supply chain and aligns with its strategy to expand beyond the Middle East.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia has taken bold steps to create an investor-friendly environment for

minerals under Vision 2030, making mining the third pillar of its economy. Key initiatives include a modernized Mining Investment Law that offers 100% foreign ownership, streamlined licensing, and long-term concessions to attract global players. The Kingdom has invested heavily in digital geological surveys of the Arabian Shield, revealing \$2.5 trillion in mineral resources, and launched a one-stop regulatory platform to simplify approvals.

Additionally, it provides tax incentives, financing support, and infrastructure development, including rail and port connectivity, to reduce operational costs. These measures, combined with a strong focus on ESG



standards, transparency, and global partnerships, position Saudi Arabia as one of the most attractive destinations for mining investment worldwide.

WHAT ARE THE ATTRACTIONS FOR YOUR ORGANIZATION OF THE POSSIBILITIES FOR INVESTMENT PARTNERSHIPS IN THE SUPER REGION?

This region provides opportunities to diversify supply chains, secure access to essential resources for the energy transition, and align with Saudi Arabia's Vision 2030 strategy, which emphasizes regional integration and downstream value creation. Early engagement here positions partners to benefit from untapped potential and rising global demand for minerals.

HOW DO EVENTS LIKE FMF26 HELP TO COMMUNICATE THE VALUE THAT MINERALS CAN DELIVER TO SOCIETY?

Events like FMF help communicate the value of minerals to society by creating a global platform that connects governments, industry leaders, and investors to discuss how minerals enable the energy transition, electrification, and sustainable development. Through high-level dialogues, policy announcements, and technology showcases, FMF26 highlights minerals as essential for producing batteries, renewable energy infrastructure, and advanced manufacturing, while

emphasizing ESG standards and responsible sourcing.

HOW WOULD YOU DESCRIBE THE VALUE THAT YOUR OWN ORGANIZATION IS DELIVERING TO SOCIETY THROUGH MINERALS? Zahid Tractor delivers societal value by powering sustainable mining, enabling infrastructure development, creating jobs, and aligning with global sustainability standards—all while supporting Saudi Arabia's economic diversification.

WHAT WORK IS YOUR ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

We are committed to shaping the future of mining talent by partnering with technical schools and universities to align education with industry needs, offering structured apprenticeships and advanced training through the Zahid Learning Institute, and creating clear career pathways with specialized roles and mentorship programs. These efforts are complemented by active engagement in global platforms like the Future Minerals Forum and innovation competitions, fostering skills in digitalization, sustainability, and smart mining technologies.

WITHIN YOUR ORGANIZATION, WHERE DO YOU SEE THE POTENTIAL OF AI FOR THE MINERALS INDUSTRY?

AI-powered autonomous haul trucks, drill rigs, and robotic systems can handle hazardous tasks, improving safety and operational consistency. Zahid Tractor and Caterpillar are leveraging AI to transform the minerals industry by driving efficiency, safety, and sustainability. The Minstar and multiple other platforms are available to drive the AI revolution and enhance green operations.

WHAT ARE THE MOST IMPORTANT MEASURES THAT THE MINERALS INDUSTRY CAN TAKE TO REDUCE CARBON EMISSIONS?

To achieve meaningful decarbonization in the minerals industry, companies must prioritize renewable energy adoption, electrification of mining fleets, and energy-efficient processing technologies, while leveraging AI and automation to optimize operations. Integrating carbon capture and storage solutions, implementing closed-loop water systems, and reducing waste further minimize environmental impact.

ARE THERE ANY EXAMPLES OF GREEN TECHNOLOGY THAT YOU WILL BE SHOWCASING AT FMF26?

Zahid Tractor and Caterpillar will showcase cutting-edge green technologies designed to accelerate decarbonization in mining. Highlights include battery-electric haul trucks and loaders, supported by advanced energy storage and mobile charging systems for

zero-emission operations. Smart sustainability features such as Eco Modes, telematics, and fuel optimization will demonstrate efficiency gains, while Caterpillar's remanufacturing programs reinforce circular economy principles. Together, Zahid and Caterpillar are driving innovation that reduces carbon footprints, integrates renewable energy, and aligns with Saudi Vision 2030, positioning both companies as leaders in responsible, future-ready mining.

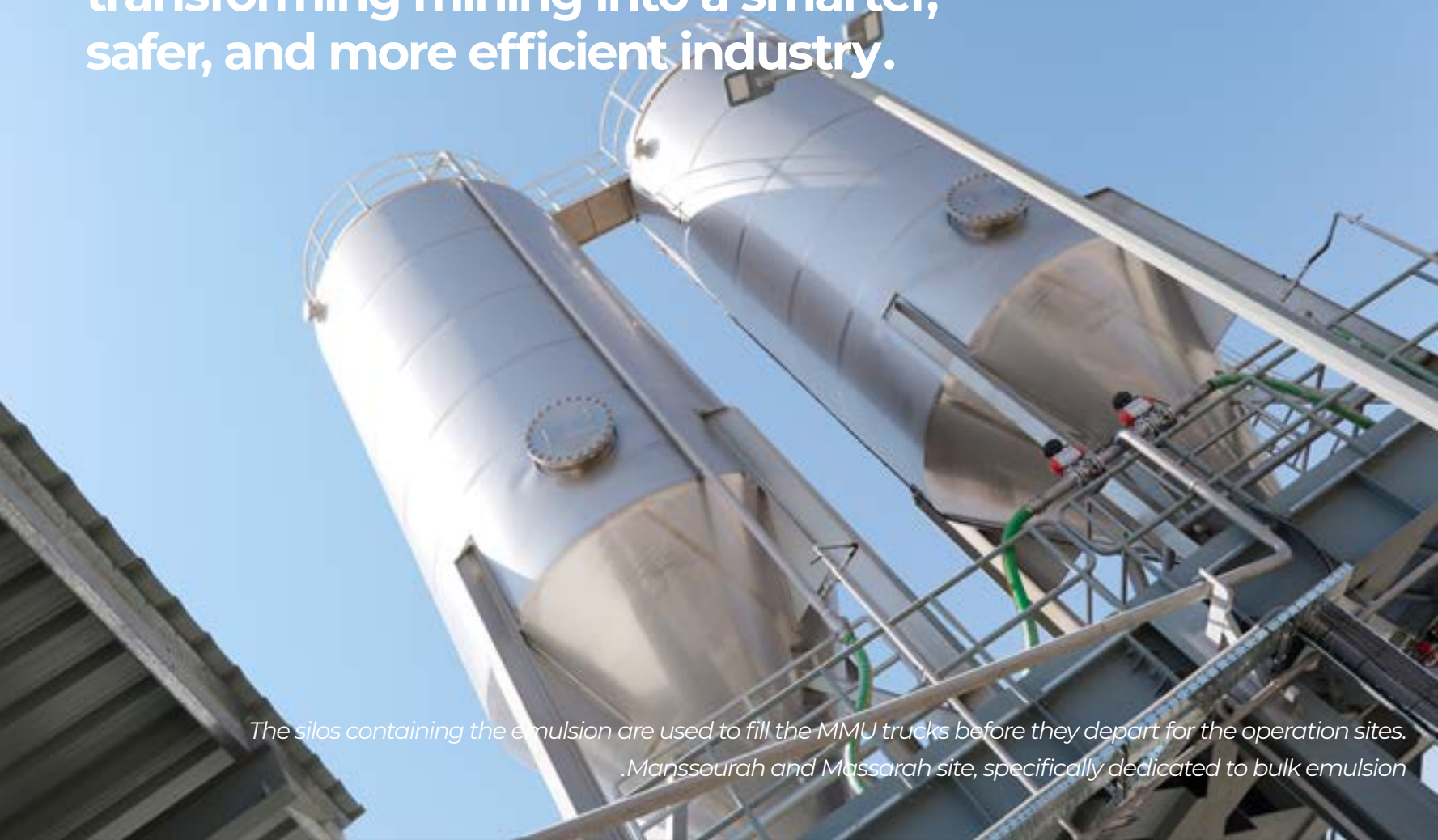
HOW IS THE WORK OF YOUR ORGANIZATION CONTRIBUTING TO THE ENERGY TRANSITION?

Zahid Tractor supplies advanced Caterpillar power systems capable of operating on biodiesel, as demonstrated in giga-projects like The Red Sea Project, where Zahid delivered 32 MW of prime power using renewable-compatible generators. We incorporate remote monitoring and efficiency technologies to optimize fuel use and minimize carbon footprints. Zahid also promotes electrification and hybridization of mining fleets, supports energy storage and microgrid solutions, and invests in digital technologies for smart energy management. Through these initiatives, Zahid aligns with Vision 2030's target of sourcing 50% of Saudi Arabia's electricity from renewables by 2030.

► For more information, visit zahidtractor.com



At MCS, innovation drives safety — transforming mining into a smarter, safer, and more efficient industry.



The silos containing the emulsion are used to fill the MMU trucks before they depart for the operation sites. Manssourah and Massarah site, specifically dedicated to bulk emulsion

STRATEGIC PARTNER: IRAN MINES SP18

IRAN'S MINERAL POTENTIAL

Iran, holding nearly 7% of the world's known mineral reserves, is one of the most resource-rich countries globally. The country possesses major deposits of zinc, lead, and copper, along with a diversified mineral base comprising more than 81 types of mineral substances. These include metallic minerals such as iron ore, copper, gold, and antimony, as well as non-metallic minerals including salt and phosphate, in addition to energy resources such as oil, gas, and uranium. This diversity provides a solid foundation for value-added development, downstream industries, and the expansion of non-raw mineral exports.

GEOPOLITICAL POSITION AND MARKET ACCESS

Iran's strategic geographical location enables it to play a role in regional mining and mineral processing.

Positioned at the crossroads of major international transit corridors, Iran benefits from access to open waters through southern ports such as Bandar Abbas and Chabahar. The country also borders mineral-rich neighbors including Afghanistan (lithium and copper), Armenia (copper), and Pakistan (copper and coal). Proximity to Central Asia and the Caucasus facilitates regional trade in mineral raw materials and processed products.

THE ROLE OF THE IRAN MINE HOUSE

The Iran Mine House is the leading professional organization representing the private mining sector. Acting as the collective voice of mining companies and investors, it supports private-sector participation through regulatory dialogue, structural problem-solving,

and specialized training. According to C sustainable growth in mining requires the government to focus on governance and supervision, while development and execution should be led by the private sector. The revival of the Mehdiabad mine, inactive for more than 72 years before redevelopment by Iranian investors, demonstrates this capacity.

INTERNATIONAL ENGAGEMENT AND EXPLORATION PRIORITIES

The organization promotes Iran's mining potential through international exhibitions and global mining forums. At the same time, transparency in geological data and exploration remain critical. Estimates indicate that only around 7% of Iran's territory has been systematically explored. Expanding access



Mohammad Reza Bahraman, Chairman of the Iran Mine House,

to geological information and facilitating exploration investment are essential to attracting capital and increasing the mining sector's contribution to Iran's economic growth.

STRATEGIC PARTNER: MCS SP09

EMPOWERING THE FUTURE OF MINING IN SAUDI ARABIA

With over 15 years of experience, Modern Chemicals & Services Company (MCS) drives the transformation of Saudi Arabia's mining landscape by delivering innovative and reliable solutions that enhance efficiency, safety, and sustainability.

MCS was the first company in the region to introduce and be authorized to use bulk emulsion technology—a breakthrough that improved both safety and productivity by reducing human involvement by a factor of ten. This advancement minimizes risks, optimizes costs, and supports the sector's transition toward advanced and environmentally responsible mining practices. Our expertise covers a complete range of services and products, including drilling, blasting, open-



pit and underground mining, bulk emulsion manufacturing, and MMU truck operations. These integrated solutions enable precision, reliability, and cost efficiency at every stage—from planning to execution.

Innovation at MCS is driven by a proactive strategy of monitoring

and adopting cutting-edge technologies from globally recognized providers. Through careful evaluation, we select only proven, high-performance solutions that align with the Kingdom's development objectives and Vision 2030 goals.

MCS also maintains strong

relationships with national authorities and institutions, collaborating on training, certification, and skill development to elevate local capabilities and promote safety excellence across the mining sector.

By developing local expertise and investing in research, training, and modern technologies, MCS contributes to building a resilient, competitive, and sustainable mining ecosystem in Saudi Arabia.

Through its participation in the Future Minerals Forum 2026, MCS reaffirms its commitment to empowering the future of mining—driving progress, efficiency, and responsible growth to unlock the full potential of the Kingdom's mineral resources.

► For more information, visit mcs-ksa.com

ARGAS

ARABIAN GEOPHYSICAL AND SURVEYING COMPANY 60 YEARS OF EXPLORATION



An Exploration Service Company, exploring earth's natural resources by delivering seamless geoscience operations, smart sensing and intelligent subsurface measurement, to ensure sustainable wealth of natural resources.

✦ argas.com
✦ illuminating the subsurface



STRATEGIC PARTNER: RCJY SP15

QUESTION TIME: ROYAL COMMISSION FOR JUBAIL AND YANBU (RCJY)

In Saudi Arabia, the Royal Commission for Jubail and Yanbu (RCJY) builds industrial cities that are ready for the future. Below, its CEO, Eng. Mahmoud bin Saleh Al- Al-Theeb, talks to us about the Commission's contributions to the energy transition and to society.



CEO, Eng. Mahmoud bin Saleh Al- Al-Theeb

HOW CAN THE WORK OF FMF26 ON MINERALS CONTRIBUTE TO THE WORLD'S VAST INFRASTRUCTURE NEEDS?

FMF26 convenes the global minerals community at a crucial moment when critical minerals underpin electrification, renewable energy adaption, and modern infrastructure expansion worldwide. As nations accelerate industrial development, the demand for essential metals & minerals have never been greater. The rapid growth of AI infrastructure and semiconductor manufacturing has created an unmatched demand for rare earth elements, copper, and specialty minerals.

Simultaneously, the circular economy presents immense opportunities, recycling and urban mining can recover

valuable materials while reducing environmental impact and supply chain vulnerabilities.

The Forum transforms this demand into actionable partnerships by connecting governments, investors, and industry leaders to address resource security challenges. Through deeper collaboration and broader participation, FMF26 catalyzes the projects and investments needed to ensure sustainable mineral supply chains that support global advancement.

WHAT ARE THE MOST IMPORTANT MEASURES THAT THE MINERALS INDUSTRY CAN TAKE TO REDUCE CARBON EMISSIONS?

The pathway to decarbonization requires decisive action across multiple fronts. Transitioning to renewable energy sources for operations, deploying energy-efficient technologies and automation, optimizing integrated logistics systems, and scaling circular economy practices through recycling are all critical measures. Leading companies have already begun this transformation.

By combining clean energy adoption, advanced equipment, metals recycling, CSR initiatives and continuous innovation, the industry can significantly reduce its carbon footprint while maintaining the production capacity essential for the energy transition itself.

HOW IS THE WORK OF YOUR ORGANIZATION

CONTRIBUTING TO THE ENERGY TRANSITION?

At the Royal Commission for Jubail and Yanbu, our job is to build industrial cities that are ready for the future. Our industrial cities are purpose-built to host low-carbon industries. Our mandate is to design integrated industrial cities with world-class infrastructure, efficient utilities, and strategic logistics systems that minimize transportation emissions and maximizes the resources utilization and optimization. We're establishing industrial clusters optimized for hydrogen adaption and clean energy utilization, supported by state-of-the-art port facilities.

We bring advanced technologies, accelerate development to replace legacy systems with efficient alternatives to reduce carbon foot-print. We create enabling environments where clean technologies can flourish. This is RCJY's core contribution to the energy transition: building the infrastructure that makes decarbonization possible at industrial scale for small, mediums and large industries and investments.

HOW WOULD YOU DESCRIBE THE VALUE THAT YOUR ORGANIZATION DELIVERS TO SOCIETY THROUGH MINERALS?

RCJY's value proposition extends far beyond industrial output. We develop world-class industrial cities that generate substantial employment, attract high-technology industries, and ensure responsible, safe

operations aligned with international standards. Critically, we build complete communities featuring housing, healthcare, educational institutions, transportation, logistics and recreational facilities alongside industrial zones.

We actively promote circular economy principles, encouraging our partners to adopt recycling practices and resource efficiency measures. Through technical knowledge-sharing workshops and collaborative initiatives, we emphasize how metals and minerals are fundamental to the quality of life today and tomorrow. By fostering a culture of responsibility among our industrial community, we ensure these critical resources continue to serve current and future needs while remaining sustainable. Through the minerals sector, RCJY advances the Kingdom's objectives of economic diversification and sustainability while contributing to global supply chain resilience for critical materials essential to modern life.

WHAT WORK IS YOUR ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

Human capital development is fundamental to RCJY's mission. We maintain comprehensive education and training infrastructure, including technical institutes and university partnerships and hands-on collaboration within our cities. Our

programs span higher education, and specialized industrial training developed collaboratively with industry partners to address current and anticipated skills requirements. We collaborate with industrial companies to build custom programs based on their needs and future demand.

We're focused on expanding opportunities for young Saudi professionals and increasing women's workforce participation. This strategic investment in talent development ensures the Kingdom possesses the skilled workforce necessary to lead tomorrow's minerals industry and sustain long-term competitiveness.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

On the global scale. The Kingdom is more than a supplier nation; it is a critical player in driving the global mineral cause, it brought the world together to deliver the minerals for creating a new era of global development, prosperity, and stability for supplier nations. It convened the largest government gathering of its kind, bringing together representatives from over 90 countries, including 16 G20 nations and 50 international organizations who can make a positive difference. The Kingdom is pushing for a global framework to foster resilient and secure supply chains, the creation of a network of Centers of Excellence, and the advancement of responsible sourcing practices through supply chain certification mechanisms that reflect local contexts.

