



WELCOME TO THE “DAWN OF A GLOBAL CAUSE”

A New Era of Mineral Development



His Excellency Bandar bin Ibrahim Alkhorayef, Saudi Arabia's Minister of Industry and Mineral Resources

Global development ambition has brought the world to the edge of urgency—an urgency driven by the widespread demand for minerals that will deliver on electrification, AI, and much more. Minerals, once regarded primarily as industrial feedstocks, are now strategic assets that enable the technologies shaping modern progress. While the world cannot do without these emerging technologies, supply constraints are becoming sharper. Markets are shifting, national strategies are evolving, and countries are re-examining how and where value is created.

It is in this spirit of shared purpose and growing challenge that I warmly welcome you to what has truly become our global family reunion, the Future Minerals Forum. This gathering transcends borders and backgrounds, uniting industry leaders, policymakers, visionaries, and friends who are bound by a common ambition to shape the future of minerals for the benefit of all.

At FMF, collaboration is not just a theme; it is who we are and what we proudly stand for. Here, longstanding partners reconnect, new friendships are born, and collectively, we set the course for resilient,

responsible, and inclusive progress across the global minerals value chain.

This January, the Future Minerals Forum's family will re-convene in Riyadh, one of the world's largest gatherings of senior government representatives, industry leaders, experts, international organizations, and stakeholders to address these critical issues under the theme **“DAWN OF A GLOBAL CAUSE.”**

Over the past four years, FMF has been leading global conversations on minerals, and we have done so with grit and determination. Inspired by the need to promote a responsible and resilient mineral value chain, our actions are not solely to meet today's growing mineral needs, but also to secure a sustainable future for generations, emerging technologies and innovations, and the 'holy grail' global electrification and development goals.

A COMMITMENT TO DRIVE GLOBAL CHANGE

These are not new conversations, however, the accelerating global dialogue on critical minerals has informed the theme of FMF 2026. It is a reminder that FMF is no longer simply an event, but a community of shared values and shared ambition.

[Continued on page 3](#)

**P18 A global
destination of
choice**

Eng. Geoff Day
CEO, AMAK



**P22 National Renewal
through Mining**

**Guy-Robert Lukama
Nkunzi**
Chairman of the Board of
Directors of Gécamines



**P10 Creating a resilient
supply chain**

Wang Xiaoshen
Vice Chairman & President of
Ganfeng Lithium





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CONTENTS

NOVEMBER 2025

01 H.E. BANDAR BIN IBRAHIM ALKHORAYEF

Saudi Arabia's Minister of Industry and Minerals Resources on the urgency of mineral demand.

04 H.E. KHALID SALEH AL-MUDAIFER

The Vice Minister for Mining Affairs explains why FMF26 can advance the global mineral agenda.

06 ESNAD

The Saudi Mining Services Company is a key enabler and strategic partner.

07 SAUDI ARAMCO

08 MINISTERIAL ROUNDTABLE

Looking ahead to the fifth meeting of the world's only government-led minerals platform.

10 WANG XIAOSHEN

Ganfeng Lithium's Vice Chairman and President on the role the company is playing in the energy transition.

10 ALEXEI VOSTOKOV

The CEO of Polyus explains how it's using AI to enhance its business.

11 FMF BAROMETER

Looking ahead to a landmark document for the minerals industry.

12 WHAT IS THE FUTURE MINERALS FORUM?

The Dawn of a Global Cause starts here.

14 FMF SIDE MEETINGS

15 ESNAD

16 AJLAN & BROS

Spearheading one of the most ambitious private-sector mining initiatives in KSA.

17 MCS

MCS is driving the transformation of KSA's mining landscape.

18 ENG. GEOFF DAY

Q&A with the CEO of AMAK.

19 WORLD-CLASS SPEAKERS

20 ARGAS

Celebrating 60 years of geophysical excellence and innovation.

21 SAUDI CHEMICAL COMPANY LTD

Committed to powering mining and industrial growth.

21 TASNEE

The Middle East's sole producer of titanium sponge.

22 GUY-ROBERT LUKAMA NKUNZI

The Chairman of Gécamines on how the role of minerals in human progress is being redefined.

23 XAVIER SAINT MARTIN TILLET

The Senior Executive VP of Orano's mining business on why uranium is essential to our future.

23 ZAHID TRACTOR

Quality, reliability and operational excellence.

24 SAUDI EXIM

A key contributor to a sustainable global economy.

25 METSO

Find out more about the unique benefits it delivers for customers.

25 NESMA & PARTNERS

Playing a central role in shaping KSA's built environment.

26 FMF PREMIER

An exclusive, invitation-only leadership experience.

28 ALS ARABIA

One of the region's most advanced and trusted laboratory networks.

28 ALKHORAYEF MINING COMPANY

Driving exploration that is smarter, faster, and safer.

29 BCG

Shaping the future of minerals.

29 SAUDI ARABIA RAILWAYS

Discover the Kingdom's leading rail operator.

30 JAC RIJK AL-RUSHAID

Over 100 years of global earthmoving expertise.

30 GOLD & MINERALS CO

A portfolio of world-class mineral assets.

31 JCHX

Leading the design, construction and operation of safe, green and smart mines.

32 TMK

This Uzbekistan company operates across the full CRM value chain.

32 WORLEY

Why mining is at a tipping point.

33 LARSEN & TOUBRO

Executing large-scale projects for 80+ years.

33 UCIC

A Saudi Arabian sustainability success story.

34 HATCH

Are you leaving value on the table?

34 ALDREES

Meeting the evolving needs of industry.

35 S&P GLOBAL MARKET INTELLIGENCE

Accurate, deep and insightful information.

36 SPONSORS

For us, the theme represents two meanings: a commitment by countries to collaborate more effectively, and a development-driven agenda.

We are encouraging countries to collaborate better and robustly on mineral development, recognizing that cross-border cooperation can meet global demand. On a development-driven agenda, the theme represents minerals as engines for job creation, industrialization, and long-term economic transformation.

This means, without mincing words, that governments and industry leaders must collaborate and embrace an inclusive approach in which minerals are not just explored, but also drive economic development and progress in both supplier and consumer nations.

GROWING WITH PURPOSE AND ACTION

What began in 2022 with 32 countries and six organizations has evolved into a global gathering where ministers, policymakers, and industry leaders work together to build resilient and responsible mineral value chains. FMF 2025 Ministerial Roundtable convened nearly 90 countries, including 16 G20 members, and 50 international organizations and NGOs.

It gives me great confidence to note that the Ministerial Roundtable has become a voice for the Super Region of Africa, West and Central Asia, and other supplier regions. Our efforts have been tailored towards promoting investment and financing opportunities in these regions, enabling tangible economic growth and development.

FROM DIALOGUE TO IMPLEMENTATION

What distinguishes the Ministerial Roundtable is not scale, but its impact. Our commitments from discussion to implementation, most notably through the establishment of networks of nine Centers of Excellence in Africa and Asia, are facilitating the

development of regional capacity across human capital and technology.

The 5th Ministerial Roundtable will also present an opportunity for us to advance and assess the progress of other initiatives, such as:

- A Critical Minerals Framework being developed to identify and prioritize mineral projects across exploration, processing, and downstream development.

- An international traceability standard for responsible minerals development, reflecting local conditions, environmental stewardship, transparency, and shared benefit.

We are equally leading conversations and working with the World Bank and other partners on seven strategic infrastructure corridors, with five in Africa and two in Latin America, to improve the movement of minerals from resource centers to processing and manufacturing hubs, create jobs, drive economic growth, accelerate regional industrialization, expand trade, and improve access to global markets.

This is what FMF is all about, unlocking economic opportunity, industrialization, and long-term stability. I am confident that, as always, FMF 2026 will generate insightful discussions, practical outcomes, and meaningful partnerships that will help guide the sector through a pivotal period of transition.

As you explore this newsletter, I invite you to read more about the initiatives, corridors, partnerships, and research hubs that are redefining mineral development across the regions we serve. These stories demonstrate that FMF is not only a platform for dialogue, but a catalyst for real, measurable progress.

Please save the date and join us in Riyadh from January 13–15, 2026, at the King Abdulaziz International Conference Center. I look forward to welcoming you to what promises to be our most impactful reunion yet.



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.



GATHERING FOR IMPACT, CHANGE, AND BETTER COLLABORATION

As the global community moves with a decisive pace towards a new age of minerals, Saudi Arabia is putting its best foot forward, showing the world that it can lead in more ways than one, convene, and shape the future of minerals through the Future Minerals Forum (FMF).

For the past four years, Riyadh has become the destination of choice for senior government representatives, industry leaders, global experts, international organizations, and stakeholders from across the mineral value chain. As a Kingdom, we are honored to lead this global mineral effort.

FMF 2026 represents another opportunity to advance the global agenda for responsible and resilient mineral supply. More than that, the FMF is designed to help shape a new era of mineral development—one in which minerals do more than fuel industry; they foster economic and social progress across both supplier and consumer nations.

AN IMPACT-LED AGENDA

As always, the Ministerial Roundtable, our government-led gathering, will headline FMF 2026, convening over 100 government representatives, 70 international organizations, leading industry associations, NGOs, and CEOs of major mining companies, to discuss infrastructure funding, global development, and the evolving role of mining in a rapidly changing world.

We have also introduced several new programs designed to deliver tangible sector impact:

• **The inaugural State of the Sector**, developed with McKinsey, will unveil the first Future Minerals Barometer Report—tracking global sector sentiment, performance, mineral outlooks, and the industry's evolving reputation.



His Excellency Khalid Saleh Al-Mudaifer, Saudi Arabia's Vice Minister for Mining Affairs

• **The Mineral Investment Journey**, spotlighting pathways for investors.

• **Gateway to Funding**, in partnership with BMO, connecting Saudi family businesses and institutional investors with international mining companies seeking growth capital.

• **Inaugural MinGen Workshops** for young professionals, women in mining, and leadership networking; and

• **MinValley Tech & Innovation**, showcasing venture capital, startup pitches, AI applications, Centers of Excellence priorities, and pathways to achieving carbon goals. Winners of the first Future Minerals Pioneer Competition will also be announced under this program.

FMF 2026 will bring together an exceptional lineup of speakers from across the entire mineral value chain, each prepared to offer practical insights and actionable solutions to today's most pressing mineral challenges.

SAUDI MINING: AN ATTRACTIVE INVESTMENT JURISDICTION
Beyond hosting FMF, Saudi Arabia's mining sector has entered a new phase, marked by significant growth and rising

global recognition. Recent recognitions from the Fraser Institute's 2024 Annual Survey of Mining Companies highlight our progress. Ranked 23rd globally in the Investment Attractiveness Index, a massive progress from 104th in 2013; 1st globally for political stability; 5th for socio-economic agreements; and 7th for environmental regulations.

These rankings reflect the sector's rapid evolution and our commitment to creating an attractive, stable, and responsible mining environment.

At the same time, we are capitalizing on this momentum, offering extensive investment opportunities across more than 600,000 km² of mineral-rich terrain, following one of the most extensive Regional Geological Surveys ever conducted on the Arabian Shield. These investment opportunities are accessible through our competitive, transparent licensing rounds, and the Taadeen digital platform allows investors to explore and select sites directly. To date, we have offered over 33,000 km² through licensing rounds one to nine.

Pre-qualification for the 10th licensing round, spanning over 13,000 km², containing highly prospective deposits of gold, silver, copper, and zinc in gold, silver, across Madinah, Makkah, Riyadh, Qassim, Hail, and Asir. These opportunities are available to both local and international investors.

Our mining strategy, rooted in stability, transparency, and investor confidence, is enabling Saudi Arabia to emerge as a globally competitive hub for exploration, processing, and downstream mineral industries. Early reforms are now delivering measurable impact:

• **Mining GDP contribution** reached **USD 36.2 billion in 2024**.

• **Exploration spending** increased from **USD 44 million in 2020** to **USD 186 million in 2024**.

• **Mineral exports** grew from **USD 7.5 million in 2015** to **USD 12 million**.

• **Licenses issued** rose by **264%**, with the number of companies operating in the sector expanding from **6 to over 133 in 2023**, and to **226 in 2024**.

• Exploration spending grew **fivefold in four years**, reaching **SAR 1.05 billion (USD 280.5M) in 2024**, compared with **SAR 501 million (USD 133.5M) in 2023** and **SAR 205 million (USD 55M) in 2020**.

• In 2024, **private-sector spending on exploration licenses** increased by **164%**, reaching **SAR 770 million (USD 205M)**, up from **SAR 155 million (USD 41.3M) in 2020**.

• **Government spending** on geological programs increased from **SAR 11 million (USD 2.9M) in 2020** to **SAR 180 million (USD 48M) in 2024**, representing a **sixteen-fold increase**.

MOVING BEYOND MINING TO A GLOBAL MINERALS HUB

Saudi Arabia is evolving from a mining nation into a global minerals hub, supported by Vision 2030 and the National Industrial Strategy. This shift is driven by a broad ecosystem designed to unlock value across entire supply chains.

Key components include:

• A Critical Minerals Strategy identifies 37 minerals critical for the energy transition and advanced manufacturing.

• The National Minerals Program secures local industry needs while enabling global investment opportunities

• Manara Minerals, a JV between Maaden and the PIF is investing abroad to secure critical mineral inputs for future industries

• Our mining services sector is also expanding across, drilling, engineering, logistics, and advanced technologies services.

We are also achieving substantial growth in priority mineral industries: from phosphate to aluminum, titanium, iron, and steel. As the world's second-largest phosphate exporter, we produce 6 million tons a year, with sector investments set to rise from USD 21.3B to USD 34.7B—these industries are serving international markets but also meeting increasing domestic demands driven by our major giga projects.

Our efforts have also encompassed recognizing

that progress relies on people. This has informed our efforts to launch new academic and technical programs in mining and geoscience at King Fahd University of Petroleum and Minerals and soon at King Abdulaziz University, while the Saudi Mining Polytechnic continues to graduate the next generation of mining professionals.

With a strategic location bridging Africa, Europe, and Asia and access to 1.5 billion consumers Saudi Arabia offers unique logistical advantages, competitive incentives, and institutional strength. We are also exploring a Riyadh-based Commodity Exchange to enhance market liquidity, transparency, and investor confidence.

As we strengthen our foundations and reach, Saudi Arabia's role is

evolving beyond borders. Today, we stand ready to shape the future of minerals—locally and globally.

RIYADH'S NEW ROLE IN GLOBAL MINERAL CONVERSATIONS

We recognize that our vast mineral wealth, valued at over USD 2.5 trillion, is not just an asset but a leadership responsibility. As custodians of these resources, we are driven to lead confidently, shaping the future of minerals globally. Saudi Arabia has taken on this role as a leader, promoting collaboration as the only path forward through partnerships across supplier and customer nations, with a dedication to building responsible, resilient, and truly sustainable mineral supply chains for the world.

We take pride in our ability to

unite global leaders and foster collective action that will deliver positive impact today, and for generations to come. But this is just the beginning. Now more than ever, we must challenge ourselves to dream bigger, collaborate better, and deliver solutions that will define the century.

I therefore urge investors, visionaries, innovators, and changemakers to join us in Riyadh from January 13–15, 2026, for the 5th Future Minerals Forum. This will be our greatest gathering yet, a convening of minds and ambitions as we chart the course for a truly global mineral future and set new standards for responsible progress and a new age of mineral development.

We look forward to welcoming you to Riyadh.





Register here

FOUNDING PARTNER: **ESNAD** FP05

ESNAD: LEADING THE TRANSFORMATION OF SAUDI ARABIA'S MINING SECTOR

As the Kingdom of Saudi Arabia accelerates its transformation toward a diversified and sustainable economy, the mining sector emerges as a cornerstone of national growth, unlocking the potential of vast natural resources. Within this dynamic landscape, the Saudi Mining Services Company (ESNAD) stands as a key enabler and strategic partner, driving progress, innovation, and sustainability across the mining ecosystem.

Established in 2020 to serve as the executive and operational arm of the Ministry of Industry and Mineral Resources in the Kingdom, ESNAD plays a central role in implementing the National Mining Strategy, which positions mining as the third pillar of the Saudi economy alongside oil and petrochemicals. Its mission is to develop the mining sector in a balanced and sustainable manner, ensuring responsible management of resources while supporting the Kingdom's vision for economic diversification.

A STRATEGIC PARTNER FOR NATIONAL DEVELOPMENT

ESNAD's operations are grounded in a clear mandate: to create a transparent, efficient, reliable mining environment that attracts investments, safeguards resources, and promotes environmental and social responsibility. By combining regulatory oversight with digital innovation, ESNAD has transformed the way mining operations are managed and monitored, ensuring full alignment with Saudi Vision 2030 goals. Through collaboration with government entities, investors, and private-sector partners, ESNAD fosters an integrated mining ecosystem built on excellence, sustainability, and accountability. Its approach balances economic growth with environmental protection, creating value for industry, local communities, and future generations.



DIGITIZING THE MINING JOURNEY

At the core of ESNAD's success is its unwavering commitment to Digital Transformation, a cornerstone of efficiency, transparency, and innovation. Through the development of advanced digital services, ESNAD has redefined licensing and compliance processes, streamlining investor interactions, automating approvals, and significantly reducing processing times. These advancements have helped position the Kingdom as one of the most attractive destinations for mining investment.

ESNAD also integrates artificial intelligence (AI), drones, and satellite imagery to enhance monitoring and regulatory enforcement. By analyzing aerial and spatial data, the company detects irregularities, assesses environmental impact, and measures resource extraction in real time. These innovations improve inspection efficiency, strengthen compliance, and support informed decision-making across the sector.

PROMOTING ENVIRONMENTAL SUSTAINABILITY

In line with the Saudi Green Initiative, ESNAD strengthens environmental stewardship through rehabilitation and afforestation programs. Its efforts include planting thousands

of trees in mining complexes such as Al-Summan and Al-'Armah, in cooperation with licensed companies and local communities.