On the Kingdom's scale. Saudi Arabia has established itself as a premier destination for minerals investment through

comprehensive reforms. The Kingdom offers transparent regulatory frameworks, world-class infrastructure, competitive utility rates, and streamlined licensing processes. RCJY's industrial cities provide solutions with pre-built roads, ports, power systems, water networks, and gas network, dramatically reducing investors' development timelines and capital requirements. Combined with government financing support, investment incentives, special economic zones and long-term partnership commitments, we've created a stable, predictable environment enabling rapid project deployment and risk mitigation. This positions the Kingdom as an essential partner in building the resilient global mineral supply chains required for sustainable development.

RAS AL-KHAIR: THE KINGDOM'S INTEGRATED MINING AND MARITIME HUB

Positioned along the Arabian Gulf coast about 60 km from Jubail Industrial City, Ras Al-Khair City for Mining Industries represents Saudi Arabia's most sophisticated industrial ecosystem. Spanning around 287 square kilometers and managed by the Royal Commission for Jubail and Yanbu (RCJY), this strategic hub has attracted over SR188 billion in investments by mid-2025.

What distinguishes Ras Al-Khair is its unparalleled vertical integration. The city hosts Ma'aden's aluminum complex producing over 1 million tons annually of premium-grade aluminum. The integrated phosphate operations feature concentrated ore traveling 1,200 kilometers via the North-South Railway from Hazm Al-Jalamid mines to produce millions of tons of di-ammonium phosphate fertilizers for global markets. Ras Al-Khair Special Economic Zone hosts International Maritime Industries (IMI), which holds \$10



billion in guaranteed offtake agreements with Saudi Aramco and Bahri for 20 offshore rigs and 52 vessels, positioning Ras Al-Khair as the region's Integrated Mining and Maritime Hub.

The strategic value of Ras Al-Khair is amplified by its proximity to Jubail Industrial City. This geographical advantage enables seamless collaboration, providing immediate access to complementary industries, technical services, and specialized maintenance facilities. For workers, Jubail's proximity means access to established residential communities, international schools, healthcare facilities, and recreational amenities.

RCJY's leadership since 2009 of Ras Al-Khair has been transformative, applying the proven Jubail and Yanbu development model with comprehensive master planning. The Royal

Commission's strategic vision creating an integrated logistics ecosystem where Ras Al-Khair Port connects seamlessly to processing facilities and the North-South Railway, eliminating costly intermediate handling and reducing carbon emissions. Critical infrastructure includes one of the world's largest hybrid desalination plants producing over 1 million cubic meters daily and 2,400 MW. Through Special Economic Zone designation, RCJY has created an environment where more than 100,000 jobs will emerge over the next decade.

As Vision 2030 advances, Ras Al-Khair exemplifies Saudi Arabia's transformation into a global mining and maritime powerhouse, setting new standards for efficiency and sustainability.

► For more information, visit rcjy.gov.sa





STRATEGIC PARTNER: **AJLAN & BROS** SP11

QUESTION TIME: AJLAN & BROS MINING

Since its formation in 2021, Ajlan & Bros Mining has rapidly evolved into one of the Kingdom's leading private-sector mining developers, committed to investing USD 14 billion in the sector by 2030 across exploration, mining, smelting, refining, and processing. We asked Brett Grist, CEO, Exploration, for his views on the difference that Saudi Arabia and the Future Minerals Forum are making to the wider industry.

HOW IS KSA SHAPING THE GLOBAL CONVERSATION ON CRITICAL MINERALS?

Sitting between Asia, Africa, and relatively near to Europe, as well as being on major shipping routes, Saudi Arabia is well placed to work with all regions and to be a centre for critical minerals activity. The Kingdom is leading the way in the exploration and development of new sources of many metals as part of Vision 2030, delivered through clear strategies that enable partnership between industry, government, and communities. Through this, Saudi Arabia is leading through example as to what a modern economy that aims to enable mining can look like.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia offers in our view the best combination of conditions in the world

to enable exploration. It has created a good and stable fiscal regime, with competitive royalties and tax rates, a royalty holiday to help cashflow in critical start-up years, and grant funding to support exploration. Critically there is clearly demonstrated support from government for the sector, something that is not found in every country.

HOW DO EVENTS LIKE FMF26 HELP TO COMMUNICATE THE VALUE THAT MINERALS CAN DELIVER TO SOCIETY?
FMF helps demonstrate global leadership by the Kingdom of Saudi Arabia as to what future positive mining can look like. Minerals are needed for most areas of modern life, but the impact needs to be planned and managed properly.

As with a number of other sectors in the Kingdom, mining is rapidly expanding, giving an opportunity to 'get it right first time', and ensure that benefits are delivered to our local communities and



Brett Grist, CEO Exploration, Ajlan & Bros Mining

ensure equitable outcomes for our host communities, government, and the company, whilst limiting negative environmental impacts.

WITHIN YOUR ORGANIZATION, WHERE DO YOU SEE THE POTENTIAL OF AI FOR THE MINERALS INDUSTRY?

We see potential for AI in exploration, for the making of new discoveries. Saudi Arabia has a large and rapidly growing

dataset, which offers the ability to take a deep look at what may be subtle geological or geochemical signatures using processing power. First step in this is acquiring data, and which in itself is a large task, well supported by the Saudi Geological Survey.

WHAT IS THE NUMBER ONE QUESTION YOU WOULD PUT TO THE PRESENTER OF A COUNTRY/PROJECT SHOWCASE THAT WOULD INFLUENCE YOUR DECISION TO PURSUE AN INTEREST?

There are many geologically interesting deposits identified globally, however to get these into economic production requires a financially competitive and stable regime. What conditions are available to attract investors, and are these backed by commitment from government to support the industry?

► For further information, visit ajlanbrosmining.com



STRATEGIC PARTNER: **SAUDI EXIM** SP03

SAUDI EXIM: BRIDGING FINANCING GAPS AND MITIGATING RISK FOR SAUDI EXPORTERS

Since its establishment, the Saudi Export-Import Bank (Saudi EXIM) has played a pivotal role in advancing non-oil exports by providing specialized credit solutions that bridge financing gaps, mitigate export risks, and boost the global competitiveness of Saudi products and services. The Bank aims to empower Saudi exporters to expand into priority markets and stimulate both local and global value chains through sustainable and smart financing.

The year 2025 marked a major milestone in the Bank's history, with the total credit facilities provided since its inception in 2020 reaching SAR 100 billion, in addition to Fitch Ratings assigning Saudi EXIM an 'A+' long-term issuer rating with a stable outlook.

Beyond traditional financing, the Bank has expanded its service portfolio to include integrated financial solutions for export financing and insurance. These include financing for importers of raw materials and production components to support value-added processing and re-export.

Amid ongoing global economic, political, and trade fluctuations, export credit insurance has become a strategic necessity, enabling Saudi exporters to expand confidently into international markets. In response, Saudi EXIM offers a comprehensive suite of insurance products tailored to protect exporters and financial institutions against non-payment risks - whether due to buyer default or sovereign-related events. Saudi EXIM's insurance products focus on mitigating

the risk of non-payment stemming from commercial or political circumstances that may hinder payment from importers. This protection provides Saudi exporters with greater financial security and more predictable cash flow, empowering them to enter new and challenging markets - particularly those facing regulatory hurdles or geopolitical instability.

As part of its commitment to expanding financial inclusion, the Bank places special emphasis on supporting SMEs. Tailored insurance products have been developed specifically for this segment to help them scale globally. SMEs account for nearly 40% of the Bank's client base.

The Bank also introduced a range of new insurance products as part of its portfolio development plan, aimed at addressing the evolving needs of exporters - especially in higher-risk markets.

This was supported by the development of an advanced risk analysis platform, which leverages political and economic indicators to deliver precise market and country assessments. These insights guide both the Bank and exporters in making informed decisions regarding export opportunities and appropriate guarantees.

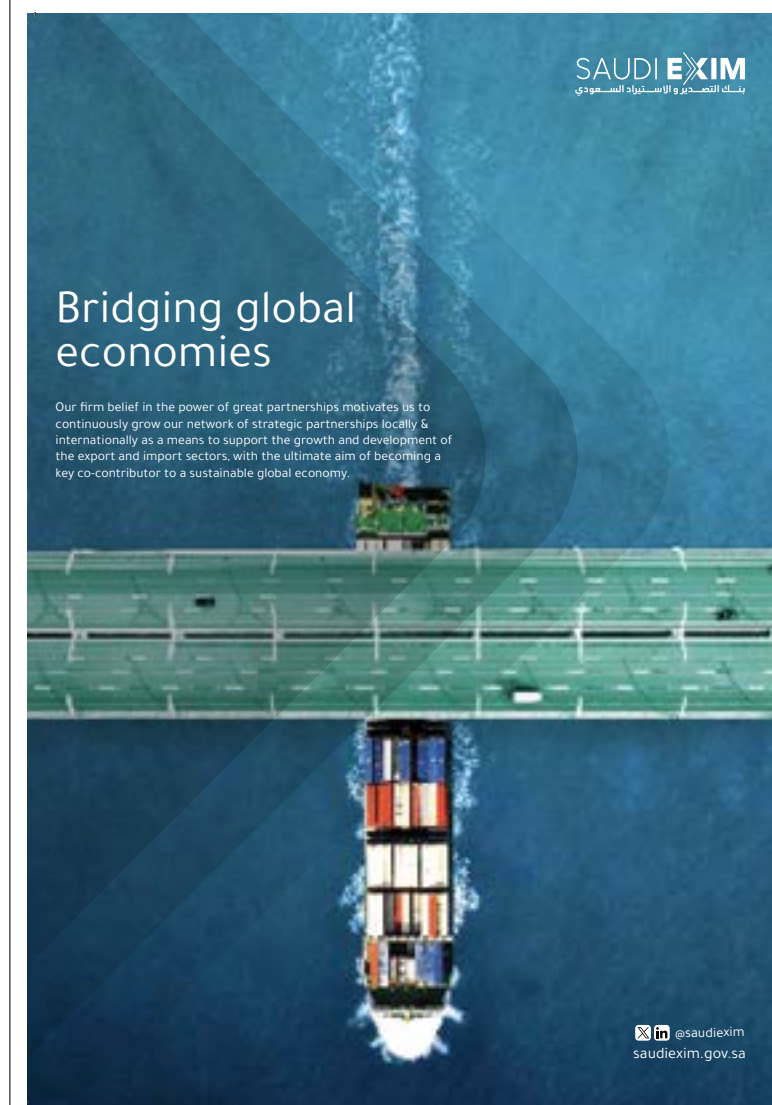
Expanding the scope of partnerships and cooperation, to date, the Bank has signed over 85 MoUs and agreements with international and local banks, financial and commercial institutions, global trading houses, export credit agencies (ECAs), and several relevant multilateral organizations.

Milestones include partnerships with major global trading houses such as Trafigura, DL Hudson, and Glencore, a strategic reinsurance agreement with Allianz Trade to cover supply chains in over 50 countries, and a landmark letter of credit insurance agreement with SABIC, the largest of its kind in the Middle East and a regional first.

To strengthen competitiveness, the Bank has enabled Saudi non-oil exports to reach 150 countries worldwide, focusing on high-growth markets both regionally and globally. This geographic expansion is the result of proactive financing policies aimed at unlocking new markets for Saudi products.

Through its operational momentum and digital transformation efforts, Saudi EXIM is reinforcing its position as a key player in the Kingdom's development ecosystem and supporting Saudi Arabia's emergence as a global export hub - fully aligned with Vision 2030 aspirations.

► For further information, visit saudiexim.gov.sa




STRATEGIC PARTNER: **SCCL** **SP14**

QUESTION TIME: SAUDI CHEMICAL COMPANY LTD (SCCL)

Eng. Abdulsalam Al-Ghamdi, Group CEO of leading manufacturer of civil and military explosives SCCL, explains why the company's products are essential for safe and precise mineral extraction.

WHAT ROLE DO YOU SEE SAUDI ARABIA PLAYING IN SHAPING THE FUTURE SUPPLY CHAIN FOR CRITICAL MINERALS GLOBALLY?

Saudi Arabia is rapidly positioning itself as a central hub in the global critical minerals supply chain through Vision 2030. The Kingdom's strategy is linked to exploration, processing, and industrial integration, supported by the Ministry of Industry and Mineral Resources. And since the establishment of Maaden in 1997, the sector has developed into one of the most organized and fast-growing in the region.

As one of the earliest Saudi industrial players, Saudi Chemical Company Limited (SCCL) has contributed to this transformation for over five decades, supporting national mining operations with safe, high-quality explosives and solutions that enable efficient mineral extraction and infrastructure development across the Kingdom.

WHAT INTERESTS IN CRITICAL MINERALS DOES YOUR ORGANIZATION HAVE, EITHER UPSTREAM OR DOWNSTREAM?

SCCL operates primarily in the upstream stage of the minerals value chain, where our industrial explosives and detonation systems are essential for safe and precise mineral extraction. We are the leading Saudi manufacturer of explosives, serving mining, infrastructure, and energy projects across the country.

Our operational strength lies in our three production facilities—in Riyadh, and Dahban near Jeddah, as well

as the northern region to support Maaden's phosphate operations. Along with strategically located storage facilities that ensure safety, compliance, and timely distribution nationwide. Within the broader supply chain, our sister company Suez International Nitrate Company (SINCO), located in Egypt, plays a complementary role by securing the regional availability of raw materials essential for civil explosives manufacturing, reinforcing SCCL's industrial self-reliance and supply-chain continuity to serve KSA's mining sector.

DOES YOUR ORGANIZATION HAVE EXISTING INVESTMENT PARTNERSHIPS IN SUPPLIER COUNTRIES IN THE SUPER REGION SPANNING AFRICA, WESTERN, AND CENTRAL ASIA?

Yes. SCCL maintains strategic regional partnerships to secure material sourcing and share technical expertise across the Super Region. These relationships enhance the stability of our supply chain and promote cross-border collaboration in safety and industrial standards. Through these alliances, SCCL helps strengthen Saudi Arabia's role as a bridge between the global mining market.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia has made exceptional progress in building a world-class, investor-friendly environment for mining and industry. The Ministry of Industry and Mineral Resources has



Eng. Abdulsalam Al-Ghamdi,
Group CEO of SCCL

implemented the Mining Investment Law, which provides transparency, streamlined licensing, strong investor protection and ensure infrastructure readiness.

In addition, the Ministry of Investment supports the mining system in the Kingdom through incentives, tax and customs exemptions, and financial support. All the governmental efforts have made the Kingdom one of the most attractive investment destinations worldwide. For SCCL, this environment enables us to expand sustainably, invest in advanced technologies, and align with the national objective of building a diversified and globally competitive minerals sector.

FMF26 WILL HOST PARTICIPANTS FROM ALL ALONG THE MINERALS VALUE CHAIN – WHAT WOULD BE THE IDEAL KIND OF PARTNERSHIP FOR YOUR ORGANIZATION?

SCCL values partnerships that combine innovation, safety, and localization. We

seek collaborations that bring advanced blasting technologies, digital monitoring, and sustainable manufacturing methods, while supporting the development of Saudi technical talent.

We also welcome joint research initiatives that merge international expertise with local knowledge to enhance mining efficiency and sustainability in the Kingdom. 6. How would you describe the value that your own organization is delivering to society through minerals?

For more than 50 years, Saudi Chemical Company Limited has been a national enabler of progress, supporting mining, energy, and infrastructure projects vital to the Kingdom's growth. Our work ensures safety, reliability, and continuity across essential industries. Beyond production, we invest in training and certification programs for Saudi professionals, preparing future leaders for the sector. Through our local manufacturing base, logistics network, and commitment to safety and quality, we continue to strengthen national self sufficiency and contribute to Saudi Arabia's vision for a sustainable, diversified economy

► For further information, visit [saudichemical.com](https://www.saudichemical.com)

STRATEGIC PARTNER: **SCCL** **SP14**

SAUDI CHEMICAL COMPANY LIMITED: PIONEERING EXPLOSIVES EXPERTISE FOR THE FUTURE OF MINING

As a key enabler of Saudi Arabia's mining ambitions, Saudi Chemical Company Limited (SCCL) — the Kingdom's leading producer of civil and military explosives — is proud to return to Future Minerals Forum 2026 to showcase its expertise and reaffirm its commitment to powering the region's mining and industrial growth.

Building on the success of its previous participation, SCCL looks forward to continuing its meaningful engagement with stakeholders and industry partners, fostering dialogue around innovation, sustainability, and national industrial development. Explosives play a critical role in mineral exploration — from breaking hard rock formations and exposing mineral deposits to enabling access roads and infrastructure. With over five decades of experience, SCCL has been at the forefront of manufacturing high-quality, safe civil explosives that are essential to industries such as mining, oil and gas, cement, tunneling, and infrastructure.

Beyond production, SCCL offers a comprehensive range of support services, including the transportation, storage, and blasting — all designed to ensure operational excellence and environmental responsibility. These services help mining companies achieve optimal performance while contributing to the long-term sustainability of the Kingdom's mining ecosystem.

With three civil explosives factories strategically located across northern, central, and western Saudi Arabia, and distribution

centers in the eastern, western, and southern regions, SCCL ensures nationwide reach and reliable supply.

As a subsidiary of Saudi Chemical Company Holding, SCCL benefits from the integrated strength of the group. This includes its sister company, the Suez International Nitrate Company (SINCO) in Egypt, which produces Ammonium Nitrate, a key raw material that completes the value chain for civil explosives and emphasizes SCCL's keenness on maintaining sustainable and stable operations and supply to clients. SCCL is a house of expertise that has contributed to KSA & GCC human capital development by providing specialized programs to train blasters and security forces for the handling of explosives and technical blasting. The company also manufactures military explosives, including TNT, RDX, and mechanical fuzes, underscoring its technical capability and strategic significance to the national development.