These projects reflect ESNAD's commitment to restoring landscapes and mitigating environmental impact. By promoting cleaner operations, responsible waste management, and biodiversity protection, ESNAD ensures that the Kingdom's mineral wealth is developed sustainably. The company also applies environmental, social, and governance (ESG) principles aligned with global best practices, reinforcing its role as a responsible mining enabler.

FINANCIAL AND REGULATORY EXCELLENCE

Beyond technology and sustainability, ESNAD ensures financial compliance and regulatory integrity across the sector. It has built comprehensive mechanisms to monitor financial guarantees, enhance collection systems, and minimize operational risks. By enforcing robust governance standards, ESNAD safeguards public resources, supports investor confidence, and ensures financial sustainability.

Through its inspection and licensing programs, ESNAD guarantees that mining operations comply with the

highest standards. ESNAD conducted thousands of inspections and issued hundreds of mining and exploration licenses, demonstrating its dedication to operational efficiency and sectoral growth.

HUMAN CAPITAL AND COLLABORATION

ESNAD believes that people are central to sustainable progress. The company invests in developing national talent through training, upskilling, and leadership programs designed to prepare Saudi professionals for the future of mining.

This focus on human capital enhances ESNAD's operational excellence and contributes to the Kingdom's broader goal of empowering national capabilities. Collaboration is fundamental to ESNAD's philosophy. The company works with ministries, research institutions, and international partners to exchange expertise and adopt global best practices of the global. Through this cooperative framework, ESNAD promotes innovation, enhances efficiency, and supports the Kingdom's ambition to become a leading global mining hub.

SHAPING A SUSTAINABLE FUTURE

ESNAD's journey represents a model of transformation built on vision, innovation, and responsibility. By integrating digital excellence, environmental care, and human development, ESNAD is redefining the future of mining in Saudi Arabia. As the Kingdom advances toward Vision 2030, ESNAD remains dedicated to enabling sustainable development, driving diversification, and ensuring that the mining sector continues to serve as a foundation for national prosperity, for today and generations to come.

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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.

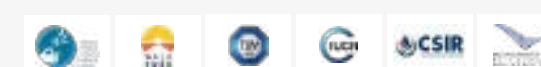
MULTILATERAL ORGANIZATIONS



INDUSTRY ASSOCIATIONS



NON-GOVERNMENT ORGANIZATIONS



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.

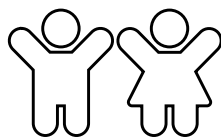
WHAT TO EXPECT AT FMF 2026

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.

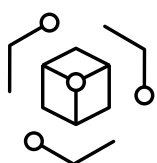
FMF SIDE MEETINGS: TURNING TALK INTO ACTION

Part of the world-class program at the Future Minerals Forum features a range of side meetings that take place to drive practical action on the development of resilient, sustainable minerals value chains.



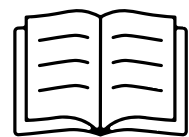
MinGEN

- Providing a platform for the next generation of leaders to shape the future of the minerals industry.
- Facilitating engagement between current and future leaders.
- Accelerating the advancement of women in mining.
- Positioning the minerals sector as an industry young people want to work in.



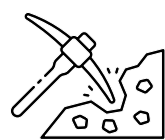
MinVALLEY

- Positioning technology and innovation as key enablers of the FMF International Minerals Framework.
- Showcasing technological innovations and new systems that will transform the way mineral development is done.
- Enabling emerging supplier regions to be a canvas on which the modern, clean, safe and productive minerals industries of the future will be created.
- Highlighting the role of innovation in mineral production as a catalyst for economic development in supplier regions.
- Establishing new partnerships for solving current challenges in mineral supply and showcasing the industry of the future.



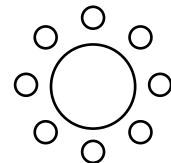
KNOWLEDGE EXCHANGE

- Providing a platform and time for 'deep dive' technical presentations to expert audiences.
- Enabling the sharing of knowledge to build capacity and drive mineral development in supplier regions.
- The sessions address key enablers contained in the FMF International Minerals Framework and aim to identify solutions and actions that can support its implementation.



MINING INVESTMENT JOURNEY

- Closed-door information sessions aimed at potential local and regional investors. These 'deep dive' sessions will cover the entire mineral value chain and investment journey, from exploration to mining and processing.
- Enhancing awareness of the mining investment journey among potential investors who are new to the sector.



LEADERSHIP ROUNDTABLES

- Over 280 leaders and experts including Ministers, company CEOs, multilateral organizations and NGOs will meet at roundtables to address a key challenge facing the minerals sector and recommend practical solutions.
- Actionable recommendations and potential new initiatives will be presented to the next Ministerial Roundtable and taken forward by FMF.



STATE OF THE SECTOR

- A new addition to the FMF program that will showcase the inaugural Future Minerals Barometer. The Barometer will track progress on mineral value chain creation across seven priority mineral corridors, as well as report on implementation of the FMF International Minerals Framework.



GATEWAY TO FUNDING

- FMF and BMO Capital Markets have joined 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.
- Driving global mineral development through investment promotion, enhancing engagement with targeted investors, and creating a robust platform to drive mineral investment opportunities.
- BMO is sharing its deep metals and mining expertise with leaders of mining companies and large Saudi and regional investors with a common objective – finding international opportunities to grow their investment portfolios in the sector.
- Enabling the establishment of business relationships through a 'matchmaking' program.

STRATEGIC PARTNER: **AJLAN & BROS** SP11

AJLAN & BROS MINING: POWERING THE FUTURE OF SAUDI ARABIA'S MINING AND METALS INDUSTRY

Ajlan & Bros Mining (ABM), a subsidiary of Ajlan & Bros Holding Group, is spearheading one of the most ambitious private-sector mining initiatives in Saudi Arabia, fully aligned with Vision 2030 and the Kingdom's strategy to establish mining as the third pillar of the national economy. Since its formation in 2021, ABM 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.

Through strategic alliances with international partners such as Moxico Resources, Zijin Mining, Norin Mining, and Alfred H. Knight, ABM is advancing multiple large-scale projects, including the flagship Khnaiguiyah Zinc-



Copper-Manganese Mine, Saudi Arabia's largest integrated base metals project, and the Bir Umq gold exploration program.

ABM's portfolio also includes transformative downstream initiatives such as zinc and copper smelters, a precious metals refinery, a lithium hydroxide

plant, and an integrated minerals laboratory, reinforcing its commitment to local value creation and sustainable industrialization.

With a strong focus on responsible mining, technological innovation, and human capital development, Ajlan & Bros Mining is helping



position Saudi Arabia as a global mining powerhouse, bridging natural resource potential with industrial excellence and environmental stewardship.

► For more information, visit ajlanbrosmining.com



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



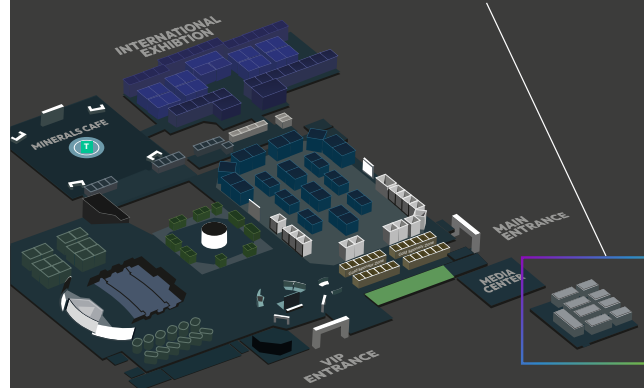
The silos containing the emulsion are used to fill the MMU trucks before they depart for the operation sites. Manssourah and Massarah site, specifically dedicated to bulk emulsion



13 - 15 January 2026
King Abdulaziz International Conference Centre, Riyadh, Saudi Arabia

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WHERE TO FIND US



A TRUE OPPORTUNITY FOR A SPECIALIZED SECTOR — WHY EXHIBIT?

Immersive Showcase for the Value Chain

Present your innovations in an open-air environment designed to highlight the full scale, capability, and impact of equipment and solutions across the global minerals and mining value chain.

Unmatched Display of Heavy Machinery

Demonstrate trucks, crushers, drill rigs, and large-scale equipment in action—offering buyers, investors, and partners a close-up, real-world experience that cannot be replicated indoors.

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Benefit from a dedicated outdoor zone located just minutes from the Media Village and positioned at high-traffic entrances, ensuring maximum visibility and strong engagement from delegates and global media.

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



A GLOBAL DESTINATION OF CHOICE FOR SUSTAINABLE MINING INVESTMENT

We asked **Eng. Geoff Day, CEO of AMAK**, for his thoughts ahead of FMF26 and on the role that Saudi Arabia is playing in the global minerals dialogue.

HOW IS SAUDI ARABIA SHAPING THE GLOBAL CONVERSATION ON MINERALS?

Saudi Arabia is leading the global dialogue on critical minerals with a bold vision that balances growth and sustainability. Under Vision 2030, the Kingdom has established mining, and its key support industries of technical innovation, talent development, supply chains, and funding, as a key pillar of the clean energy transition. The Future Minerals Forum (FMF) embodies this leadership — uniting global voices to build a more sustainable and innovative minerals ecosystem.

HOW HAS SAUDI ARABIA CREATED AN INVESTOR-FRIENDLY ENVIRONMENT?