In line with Saudi Vision 2030, SCCL continues to contribute to national prosperity by transferring knowledge, localizing expertise, and empowering Saudi talent through continuous training and qualification programs. Its focus on human capital development reflects a deep commitment to nurturing the next generation of professionals who will drive the Kingdom's industrial and mining future.

► For further information, visit [saudichemical.com](https://www.saudichemical.com)





PLATINUM SPONSOR: BCG P20

QUESTION TIME: BCG

BCG's metals and mining consulting experts help clients to grasp the complex forces reshaping the industry and craft the right strategies and operating models to meet new imperatives. We asked two of their senior team – Nikolaus Lang, Managing Director & Senior Partner and Marcin Lech, Managing Director & Partner – for their thoughts ahead of FMF26.



Nikolaus Lang, Managing Director & Senior Partner

WHERE IN THE WORLD DO YOU SEE SOME OF THE MOST EXCITING NEW CRITICAL MINERAL PROJECTS?

Nikolaus: The next decade's progress in critical minerals will be led by regions that combine resource scale, political stability, and coordinated strategy. A new multipolar ecosystem is taking shape—diversified, de-risked, and co-developed by sovereigns and private capital to power defense, clean energy, and digital industries. The United States is advancing supply-chain independence through the Defense Production Act and DFC/EXIM investments across North and South America. The European Union, under its Critical Raw Materials Act, is driving cross-border projects in lithium, rare earths, and recycling.

Frontier opportunities are also emerging—from Greenland's rare-earth exploration to integrated corridors forming across the Lithium Triangle and Africa's Copper-Cobalt Belt. Recent partnerships, such as the new KSA-US agreement

on critical minerals and Ma'aden's collaboration with MP Materials, signal growing alignment across allied networks. Indonesia and Saudi Arabia are scaling processing capacity, the UAE is expanding overseas investments, and African nations are strengthening partnerships and regional integration to unlock their vast potential as anchors of a more resilient global value chain.

Together, these shifts signal a decisive inflection point - where coordinated public-private action will determine which regions shape the next decade of industrial competitiveness and resource security.

WHAT CAN YOU SAY ABOUT THE WORK KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT IN THE KINGDOM?

Marcin: Saudi Arabia has taken decisive steps to build an investor-friendly mining environment. Under its National Mining Strategy, the Kingdom has introduced one of the world's most competitive mining laws, streamlined licensing, and developed a digital geological database covering large portions of its terrain. These reforms—supported by dedicated financing through the Mining Investment Fund, exploration incentives, and strong infrastructure backing—have rapidly enhanced the Kingdom's attractiveness to global investors.

KSA's investment appeal is rising fast, with net FDI inflows

now about twenty times higher than before, signaling strong momentum even as the market continues to mature. KSA's vision remains bold: to position itself as a global hub for mineral exploration, processing, and value-added industries. With the fundamentals now stronger than ever, the focus is shifting toward proactive investor engagement, compelling midstream and downstream propositions, and securing feedstocks that will anchor resilient future-ready supply chains. How can the work of FMF26 on minerals contribute to the world's vast infrastructure needs?

Nikolaus: FMF 2026 can redefine how the world mobilizes capital for critical-resource infrastructure. The Forum's model—anchored in public-private orchestration—mirrors BCG's "catalytic capital" concept, where sovereign funds de-risk early stages and crowd in private finance. By convening governments, international organisations, producers, financiers, and technology partners, FMF 2026 can drive integrated corridor investments that combine mines, processing, ports, and power. Saudi Arabia's leadership in convening cross-regional platforms (e.g., Africa-Gulf partnerships) enables mineral security to serve as a infrastructure development multiplier, delivering resilient supply chains and inclusive growth.

WITHIN YOUR ORGANIZATION, WHERE DO YOU SEE THE MOST

VALUABLE USES OF AI FOR THE MINERALS INDUSTRY?

Marcin: AI is becoming core to efficiency, safety, and sustainability across the mining value chain. In exploration, advanced machine-learning models integrate hyperspectral, geochemical, and satellite data to accelerate target identification and improve discovery accuracy. In operations, predictive-maintenance and autonomous-haulage systems enhance uptime, reduce energy consumption, and improve safety. BCG X's "AI in Mining and Process Industries" notes that AI can deliver 10–20 percent productivity gains by improving decision quality, process stability, and asset reliability.

Yet, while the potential is immense, many miners remain at early stages of maturity and continue to struggle with adopting AI in a fast, agile, and value-accretive way. Unlocking this potential will depend on forging the right partnerships-across OEMs, tech providers, and integrators-to bring proven solutions to scale faster.



Nikolaus Lang, Managing Director & Senior Partner

PLATINUM SPONSOR: BCG P20

CRITICAL MINERAL ECOSYSTEMS (CMES): A NEW MODEL FOR RAW MATERIAL SUPPLY SECURITY

Clean energy, mobility, and digital industries all rely on critical minerals such as copper, lithium, nickel, cobalt, and rare earths. Yet while demand is projected to multiply as much as tenfold by 2040, investment in new supply remains sluggish. Risk aversion, long lead times, volatile prices, and China's midstream processing capabilities have left the rest of the world exposed to systemic risks that no single actor can solve.

Certain efforts have helped, including individual company actions through bilateral offtake deals and the establishment of regional hubs. But a bankability gap persists. Mining projects struggle to secure capital,

buyers face unstable input costs, and governments miss opportunities to localize value. Three systemic issues underpin this gap: timing and price signal mismatches, limited coordination of scale, and uncertainty in compliance and traceability.

Critical Mineral Ecosystems (CMES) represent a promising—and integrated—solution to these issues. A CME shapes the lawful orchestration of companies, public institutions, and investors in a way that aligns material, capital, and data flows across the value chain. A neutral orchestrator convenes participants, sets common rules, and manages tools such as price volatility mitigation, pooled offtake windows,

and risk-sharing guarantees. But forming CMES requires material contributions from participating entities and substantial coordination across borders and institutions.

An impossible task? Not in our opinion. Orchestrators in adjacent sectors, such as H2Global and the European Hydrogen Bank, prove that effective models can become reality.

When designed successfully, CMES will result in projects that reach bankability more quickly. Buyers will have access to de-risked, traceable, and compliant supply. Supply nations will benefit from fair-value share and sustainable economic development. Demand-centric nations



will be able to reduce their dependence on any given raw material supplier, thereby bolstering their resilience. Join us at the Future Minerals Forum 2026 to explore how CMES can reshape global supply security, moving the sector from competition to coordination.

► For more information, visit bcg.com/industries/industrial-goods/metals-mining

BCG

VISIT [BCG.COM/INDUSTRIES/INDUSTRIAL-GOODS/METALS-MINING](https://bcg.com/industries/industrial-goods/metals-mining)

Shaping the Future of Minerals

Empowering mining and minerals industry leaders to navigate disruption, advance sustainability, and harness innovation across the value chain from extraction to processing and beyond.

At BCG, we combine deep sector expertise with digital and AI-driven insight to help clients build efficiency, resilience, and long-term growth in a world shaped by shifting markets and geopolitical uncertainty.



For more information, reach out to Marcin Lech: lech.marcin@bcg.com


PLATINUM SPONSOR: SAR P13

QUESTION TIME: SAUDI ARABIA RAILWAYS

Saudi Arabia Railways (SAR) plays a strategic role in enabling the Kingdom's mining economy through an integrated freight system anchored by the Northern Railway Network, connecting key mining assets to Ras Al-Khair Industrial Port and supporting cost-efficient, large-scale mineral transport. Below, **Dr. Bashar bin Khalid Al-Malik, CEO of Saudi Arabia Railways**, discusses SAR's role as an economic and industrial enabler and its contribution to strengthening mining value chains within the national transport and logistics ecosystem.

HOW DO YOU ASSESS THE ROLE OF RAIL FREIGHT SERVICES IN SUPPORTING THE NATIONAL ECONOMY, AND WHERE DOES SAR STAND IN ENABLING THE ECONOMIC AND INDUSTRIAL SECTORS, PARTICULARLY MINING?

Rail freight services are a core pillar of the national economy, particularly amid the Kingdom's accelerating industrial and mining growth. In this context, SAR plays a central role as a key enabler of both the economic and industrial sectors, with mining at the forefront, through an integrated freight system built around the Northern Railway Network.

Designed as the backbone for transporting strategic minerals, the network links mining sites with processing facilities and industrial ports, improving supply chain efficiency, reducing transport time and cost, and enhancing operational reliability. At SAR, rail freight is viewed as long-term economic infrastructure that underpins industrial and mining investment decisions, in line with the National Transport and Logistics Strategy and Saudi Vision 2030.

WHAT DISTINGUISHES SAR'S FREIGHT SYSTEM COMPARED TO OTHER MODES OF TRANSPORT?

SAR's freight system is distinguished by high operational efficiency, reliability, and sustainability. Rail enables the consistent movement of large volumes with high safety standards and a significantly lower environmental footprint than road transport.

Equally important is network integration. By linking production areas with ports and industrial zones, rail freight provides a strategic, long-term logistics solution that supports industrial and mining growth and enables more confident planning and expansion.

HOW HAVE INVESTMENTS IN INFRASTRUCTURE AND ROLLING STOCK REFLECTED ON THE QUALITY OF FREIGHT SERVICES?

Sustained investment in infrastructure and rolling stock has been fundamental to enhancing freight service quality. SAR has focused on network development, fleet readiness, and applying the highest standards of maintenance and operations. These investments have increased capacity, improved reliability, and ensured the delivery of stable freight services capable of meeting the demands of strategic sectors, particularly mining, while supporting continuity of production and supply.

HOW DOES SAR ENSURE RELIABILITY AND CONTINUITY OF FREIGHT SERVICES FOR ITS CUSTOMERS?

Reliability is a core pillar of SAR's operating model. This is achieved through precise operational planning, advanced monitoring systems, and highly qualified operations and maintenance



teams working in line with international best practices. Such an approach enables consistent adherence to agreed schedules and volumes, which is critical for industrial and mining operations that depend on uninterrupted supply chains.

WHY IS THE MINING SECTOR CONSIDERED A STRATEGIC PARTNER FOR SAR'S FREIGHT SERVICES?

The mining sector relies on the regular and sustainable movement of large quantities of raw materials and products, which aligns naturally with the characteristics of rail transport.

This partnership has enabled the development of efficient supply chains from mining sites to processing and export facilities, improving the economic viability of mining projects and supporting the Kingdom's objective of maximizing the value of its mineral resources.

HOW DOES SAR SUPPORT THE MINING SECTOR THROUGH MINERAL TRANSPORTATION, WHAT ARE THE KEY MINERALS AND SHIPPING LOCATIONS WITHIN ITS NETWORK, AND HOW IS SAR PREPARING FOR FUTURE GROWTH?

SAR supports the mining

sector through an integrated freight system that enables value chains from extraction to export. The company transports strategic minerals forming the foundation of national industries, most notably phosphate and bauxite, in addition to other mining materials used in vital sectors such as fertilizers and aluminum.

This includes connecting the mines of Hazm Al-Jalamid, Wa'ad Al-Shamal, and Al-Ba'itha through strategic logistics corridors across the Northern Railway Network to Ras Al-Khair Industrial Port, enhancing efficiency, reducing transport time and cost, and improving supply reliability. Looking ahead, SAR is increasing operational capacity, further developing the network, and strengthening integration with public and private sector partners to ensure readiness in line with the mining sector's growth and to reinforce its role as a key enabler of industrial and logistics transformation.

► For more information, visit sar.com.sa

PLATINUM SPONSOR: METSO P03

METSO: PARTNERING FOR POSITIVE CHANGE

Metso helps its customers and partners realise their ambitions for a more resilient future, be it related to processing of, for example, critical raw materials like copper, or precious metals like gold.

FULL END-TO-END SUPPORT FOR MINERALS PROCESSING AND METALS REFINING

As a minerals processing and services powerhouse, Metso can support its customers with a unique offering that covers both equipment and services in minerals processing. It also includes digital and automated solutions and technologies that, in addition to being energy, carbon and water efficient, improve circularity and safety.

At the core of the offering are the Metso Plus products that are more energy or water efficient than the benchmark technology or help our customers achieve their recyclability and other sustainability goals. This portfolio includes over 100 products, and we aim to have a Metso Plus product for every part of the

customer's value chain.

Minerals processing: our unique offering and process expertise for mining customers starts from professional testing and piloting support and encompasses a complete solutions-offering for the whole process, from energy-efficient comminution to advanced beneficiation solutions, including also advanced tailings management. We have comprehensive solutions and Life Cycle services for maintaining and optimizing processes and equipment performance with advanced digital solutions, intelligent automation and control systems.



For the battery industry value chain, Metso is in a unique position to provide sustainable technology and services covering, for example, lithium, nickel and cobalt production from the mine to battery chemicals, battery precursors and black mass recycling.

Metals refining: for metals refining, Metso offers modern smelting solutions for the treating of primary and secondary raw materials. Metso's sustainable flash smelting process is currently the most used copper smelting method in the world. In addition, Metso offers solutions for the decarbonization of the iron and steel industry through DRI Smelting technology.

► For more information, visit metso.com

PLATINUM SPONSOR: BAHRI P15

BAHRI: DRIVING GLOBAL TRADE THROUGH INTEGRATED TRANSPORT AND LOGISTICS SOLUTIONS

As Saudi Arabia continues to advance the development of its mining sector, being one of the key drivers of economic diversification, reliable and scalable logistics remain essential to transforming mineral resources into long term economic value.

Bahri, the national shipping carrier of Saudi Arabia, plays a central role in supporting this growth by providing integrated transport and logistics solutions that link the Kingdom's industrial ambitions with global markets. Established in 1978, Bahri has grown into one of the world's leading shipping and logistics companies through

its six business units: Bahri Oil, Bahri Chemicals, Bahri Logistics, Bahri Dry Bulk, Bahri Ship Management, and Bahri Marine Services.

With a modern, future ready fleet and advanced planning systems, Bahri ensures the safe, efficient, and sustainable flow of goods across international trade routes. The company also works closely with industrial clients to develop tailored logistics solutions that meet the evolving needs of the mining value chain from the movement of raw materials and equipment to the transport of processed products.

Bahri Dry Bulk plays a vital role in transporting key commodities such as Iron ore, phosphate, bauxite, and limestone, supporting the upstream and downstream requirements of mining companies. With its fleet of state-of-the-art bulk carriers and global chartering capabilities, Bahri facilitates the seamless movement of cargo between remote production zones and international customers, helping drive competitiveness in an increasingly globalized minerals market. As the Kingdom and the wider region unlock new mining frontiers, Bahri reaffirms its commitment to serving as a

strategic partner in building resilient supply chains and strengthening the long-term competitiveness of Saudi Arabia's mineral resources.

► For more information, visit bahri.sa





PLATINUM SPONSOR: **WORLEY** P17

QUESTION TIME: WORLEY

Worley is the world's largest provider of engineering, project and asset management solutions in the energy, chemicals and resources sectors. Its mining project delivery capabilities are built on decades of experience across the full life cycle, from mine to port. We asked Christo Visser, Vice President – Resources Sector: EMEA, for his thoughts ahead of FMF26.

WHY IS IT SO IMPORTANT – AND URGENT – TO NOW GIVE A PLATFORM TO NEW VOICES ON CRITICAL MINERALS?

The urgency to amplify new voices in the critical minerals sector stems from several interconnected factors. Firstly, the global shift towards renewable energy and advanced technologies has rapidly increased demand for critical minerals such as lithium, cobalt, nickel, and rare earth elements. As supply chains become more complex and geopolitical tensions rise, it is essential to incorporate diverse perspectives—especially from emerging producers, Indigenous communities, innovators, and developing economies—to ensure responsible, inclusive, and resilient supply chains.

Moreover, new voices can bring fresh solutions to longstanding challenges such as environmental sustainability, ethical sourcing, and community engagement. With the climate crisis intensifying and the energy transition accelerating, there is both a moral and economic imperative to broaden the conversation and drive innovation through inclusivity.

WHAT INTERESTS IN CRITICAL MINERALS DOES WORLEY HAVE, EITHER UPSTREAM OR DOWNSTREAM?

Worley, as a leading provider of professional project and asset services in the energy, chemicals, and resources sectors, is deeply invested in both the upstream and downstream aspects of critical minerals. Upstream,



Christo Visser, Vice President-Resources Sector: EMEA, Worley

Worley is involved in supporting exploration, mining, and processing of minerals essential for modern technologies. Downstream, the company supports clients in refining, value-adding, logistics, and integration with battery manufacturing, electric vehicles, and renewable energy infrastructure.

Worley's interests also extend to helping clients achieve sustainability goals, manage environmental impacts, and implement digital solutions that optimise operations and traceability throughout the minerals value chain.

WHERE IN THE WORLD ARE SOME OF THE MOST EXCITING NEW CRITICAL MINERALS PROJECTS?

Several regions are at the forefront of exciting new critical minerals projects:

- **Africa:** Countries like the Democratic Republic of Congo (cobalt), Namibia (lithium), and South Africa (vanadium, platinum group metals) are rapidly developing new projects.
- **Australia:** With its vast reserves, Australia is leading in lithium, rare earths, and nickel projects, pushing for both

extraction and local value-adding.

- **South America:** Argentina, Chile, and Bolivia—collectively known as the “Lithium Triangle”—hold significant lithium brine resources essential for batteries.
- **Canada:** Investments in nickel, cobalt, and rare earths are positioning Canada as a crucial player in the supply of responsibly sourced minerals.
- **Saudi Arabia:** The Kingdom is investing heavily in mining and downstream processing to diversify its economy and become a global hub for critical minerals.

WHICH COUNTRIES ARE YOU MOST INTERESTED IN HEARING FROM AT FMF? At FMF, it will be particularly valuable to hear from:

- **Saudi Arabia:** As a rapidly emerging player with ambitious plans for mining and downstream integration.
- **Australia and Canada:** Both are established leaders in critical minerals and are advancing responsible mining practices and supply chain transparency.
- **African Nations:** Given their rich mineral endowments and the growing importance of ethical sourcing and development partnerships.
- **South American Lithium Producers:** Their perspectives on sustainable extraction and the global battery supply chain are crucial.
- **European Union:** As a major consumer and policy driver for supply chain resilience and sustainability standards.

HOW DOES THE MINERALS SECTOR CONTRIBUTE TO SOCIETY?

Minerals have the potential

to transform communities, particularly in regions rich in resources but facing socio-economic challenges. FMF's initiatives focus on responsible mining practices, local capacity building, and fair distribution of benefits. By advocating for community engagement and equitable partnerships, FMF supports projects that create jobs, improve education, and enhance healthcare infrastructure. When managed well, mineral development can generate revenue for local governments, fund social programs, and stimulate entrepreneurship, helping lift communities out of poverty and fostering long-term prosperity.

Worley has made significant contributions to society by advancing sustainable mineral extraction, processing, and utilisation. The company collaborates with clients across the globe to deliver projects that prioritise environmental stewardship, safety, and social responsibility. Worley's expertise in engineering, project management and project execution enables the efficient development of mineral resources, supporting industries such as construction, manufacturing, and energy. By integrating innovative technologies and best practices, Worley helps reduce environmental impacts, optimise resource use, and create jobs, contributing to the overall well-being of communities and economies.

► For more information, visit worley.com

PLATINUM SPONSOR: **AWJ ENERGY** P21

QUESTION TIME: AWJ ENERGY

AWJ Energy is an enabler, facilitator and supplier for the region's energy ecosystems. It identifies and plugs gaps in capability and capacity by developing bespoke supply chains that rely on carefully vetted international expertise. Its Founder and CEO, Dr Hassan Al Qahtani, explains how KSA is taking the lead on the critical minerals conversation.

HOW IS KSA SHAPING THE GLOBAL CONVERSATION ON CRITICAL MINERALS?

Leveraging the ambitious framework of Vision 2030, Saudi Arabia is strategically unlocking its extensive mineral resources to become a key player in the global critical minerals discussion. Through platforms such as the Future Minerals Forum and the creation of robust international partnerships, the Kingdom is elevating its influence in the sector. This strategy involves driving significant investment, localizing supply chain components, and strictly embedding Environmental, Social, and Governance (ESG) standards. Ultimately, Saudi Arabia is cementing its status as an influential and reliable partner essential for creating secure, sustainable, and future-ready mineral supply chains worldwide.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia has achieved remarkable progress in transforming its mining and minerals sector into an investor-friendly environment, fulfilling a core objective of Vision 2030 economic diversification.

This success is anchored by the enactment of a modern, transparent Mining Investment Law, which features:

- Clear regulations and long-term licenses
- Competitive fiscal terms to attract both domestic and international capital.

Furthermore, the government has proactively de-risked exploration by committing substantial resources to:

- Comprehensive geological surveys
- Advanced digital infrastructure
- Enhanced data accessibility

The Future Minerals Forum and strategic alliances with global industry leaders underscore the Kingdom's dedication to innovation and collaboration. By prioritizing sustainability, streamlining permitting, and investing in specialized industrial zones and logistics, Saudi Arabia is rapidly solidifying its position as a premier global mining hub defined by stability, transparency, and a highly business-friendly climate.

WHAT WORK IS YOUR ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

AWJ Energy is dedicated to shaping the minerals workforce of tomorrow. We execute this commitment through strategic partnerships with local universities and technical institutions, supporting the advancement of specialized mining and geology curricula. We bridge the gap between academia and industry by offering practical internships and hands-on training. This approach guarantees that young professionals acquire both the deep technical knowledge and the leadership capabilities vital for excelling in our dynamic industry.

HOW IS KSA SHAPING THE GLOBAL CONVERSATION ON CRITICAL MINERALS?



Dr Hassan Al Qahtani, Founder and CEO of AWJ Energy

Saudi Arabia is shaping the global critical minerals conversation by positioning itself as a central hub for supply chain resilience and energy transition through the Future Minerals Forum, which convenes governments, investors, and industry leaders from over 170 countries. Under Vision 2030, the Kingdom is transforming mining into its third economic pillar, leveraging an estimated \$2.5 trillion in mineral wealth and launching initiatives like global mineral corridors, Centers of Excellence, and traceability standards. With massive investments, international partnerships, and efforts to set ESG benchmarks, Saudi Arabia is driving policy, innovation, and infrastructure that connect resource-rich regions with industrial markets, making Riyadh a key influencer in shaping the future of critical minerals globally.

DOES YOUR ORGANIZATION HAVE EXISTING INVESTMENT PARTNERSHIPS IN SUPPLIER COUNTRIES IN THE SUPER REGION SPANNING AFRICA, WESTERN, AND CENTRAL ASIA?

Yes, Zahid Group, has made significant investment moves in supplier countries within the Super Region. The most notable example is its

acquisition of Barloworld Limited, a leading Caterpillar dealer across Southern Africa, including South Africa, Zambia, Malawi, Angola, and the Republic of Congo. Zahid Group initially held an 18.9% stake in Barloworld and later led a \$1.25 billion acquisition through a consortium, giving it 49% control of the company. This deal strengthens Zahid's footprint in Africa's mining and construction equipment supply chain and aligns with its strategy to expand beyond the Middle East.

WHAT CAN YOU SAY ABOUT THE WORK THAT KSA HAS DONE TO CREATE AN INVESTOR-FRIENDLY ENVIRONMENT FOR MINERALS IN THE KINGDOM?

Saudi Arabia has taken bold steps to create an investor-friendly environment for minerals under Vision 2030, making mining the third pillar of its economy. Key initiatives include a modernized Mining Investment Law that offers 100% foreign ownership, streamlined licensing, and long-term concessions to attract global players. The Kingdom has invested heavily in digital geological surveys of the Arabian Shield, revealing \$2.5 trillion in mineral resources, and launched a one-stop regulatory platform to simplify approvals.

Additionally, it provides tax incentives, financing support, and infrastructure development, including rail and port connectivity, to reduce operational costs. These measures, combined with a strong focus on ESG.

► For more information, visit awjenergy.com



PLATINUM SPONSOR: **METSO** P03

METSO: YOUR PARTNER IN POWERING THE ENERGY TRANSITION

As the world accelerates toward a low-carbon future, the mining and metals industries are at the heart of the transformation. The Future Minerals Forum in Riyadh highlights this moment, and Metso stands ready to support the Kingdom of Saudi Arabia's Vision 2030, positioning mining as a third pillar of economic growth and diversification.

ENERGY TRANSITION MINERALS: THE CRITICAL ENABLERS

The global shift to renewable energy, electrification, and digitalization is driving demand for critical minerals, especially copper, nickel, lithium, and rare earths.

"Energy transition minerals are not just commodities; they are the foundation of a sustainable future. At Metso, we help customers unlock value from these resources through our efficient and sustainable technologies. We are a top player in energy transition minerals, supporting our partners as they navigate this critical transformation," Metso's President and CEO, Sami Takaluoma, emphasizes.

Metso's end-to-end solutions span the entire value chain from extraction and processing to refining and recycling. The company's Metso Plus portfolio, with over 100 products and expert services, delivers energy, carbon and water efficiency, helping customers achieve their sustainability goals.

NO.1 IN COPPER PROCESSING

Copper is the backbone of electrification, powering everything from renewable energy grids to electric vehicles. Metso is a leading technology supplier to the copper processing industry, offering comprehensive solutions that span the entire production chain from ore processing to refined copper.

"The outlook for copper remains robust. We at Metso have a comprehensive solution portfolio for efficient and sustainable copper processing. Furthermore, Metso's sustainable flash smelting process is the world's most used copper smelting method. We are committed to supporting our customers with innovative, efficient, and environmentally responsible solutions that are safe and easy to maintain," Metso's Minerals BA president Piia Karhu says.



Sami Takaluoma, President and CEO, Metso

LEADING TECHNOLOGY AND SERVICES FOR PHOSPHATE PROCESSING

Phosphate, essential for food security and fertilizer production, is also a focus area in Vision 2030. Metso provides advanced technologies and solutions for phosphate processing. Our expertise helps customers optimize recovery, boost efficiency, and support sustainable production.

THE MODERN GOLD RUSH

The global gold market spans a diverse set of consumers and investors. While jewelry remains the primary application, investment in gold still holds a significant share of the total demand. Gold also plays a pivotal role as an industrial metal in a broad range of applications. This demand is driven by the electronics sector, which accounts for ~80% of gold used in technology.

With holistic insight into the gold segment, Metso provides complete process solutions from ore to doré, ranging from free-milling to refractory gold ores and covering almost the entire process flowsheet.

METSO AND SAUDI VISION 2030: A SHARED COMMITMENT

Metso's strategy aligns seamlessly with Saudi Vision 2030, supporting the Kingdom's ambitions for a resilient, diversified economy. Through local partnerships, training, and providing efficient and sustainable technologies, Metso helps to build industrial

ecosystems and develop local talent.

As one example, Metso and Saudi Mining Polytechnic (SMP) institute have signed a training agreement to support mining career development and address the mining labor shortage. "This initiative is a concrete example of Metso's commitment to community development in Saudi Arabia. Our target is to make the mining industry more appealing to potential new Metso employees by helping to attract and also retain talent," says Metso's Rajneesh Mishra, Vice President, Sales and Service, Middle East area.

Metso's own 2030 strategy, 'We go beyond,' is built on growth, excellence, and customer-centricity. "Customer-centricity is key to our success. Our commitment extends beyond equipment – we provide comprehensive life cycle services, digital solutions, and aftermarket support to ensure our customers' long-term success. We want to be close to our customers and understand their evolving needs, which is why we have local service centers in all the main operating areas," Metso's Services Business president Heikki Metsälä says.

Over the past five years, Metso's presence in Saudi Arabia has grown exponentially from 10 employees in 2020 to more than 150 in 2025. The expansion is a reflection of Metso's vision to invest locally and remain close to its customers. As the energy transition accelerates, Metso is proud to be a trusted partner on this journey.

► For more information, visit metso.com



PLATINUM SPONSOR: **JCHX** P08

QUESTION TIME: JCHX

Chairman of JCHX Mining Management, Mr. Qinghai Wang, discusses partnerships, talent and technology.

WHAT INTERESTS IN CRITICAL MINERALS DOES YOUR ORGANIZATION HAVE, EITHER UPSTREAM OR DOWNSTREAM?

As an international mining group, JCHX is actively engaged across the critical minerals value chain. Our upstream activities include engineering design services, mine construction, mining operations, and strategic investments in key minerals such as copper and gold. Downstream, we supply copper concentrate and cathode copper to global markets through our acquired mining assets. We provide integrated, full-cycle solutions aimed at enhancing cost efficiency and safety for our clients.

DOES YOUR ORGANIZATION HAVE EXISTING INVESTMENT PARTNERSHIPS IN SUPPLIER COUNTRIES IN THE SUPER REGION SPANNING AFRICA, WESTERN, AND CENTRAL ASIA?

Yes, JCHX has established robust investment and operational partnerships in several key supplier countries across Africa and Central Asia. In the DRC, we are involved in the construction and operation of mines like Kamoa and Kipushi, and we have invested in copper assets including Dikulushi and Lonshi. In Zambia, we provide integrated services for projects such as Chambishi and Mopani, while also investing in the Lubambe mine. In Kazakhstan, we provided construction services at the Shalkiya lead-zinc mine and are engaged in feasibility study and design consultancy for other critical mineral projects.

IF SO, CAN YOU DESCRIBE THE BENEFITS OF THESE, BOTH FOR YOUR PARTNERSHIP AND THE SUPPLIER COUNTRY?

Of course, such partnerships are immensely beneficial to all parties involved, creating a classic win-win scenario. For JCHX, they enable market expansion and revenue diversification, secure supply chain resilience through direct involvement in resource development and elevate the company's international brand profile. For supplier countries, the collaboration shares advanced mining technologies, safety protocols, and environmental standards; builds local capacity by training skilled workers, technicians, and managers; and fosters

sustainable regional growth through fiscal contributions and dedicated community investments.

FMF26 WILL HOST PARTICIPANTS FROM ALL ALONG THE MINERALS VALUE CHAIN – WHAT WOULD BE THE IDEAL KIND OF PARTNERSHIP FOR YOUR ORGANIZATION?

At FMF26, we look forward to connecting with organizations across the entire mineral value chain. For JCHX, the ideal partnership is one built on complementary strengths and a shared commitment to resilient, responsible resource development. Our goal is to establish and deepen collaborations with the following key categories of partners:

Mine Owners – including major mining companies and national mining entities who hold quality mineral assets. We offer full lifecycle support—from feasibility, financing, designing and construction to long-term operation and optimization—enabling owners to de-risk projects and accelerate production.

Local Contractors & Entities – Form consortia / JV to combine our technical strengths with local expertise for efficient project execution.

Capital & Advisory Partners – including international financial institutions, M&A advisors, legal firms and government entities. We work together under structured cooperation models to finance strategic projects, share risk, and ensure projects are bankable, compliant, and ESG-aligned.



Chairman of JCHX Mining Management, Mr. Qinghai Wang

Technology & Innovation Partners – including research institutes and digital technology companies. We advance green mining, deep-level extraction, integrated design and smart mining solutions—from R&D to implementation—driving technological transformation across the mining value chain. Ultimately, we believe the most effective partnerships are founded on a "Technology + Capital + Localized Operations" model. By combining our engineering expertise and operational excellence with our partners' resources and market insight, we can build more adaptive, efficient, and sustainable supply chains—from the ground up.

WHAT WORK IS YOUR ORGANIZATION DOING TO DEVELOP NEXT-GENERATION TALENT FOR THE MINERALS INDUSTRY?

We are committed to developing next-generation talent through a structured, multi-channel approach: **University-Industry Collaboration:** We partner with leading Chinese mining universities to offer scholarships and financial support, establish dedicated internship programs, and provide clear pathways to employment and career growth.

Industrial Workforce Development: We actively recruit and develop skilled workers through structured training that blends theory with practice, incorporating advanced simulators for underground trackless equipment to enhance hands-on skills and performance evaluation.

Internal Training System: Through the "JCHX Academy," we deliver regular courses covering safety protocols, professional skills, management principles, and corporate culture.

Global Talent Exchange: We send young Chinese engineers to gain hands-on experience in overseas projects, attract international engineers to our teams, and organize technical exchanges and workshops for high-performing local employees from global operations.

The goal is to cultivate the next generation of industry professionals equipped with technical expertise, sustainability mindset, and global perspective.

► For more information, visit jchxmc.com



PAN AMERICAN SILVER: POSITIONED FOR THE NEXT PHASE OF GROWTH

Owning and operating silver and gold mines located throughout the Americas, Pan American Silver's President and CEO Michael Steinmann, describes how the company is entering its next phase of growth.

Pan American Silver was founded more than 30 years ago with a clear purpose: to give investors meaningful exposure to silver. That remains our strategy today. Our portfolio of assets spans the Americas and includes projects capable of delivering significant growth in silver production.

We believe the outlook for both silver and gold is compelling. Silver, in particular, stands out because of its unique dual role as both a monetary metal and a critical industrial input.

Industrial demand for silver is accelerating, driven by electrification, solar energy deployment, and the rapid buildout of artificial intelligence (AI) infrastructure. With the highest electrical conductivity of any metal, silver is indispensable for interconnections and contact points in advanced technologies. AI systems, which depend on ultra-fast data processing and energy efficiency, require silver at their core. Reflecting this strategic importance, the U.S. government added silver to its Critical Minerals List in November 2025.

This surge in industrial demand has materially altered the silver market. Supply has failed to keep pace, resulting in structural deficits for the past five consecutive years.

At the same time, investment demand for silver continues to mirror the drivers that support gold: macroeconomic uncertainty, elevated debt levels, currency concerns, and interest-rate expectations.



Michael Steinmann Pan American Silver's President and CEO

In periods of uncertainty, investors seek assets that preserve value—and gold and silver have fulfilled that role for centuries.

Against this backdrop, Pan American Silver is entering its next phase of growth. The past half-decade was defined by transformative transactions that reshaped the company into a larger, more diversified precious-metals producer, adding meaningful gold production while maintaining our core silver focus.

In September 2025, we completed the acquisition of MAG Silver Corp., securing a 44% interest in the Juanicipio mine in Mexico, operated by Fresnillo. Located in one of the world's most significant silver districts, Juanicipio is expected to become one of Pan American's largest silver producers and among the lowest-cost operations in our portfolio.