Saudi Arabia has successfully built one of the world's most attractive investment environments in the mining sector through a world class legislative framework, clear regulations, supportive infrastructure, and strong governance under Vision 2030. The Mining Investment Law has established a transparent regulatory framework that strengthens confidence and stability in the business environment. In this context, the Ministry of Investment, in collaboration with the Ministry of Industry and Mineral Resources, has taken concrete steps to attract new investments, including the launch of exploration licensing bidding supported by an extensive geological database managed by MIMR, opening opportunities for international companies to participate, and facilitating procedures for



Eng. Geoff Day, CEO of AMAK

establishing businesses within the Kingdom in this promising sector. Through these joint efforts, the Kingdom has become a global destination of choice for sustainable mining investment.

HOW DO EVENTS LIKE FMF HELP?

Minerals play a central role in advancing modern societies — they form the foundation of infrastructure, talent and skills development, renewable energy projects, industrial technologies, and the global transition to a green economy. Since its launch in 2022, the (FMF) has become a global platform that highlights this vital role and connects governments, investors, and the private sector to accelerate sustainable development. The Forum has helped to establish strategic partnerships between governments and global mining companies, promote responsible investment across resource-rich regions, and raise awareness of the importance of building more equitable and resilient mineral supply chains. It also supports initiatives that empower local communities through job creation, skills development, and innovation opportunities. In this way, the FMF is more than just an economic event — it is a platform for positive change, showcasing how minerals can drive stronger

economies and more sustainable societies.

WHAT VALUE DOES AMAK DELIVER TO SOCIETY?

AMAK believes that its success is deeply connected to the growth and well-being of the communities around it and KSA as a whole. The company is committed to supporting local communities by creating job opportunities, empowering local suppliers, and developing national talent through education and training programs. AMAK also places great emphasis on enhancing local content, supporting Saudi small and medium-sized enterprises (SMEs), and integrating them into its supply chains. The company strives to be an active contributor to society, particularly in the areas surrounding its operations, through development initiatives that improve quality of life and strengthen social and economic sustainability across the region.

HOW DO YOU DEVELOP NEXT-GENERATION TALENT?

AMAK believes that investing in people is the true foundation of long-term sustainability and success. The company is dedicated to developing national talent through specialized training programs in mining and supporting technical disciplines, in collaboration with the Ministry of Human Resources and Social Development and Najran University. AMAK has signed MOUs with these institutions and will continue to pursue similar partnerships and initiatives to further develop and empower

Saudi talent. On an ongoing basis, AMAK provides training and qualification programs for graduates in mining and related fields, aiming to prepare a technically skilled and field-ready generation. A notable example is the training of 30 graduates from the Saudi Mining Polytechnic in Arar, who successfully completed their programs and have since joined the company's operations. In addition, AMAK places strong emphasis on promoting women's participation in the mining sector, encouraging female talent to join this vital industry and contribute to its growth in line with Saudi Vision 2030.

WHERE DO YOU SEE THE POTENTIAL OF AI IN MINING?

AI has become a key enabler in transforming and optimizing the mining industry. It is increasingly used in geological data analysis to identify new mineral discoveries with greater accuracy and in mineral processing, mine planning and production optimization through intelligent systems that can predict risks and support faster, data-driven decision-making. AI also plays a crucial role in real-time equipment monitoring and predictive maintenance, helping reduce unplanned downtime, lower operating costs, and enhance safety across mining sites. In the long term, AI will contribute to greater efficiency in energy and resource use, driving environmental sustainability across the mining value chain.

► For more information, visit amak.com.sa/

WORLD-CLASS SPEAKERS



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



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



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



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



Mustafa bin Abdulqader Makki,
Senior Computer Scientist, Owner
of National Information Initiative
(NGDI), 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



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



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



Graham Kerr,
Chief Executive Officer and
Managing Director, South32



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,
CEO and Managing Director,
PLS



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



STRATEGIC PARTNER: **ARGAS** SP13

SAUDI ARABIA'S MINING RENAISSANCE: POWERING VISION 2030 AND A SUSTAINABLE FUTURE



As global investment trends shift away from traditional extractive industries, Saudi Arabia is charting a bold new course—turning mining into a cornerstone of its Vision 2030 transformation. Whilst many nations are divesting from mining, the Kingdom recognizes that critical minerals are essential to the world's green transition and to its own economic diversification. In this new era of opportunity, **Arabian Geophysical and Surveying Company (ARGAS)** stands as a pioneer and partner in progress, celebrating 60 years of geophysical excellence and innovation.

Mining has long been a catalyst for economic and social development, capable of lifting communities out of poverty through job creation, infrastructure investment, and technology transfer. Today, as the world demands cleaner energy and sustainable materials, mining is no longer just about resource extraction—it's about enabling the renewable revolution. From lithium and nickel for batteries to copper and rare earth elements for wind turbines and electric vehicles, the critical minerals mined today will power the carbon-free economies of tomorrow.

Saudi Arabia's Vision 2030 identifies mining as the "third pillar" of national economic diversification, alongside energy

and industry. The government's strategy focuses on unlocking the Kingdom's estimated **\$2.5 trillion** mineral wealth, fostering private-sector participation, and creating a sustainable mining ecosystem built on innovation, transparency, and environmental stewardship. This approach positions the Kingdom not only as a regional leader but also as a global hub for responsible mining and mineral exploration.

Few companies embody this vision more fully than ARGAS, which has been at the forefront of geophysical exploration since its founding in 1966. From its first geophysical surveys in the Kingdom's western regions to pioneering airborne magnetic and gravity surveys, ARGAS has played a pivotal role in uncovering Saudi Arabia's hidden geological wealth.

Among its many milestones:

- **1966–1969:** ARGAS launched early geophysical surveys in Sidriyah, Umm ad Damar, and Umm Hadid, supporting the Kingdom's emerging mining sector.
- **1980s:** The company conducted more than a dozen surveys per year, reflecting rapid industrial growth.
- **1996:** Completed its last mining survey before focusing on energy-related exploration.

• **2022:** Marked a new chapter by restarting mining services, beginning with advanced magnetic surveys.

• **2024 – to date:** Expanding both ground and airborne geophysical equipment and increasing the capacity and capabilities to serve the growing demand in the mining market.

As **ARGAS approaches its 60th anniversary**, it continues to blend decades of expertise with cutting-edge technology to support the Kingdom's evolving resource ambitions. Its renewed focus on mining services aligns seamlessly with Vision 2030's sustainability goals and commitment to economic diversification.

Whilst Saudi Arabia's mining sector continues to expand, ARGAS stands at the forefront, delivering comprehensive solutions that reduce exploration risk and optimize spending for mining companies across the Kingdom. Leveraging its extensive logistical network and highly skilled workforce, ARGAS has achieved remarkable milestones—collecting over 300,000 samples and completing more than 10,000 kilometers of geological mapping since April 2024. ARGAS has also executed a wide range of geophysical surveys,



including drone-based and ground magnetic, gravity, and electrical resistivity tomography (ERT) surveys amongst others, supporting the largest mining players in Saudi Arabia.

Positioning itself as a one-stop shop for the mining industry, ARGAS complements its field operations with a dedicated GIS and surveying department that provides advanced laser scanning, topographic surveying, geotechnical testing, and drilling services—ensuring end-to-end data integration from surface to subsurface.

Mining, when done responsibly, has the power to transform lives—creating local jobs, developing new skills, and driving technological innovation. In Saudi Arabia, it also represents a bridge between tradition and transformation: harnessing the nation's geological heritage to build a cleaner, greener future.

With companies like ARGAS leading the way, the Kingdom is proving that mining and sustainability can not only coexist but thrive together, powering prosperity for generations to come.

► For more information, visit argas.com/

FOUNDING 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, tunnelling, 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, the key raw material for civil explosives and SCCL's operations. 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 more information, visit saudichemical.com/



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 15,600 Tons of Titanium Sponge	 500,000 Tons of Titanium Slag	 250,000 Tons of Pig Iron
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*Tasnee is one of the largest investors in the titanium value chain and the sole producer of **Titanium Sponge** in the Middle East through its affiliated company, **AMIC**.*



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GÉCAMINES: MAKING MINING A PLATFORM FOR NATIONAL RENEWAL

The global transition toward clean energy, advanced manufacturing, and digital infrastructure is redefining the role of minerals in human progress, writes Guy-Robert Lukama Nkunzi, Chairman of the Board of Directors of Gécamines.

What was once seen as a purely extractive industry is now at the center of a new development paradigm—one that links natural resource endowment with industrial capability, technological innovation, and sustainable growth. For the Democratic Republic of Congo (DRC), this is more than an opportunity; it is a responsibility to ensure that the country's extraordinary mineral wealth becomes a driver of long-term prosperity. Gécamines stands at the heart of this transformation. With over a century of history rooted in the copperbelt of Katanga, the company has long been synonymous with the DRC's industrial foundation. But the world has changed. The metals we produce—copper, cobalt, zinc, germanium, and others—now power electric vehicles, renewable energy grids, data centers, and the entire digital economy. They are the essential building blocks of the 21st century, and the DRC is uniquely positioned to be a cornerstone of this new era. To meet that potential, Gécamines is undergoing a fundamental strategic shift. We are moving from a model defined by raw material exports to one anchored in value addition, refining, and local manufacturing. Our reform agenda is focused on ensuring that Congolese resources generate Congolese prosperity—not only through fiscal returns but through job creation, technology transfer, and human capital development.

This transformation is already underway. We recently launched the DRC's first export of germanium concentrate to Europe—a landmark that expands our reach beyond traditional base metals into the strategic minerals essential to

semiconductors and advanced electronics. At the same time, we are reviewing the structure of our joint ventures to secure greater transparency, stronger governance, and fairer participation in the wealth these projects create. These steps signal a decisive shift toward active leadership rather than passive ownership. The imperative now is to translate mineral wealth into inclusive development. For too long, the benefits of extraction across Africa have flowed outward, while communities near the mines remained disconnected from the economic gains. Gécamines is determined to change this. Across our operations, we are investing in local infrastructure, education, and healthcare; training the next generation of Congolese engineers and geologists; and empowering local suppliers to participate in our value chains. The goal is not just to mine responsibly, but to make mining a platform for national renewal.

Partnerships will be central to that vision. We welcome collaboration with international investors who bring capital, technology, and access to global markets—but such partnerships must rest on mutual respect, transparency, and shared value. The future of mining cannot replicate the inequities of the past. Instead, it must align with the principles of good governance and sustainability that underpin modern development. We seek partners who understand that local content, ethical practices, and environmental stewardship are not constraints, but competitive advantages in a changing global market.

Our focus, therefore, is threefold. First, we are accelerating investment in refining and



Guy-Robert Lukama Nkunzi, Chairman of the Board of Directors of Gécamines

processing capacity to enable the DRC to capture more value domestically. Second, we are deepening community-centered development programs that link the success of our operations to tangible improvements in the lives of those who live nearby. And third, we are embedding sustainability and governance reforms across our portfolio to ensure that every ton of copper or cobalt contributes to both global decarbonization and local dignity. This is what "minerals for a new era of development" means for Gécamines. It is not a slogan, but a strategic commitment to turn geological abundance into economic transformation—to power global progress while building the foundations of Congolese prosperity. As global demand for critical minerals

continues to surge, the DRC's role will only grow more central. The choices we make now—to invest, reform, and lead—will determine whether this era is defined by dependency or by shared progress. Gécamines intends to ensure it is the latter. The world's energy transition and digital future depend on what happens in places like Kolwezi, Lubumbashi, and Likasi. Our mission is to ensure that the minerals extracted there do not merely fuel global industries but illuminate a path to sustainable development for the Congolese people. That is the promise of this new era—and it is the vision we bring to the Future Minerals Forum.

► For more information, visit gecamines.com

RECOVERING STRATEGIC METALS FROM NON-CONVENTIONAL RESOURCES: A LEVER FOR THE FUTURE

The energy transition depends on secure and sustainable access to critical metals. As a committed mining player in the nuclear sector, Orano Mining contributes to low-carbon electricity production through the supply of uranium, an essential element for the development of green mobility and gigafactories.

We know that by 2050, global uranium demand is expected at least to double. To meet this challenge, Orano is leveraging decades of technological leadership and pushing the boundaries of innovation. This includes the discovery and development of new world-class deposits, such as those in Mongolia, the advancement of cutting-

edge extraction methods like the SABRE technology in Canada, which makes the exploitation of small and high-grade uranium deposits economically viable, and the strategic diversification of our portfolio by opening pathways into untapped markets.

Recovering uranium from so-called non-conventional deposits where uranium is not the primary extracted product is a natural extension of this development trajectory. It represents a key strategic focus at the crossroads of energy, economic, and environmental challenges. This approach reduces dependence on conventional deposits while creating new value chains that generate

industrial and economic opportunities.

Phosphate ores are a concrete example and represent a major lever in this strategy. Primarily mined for fertilizer production, they contain trace amounts of uranium that can be recovered competitively when technology and industrial collaboration align.

By linking the phosphate and nuclear value chains, this approach creates new market opportunities while securing access to uranium resources.

Diversifying supply sources thus becomes a competitive advantage, strengthening the resilience and long-term stability of uranium supply



Xavier Saint Martin Tillet, Sr., Executive Vice President of the Mining Business Unit, Orano chains. Ultimately, this strategy helps ensure secure access to resources while reinforcing the autonomy and competitiveness of market players building a more sustainable, resilient, and future-oriented industry.

► For more information, visit: orano.group/en

STRATEGIC PARTNER: ZAHID TRACTOR SPIO

ZAHID TRACTOR: DRIVING MINING EXCELLENCE AND DIGITAL TRANSFORMATION



Zahid Tractor continues to set benchmarks in Saudi Arabia's mining and heavy equipment sectors through innovation, technical expertise, and customer-centric solutions. In 2025, the company achieved major milestones, including the successful delivery of fully rebuilt underground units, CAT AD30 and R1600G, to one of the leading mining companies in the Kingdom. These projects underscore

Zahid Tractor's commitment to quality, reliability, and operational excellence.

In Jeddah, the General Bay team completed nine Certified Cat Rebuilds (CCRs), restoring excavators, dozers, and loaders to "like-new" condition. These rebuilds extend equipment lifecycle and reinforce Zahid Tractor's reputation for precision and craftsmanship. Additionally, Rental Division at Zahid trac-

tor secured a strategic long-term rental agreement with a major industrial partner, supporting Saudi Arabia's industrial growth under Vision 2030.

Beyond equipment, Zahid Tractor is accelerating digital transformation. Platforms such as VisionLink, Cat Inspect, and Cat Central empower customers with real-time fleet monitoring, predictive maintenance, and streamlined inspections, delivering efficiency and cost savings while enhancing the customer experience. Furthermore, CAT's online parts platform provides convenient access to genuine parts, ensuring operational continuity and reducing downtime.

Looking ahead to the Future Minerals Forum (FMF), Zahid Tractor aims to showcase how these achievements align with FMF's themes of sustainability, innovation, and digitalization. By combining advanced equipment solutions with cutting-edge technology, Zahid Tractor is helping mining partners maximize productivity and reduce environmental impact. FMF provides an opportunity to engage with global leaders, share best practices, and explore partnerships that drive the Kingdom's mining sector forward.

These milestones reflect Zahid Tractor's unwavering commitment to excellence and its role as a trusted partner in shaping the future of mining and industrial operations in Saudi Arabia.

► For more information, visit zahid.com

Bridging global economies

Our firm belief in the power of great partnerships motivates us to continuously grow our network of strategic partnerships locally & internationally as a means to support the growth and development of the export and import sectors, with the ultimate aim of becoming a key co-contributor to a sustainable global economy.



Register here

PLATINUM SPONSOR: METSO PP03

METSO: PARTNERING FOR POSITIVE CHANGE

Saudi Vision 2030 positions mining as a third pillar for economic growth and diversification. Metso's strategy and technology leadership align seamlessly with these ambitions, supporting the Kingdom's transition toward a more resilient economy while supporting local industrial ecosystems through training and partnerships. Metso helps its customers and partners realise their ambitions for a more resilient future, be it related to processing, for example, rare earth minerals, copper or 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 comminution to 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](https://www.metso.com)

PLATINUM SPONSOR: NESMA & PARTNERS PP02

NESMA & PARTNERS: ADVANCING INTEGRATED PROJECT SOLUTIONS

As Saudi Arabia accelerates its industrial transformation, Nesma & Partners continues to play a central role in shaping the Kingdom's built environment through integrated solutions across energy, infrastructure, and building construction. With a diverse project backlog, the company delivers technically advanced, high-impact projects that directly support the objectives of Vision 2030. Nesma & Partners' upcoming participation at the Future Minerals Forum 2026 reflects its continued commitment to enabling industrial and infrastructure growth. The company's comprehensive project-delivery services,



reinforced by the strategic acquisitions of AYT and Kent, allow it to contribute to Saudi Arabia's Mining Strategy, which is a key pillar of Vision 2030. These combined capabilities strengthen Saudi Arabia's industrial and mining ecosystems by supporting resilient utilities, processing facilities, and logistics infrastructure that attract investment and unlock downstream value.

Building National Talent Through the Nesma High Training Institute (NHTI), over 56,000 individuals have received practical training, with more than 10,000 professionals graduating to date. The WAD2 initiative will add 50,000 additional training opportunities by 2028. Investing in Saudi talent ensures that projects are delivered safely, efficiently, and with increasing local content, supporting the Kingdom's long-term capacity-building and workforce development goals.

Nesma & Partners integrates sustainability into every stage of project delivery, from

pioneering the Kingdom's first zero-plastic construction site to deploying solar installations that reduce emissions. By combining digital tools, modern construction methods, and operational best practices, the company enhances productivity while minimizing environmental impact. Supported by the strategic confidence of the Public Investment Fund and its other shareholders, Nesma & Partners continues to deliver projects of national significance for clients such as Saudi Aramco, creating lasting social and economic value.

Guided by the principle "Together, We Build Excellence," the company remains dedicated to delivering value, strengthening communities, and advancing a resilient, future-ready Saudi Arabia.