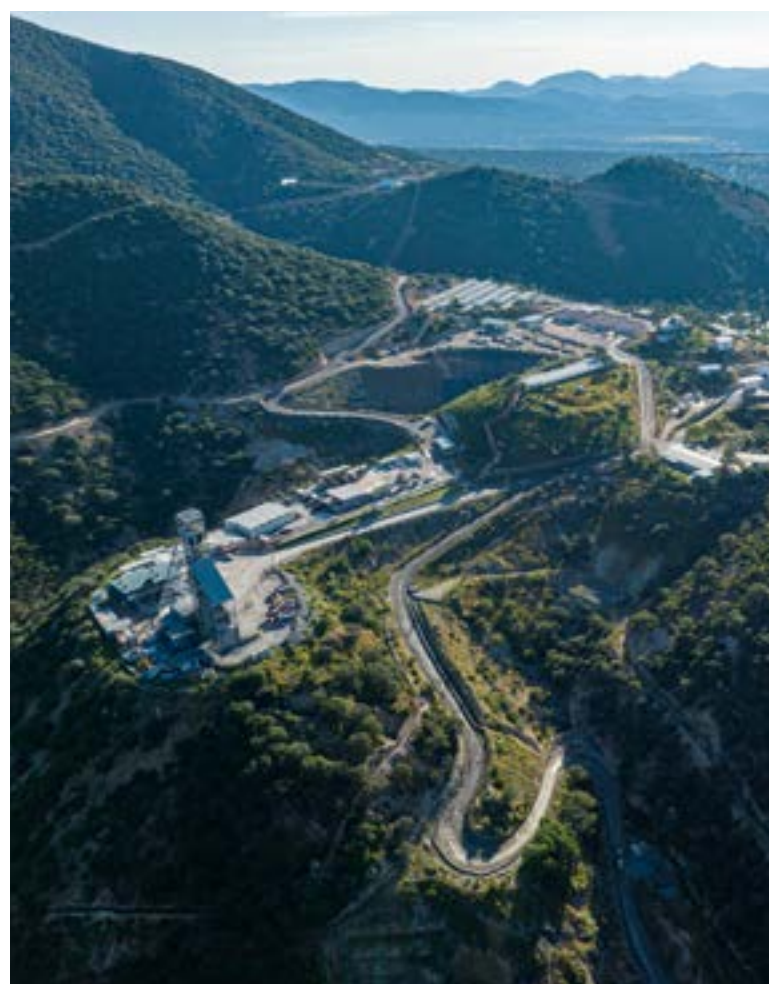
We are also advancing the La Colorada Skarn project in Mexico, a longer-dated asset with transformational potential. Recently, we outlined a staged development approach designed to

reduce capital intensity and accelerate a substantial increase in silver production relative to the initial preliminary economic assessment (PEA) released in January 2024. A revised PEA incorporating this new development pathway is planned for the second quarter of 2026.

In Guatemala, the Escobal mine represents another opportunity for transformational growth. Prior to its suspension, Escobal produced approximately 20 to 21 million ounces of silver annually. Operations remain paused while the Guatemalan government completes an ILO 169 consultation with an indigenous community. While the consultation is ongoing and the timing of a potential restart remains uncertain, Escobal's scale underscores its long-term significance.

Today, Pan American Silver has the asset base, financial strength, and experienced team required to advance our growth strategy. We remain committed to safe, responsible operations that create long-term value for all stakeholders as silver's strategic importance continues to rise.

► For more information, visit panamericansilver.com



La Colorada Mine, Zacatecas Mexico

INVESTING IN TOMORROW: WHY FUTURE MINERS ARE OUR GLOBAL CAUSE

As we look toward FMF 2026 and its call for a Dawn of a Global Cause, I am reminded that real progress in our industry has always come from a simple truth: the mine of the future depends on the miners of the future.

No technology, no vision, and no strategy can succeed without investing in the people who will one day lead this industry.

That belief has guided much of my career, and it is core to Hexagon's commitment in the Middle East. Our partnership with Ma'aden has already laid the foundation for the region's first digital mine. Today, we are expanding that collaboration to focus on something even more enduring: developing the next generation of Saudi mining talent.

Together with Ma'aden and King Abdulaziz University, and supported by national leadership, we are working to strengthen mining curricula, provide access to advanced technologies, and create meaningful pathways into modern mining careers.

Across the kingdom, we are deepening



Dave Goddard, President, Mining Division, Hexagon

partnerships with King Saud University, King Fahd University of Petroleum and Minerals and King Abdulaziz University, (KAU) offering software licences, training and, in the next phase, internships for top-performing students at our new Riyadh office. This coincides with

the first cohort of female mining students at KAU, a milestone for the industry and a reflection of Saudi Arabia's commitment to broadening participation.

This cause is not limited to one country. From Montana to the Middle East, Hexagon continues to sponsor mining schools, support research, and engage students through mentoring and outreach. My recent nomination to the SME Foundation Board of Trustees reinforces this responsibility. The foundation's mission - to inspire the next generation to meet the needs of a mineral-dependent world - echoes my own experience.

Early mentors shaped my path. Now it is our turn to create those opportunities for others. This is how we build a global cause worthy of the future we hope to achieve.

► For more information, visit hexagon.com

LEVERAGED ACCESS TO PRECIOUS METALS THROUGH WHEATON'S STREAMING MODEL

Randy Smallwood, Chief Executive Officer of Wheaton Precious Metals, explains how the company is offering precious metals investors unmatched purity, growth, and quality.

The mining industry is at a defining moment. As the world accelerates toward a low-carbon future, demand for minerals critical to clean energy, electrification, and advanced technologies has never been greater. Silver, copper, nickel, and platinum group metals are essential for electrification, renewable energy systems, and digital infrastructure – while gold, considered by many a trusted store of value and hedge against inflation amid global

uncertainty – is increasingly being recognized as an international currency. At Wheaton Precious Metals, our purpose is clear: to be the world's premier precious metals investment vehicle while fueling the development of the mining industry. Through our streaming model, we believe we provide investors with low-risk, long-term, diversified exposure to gold and silver, backed by a portfolio of high-quality assets. For our mining partners, we deliver critical upfront capital, providing them with the opportunity to advance and expand projects that produce both precious and strategic metals. Wheaton's disciplined capital deployment is grounded in

rigorous technical, financial, legal, and ESG due diligence, with a goal of ensuring every investment generates long-term value. By 2029, production is expected to grow by an industry-leading 40%, anchored by assets that have obtained key permits and commenced construction, reducing execution risk. With a portfolio that is 99% precious metals, we believe Wheaton offers unmatched purity, growth, and quality. By financing mines that supply the metals essential for decarbonization and resource security, Wheaton aligns its growth with global priorities. At the same time, we offer investors leveraged access to gold – a metal that is increasingly being

recognized as the currency of the world. We believe this unique approach will continue to deliver long-term value to shareholders while supporting a sustainable mining industry.

► For more information, visit wheatonpm.com



Randy Smallwood, Chief Executive Officer, Wheaton Precious Metals



UAE DRIVING ALUMINIUM INDUSTRY DECARBONISATION

Emirates Global Aluminium (EGA) is the world's largest 'premium aluminium' producer and the biggest industrial company in the United Arab Emirates outside oil and gas. Read why Pål Kildemo, EGA's Chief Financial Officer, believes decarbonisation is central to long-term competitiveness.

As host nation of COP28, the UAE sent a clear signal to global markets: climate action must translate into concrete industrial transformation. That signal is now anchored in national strategy, including the UAE's Net Zero by 2050 ambition and a targeted industrial decarbonisation roadmap focused on hard-to-abate sectors such as aluminium.

This direction matters well beyond the UAE. Aluminium customers across automotive, construction, packaging and consumer goods are increasingly focused on the carbon footprint of the materials they buy. While there is short-term volatility in climate narratives in some regions, the structural trend is clear: demand growth for recycled and low-carbon aluminium is expected to outpace demand for conventionally produced primary aluminium. Large global manufacturers are setting science-based targets, supply-chain disclosure requirements are increasing, and carbon-related regulation is becoming more stringent. For aluminium producers, decarbonisation is no longer optional; it is central to long-term competitiveness.

Emirates Global Aluminium has placed decarbonisation at the core of its strategy. We have taken a landmark step to decarbonise aluminium production in the UAE. Our natural gas-fired power and water assets at Al Taweelah are becoming part of the Abu Dhabi generation fleet enabling us to enter into

long-term power purchase agreements with the Abu Dhabi grid. Through this transaction, EGA will source electricity from a grid that is being rapidly decarbonised through large-scale solar generation and nuclear power. The scale of the transaction is unprecedented in the aluminium industry and positions EGA as the single largest power purchaser in Abu Dhabi.

This structural shift fundamentally changes the carbon profile of EGA's primary aluminium production. By separating power generation from metal production and relying increasing share from renewable and clean energy, EGA is significantly reducing indirect emissions while improving flexibility and capital efficiency. Over time, this enables a substantial increase in the share of low-carbon aluminium available to customers, produced using solar and nuclear electricity at industrial scale.

EGA has already been a pioneer in low-carbon primary aluminium. It was the first company globally to produce aluminium commercially using solar power, and it has expanded its product portfolio to include aluminium produced using nuclear energy from the Barakah power plant. These products are already supplied to international customers in the automotive and manufacturing sectors and respond directly to customer demand for verified low-carbon materials.



Pål Kildemo, EGA's Chief Financial Officer

Alongside primary aluminium decarbonisation, EGA is rapidly expanding its recycling footprint. Recycling is the most effective lever for reducing emissions in aluminium production, requiring only a fraction of the energy needed for primary metal. EGA has acquired and expanded secondary aluminium operations in the United States and Europe, including EGA Spectro Alloys and EGA Leichtmetall, and is constructing the largest aluminium recycling facility in the UAE. Once operational, this plant will significantly increase domestic scrap processing capacity and support the UAE's circular economy ambitions. These investments reflect EGA's conviction that future growth in aluminium demand will be driven

disproportionately by recycled and low-carbon metal. We are scaling recycling and low-carbon primary production to build a competitive, future-ready portfolio capable of meeting evolving customer and regulatory requirements. The UAE's approach to decarbonising aluminium demonstrates how national policy, infrastructure investment and industrial leadership can align. For EGA, decarbonisation is a platform for growth. By responding to customer demand, leveraging clean energy at scale and investing in recycling, we are strengthening our competitive position while contributing meaningfully to global climate goals.

► For further info, visit ega.ae

PLATINUM SPONSOR: **WEIR** P19

WEIR: TAILORED TECH SOLUTIONS FOR DIVERSE MINING NEEDS

Weir is a global leader in mining technology. We recognise that our planet's future depends on the transition to renewable energy, and that transition can only happen with the metals and minerals our mining customers deliver.

Supporting the energy transition is at the core of our purpose, and our integrated technology solutions play a critical role in supporting our customers in the efficient and sustainable extraction of these resources.

As a global market leader, Weir has a proven track record of success and partnership, serving mines worldwide and driving the industry forward. We understand that each mine presents unique challenges, and our tailored solutions are designed to meet these diverse needs.

Weir's signature brands, including WARMAN™ ESCO™, ENDURON™, GEHO™, CAVEX™, LINATEX™, MOTION METRICSTM and NEXT intelligent solutions stand for excellence



in innovation, reliability and performance in mining technology solutions.

Our deep customer insights, world-class engineering, materials science expertise, and intelligent automation drive our commitment to developing transformational solutions. Our technology advances safe mining practices, protecting our employees and customers. We are pioneering the use of digital innovations that enhance operational efficiency, safety, and environmental sustainability.

Energy efficiency is a priority; our solutions are designed to minimise energy consumption in mining operations. We help mines improve their efficiency and sustainability by moving more of the rock they want and less of the rock they don't.

We also enable responsible water use, helping our customers manage this vital resource wisely and sustainably. Weir's mining technology solutions are also designed to create less waste, supporting our customers in meeting their commitments to their communities and the environment.

By shaping the future of mining technology, Weir is contributing to a sustainable planet. Our innovative end-to-end mining solutions help our customers move less rock, use less energy, use water wisely, and create less waste, accelerating the path to smart, efficient, and sustainable mining.

► For further info, visit global.weir

PALLADIUM SPONSOR: **BARRICK**

BARRICK: BUILDING A GLOBAL MINERALS PLATFORM FOR THE WORLD AHEAD



In an era defined by rapid electrification, shifting supply chains, and the urgent need for sustainable growth, Barrick is answering the call not just for metals, but for leadership—leveraging a portfolio of Tier One gold and copper assets, deep-rooted partnerships, and a vision for responsible growth. From Nevada's world-class gold complexes to the copper belts of Africa, South Asia, and the Middle East, Barrick's operations tell a story of scale meeting strategy. Its

latest results reflect this global momentum—strong production, record cash flow, and disciplined reinvestment are providing the foundation for a new phase of growth. In the heart of Saudi Arabia, Jabal Sayid is beating a steady rhythm of copper production, reinforcing the Kingdom's emergence as a global minerals hub. Jabal Sayid demonstrates that Vision 2030's mining ambitions are being realised through world-class operations and

long-term partnership. The joint venture with Ma'aden shows how international expertise and national vision can come together to build capability, local value, and global relevance. At the core of Barrick's strategy is partnership. Whether working with governments in Pakistan to advance the multi-generational Reko Diq copper-gold project or contributing to economic development across Africa and Latin America, Barrick's model centres on shared prosperity and national development. This ethos extends to its exploration and project pipeline. Discoveries such as Fourmile in Nevada signal the potential for the next generation of world-class gold mines, while expansions at

assets like Pueblo Viejo and Lumwana show how long-life mines can be reimagined to power economies for decades. Barrick's story reflects the moment: the world is entering a new age of mineral demand—strategic, interconnected, and future-focused. Barrick's global footprint is positioned not only to supply the metals essential to the energy transition, but to do so in a way that strengthens nations, empowers communities, and sets a benchmark for modern mining. In a world rewriting its mineral map, Barrick is helping to draw the new lines.

► For further info, visit barrick.com



GOLD SPONSOR: BCM GS03

BCM GROUP TO SHOWCASE A CENTURY OF EXCELLENCE AT FMF 2026

BCM Group is poised to make a strong impact at the Future Minerals Forum (FMF) 2026, scheduled for 13–15 January 2026 in Riyadh, Saudi Arabia. In 2025 BCM Group achieved a centennial milestone of 100 years defined by innovation, reliability, and excellence in the global mining and construction landscape. Over the past century,

BCM has completed more than 75 significant projects across Australia, Africa, Central Asia, and the Middle East, demonstrating exceptional capability in large-scale mining, complex civil works, and challenging remote operations. This broad portfolio reflects the trust from clients, the strength of the company's operational systems, and the

deep expertise that has shaped BCM's reputation in demanding environments.

For the FMF 2026, BCM returns as a gold sponsor exhibitor with senior executives and technical experts in operational excellence scheduled to attend the event. BCM's strong safety culture has achieved an outstanding record of 10 million man-hours and 1,810 days without a Lost Time Injury, a milestone reached on 31 May 2024. This accomplishment was driven by targeted training, continuous workforce engagement, and a supportive environment that empowers employees to raise concerns and actively prevent incidents. These practices positioned BCM as a model for safe operations.

BCM also celebrates the attainment of ISO 9001 and ISO



45001 certifications, reinforcing our dedication to quality management and occupational health and safety. As the company enters the next century, FMF provides an ideal platform to strengthen partnerships, embrace new technologies, and reaffirm BCM's commitment to building a safer, more efficient, and more sustainable mining industry.

► For more information, visit bcm-group.com

GOLD SPONSOR: DRA GLOBAL GS06

DRA GLOBAL: YOUR PARTNER IN END-TO-END MINING



DRA Global is a multi-disciplinary engineering, project, and operations management company with a proven track record in delivering innovative, sustainable solutions across the mining, energy, and infrastructure sectors. With a global footprint and four decades of experience, we provide end-to-end services that cover every stage of the project lifecycle, from feasibility studies through to operations management.

PROJECT DELIVERY

Our comprehensive project delivery expertise ensures that your projects are executed efficiently, safely, and to the highest standards. We offer:

- **Study Development:** Detailed feasibility and concept studies that provide actionable insights.
- **Project Management and Controls:** Rigorous planning, scheduling, and risk management to keep projects

- on track.
- **Project Delivery:** Seamless execution across complex mining and infrastructure projects.
- **Mining Services:** Full-spectrum mining solutions including materials handling, minerals and metals processing, non-process infrastructure, power and energy, and ports and rail systems.

OPERATIONS MANAGEMENT

- Beyond project delivery, our teams excel in operational readiness and performance optimisation. Operational services include:
- **Process Plant and Laboratory Operations:** Ensuring efficiency, compliance, and productivity.

- **U/G Mechanised Mining Operations:** Safe and efficient underground mining solutions.
- **Water Operations:** Reliable water management and treatment services.
- **BOOT/BOOM Projects:** Delivering build-own-operate-transfer solutions with sustainable outcomes.

We combine technical expertise with innovative approaches to deliver practical, sustainable and value-driven solutions to our clients worldwide. Whether you are planning a new project or optimising an existing operation, we deliver excellence at every stage.

DRA Global, turning the future of mining into reality.

► For more information, visit draglobal.com

ALCOA: AN INDUSTRY LEADER ACROSS THE ALUMINUM VALUE CHAIN

Alcoa's story begins in 1888, when Charles Martin Hall, who pioneered aluminum smelting, founded the company. From then, Alcoa launched an industry with the world-changing discovery that made aluminum an affordable and vital part of modern life. With an unrivaled foundation of operational excellence, Alcoa has spent more than a century refining our processes to develop next-generation technologies that shape how the world lives, builds, moves and flies. Today, Alcoa Corporation is a pure-play aluminum company. Our global footprint spans 25 locations across eight countries, supported by a dedicated workforce of 13,900 employees globally. The strength of our assets and

capabilities, not only comes from our portfolio, but also our operational model and our people and high-performance culture. Through our global range of operations and the high-performance culture, we are proud to be an industry leader in all major production processes in the aluminum value chain, from mining bauxite to alumina refining, aluminum smelting and casting.