► For more information, visit [nesmapartners.com](https://www.nesmapartners.com)

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

BOOK A STAND TODAY!

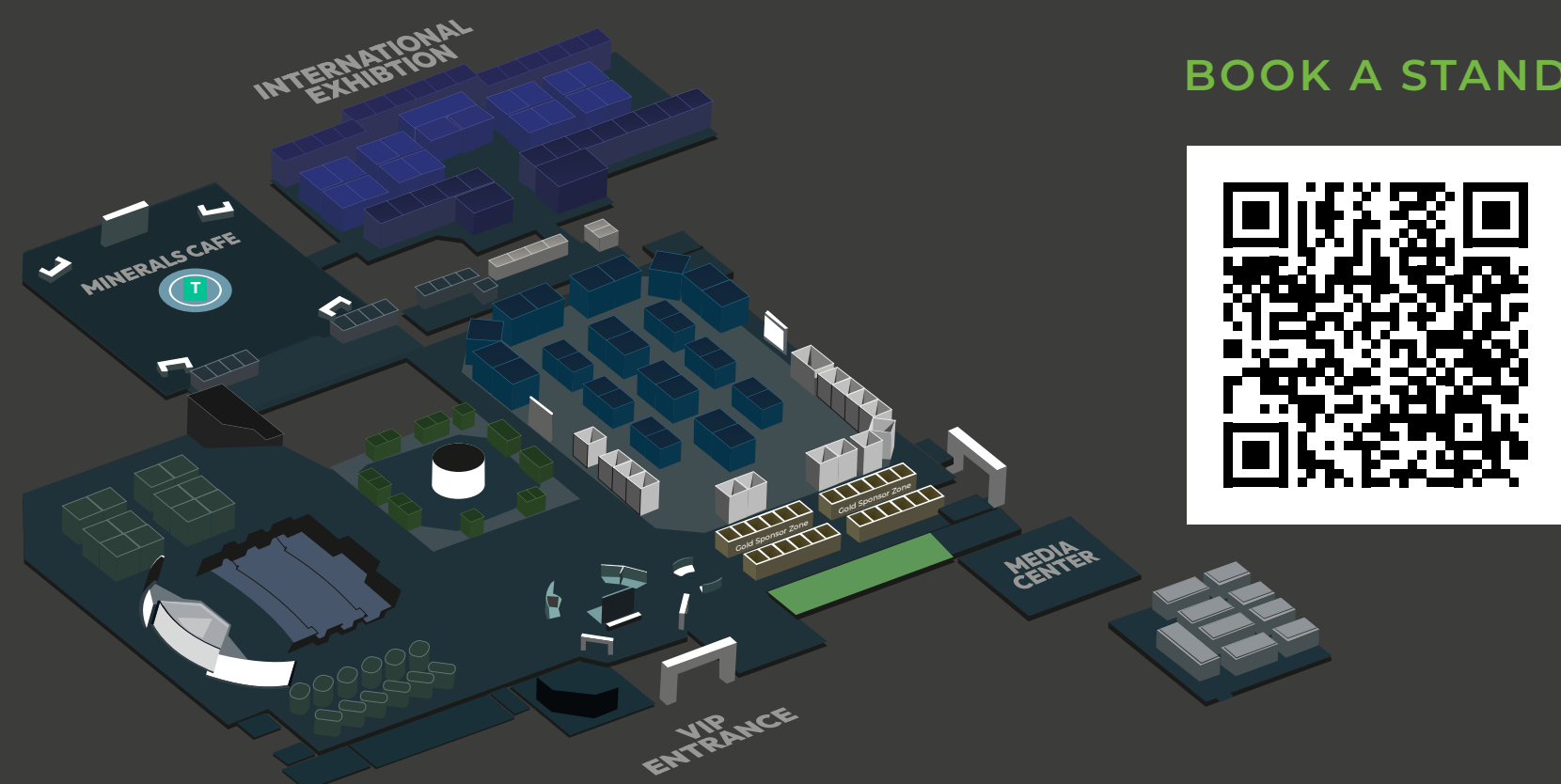


REASONS TO EXHIBIT

The 2026 exhibition provides a global platform for showcasing breakthrough technologies and solutions to senior decision-makers from across the minerals and metals value chain.

Exhibitors gain direct access to industry leaders, potential buyers, investors, and partners — unlocking new business opportunities and long-term strategic collaborations.

FMF merges thought leadership with practical industry solutions, making the exhibition a uniquely influential venue for expanding networks, elevating brand visibility, and driving real commercial outcomes.



BOOK A STAND



PLATINUM SPONSOR: **ALS ARABIA** PP11

ALS ARABIA STRENGTHENS ITS LEADERSHIP IN GEOCHEMICAL ANALYSIS

ALS Arabia, one of the region's most advanced and trusted laboratory networks, has reaffirmed its commitment to supporting the Kingdom's rapidly expanding mining sector as Saudi Arabia prepares to host the Future Minerals Forum 2026.

Established in 2009 and headquartered in Dammam, ALS Arabia operates a network of five world-class laboratories across Dammam, Riyadh, Tabuk, and Jeddah. The company provides certified, high-quality analytical services to exploration and mining companies, supporting Saudi Arabia's Vision 2030 objective of transforming mining into a key pillar of national economic growth.

Over the past fifteen years, ALS Arabia has invested heavily in advanced technologies and the development of local Saudi talent. These efforts have

enabled the company to build a strong national workforce and deliver consistently reliable results in large-scale projects, including initiatives where sample volumes exceeded five million. All laboratories are accredited by A2LA (ISO 17025) and by the Saudi Accreditation Center (SAC 17025).

As exploration intensifies across the Arabian Shield and other promising regions, demand for accurate geochemical and mineralogical data continues to grow. ALS Arabia supports



this momentum by providing dependable, fast, and precise analyses that help companies make confident, data-driven decisions at every stage of project development.

Leveraging the global expertise of the ALS Group—a world leader in geochemistry with more than 50 years of experience—ALS Arabia offers a comprehensive range of services. These include advanced ICP-MS, ICP-OES, AA, XRF, and C/S technologies; precious and base metal analysis; mineralogy

and petrology services; and fully equipped mine-site laboratories that significantly reduce turnaround times for operational teams.

The company is also expanding its capabilities in critical minerals and battery-metal testing, supporting Saudi Arabia's ambition to play a major role in the global energy transition.

As FMF 2026 approaches, ALS Arabia will highlight its scientific leadership and continued investment in innovation, reaffirming its role as a trusted partner in the Kingdom's fast-growing mining and minerals ecosystem. ALS Arabia is ready to support the next decade of exploration growth.

► For more information, visit alsarabia.com

PLATINUM SPONSOR: **ALKHORAYEF MINING COMPANY** PP14

ALKHORAYEF MINING COMPANY: ACCELERATING SAUDI ARABIA'S MINING FUTURE

As Saudi Arabia advances its Vision 2030 ambition to become a global mining leader, Alkhorayef Mining Company (AMC) stands at the forefront—driving exploration that is smarter, faster, and safer.

As the Kingdom's leading integrated mining services provider, AMC delivers the complete exploration value chain under one Saudi-rooted organization, the Alkhorayef Group. From satellite imaging and geophysical probing to geological modelling, laboratory analysis, and precision drilling, every stage is seamlessly connected through data, technology, and local expertise. Every component is proven, every insight actionable, and every phase engineered to

accelerate progress. AMC's intelligent, end-to-end workflow is designed specifically for Saudi Arabia's terrain, regulatory environment, and mineral ambitions. By integrating advanced geophysics, smarter drilling techniques, wireline probing, core sample analysis, and dynamic geological modelling, the company ensures that exploration moves efficiently from license to production.

Exploring the Kingdom's complex geology demands both precision and resilience. AMC's integrated approach minimizes uncertainty, strengthens decision-making, and establishes a foundation for long-term value creation. Formed by the Alkhorayef Group, the

company operates to Aramco-grade HSE and engineering standards, combining Saudi capability with international expertise to deliver world-class results.



Aligned with Vision 2030, AMC supports the Kingdom's goals of digital transformation, sustainability, and local talent development. Its commitment to responsible development and technological innovation positions it as a true strategic partner in Saudi Arabia's mining transformation.

Alkhorayef Mining Company is more than a service provider; it is a catalyst for progress—turning potential into production and insight into opportunity. From license to production, AMC delivers clarity, speed, and confidence, empowering the Kingdom's sustainable mineral future.

BCG

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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: **SAUDI ARABIA RAILWAYS** PP13

SAUDI ARABIA RAILWAYS: POWERING THE FUTURE OF SUSTAINABLE LOGISTICS



As the Kingdom's leading rail operator, Saudi Arabia Railways (SAR) is driving transformation across the transport and logistics landscape in alignment with Vision 2030. With a network spanning over 5,000 kilometers, SAR connects the Kingdom's key industrial, mining, and commercial hubs, providing a safe, efficient, and sustainable mode of transport that supports the nation's economic growth. SAR plays a pivotal role in enabling the Kingdom's mining and mineral sectors through its world-class freight services. The company's North Line, one of the longest heavy-haul lines in the world, was designed to serve the mining industry, transporting millions of tons of phosphate and bauxite from extraction sites to processing and export facilities. Through this integrated

rail logistics network, SAR continues to enhance supply chain efficiency, reduce carbon emissions, and strengthen the Kingdom's position as a global hub for mineral production and export.

Beyond freight, SAR's broader mission reflects a unified vision of Bridging Distances, Building Tomorrow. With ongoing investments in innovation, digitalization, and multimodal connectivity, SAR is shaping the future of mobility, unlocking opportunities, empowering industries, and contributing to a more sustainable and connected Saudi Arabia.

► For more information, visit sar.com.sa


PLATINUM SPONSOR: JAC RIJK AL RUSHAIID PP18

SETTING NEW BENCHMARKS FOR MINING EXCELLENCE IN THE KINGDOM

Jac Rijk Al-Rushaid stands at the forefront of Saudi Arabia's transformation into a global mining powerhouse. Established in 2012 as a joint venture between Jac Rijk B.V. (Netherlands) and the Al-Rushaid Group (Saudi Arabia), Jac Rijk Al-Rushaid combines over a century of global earthmoving expertise with local operational excellence to deliver world-class mining solutions "Where Excellence Is Met Safely."

Aligned with Saudi Vision 2030, **Jac Rijk Al-Rushaid** actively contributes to the Kingdom's economic diversification by providing end-to-end mining services, including mine design, haul-road construction, drilling, blasting, mass earthworks, and minerals extraction.

The company's extensive portfolio includes major projects with Ma'aden Gold at As Suq,

Ad Duwayhi, and Mansourah & Massarah, as well as significant participation in NEOM's The Line and Connector Projects. Most recently, Jac Rijk Al-Rushaid was awarded the Phosphate III Mine

with Ma'aden Phosphate, further underscoring its position as a trusted national partner driving resource development and empowering local talent. Innovation and safety are at the

heart of Jac Rijk Al-Rushaid's culture. By integrating advanced technologies, digital systems, and mining equipment simulators into its operations and training programs, the company continuously enhances efficiency, sustainability, and workforce readiness ensuring top-tier performance within a zero-harm environment.

In 2024, **Jac Rijk Al-Rushaid** was honored by the Saudi Contractors Authority as **"The Excellent Mining Contractor of the Year."** This recognition reflects the company's unwavering commitment to safety, sustainability, and quality, setting new benchmarks for mining excellence in the Kingdom and beyond.

► For more information, visit jacrijk-alrushaid.com


PLATINUM SPONSOR: GOLD AND MINERALS CO PP04

COMMITTED TO OPERATIONAL EXCELLENCE AND DISCOVERY-LED GROWTH

As a leading Saudi exploration and development company, Gold & Minerals Co. (GMCO) continues to advance its portfolio of world-class mineral assets in alignment with the Kingdom's Vision 2030 ambitions for a sustainable mining sector.

At the Jabal Qutman (JQ) Gold Project, GMCO has submitted its mining licence application and is targeting the start of construction in 2026, marking a major milestone in transitioning this significant gold discovery toward production. At Hawiah and Umm Hijlan, advanced project studies are underway while exploration across the newly awarded Umm Hijlan licence continues to expand known mineral resources, reinforcing the company's growing copper, zinc, and gold portfolio.

In parallel, GMCO has entered into a new joint venture with Hancock Prospecting to explore and develop gold and base metal targets across the Al Hajar North belt licence, with field activities scheduled to commence in early 2026.

Complementing these key developments, GMCO's regional exploration program continues to expand across one of the largest land holdings in Saudi Arabia, supported by growing in-house technical capabilities in drilling, geophysics, and UAV-based surveying—underscoring GMCO's commitment to operational excellence and discovery-led growth.

► For more information, visit gmco.com.sa


PLATINUM SPONSOR: JCHX PP08

A CULTURE OF COLLECTIVE EFFORTS, SHARED PROSPERITY

JCHX Mining Management Co Ltd is an international mining corporation engaged in mine construction and contract mining, mine investment, mine engineering design and technology innovation, equipment manufacturing as well as trading. Driven by its vision to be a leader in the design, construction, and operation of safe, green, and smart mines, JCHX has expanded its global reach from China to Africa, Europe, South America, Central Asia, Southeast Asia, and Australia.

So far, the company has undertaken nearly 40 large-scale projects worldwide, including Kamo a Copper Mine in DRC, Khoemacau Copper Mine in Botswana and Pulang Copper Mine in China. JCHX has achieved industry milestones such as constructing shafts as deep as 1,526 meters and declines as long as 8,008 meters and has been honored with multiple Luban Prizes for Construction Engineering.

Leveraging its expertise and unique advantages from decades of practice in mining services, JCHX further expands business to encompass investment. It has successively invested in several mines, including Liangchahe Phosphate Mine in China, Dikulushi Copper Mine and Lonshi Copper Mine in DRC, Lubambe Copper Mine in Zambia, and

San Matias Copper-Gold-Silver Mine in Colombia.

JCHX is committed to technology-driven development and has contributed to eight national industry standards, undertaken multiple national research projects, and established a Key Laboratory for Paste Backfilling accredited by the National Mine Safety Administration.

JCHX has developed the "King Ant" series of intelligent mining equipment and partnered with global leading manufacturer to produce multi-purpose underground vehicles under the brand of Kingnor, both products are well received by customers.

Upholding the culture of "Collective Efforts, Shared Prosperity", JCHX is dedicated to high-standard ESG practices, focusing on safety, environmental protection, ecological restoration, and community development, while actively supporting public welfare initiatives and shaping a professional, trustworthy, and responsible corporate image.

► For more information, visit jchxmc.com




PLATINUM SPONSOR: WORLEY PP17

MINING'S TIPPING POINT: UNLOCKING CAPITAL EFFICIENCY THROUGH NEW MODELS AND TECHNOLOGY

Mining companies face rising pressure to deliver projects faster, leaner, and with greater certainty. Yet legacy contracting models, siloed cultures, and disconnected data continue to slow progress. To keep pace with demand and investor expectations, the industry must rethink how projects are delivered and move beyond "business as usual." Capital project



performance remains poor, with overruns and delays still commonplace. The challenge isn't just technical; it's structural. Success now depends on embracing collaborative delivery models and embedding digital capability from the ground up:

1. Contracting models that enable collaboration: Traditional transactional contracts shift risk instead of sharing it, inflating costs and eroding trust. Collaborative models align incentives, reward shared outcomes, and drive faster, more efficient decision-making.

2. Digital as a core enabler: Mining generates vast amounts of data, but too little of it is connected or actionable. Integrating digital from engineering through construction

creates a single source of truth, enabling seamless handover and stronger performance.

3. Predictive and real-time technologies: Digital twins, smart simulation tools, and connected devices, from sensors to drones, can forecast risks, reduce rework, and improve productivity, safety, and cost control during execution.

4. Minimum Viable Project (MVP) delivery: An MVP approach develops projects in stages, using early data to reduce uncertainty and optimize capital deployment. It can lower financial risk, accelerate cash flow, and improve long-term sustainability outcomes.

Together, these shifts replace uncertainty with confidence, conflict with collaboration, and inefficiency with predictability. As projects grow in complexity and capital tightens, transformation is no longer optional. The winners will be those who deliver smarter, not just faster, through shared accountability and digital integration. Meet the Worley team at FMF to explore how new delivery models and digital foundations can transform project performance.

► **Find out more at [worley.com](https://www.worley.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: LARSEN & TOUBRO GS04

L&T BRINGS EPC EDGE TO COMPLEX MINERALS AND METALS PROJECTS

Larsen & Toubro (L&T), India's \$30 billion engineering and construction conglomerate, is expanding its global footprint with a series of complex minerals, metals, and infrastructure projects across the Middle East. For more than eight decades, the company has been executing large-scale projects in more than 50 countries, earning a reputation for precision engineering and reliable delivery.

In Saudi Arabia, L&T is emerging as a key player in the Kingdom's Vision 2030 transformation, strengthening its industrial base through local manufacturing, partnerships, and execution excellence. The company's clients include



Saudi Aramco, ACWA Power, Maaden, the Saudi Electricity Company (SEC), and NEOM — a lineup that underscores its role in the country's infrastructure and industrial push.

L&T is also advancing regional connectivity through its work on Etihad Rail and the Oman-UAE rail link. The projects include design-and-build contracts for modern freight, logistics, and cargo-handling facilities, aimed at improving cross-border trade and transport efficiency.

One of L&T's standout achievements in Saudi Arabia is the Mansourah-Massarah Gold Project for Maaden. The greenfield facility, executed under a single-point EPC (Engineering, Procurement, and Construction) contract, was completed safely across challenging terrain and included a process plant, utilities, and infrastructure systems.

The company's success in minerals and metals spans decades, with projects for Maaden, ArcelorMittal, JSW Steel, and Vedanta. Its global portfolio covers steel mills, alumina refineries, fertilizer plants, and copper smelters — each showcasing its ability to integrate complex technologies and deliver high-performance results.