Our focus in delivering critical minerals begins with our bauxite mines in Western Australia and Brazil. As one of the world's largest bauxite miners, we are proud of the best-in-class mining methods we employ, including our robust stakeholder engagement and technical



investments which support our rehabilitation in mined areas.

We are also the world's largest producer of third-party smelter grade alumina, outside of China. Our refineries have the lowest carbon intensity in the industry, supporting a low-carbon aluminum production and a low-carbon future. Alcoa is the lowest CO₂ emissions producer of aluminum, with 86% of our

smelting production from renewable energy sources. Through both our Sustana® line of products and our breakthrough technology ELYSIS®, we offer a range of low-carbon and recycled content aluminum products to customers throughout the world, with key opportunities to serve the transportation, packaging, and building and constructions industries. Today, through our intense focus on safety, operational excellence, continuous improvement and building a high-performance culture, Alcoa is well positioned to deliver the critical materials necessary for everyday life.

► For more information, visit alcoa.com



GOLD SPONSOR: **TMK GS08**

TMK ADVANCES A NEW INTEGRATED MODEL FOR CRITICAL RAW MATERIALS DEVELOPMENT

Uzbekistan Technological Metals Complex (TMK), established as a result of the transformative and forward-looking vision of President Shavkat Mirziyoyev, is focused on supporting the global supply chain for critical raw materials (CRM). TMK operates across the full CRM value chain—from upstream mining operations to midstream metal production and downstream end-product manufacturing. Under a presidential decree, all CRM-related assets have

been entrusted to TMK for development, comprising more than 100 development and R&D assets and projects covering over 25 different CRM commodities.

A central element of TMK's work is the development of industrial hubs that combine upstream resources with co-located midstream processing and downstream manufacturing within designated Technoparks, special economic zones (SEZ). These areas provide midstream

refining and downstream manufacturing capacity for companies that require access to processing infrastructure, utilities and an established operating environment. The Technoparks offer long-term leasing options, simplified permitting and access to shared industrial services, allowing manufacturers to establish facilities alongside existing processing sites with long term supply of CRMs

The organisation of these Technoparks is intended to reduce the time and cost required for investors to establish downstream operations, providing access to ready industrial areas, existing processing capacity, and a regulated SEZ environment. This structure helps accelerate the movement of critical raw materials into market-ready products while maintaining responsible operational standards.

As part of the broader CRM development programme, TMK maintains a strong focus on R&D. TMK's R&D network—including the Central Nano-Analytical Laboratory—supports these activities through advanced materials testing, process development and the evaluation of new production methods.

TMK is expanding Uzbekistan's capacity to serve as an additional supply source of critical raw materials for regional and global value chains.

► For more information, visit uztmk.uz



GOLD SPONSOR: **HATCH GS16**

BENEATH THE SURFACE: FROM OPEN PIT TO UNDERGROUND

The transition from open pit to underground mining is among the most complex evolutions in mining - not only a technical and engineering challenge but a test of leadership, planning, and culture. Managed strategically, it can unlock decades of additional production, sustain local economies, and strengthen environmental performance. Hatch has long been at the forefront of this transition. With decades of underground mine development experience, Hatch helps shape the future of safe, sustainable mining. From prefeasibility studies to execution, Hatch has leveraged advanced data-driven strategies to deliver integrated solutions that extend mine life, reduce environmental impact, and enhance operational

resilience.

Designing and permitting an underground mine can take up to a decade, making early integration essential. Coordinating open pit and underground schedules, maintaining short-term overlap, and adopting holistic life-of-mine planning reduces production gaps and protects asset value.

A skilled workforce is crucial. Structured retraining helps surface personnel adapt to underground technologies while maintaining safety and productivity. Leadership is vital in emphasizing teamwork and adaptability. Risk profile also shifts. Underground mining introduces new geotechnical

and operational hazards that require advanced systems such as microseismic monitoring, gas detection, and communication networks that provide real-time warning notifications, enhance situational awareness, and protect workers.

While underground operations reduce surface disturbance, they can increase energy demand for ventilation and pumping. Proactive investment in electrification and renewable power solutions helps offset these impacts and supports community and regulatory expectations. Progressive land reclamation during the transition further demonstrates long-term stewardship and builds trust.

Ultimately, the move underground represents more than an engineering milestone. Those who act early, manage holistically, and engage transparently will help shape a more resilient and responsible future for the industry.

► For more information visit hatch.com



GOLD SPONSOR: **AL AMRI LABS GS14**

AL AMRI LABS: ONE OF KSA'S MOST TRUSTED ANALYTICAL LABS

As a Gold Sponsor of the Future Minerals Forum (FMF), Al Amri Labs is eager to share insights on shaping the future of the mining industry.

Established in 1981, the company began as an environmental engineering division supporting one of Saudi Arabia's earliest desalination plants and has since evolved into one of the Kingdom's most trusted analytical laboratories. With decades of experience, Al Amri Labs provides comprehensive geochemical, mineralogical, environmental, and supporting exploration, mining operations, and regulatory compliance.

Aligned with Saudi Arabia's Vision 2030, we are committed to advancing sustainable practices and adopting innovative mining technologies. We invite thought leaders to share their perspectives on innovation and collaboration across the sector.

Together, we can promote a sustainable future for mining and look forward to your valuable contributions at the FMF.

► For more information, visit alamrilabs.com



GOLD SPONSOR: **ROYAL ROAD ARABIA GS07**

ROYAL ROAD ARABIA: AN FMF TRANSFORMATION STORY



Royal Road Arabia is an exploration company dedicated to unlocking the mineral potential of the Arabian Shield. Formed through a strategic partnership between Royal Road Minerals and MIDU Company Limited, the company applies advanced

geoscience and responsible exploration practices to identify the next generation of copper, gold and critical mineral deposits in Saudi Arabia, supporting the Kingdom's Vision 2030 transformation.

For Royal Road, its first

participation in the FMF was transformative. It marked the formation of the company's partnership in the Kingdom, highlighted the vast potential of the Arabian Shield, and initiated a year of rapid progress. Within months, Royal Road established Royal Road Arabia, built its in-country team, deployed exploration programs, and began assembling a high-quality pipeline of copper- and gold-focused opportunities. At FMF 2024, Royal Road was awarded its first exploration licence, Jabal Sahabiyah.

In 2025, Royal Road completed 2,500 meters of drilling and has continued to advance exploration across the Arabian Shield

through detailed surface-level fieldwork, including geological mapping, geochemical sampling, and geophysical surveys, aimed at re-evaluating historical targets and identifying new prospects. The company has prioritized several highly prospective drilling targets within their Jabal Sahabiyah license.

Today, as Royal Road advances its projects and deepen their presence in the Kingdom, the FMF remains the catalyst—a symbol of the renewed sense of possibility emerging across the mining world.

► For more information, visit royalroadarabia.com



STRATEGIC INSIGHT PARTNER: EY

EY: IT'S TIME TO REIMAGINE MINING



The future belongs to those miners who can combine strategic vision with operational excellence—embracing innovation, collaboration, and agility. With global demand for strategic minerals accelerating, mining companies must turn complexity into competitive advantage.

“The Kingdom has been a reliable energy partner for many years and the extension of this partnership to minerals is natural and leverages the benefits local businesses are able to bring to this relationship” Paul Mitchell, Global Mining & Metals Leader, EY

Significant transformation of the sector requires more innovation, collaboration and agility. This is not the time to stand still—it's time to reimagine mining. AI is the next frontier, but successful investment requires tighter alignment with business priorities

and a clear business case. The companies that will get ahead are the ones that align digital initiatives, invest in good people, and build strong foundations for new ideas. It's about building a workplace where technology helps people do their jobs better and brings real results across the business.

“We are really excited to be hosting a roundtable around innovation in the sector given the criticality of this topic to build sustainable supply to meet future demand.” Tamara Habra, Middle East North Africa Mining & Metals Leader, EY

► For more info, visit ey.com/en_gl/industries/energy-resources

The urgent need to supply future facing materials for energy transition and artificial intelligence (AI) infrastructure is reshaping risks and opportunities in the mining sector. For those willing to take on the risk, opportunities await. Key challenges in bringing reliable supply online, include:

- Operational complexity: operating at depth in challenging environments
- Capital: Balancing capital discipline with growth, and
- Rising government intervention: As countries seek to de-risk supply chains and create domestic value

STRATEGIC INSIGHT PARTNER: OLIVER WYMAN

BALANCING MINERAL VALUE CREATION

Minerals play a central role in a global economy driven by the energy transition, green manufacturing, rearmament, and technological advances. Collaboration between the public and private sectors as well as across nations is essential to ensure the continuous supply of these vital commodities. There are two imperatives that demand global cooperation. The first is ensuring that resource-rich countries benefit from a fair share of the value generated by the minerals they extract. The second is diversifying and ensuring resilient supply chains in a time of geopolitical volatility and uncertainty around trade and tariffs.

Mineral-rich developing countries have historically focused on resource extraction and were excluded from



Frederic Ozeir, Partner at Oliver Wyman

beneficiation. UN Trade and Development defines 95 countries as commodity-dependent, meaning that 60% or more of their merchandise export revenue comes from raw materials. UNCTAD estimates that African countries generate only 40% of the revenue they could potentially collect from their resources.

Value-added processing is an opportunity for these countries to diversify from a heavy dependence on commodities extraction, industrialize their economies, and accelerate development. Increasing prosperity in these nations could, in turn, have multiplier effects for the world economy.

Higher levels of processing in minerals-dependent economies would have the benefit of addressing supply chain risks inherent in the concentration of minerals mining and refining in a handful of countries. An International Energy Agency (IEA) study finds that the top three producers accounted for 86% of refining capacity for critical minerals in 2024. For local value-addition to succeed, minerals-rich countries must put the right policies and ecosystems in

place. They should identify where they have competitive advantages and opportunities to add value. Governments will need to build predictable regulatory frameworks, invest in infrastructure, support local skills and R&D, and offer incentives for downstream investment.

Agreements between governments can facilitate trade and support technology transfer. Miners, refiners, and manufacturers can play their role through public-private partnerships, sharing of risks, and offtake agreements. Finally, financing solutions must be designed to support long-term value-chain investments, not just extraction.

► For more info, visit oliverwyman.com

INTERNATIONAL EXHIBITION: GLOBAL MINING INDUSTRY EXCELLENCE UNDER ONE ROOF

Alongside the many illustrious speakers and panellists from the global minerals and metals sector who will contribute to its influential agenda, Future Minerals Forum hosts a unique trade exhibition. This is held in tandem with a number of other features and business lounges providing networking opportunities for the many thousands of professionals attending the FMF.

The exhibition bridges thought leadership with solutions across the entire minerals value chain. It provides a dual opportunity for enablers and innovators of change to drive specialized conversations in a hands-on environment where exhibits include some of the most cutting-edge technologies and innovations in the minerals and mining industry.

Our aim is to provide thousands of professionals working in the region of Africa, Western and Central Asia with a unique platform to gain insight into advanced solutions and technologies from leading international organizations.

These contributions are essential for ensuring a resilient supply of minerals across all phases, from exploration and extraction to the downstream manufacturing and distribution sectors.

We look forward to warmly welcoming you as you join us at the King Abdulaziz International Conference Center (KAICC) in Riyadh for this truly international minerals and metals gathering.





COUNTRY STAND: FRANCE EX63/EX64/EX65

FRANCE STRENGTHENS ITS PRESENCE AT FMF26

For several years, France has been paying increasing attention to the mining sector in Saudi Arabia, notably through the Future Minerals Forum.

Benjamin Gallezot, the French Interministerial Delegate for Strategic Metals and Minerals Supply, has been attending the forum for several editions, reflecting France's sustained and increasingly concrete interest in this key sector of the 21st century. This engagement also highlights the strategic importance of Saudi Arabia's mining sector for France.

This interest was further formalized in 2025 with the signing of a Memorandum of Understanding between the Saudi Minister of Industry and Mineral Resources, Bandar Al-Khorayef, and Benjamin Gallezot, focusing on cooperation between France and Saudi Arabia in the mining sector. Building on this momentum, France has decided to approach

the 2026 edition of the Future Minerals Forum with a strengthened presence, materialized through a dedicated "France Pavilion," where several French companies will be able to showcase their expertise and demonstrate their interest in Saudi Arabia and in the Forum.

Building on its growing success and international reputation, the Future Minerals Forum has generated strong interest among French companies. We are proud to be present at the Future Minerals Forum today, alongside the following companies, which reflect the breadth and excellence of French expertise across the mining and mineral value chain:

- Infravia Capital
- Colletanche (IkoAxter)
- Ginger Sofreco
- EPC Groupe
- Lithosquare
- Geolith
- Ensorgia
- Arethuse
- DeepLime
- BRGM
- BRGM Explore
- IRIS Instruments
- CFG Geothermal



COUNTRY STAND: BRAZIL EX39

SHOWCASING BRAZIL'S WORLD-CLASS MINING SOLUTIONS

The Brazilian Services and Solutions Booth at FMF26 will feature two companies that reflect the country's technological depth, innovation capacity, and long-standing contribution to the mining value chain.

With 70+ years of continuous operation, Geosol is the largest drilling company in Brazil and a benchmark in mineral exploration across Latin America. It is part of the Geopar Group, the largest integrated mining services group in Brazil, comprising a complete ecosystem of specialized companies: Geoscan (geology and geophysics), Geosedna (reverse circulation drilling), Geosol (diamond and

water-well drilling), SGS/GEOSOL, the world's largest mineral analytical laboratory by number of processed samples, and Geobit, a leading manufacturer of drilling equipment and tools. Through its subsidiary Geosol Al Arabiya, the group is expanding into Saudi Arabia, delivering advanced drilling technologies, highly trained technical teams, and integrated data acquisition systems to support the Kingdom's rapidly growing exploration sector.

FAST2 Mine brings cutting-edge digital intelligence to this offering and is recognized as one of the most complete Mining Management Systems (MMS) globally. Its platform

integrates fleet management, real-time analytics, production monitoring, maintenance and fuel control, and advanced optimization modules. With more than 85 mines managed, 7,000 equipment units monitored, and 25,000 active users, FAST2 Mine supports major mining companies globally. It also delivers specialized Operational Excellence Services, providing support for control room implementation, data-driven performance routines, operational consulting, and technical staffing. This combination of advanced software and expert field support accelerates the adoption of high-performance, digitally enabled mining operations

worldwide.

Together, Geosol and FAST2 Mine demonstrate Brazil's ability to deliver integrated, world-class solutions across the mining value chain.

► For more information, visit geosol.com.br and fast2mine.com



COUNTRY STAND: CANADA C06

CANADA'S MINING SECTOR: A GLOBAL POWERHOUSE DRIVING FUTURE GROWTH

Canada stands as one of the world's premier mining nations, a reputation built on a vast resource base and a commitment to innovation. With operations spanning over 200 mines and producing more than 60 minerals, the sector is a critical engine for the national economy and a vital global supplier.

In 2023, the minerals and metals sector directly contributed **\$117 billion** to Canada's GDP. When combined with the mining services and equipment sub-sector, the total economic footprint swelled to **\$159 billion**, supporting **711,000 jobs**. Canada is a production giant. It leads the world in potash and ranks in the top five for gold, diamonds, and platinum group metals. Beyond extraction, the **Toronto Stock Exchange (TSX)** and TSX Venture Exchange host 40% of the world's public mining companies, raising nearly **\$7.7 billion** in equity capital in 2023 alone.

The sector's outlook is robust, driven by surging demand for critical minerals. According to Natural Resources Canada's 2024 inventory, there are **138 major mining projects** planned or under construction over the next decade. These projects represent a combined potential value of **\$117.1 billion**—a significant 25% increase year-over-year. The pipeline focuses heavily on energy transition metals, with 98 projects valued at \$82.8 billion. Currently, **26 major projects** are already under construction (\$30.9 billion), while another 35 have received approval.

To accelerate this momentum,

the government has established the **Major Projects Office (MPO)**. The MPO functions as a single point of contact to streamline federal reviews, resolve regulatory challenges, and structure financing for nation-building projects. By coordinating directly with Indigenous partners and federal departments, the MPO is designed to fast-track complex developments—such as the recently referred **Nouveau Monde Graphite mine**—ensuring Canada remains a competitive destination for mining investment.

Canada's global influence is on full display at this year's **Future Minerals Forum (FMF)**. The Canada Pavilion features a powerhouse delegation, uniting financial heavyweights like the **Bank of Montreal (BMO)** and **National Bank of Canada** with industry leaders such as Wheaton Precious Metals.

The pavilion also showcases Canadian operational excellence through world-class service providers like **Major Drilling**. A cornerstone of this delegation is **Investissement Québec**—the province's financial and economic development agency—which is actively driving investment into Québec's thriving mining and critical minerals ecosystem.

As a key sponsor underpinning Canada's presence at FMF, **Saskatchewan** is demonstrating its commitment to being a premier destination for global capital. In the heart of Canada, the province is rated number one in the country and seventh in the world for

mining investment attractiveness, and is home to 27 critical minerals including lithium, cobalt, helium, and copper.

Potash is another critical mineral found in Saskatchewan. The province holds the largest potash deposits on earth and can supply global demand for centuries. This key fertilizer ingredient is essential for global food security. Saskatchewan is also home to the largest high-grade uranium deposits in the world. In fact, all of Canada's exported uranium originates in Saskatchewan. A safe, sustainable supplier of this resource to its partners, Saskatchewan is also home to a cluster of nuclear facilities and experts, including the **Canadian Light Source** (Canada's only synchrotron), **the Saskatchewan Research Council (SRC)**, and **the Sylvia Fedoruk Canada Centre for Nuclear Innovation**.

The SRC is Canada's second-largest public research facility and provides expertise and services for every step of the mining process. Most recently, they began operation of **North America's first-ever minerals-to-metals rare earth element (REE) processing facility**. This facility, along with Saskatchewan's natural rare earth element deposits, makes the province an emerging global REE hub.