At the core of L&T's approach is the EPC model, offering clients single-point accountability, cost and schedule certainty, and simplified management. Supported by multi-disciplinary in-house engineers and project specialists, L&T continues to deliver end-to-end, high-value solutions — aligning seamlessly with Saudi Arabia's drive toward sustainable industrial diversification.

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

GOLD SPONSOR: UCIC GS19

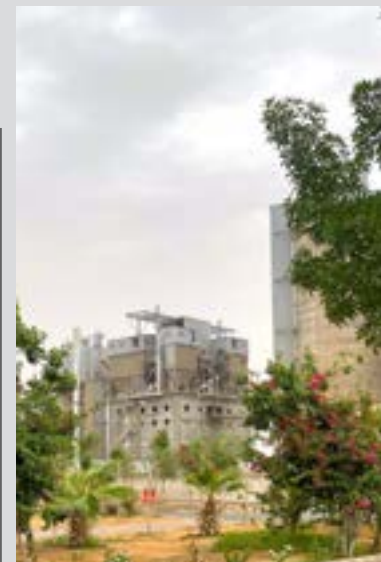
UCIC: TOWARDS VISION 2030 AND BEYOND

United Cement Industrial Company (UCIC) has, in a decade, grown from a newcomer into one of Saudi Arabia's sustainability success stories. Founded in 2013 as a cement plant, it demonstrates how local industry can lead, innovate, and compete with regional producers.

In 2025, environmental measurements across the plant confirmed full compliance with national standards, supported by filtration systems, disciplined maintenance, and continuous monitoring. This environmental discipline is matched by a strong focus on quality excellence, ensuring compliance with national and

international product standards. With ISO 50001 added to ISO 9001, 14001, and 45001, UCIC ranks among the most systemized, reliable, and energy-efficient operations in the region.

UCIC's "sea to plant" partnership with Araak Al Qadimah Farm uses treated brine to irrigate araak trees, transforming saline discharge into harmony between industry and nature. UCIC's green footprint now exceeds 40,000 trees, supported by green cement products representing nearly 40 percent of annual cement dispatches, reflecting the company's clear alignment with the environmental ambitions of Saudi Vision 2030.



Operationally, a new quarry with exceptionally pure raw materials is improving consistency and efficiency, while digital transformation automates activities from pro-

duction and maintenance to HR and supply chain. The roadmap includes a 16 to 20 MW solar plant for cleaner energy, reducing reliance on conventional power, and a roller press to boost capacity while cutting power use and emissions.

On the human front, Saudization stands above 65 percent, supported by 3,500 to 4,500 training hours a year and Platinum Tier recognition in Wage Protection, confirming a culture of transparency, fairness, and governance.

Today, UCIC is more than a cement producer; it is a symbol of Saudi innovation, proving that sustainability is not an obligation but a strategic opportunity to lead.

► **For more information, visit unitedcement.com.sa**



GOLD SPONSOR: **HATCH GS16**

HATCH: ARE YOU LEAVING VALUE ON THE TABLE AFTER THE BUILD?

In metals, energy, and infrastructure, capital projects often steal the spotlight. But once the ribbon is cut, the real work begins. Operations support is frequently seen as reactive—just keeping things running. This mindset overlooks immense value.

Only 10% of an asset's life cycle cost lies in design and construction; the remaining 90% comes from operations, maintenance, and energy. Strategic operations support protects

this investment, extending asset life and enabling smarter decisions. It's the quiet force behind long-term success. While digital tools and AI promise efficiency, they're only as good as the people behind them. Without deep site-specific knowledge, technology alone falls short. The real differentiator is having the right partners; experts embedded in your operations who understand your ecosystem and bring practical intelligence to every decision.



Take our decades-long partnership with a leading metallurgical organization. Hatch operates a permanent office near one of their complexes, supporting operations and capital initiatives. This embedded model fosters alignment, responsiveness, and trust.

In 2024, we delivered 46 FEL1–FEL3 studies, 45 FEL4 implementations, and over 150 technical assistance mandates. Our structured methodologies consistently reduce total installed costs, often saving up to 20% of the annual capital plan.

Operational intelligence isn't just about fixing problems; it's about designing smarter from the start. Our AI-assisted process control at MMG's Dugald River mine is a prime example: a closed-loop system that models flotation behavior and autonomously selects optimal setpoints in real time.

The future of industrial performance lies in integrated strategies that connect design, operations, and transformation. The leaders will be those who treat operations as a foundation for innovation, choosing partners who bring technical depth, strategic foresight, and a commitment to stand shoulder-to-shoulder through every challenge.

► For more information, visit hatch.com

GOLD SPONSOR: **ALDREES GS05**

ALDREES: POWERING VISION THROUGH MINERALS EXCELLENCE

Aldrees is proud to serve as a Gold Sponsor of the Future Minerals Forum (FMF) 2026, reinforcing its role as one of Saudi Arabia's leading pioneers in the industrial minerals and raw materials sector. Our participation highlights Aldrees' alignment with the Kingdom's Vision 2030 and our dedication to advancing sustainable growth and innovation in the mining and minerals industry.



Aldrees has been a trusted supplier of high-quality silica sand, limestone, and other essential industrial minerals. Through advanced processing quality control and environmentally responsible operations we continue to strengthen the regional value chain, supporting key industries such as glass, ceramics and foundry manufacturing across the GCC.



At FMF 2026, Aldrees looks forward to engaging with global partners industry leaders and innovators to explore collaborative opportunities and share insights on the future of mineral processing and industrial sustainability.

We invite all visitors to Stand GS05 to discover Aldrees' latest technologies investment initiatives and premium mineral products crafted to meet the evolving needs of regional and international industries.

► Find out more at aldrees-im.com

GOLD SPONSOR: **S&P GLOBAL MARKET GS01**

S&P GLOBAL MARKET INTELLIGENCE: UNRIVALLED INSIGHTS AND LEADING DATA AND TECH SOLUTIONS

S&P Global Market Intelligence understands the importance of accurate, deep and insightful information, partnering with customers to expand their perspective, operate with confidence, and make decisions with conviction. Together with S&P Global Energy, our quarterly Critical Minerals Briefing report explores the key narratives and trends across the critical minerals space; the following extracts are taken from the September 2025 edition.

RARE EARTHS: A YEAR OF DISRUPTION AND TRANSFORMATION

The rare earth sector is at a turning point, marked by intensifying strategic competition. China's recent export controls have exposed global supply vulnerabilities, prompting urgent efforts by the US and allies to localize and diversify supply through innovative measures. While many projects are underway, building resilient, end-to-end supply chains remains a complex, capital-intensive challenge requiring coordinated policy, innovation and long-term investment.

INNOVATIVE POLICY PATHWAYS FOR CRITICAL MINERAL MARKET RESILIENCE

Building resilient supply chains for critical minerals requires more than capital investment. While funding remains essential, success depends on technical expertise, infrastructure, skilled labor and coordinated policy responses to geopolitical and market risks. Market-based mechanisms are emerging as effective tools to complement public funding by reshaping how minerals are



priced, traded and procured.

Instruments such as contracts for differences, cap-and-floor models and volume guarantees help stabilize prices and reduce investment risk, encouraging private sector participation. Offtake agreements and coordinated purchasing platforms—like the EU's joint procurement initiative—provide a degree of demand certainty and supply security.

WILL EU, US EMISSIONS POLICY RESHAPE BATTERY METAL DEMAND?

Over the past decade, emissions legislation in Europe and the US has been a key driver of battery-electric vehicle (BEV) adoption, significantly increasing demand for critical battery materials such as lithium, nickel, cobalt and graphite. In the EU, strict CO₂ emissions targets, such as the 95-gram-per-kilometer fleet average introduced in 2021, compelled automakers to accelerate BEV and plug-in hybrid production to avoid penalties. While federal policy has fluctuated in the US, states like California have led with aggressive zero-emission mandates.

Recent regulatory rollbacks under President Trump have introduced uncertainty, where automakers also face additional trade and tariff challenges. These have global implications, as emissions policy now influences upstream investment decisions in mining and refining—sectors that are capital-intensive and require long lead times.

Despite near-term volatility, the global trend toward electrification remains intact, with China, India and other emerging markets continuing to expand EV adoption. However, the battery metals market remains highly sensitive to policy signals. As demand becomes more fragmented and politically influenced, industry stakeholders are increasingly turning to market-based mechanisms to manage risk, ensure supply security and maintain momentum in building resilient, sustainable supply chains.

► For more information, visit <https://www.spglobal.com/market-intelligence/en/industries/metals-mining>

GLOBAL CONNECT: SMART, CURATED, AND BUILT FOR DEAL-MAKING

With collaboration at its core, FMF26 introduces FMF Global Connect—an AI-powered platform that turns connections into opportunities. FMF Global Connect helps delegates identify and engage with the people who matter most to their business, using intelligent filters and intelligent support to ensure every meeting is relevant, high-value, and easy to manage. Whether forging new partnerships or advancing strategic goals, it makes it simple to schedule targeted meetings and unlock meaningful conversations.

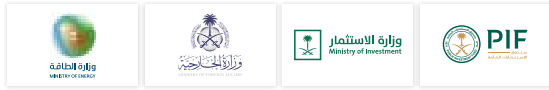




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