The Government of Saskatchewan supports the mining and critical mineral sectors through a suite of competitive business incentives, a low-tax environment, and concierge services for interested investors. To learn more about Saskatchewan's critical mineral solutions, drop by our panel discussion at the Canada Pavilion during this year's forum, hosted by the Saskatchewan Ministry of Trade and Export Development.

Ultimately, Canada represents the gold standard for modern mining, offering a jurisdiction where vast geological potential meets political stability and world-class innovation. As the global energy transition accelerates, the world needs more than just minerals; it needs a reliable, responsible, and forward-thinking partner. With a \$117 billion project pipeline and a dedicated ecosystem supporting every stage of development, Canada is ready to deliver. We invite the global community at FMF to partner with us, leveraging our resources and expertise to power a sustainable and prosperous future.





COUNTRY STAND: AUSTRIA EX51/EX52

AUSTRIAN PAVILION AT FMF 2026: ADVANCING INNOVATION AND SUSTAINABILITY IN MINING AND RAW MATERIALS

Austria's global reputation for technological excellence, sustainability, and industrial innovation is strongly represented at the Future Minerals Forum 2026. Organized by Advantage Austria, the Austrian Pavilion will feature five leading companies that showcase the nation's strength in mining engineering, raw materials research, clean energy, and advanced processing technologies. Together, these organizations highlight Austria's commitment to supporting the Kingdom's ambitions in mining, energy transition, and the development of resilient, future-proof industrial ecosystems.

Participating Companies and Their Pioneering Contributions

• CEMTEC Cement and Mining Technology GmbH

A global leader in wet and dry grinding technologies, CEMTEC specializes in turnkey solutions for minerals, ores, industrial materials, and cement. With more than 445 mills delivered worldwide—including some of the largest ever built—CEMTEC combines engineering excellence with flexible, customer-tailored solutions for high-performance mineral processing.

• Emerald Horizon AG

Emerald Horizon is redefining clean industrial energy with its thorium-based ADES (Accelerator Driven Energy Source) technology. Pairing this system with molten-salt heat storage, Emerald Horizon delivers compact, safe, CO₂-neutral energy modules of 25 MW(th). These solutions

are ideal for remote mining facilities, industrial operations, and regions prioritizing low-carbon power generation.

• EUMICON – European Mineral Resources Confederation

EUMICON brings together stakeholders from across the raw materials and metals value chain to strengthen resilience, innovation, and competitiveness in the sector. Through its collaboration with leading mining and metals associations, EUMICON supports the transition to climate neutrality and the development of sustainable industrial policy across Europe.

• ILF Consulting Engineers Austria GmbH

With more than 3,500 experts worldwide, ILF is a trusted engineering and consulting partner for large-scale industrial and infrastructure projects. Their expertise spans energy transition,

water management, mobility, and sustainable industrial development. Guided by the UN SDGs, ILF delivers solutions that support decarbonization, efficient resource use, and long-term environmental resilience.

• Montanuniversität Leoben

A nearly 200-year-old global center of excellence for mining sciences and circular-economy technologies, Montanuniversität Leoben is a world leader in raw materials, processing, and recycling solutions. With cutting-edge research—including hydrogen production through hydrocarbon pyrolysis—and strong industry partnerships, the university plays a vital role in shaping sustainable resource strategies for global industry.

Austria: A Trusted Partner in Shaping a Sustainable Minerals Future

The Austrian Pavilion at FMF

2026 reflects Austria's deep commitment to innovation, sustainability, and advanced industrial development. The participating companies demonstrate Austria's leadership in addressing global challenges—from clean energy and mineral processing to circular-economy solutions and academic research excellence.

Austria looks forward to strengthening cooperation with Saudi Arabia and global industry partners, contributing to the shared vision of a sustainable, resilient, and technologically advanced future for the mining and minerals sector.

► For more information,
please visit www.advantageaustria.org/sa
or contact us at riyadh@advantageaustria.org.



SCALING FAST AND SCALING RESPONSIBLY: PERSPECTIVES FROM THE GLOBAL BATTERY ALLIANCE

The challenge before us is not simply to mine more minerals—it is to make minerals part of a just, low carbon and responsible development story. **writes Inga Petersen, Executive Director of the Global Battery Alliance.**

The theme of this year's Future Minerals Forum—Minerals for a New Era of Development—captures a transformative moment for the world's economies, environments, and communities. Minerals such as lithium, nickel, cobalt, and manganese are no longer just inputs to industrial production; they are foundational to the energy transition, resilient infrastructure, digitalisation, and sustainable growth. But their full potential will only be realised if the systems that govern them are responsible, transparent, inclusive, and anchored in shared value.

At the Global Battery Alliance (GBA), we believe the battery value chain is emblematic of this opportunity. Batteries are central to clean mobility, renewable integration, and energy access, yet battery minerals also encapsulate some of the most pressing sustainability challenges: complex, global supply chains, social and environmental risk, and uneven capacity to govern emerging markets. The challenge before us is not simply to mine more minerals—it is to make minerals part of a just, low carbon and responsible development story.

2025 was a year of change at an unprecedented pace, reinforcing both the urgency and the complexity of this task. We saw a broader reset in

industry strategy, heightened scrutiny on sustainability claims, tightening budgets, and renewed emphasis on outcomes that bridge policy, commerce, and real-world impact. What became clear is that technical innovation alone is not enough—what matters most is systems coherence: frameworks that are robust, interoperable, and trusted across borders.

One of the most consequential expressions of this systems approach is the GBA Battery Passport, an emerging sustainability certification scheme for batteries. Over the past year, we moved decisively from concept to early implementation. We finalised the Battery Benchmarks, our benchmarking and indicator framework, aligned it with evolving global regulatory expectations including the EU Battery Regulation, and, critically, initiated operational trials with more than 30 companies across 13 consortia. These pilots are designed not as theoretical exercises, but as practical demonstrations of how transparency and sustainability data can facilitate compliance, investor confidence, and competitive advantage in downstream markets.

This progress reflects a broader strategic insight: value is created when frameworks deliver actual utility to stakeholders at every point in the chain, from miners and refiners, to manufacturers, investors, regulators, and end users. Our trials are testing this proposition in real time—integrating benchmarking, scoring, data exchange, and assurance in ways that can inform compliance, procurement, and capital



Inga Petersen, Executive Director of the Global Battery Alliance.

allocation decisions.

Equally important is the recognition that collaboration is not optional. Minerals for a new era of development require multi-stakeholder governance, not siloed leadership. Over the past year, GBA has strengthened partnerships with organisations like the International Trade Centre and UN agencies, expanded dialogue with regulators and governments, and worked with civil society and industry to ensure that solutions are credible and inclusive.

At the heart of this effort is an ambition to make the Battery Passport—and the sustainability standards it embodies—global public goods: durable, widely

recognised, and resilient to shifts in market cycles or corporate strategy.

As the Future Minerals Forum convenes, we are presented with an invaluable opportunity to reflect on lessons learned and align around what's next. We must accelerate efforts that anchor mineral value chains in transparency and equitable development; signal demand for responsible materials; systematically incorporate mineral producing country perspectives and ensure that frameworks like the Battery Passport are ready for broader adoption and eventual certification.

► For further information, visit globalbattery.org



WORLD-CLASS SPEAKERS



H.E. Adel Al-Jubeir
Minister of State for Foreign
Affairs, KSA



H.E. Eng. Saad AlKhalb,
CEO, Saudi Exim Bank



Graham Kerr,
Chief Executive Officer and
Managing Director, South32



Michael Steinmann,
President & Chief Executive Officer,
Pan American Silver



Abdullah M. Jehani,
Senior Geologist, Owner of the
National Core Library Initiative (NCL),
Saudi Geological Survey



Dominic (Dom) Barton,
Chair, Rio Tinto



Bob Wilt,
Chief Executive Officer, Maaden



Máximo Pacheco,
Chairman, Codelco



Gustavo Pimenta,
CEO, Vale



Helena Hedblom,
President & CEO, Epiroc



Shaun Usmar,
CEO, Vale Base Metals



Catherine Raw,
Chief Development Officer, BHP



Robert Friedland,
Founder, Ivanhoe Mines,
Ivanhoe Electric and I-Pulse



Kenneth Hoffman,
Founder and CEO,
Trautenberg



Iván Arriagada,
Chief Executive Officer,
Antofagasta Minerals



Xavier Saint Martin Tillet,
Senior Executive Vice President,
Mining Business Unit, Orano



Alexei Vostokov,
Chief Executive Officer,
Polyus



Tristan Pascall,
Chief Executive Officer,
First Quantum Minerals



Khaled Al-Ofaysan,
KSA Managing Partner & Country
Head, IBM Consulting



Wang Xiaoshen,
Vice Chairman & President,
Ganfeng Lithium



Bill Oplinger,
President and Chief Executive
Officer, Alcoa



Dr. George Q. Fang,
Vice Chairman,
Executive Vice President,
Zhejiang Huayou Cobalt Co



Eng. Yahiya Al Shangiti,
Chief Executive Officer, ARGAS
(Arabian Geophysical & Surveying
Company)



Adam Lundin,
Chair, Lundin Mining Corporation



Kent Masters,
Chairman and Chief Executive
Officer, Albemarle



Marna Cloete,
President & Chief Executive
Officer, Ivanhoe Mines



Marc Winterhoff,
Interim Chief Executive Officer,
Lucid



Garry Korte,
Group Chief Executive Officer,
Hancock Prospecting



Guy Robert Lukama,
Chairman of the Board,
Gecamines



Dale Henderson,
Managing Director and Chief
Executive Officer



Paulo Castellari,
Chief Executive Officer,
Eramet



Dr. José Luis Manzano,
Founder and Chairman,
Integra Capital



Luis Fernando Herrera,
Chief Executive Officer,
Volcan Compañía Minera



Randy Smallwood,
Chief Executive Officer,
Wheaton Precious Metals



Brian Menell,
Chairman and CEO,
TechMet

THE WORLD'S MINING LEADERS AWAIT YOU. JOIN FMF PREMIER 2026

DAWN OF A GLOBAL CAUSE

FMF Premier is an exclusive, invitation-only leadership experience bringing together ministers, C-suite executives, dignitaries, investors, and global decision-makers shaping the future of minerals. It serves as a high-level platform for strategic dialogue, partnership formation, and collaborative action aligned with the vision of responsible mineral development.

Within this circle, leaders address the most pressing challenges and opportunities across the global minerals ecosystem—from supply security and digital innovation to sustainable growth and downstream transformation. Premier participants join a distinguished global community committed to accelerating progress and strengthening the strategic role of minerals in global development.

By invitation only and through
nominations from:

- Ministers and senior government officials
- C-suite executives and board-level leaders
- Investors, financiers, and fund managers
- Heads of industry associations
- Global thought leaders and policy influencers
- Strategic partners driving innovation, sustainability, and value-chain transformation

Premier Guest Benefits

Premier guests enjoy a personalised, elevated experience with:

- Access to invitation-only strategic sessions
- Direct engagement with senior industry leaders
- Meetings with ministers and speakers in the Premier Lounge
- Dedicated concierge support
- Fast-track entry with a Premier badge
- Priority access across key FMF functions and networking areas



RSVP

Kindly confirm your attendance by 15 December by email: Premier@futuremineralsforum.com

How can industry-leading innovation advance carbon capture technology?

Discover how building one of the world's largest carbon capture hubs will help us capture up to 11 million tons of carbon p.a. by 2035 and lower the global impact of industrial carbon emissions.

Explore our roadmap to building the Jubail carbon capture hub.



FMF 26 DIRECTORY

FOUNDING PARTNERS

Saudi Iron and Steel Company (Hadeed)

Stand: FP06

Established in 1979, Hadeed is Saudi Arabia's first fully integrated iron and steel producer and today the largest steel manufacturer in the GCC. The company supplies long and flat steel products supporting major industrial, construction, and infrastructure projects across the Kingdom. In 2024, ownership transitioned to the Public Investment Fund and AlRajhi Investment Company, reinforcing Hadeed's strategic role in Saudi Arabia's industrial growth.

Saudi Mining Services Company (ESNAD)

Stand: FP05

Established in 2020, ESNAD is the executive and operational arm of the Ministry of Industry and Mineral Resources. The company supports the transformation of Saudi Arabia's mining sector through sector enablement, investment facilitation, and operational delivery, contributing to GDP growth and economic diversification under Vision 2030.

Ma'aden

Stand: FP07

Ma'aden is the Middle East's largest multi-commodity mining and metals company and a cornerstone of Saudi Arabia's ambition to establish mining as the third pillar of the economy. The company operates 17 mines and sites across phosphate, aluminium, gold, copper, and future-facing minerals, exporting to over 30 countries.

Saudi Aramco

Stand: F02

Saudi Aramco is one of the world's largest integrated energy and chemicals companies, delivering value across the hydrocarbon value chain. Committed to energy security and the energy transition, Aramco plays a central role in innovation, sustainability, and long-term economic value creation globally.

Invest Saudi

Stand: FP04

Invest Saudi is the Kingdom's national investment promotion brand, overseen by the Ministry of Investment. It serves as the primary gateway for domestic and international investors, facilitating investment opportunities that support economic growth and global competitiveness.

Riyad Bank

Stand: FP03

Founded in 1957, Riyad Bank is one of Saudi Arabia's largest financial institutions and a leading provider of corporate, institutional, and retail banking services. The bank plays a key role in project finance and syndicated lending across infrastructure, energy, and industrial sectors.

STRATEGIC PARTNERS

Ajlan & Bros

Stand: SP11

Ajlan & Bros (ABH) started as a small textile shop in Riyadh in 1979, founded by four brothers, and grew into a major Saudi conglomerate involved in textiles, real estate, and a wide range of diversified sectors like energy, mining, technology, healthcare, and entertainment, aligning with Saudi Vision 2030 to become a global leader through strategic partnerships and significant investments in the Kingdom and internationally, emphasizing value creation and sustainability.

Almasane Alkobra Mining Company (AMAK)

Stand: SP12

AMAK is a publicly listed Saudi mining company and a pioneer of the Kingdom's modern mining sector. Producing copper, zinc, gold, and silver, AMAK operates the Al Masane and Guyan mines and continues to expand production capacity through technology-driven, sustainable growth aligned with Vision 2030.

ARGAS

Stand: SP13

ARGAS (Arabian Geophysical & Surveying Company) is a leading Saudi Arabian firm, established in 1966, specializing in geological and geophysical services for exploring natural resources like oil, gas, minerals, and water, using advanced seismic and sensing technologies for subsurface imaging, data acquisition, and processing across the Middle East and beyond.

Manara Minerals

Stand: SP19

Manara Minerals is a joint venture between Ma'aden and the Public Investment Fund, investing globally in mining assets to support resilient supply chains. The company focuses on future-facing minerals, securing offtake and connecting mines with global markets.

Modern Chemicals & Services Company (MCS)

Stand: SP09

Modern Chemicals & Services Co. Ltd (MCS) is a dynamic and innovative Saudi Arabian company specializing in the production and supply of civil explosives. We operate through two primary divisions: the first focuses on the manufacture, sale, and supply of explosives, while the second specializes in drilling and blasting advisory services. Our operations are underpinned by a commitment to excellence, safety, and innovation, tailored to support the burgeoning mining and construction industries in the Kingdom of Saudi Arabia.

Modon

Stand: SP21

MODON develops and oversees industrial cities across Saudi Arabia, managing more than 7,000 industrial and investment contracts. The authority supports mining and industrial development through integrated infrastructure, services, and investor enablement.



FMF 26 DIRECTORY

Royal Commission for Jubail and Yanbu Stand: SP15

Established in 1975, the Royal Commission develops and oversees Saudi Arabia's major industrial cities, including Jubail, Yanbu, Ras Al Khair, and Jazan. It plays a central role in enabling mining, industrial, and logistics growth under Vision 2030.

Saudi Chemical Company Limited (SCCL) Stand: SP14

Saudi Chemical Company Limited is the leading manufacturer of civil and military explosives. The company has three factories in Riyadh, Jeddah, and the Northern Borders Area in addition to several distribution sites spread throughout different parts in the Kingdom in order to supply local and international markets with civil and military explosives and services.

Saudi EXIM Stand: SP03

Established in 2020, the Bank aims to support the objectives of Saudi Vision 2030 by strengthening the Kingdom's non-oil economy and increasing the share of non-oil exports in GDP. It contributes to the development of Saudi non-oil exports and enhances their competitiveness in global markets by addressing financing gaps and mitigating risks faced by exporters. The Bank is one of the development funds under the Saudi National Development Fund.

Saudi Gold Refinery Stand: SP01

SGR is the second-largest gold producer in Saudi Arabia. With over 150 exploration licences pending, SGR is positioning itself for sustained growth. SGR's long-term goals are directly tied to Saudi Arabia's Vision 2030, which promotes the development of non-oil sectors like mining.

Tasnee Stand: SP16

One of Saudi Arabia's largest industrial companies with diversified operations across petrochemicals, metallurgy, downstream industries, and the titanium value chain.

Zahid Group Stand: SP10

Diversified multinational group supplying heavy equipment, vehicles, energy solutions, and industrial services across infrastructure and mining projects globally.

IMIDRO Stand: SP18

Iran's state mining development organization overseeing large-scale mining and metals enterprises, investment facilitation, and infrastructure development.

Vale Stand: SP17

Vale is one of the world's largest producers of iron ore and nickel, and a major copper supplier. The company operates integrated logistics systems globally and is committed to sustainable mining and low-carbon solutions.

National Industrial Development Center (NIDC) Stand: SP02

The National Industrial Development Center (NIDC) seeks to leverage its technical expertise and industrial knowledge to advance sustainable industrial development and attract strategic investments across Saudi Arabia. The Center aims to be a trusted reference and leader in the industrial sector, promoting growth while enhancing the Kingdom's economic and industrial position.

NIDC focuses on key sectors that drive national economic value, including building materials and technologies, food processing, chemicals, metals and minerals, machinery and equipment, aerospace and maritime, medical devices, automotive and mobility, and pharmaceuticals.

NIDC offers investors comprehensive support, from sector insights and project pipelines to technical feasibility, supply chain guidance, and localization strategies, while facilitating connections with strategic partners, technology providers, and assisting with permits, licenses, land allocation, and investment incentives. The Center also maintains ongoing engagement through private sector council meetings, ensuring sustainable growth and alignment with Saudi Vision 2030 and the Kingdom's industrial ambitions.

PLATINUM SPONSORS

Alkhorayef Mining Stand: P14

Alkhorayef Mining is a Saudi-owned mining services company delivering end-to-end solutions across the life of mine. Backed by decades of industrial experience, the company supports Saudi Arabia's mining sector through technology, safety, and operational excellence.

ALS Arabia Stand: P11

ALS Arabia is a diversified testing services organization, founded in 2009, with its headquarters located in Dammam, Saudi Arabia. ALS Arabia's rapid growth and development has resulted in 5 world-class laboratories.

Al Yamama Group Stand: P01

Al Yamama Group is one of the largest groups in KSA, established in 1952 as a trading and contracting firm. It has executed hundreds of projects in construction, electrical works, infrastructure, utilities, operation and maintenance, facilities management, landscaping and irrigation, waste management, and gas oil.

Bahri Stand: P15

Bahri, The National Shipping Company of Saudi Arabia, is a global leader in maritime logistics. With a diversified fleet and services covering crude oil, chemicals, bulk, general cargo, and integrated logistics, Bahri plays a strategic role in realizing Vision 2030 by enhancing Saudi Arabia's position as a global trade and logistics hub.

FMF 26 DIRECTORY

Boston Consulting Group Stand: P20

Boston Consulting Group partners with business and government leaders to address complex challenges and drive sustainable growth. With deep expertise across mining, energy, and industrial sectors, BCG supports transformation and long-term value creation globally.

Gold and Minerals Company (GMCO) Stand: P04

Saudi exploration and development company focused on gold and base metals within the Arabian Nubian Shield.

Jac Rijk Al-Rushaid Stand: P18

Saudi-based mining contractor delivering earthworks, drilling, blasting, and extraction services aligned with Vision 2030.

AlQahtani Holding Stand: P10

Abdulhadi A. AlQahtani & Sons Group Holding (AlQahtani Holding) is one of the largest industrial conglomerates in the Kingdom of Saudi Arabia, with unique and specialised characteristics that put it at the forefront of the country's industrial development and growth. AlQahtani Holding is also perfectly positioned as one of the leading companies for the Kingdom's international entrepreneurial ambitions.

JCHX Mining Management Co., Ltd. Stand: P08

JCHX is a leading international mining services and investment group specialising in mine construction, contract mining, and engineering. Operating across multiple continents, the company is recognised for technical excellence in deep mining and block caving operations.

Komatsu Stand: P22, OE12, OE13

Global leader in construction and mining equipment, automation, and sustainable machinery solutions.

Metso Stand: P03

Global provider of sustainable technologies and services for minerals processing, aggregates, and metals refining.

Najd Gold Company / AWG Stand: P21

Saudi-US joint venture focused on gold and copper exploration across Saudi Arabia's central plateau.

Nesma & Partners Stand: P02

Integrated project solutions provider delivering engineering, construction, and industrial services across Saudi Arabia.

Saudi Arabia Railways Stand: P13

National rail operator enabling bulk mineral logistics and freight transport across Saudi Arabia's mining corridors.

Saudi Comedat Company Limited Stand: P12

Mining contractor providing drilling, blasting, and total mining services to major Saudi phosphate operations.

Saudi Dolomite Stand: P16

Largest lime and dolime producer in MENA, supplying critical inputs to steel, water, and industrial sectors.

Saudi Red Bricks Company Stand: P05

Leading Saudi manufacturer of red bricks supplying residential, commercial, and infrastructure projects.

Solb Steel Stand: P07

Integrated steel producer supplying rebar and structural steel products to regional and international markets.

Traxys

We work at the center of the global metals and minerals industry. Our sourcing, logistics, financing, and marketing services move metals and minerals to the global market faster, more efficiently, with lower working capital and less risk. From source to market, we provide our customers with personalized services along the entire supply chain and help them achieve the best returns.

Weir Stand: P19

Global mining technology leader delivering pumps, wear solutions, and digital tools for efficient and sustainable operations.

Worley Stand: P17

Global professional services firm delivering engineering and project solutions across energy, chemicals, and resources.

PALLADIUM SPONSOR

Barrick

Barrick is a leading global gold and copper mining company with a portfolio of world-class, long-life assets across five continents. The company focuses on responsible mining, strong partnerships, and disciplined growth to deliver long-term value.

GOLD SPONSORS

Al Amri Labs Stand: GS14

Saudi Arabia's first mineral laboratory, delivering certified analytical services supporting exploration, QA/QC, and mine development.

Al Nafie Steel Stand: GS02

Al Nafie Steel, established in Jeddah in 1979, is a leading Saudi Arabian steel trader and supplier of diverse steel products (structural, reinforcement, special, stainless, aluminum, etc.),



FMF 26 DIRECTORY

serving industrial and construction sectors across the MENA region with extensive warehouses, global sourcing, and a commitment to quality and Vision 2030 development. They offer comprehensive solutions, including cutting, bending, and fabrication services, leveraging decades of experience to support infrastructure growth.

Aldrees Stand: GS05

A Saudi mining company established in 1995, specializing in high-quality silica sand for regional industries.

Huawei Stand: GS13

Founded in 1987, Huawei is a leading global provider of information and communications technology (ICT) infrastructure and smart devices. We have approximately 208,000 employees and we operate in over 170 countries and regions, serving more than three billion people around the world. We are committed to bringing digital to every person, home and organization for a fully connected, intelligent world.

Huawei “Oil/Gas/Mining BU” to streamline the R&D, and ecosystem teams to efficiently collaborate, shorten the industry chain, quickly respond to customer requirements, and work with partners to build a healthy and benign industry ecosystem. Find technology for the industry, solve industry problems, accelerate industry intelligence, and realize mining, smelting production “less people, no one, safe, efficient.”.

VRIFY Stand: GS10

VRIFY is redefining mineral exploration with mission-critical software that puts the power of AI into the hands of geoscientists. A Canadian technology company with a presence in Western Australia, VRIFY delivers an integrated exploration intelligence platform with two core software products: DORA and Present. DORA provides advanced prospectivity mapping that leverages the largest proprietary exploration dataset and Data Fusion models to help teams discover, prioritize, and validate targets. VRIFY Present transforms technical data into clear, interactive presentations that build confidence with stakeholders and investors.

Trusted by 180+ mining and exploration companies, VRIFY accelerates discovery and drives transparency, reshaping how the industry tells its story.

BCM Group Stand: GS03

International mining and civil contractor with 100 years’ experience delivering large-scale projects globally.

DRA Global Stand: GS06

Global engineering and project delivery group supporting mining projects from concept through operations.

Gulf Elite Chemicals Stand: GS15

Provider of environmentally responsible dust control and soil stabilisation solutions for mining and infrastructure.

Hatch Stand: GS16

Global engineering consultancy delivering mining, metals, energy, and infrastructure solutions worldwide.

Larsen & Toubro Stand: GS04

Global EPC leader delivering complex minerals and metals projects, including flagship developments in Saudi Arabia.

Rawafed Alola Stand: GS17

Saudi mining company focused on gold exploration and sustainable resource development.

Royal Road Arabia Stand: GS07

Saudi joint venture exploring copper and gold projects aligned with Vision 2030.

Saudi Lime Stand: GS20

Established in 1977, the company is a leading limestone producer in the Middle East, operating quarries and plants in Saudi Arabia with a strong commitment to sustainability and Vision 2030.

S&P Global Stand: GS01

Global provider of data, analytics, and insights across commodities, mining, markets, and energy, supporting informed investment and strategic decision-making

Uzbekistan Technological Metals Complex Stand: GS08

State-owned enterprise managing Uzbekistan’s critical raw materials portfolio across mining, refining, and downstream manufacturing with strong government backing.

United Cement Industrial Company Stand: GS19

Saudi cement producer operating a modern facility in the Western Region with an annual capacity of two million tonnes.

Simcoe Geoscience Stand: GS12

Canadian geoscience company delivering next-generation geophysical surveys for precious and critical metals exploration globally, with a growing Saudi presence.

FMF 26 DIRECTORY

SILVER SPONSORS

BMH Group Stand: SS03

BMH Group delivers EPC+F solutions for mining projects, combining engineering, procurement, construction, and financing. Operating globally, the group supports greenfield and brownfield mining developments.

PROCANEQ Stand: SS06

PROCANEQ provides full-cycle mining services including drilling, blasting, loading, and hauling. Backed by international expertise, the company emphasizes safety, digitalisation, and sustainable operations.

Nesch Mintech Arabia Stand: SS02

Nesch Mintech Arabia is establishing a state-of-the-art analytical laboratory in Saudi Arabia, supporting exploration and mining projects with high-quality geochemical analysis aligned with Vision 2030.

Sandvik - Advanced Mining Stand: SS08

Advanced Mining is an authorised Sandvik dealer in Saudi Arabia, supplying equipment, tools, and after-sales services for mining and construction operations across the Kingdom.

Saudi Discovery Company Stand: SS07

Saudi Discovery Company was recently acquired by Sun Peak Metals, a publicly traded company listed on the TSX Venture Exchange. Sun Peak Metals’ founders and management team bring decades of successful experience in mineral exploration, finance, and project development, with a strong focus on the Arabian Nubian Shield. Through this transaction, Sun Peak Metals is positioned to become a leading exploration company in Saudi Arabia, supported by an expanded technical team, enhanced access to capital, and a robust portfolio of highly prospective projects.

SPX FLOW Stand: SS04

SPX FLOW delivers advanced mixing and agitation technologies for mining and mineral processing, supporting efficient, reliable, and sustainable operations across the value chain.

SLB Stand: SS05

SLB is a global technology company driving innovation across energy systems, digital solutions, and decarbonisation, with a long-standing presence and in-Kingdom capabilities in Saudi Arabia.

ADV Mining Stand: SS08

Advanced Mining is an authorized dealer of Sandvik which offers the world’s widest range of equipment for rock drilling, rock excavation, processing, demolition and bulk-materials handling. Advanced Mining established in 2007. In the eralier time, it was

focusing on trade in mining and construction equipments and tools, now established a big organization in said fields of Kingdom of Saudi Arabia. Advanced Mining comprises numerous professionals is a group of intellectuals from different educational and practical backgrounds of cross sectional cultures and regions, who specialize in their areas of expertise, guaranteeing the best care and services. As a distribution outlet and after sales service provider, our collective vision is to be the most high-performing, innovative, leading-edge 3S dealer in construction industry, with a focus on quality, customer satisfaction and value in all we do. We assessed the need of just in time construction technology transformation and facilitation of construction machines, spare parts and services to various business segments in Kingdom of Saudi Arabia. In order to achieve our vision, Advanced Mining strives to operate by the following values: “WE WANT YOU TO BE CUSTOMER FOR LIFE”.

HUB OF EXCELLENCE

Ivanhoe Electric Stand: TB03

US-based exploration technology and mining company combining advanced geophysics with copper and critical metals projects, including a joint venture with Ma’aden in Saudi Arabia.

Aginco Stand: TB12

Saudi-based supplier of drilling, mining, engineering, and construction equipment, supported by in-house engineering teams delivering technical services and solutions.

Dias Geophysical Stand: TB09

Global leader in ground and airborne geophysical surveying, delivering deep subsurface imaging technologies to support mineral exploration worldwide.

ELEMISSION Stand: ML03

Canadian mining technology company pioneering real-time core analysis using advanced LIBS systems to accelerate decision-making and reduce environmental impact.

Evidence (Geotek) Stand: TB08

Provider of multi-sensor core and cuttings scanning solutions enabling near real-time geological data capture and digital core analysis.

Fleet Space Technologies Stand: TB06

Australian exploration technology company delivering satellite-enabled geophysics, AI-driven subsurface modelling, and rapid drill targeting solutions.

Fugro Stand: TB01

Global geo-data specialist supporting mining, infrastructure, and energy projects through subsurface investigation, analysis, and risk management.



Register here



Register here

FMF 26 DIRECTORY

GeologicAI Stand: SL03

Mining technology company combining high-resolution core scanning with AI-driven analytics to improve confidence and efficiency across the mining lifecycle.

Hexagon Stand: ML01, ML02

Global leader in digital reality and autonomous technologies, delivering integrated life-of-mine solutions across planning, operations, safety, and automation.

IGS (International Geoscience Services) Ltd Stand: TB02

A specialist organization supporting the mineral resources sector through geodata collection, analysis, and mineral promotion, working with governments, development agencies, and industry worldwide.

Najabah Stand: TB07

Saudi-based provider of aerial survey, geophysics, mine management, and data-driven mining solutions across exploration and operations.

Saudi Geophysical Stand: TB11

Saudi geoscience and subsurface services company supporting mining, infrastructure, and national projects with advanced technology and skilled local teams.

Seequent Stand: TB05

Global subsurface software leader helping organisations make better decisions faster across mining, infrastructure, and energy projects.

Stratum AI Stand: TB08A

Applies advanced machine learning to improve mining resource models, increasing accuracy and operational efficiency.

Terra Innovatum Global Stand: HL02

Develops next-generation energy solutions, including the SOLO Micro-Modular Reactor (MMR™), delivering scalable, low-carbon power worldwide.

The Minexchange Stand: SL02

Partner with Marine Mining Co. (MMC) to expand its platform and services in Saudi Arabia, supporting natural resource projects with global access to capital and industry partners.

MINERAL EXPLORATION ZONE

Cerro de Pasco Resources Stand: ME01

Mining development company focused on reprocessing historic tailings in Peru to unlock value through environmental remediation.

Greyridge Exploration Stand: ME05

Exploration company holding the largest foreign exploration licence portfolio in Saudi Arabia, targeting copper and gold belts.

Sierra Nevada Gold Stand: ME03

US-based exploration company advancing gold, silver, and copper projects across Nevada.

Sakariya Mines & Minerals Stand: ME08

Mining and real estate group advancing gold and graphite exploration and development projects in Tanzania.

Allied Critical Metals Stand: ME09

Allied Critical Metals Inc. is a Canadian-based mining company focused on the expansion and revitalization of its 100% owned past producing Borralha Tungsten Project and the Vila Verde Tungsten Project in northern Portugal. Tungsten has been designated a critical metal by the United States and other western countries, as they are aggressively seeking friendly sources of this unique metal. Currently, China, Russia and North Korea represent approximately 87% of the total global supply and reserves. The Tungsten market is estimated to be valued at approximately U.S. \$5 to \$6 billion, and it is used in a variety of industries such as defense, automotive, manufacturing, electronics, and energy.

PhotoSat Stand: ME10

PhotoSat is a technology company that produces geospatial data from satellite imagery, using proprietary deep learning algorithms.

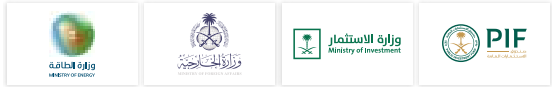
We passionately believe that better data leads to better decisions, and it is our mission to support safe and responsible projects around the world. Our elevation surveys enable engineers in the operations, planning, design, and development of infrastructure and resource development projects. Our alteration mineral maps and regional topography provide geologists with the unique data required to plan and execute regional or property-scale exploration programs.

PhotoSat has delivered 2000+ elevation surveys and 300+ alteration maps for projects in more than 75 countries worldwide. Our multi-disciplinary team counts geophysicists, engineers, associated geoscientists, and other business professionals among its ranks. With this combined expertise and experience, we create reliable, time-saving solutions for major resource development and infrastructure projects.

ORGANISED BY



ENDORSED BY



STRATEGIC PARTNERS



PLATINUM SPONSORS



GOLD SPONSORS



SILVER SPONSORS



HUB OF EXCELLENCE PARTICIPATING COMPANIES



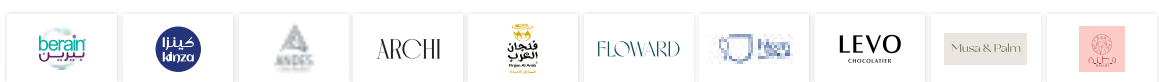
COUNTRY & PAVILION



HOSPITALITY PARTNERS



HOSPITALITY PARTNERS



FOUNDING PARTNERS



PALLADIUM PARTNER



LOGISTIC PARTNER



HEALTH CARE PARTNER



REGISTRATION PARTNER



PREMIER CLUB PARTNER



GLOBAL CONNECT PARTNER



LANYARD PARTNER



HUB OF EXCELLENCE PARTNER



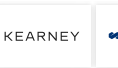
GALA DINNER PARTNER



VIP & SPONSOR LOUNGE PARTNER



STRATEGIC INSIGHT PARTNER



FOOD & BEVERAGE PARTNER



ROUNDTABLE HOSTS



KNOWLEDGE PARTNER



EV PARTNER



FMF STUDIO AND SPEAKER LOUNGE SPONSOR



BARTER STANDS



FOOD & BEVERAGE PARTNER



HUB OF EXCELLENCE PARTNER



ASSOCIATIONS

