



WELCOME

SEPTEMBER 4th 2026 - Paris, France

AI, ENERGY, DEFENSE... MORE MATERIALS



Opening Speech
08.35 AM > 08.45 AM

Victoire de Margerie
WMF Co Founder (France)



Good morning and a warm welcome to all of you for the 11th edition of our World Materials Forum.

As always we are really happy to have you all from across Europe, the USA, Canada, Japan, Australia, Singapore, Taiwan and Africa gathered here today in Paris.

Thank you for choosing to be with us today and thank you to the Paris School of Mines for hosting us!

This year our focus will be on AI, Energy and Defense that all turn to require more Materials.

And we will show during the course of the day not only our commitment but the feasibility of our actions in designing and implementing fast, efficient, sustainable ... and peaceful solutions that will make these "more Materials" available.

These actions are many:

- Commission new capacities or upgrade existing ones with reduced CO2 footprint
- Make regulation and permitting more efficient
- Grow the skilled workforce (expand the number of students in our Schools of Geology/Mines and attract great people from other industries, other age groups... and of course women!)
- Partner with and develop infrastructures in South America and Africa.
- And more than ever Develop and upscale new technologies (lower energy usage for mining or data storage, lower water usage for all process industries, substitution battery chemistries, recovery of mining wastes...).

As always this will be achieved by sharing facts and figures and leveraging our collective intelligence.



So for this Forum we will start with our "vintage session" on critical materials during which you will discover novel "red" minerals as well as great opportunities to bring them back to orange as quickly as possible.

Next we will listen to great leaders from the mining industry and understand how they act fast through bold M&A and breakthrough organic moves.

We will then hear from the special envoy of a respected African chief of state how he sees the opportunities to develop both local production and longer term trade relationships with Europe and North America.

Then we will move to AI Along the Critical Materials Supply Chain, From Exploration to Recycling and the real impact it can have in lowering Opex, Capex, OEE of existing capacities and time to market for new hardware technologies.

We will start the afternoon with a world known scientist who will show us that his partnership with a transformative force in the mining industry has demonstrated that entrepreneurship can also make high capital intensive industries move fast.

Next some more high tech as we will try to understand both how we can lower the energy consumption of future data storage and provide enough energy to existing data centers projects.

Also we will realize that lowering the CO2 footprint of materials industries remains a major objective with amazing examples coming from aluminium, cement and steel.



Finally we will hear from a great voice of the Japanese industry that all of this can be more efficient through international cooperation than with wars.

Philippe will then conclude and project us into our next WMF steps and we will move to our WMF Scale Up and Start Up awards - as well as to our famous French cuisine and wines gala dinner!

Before we start, a particular welcome to our new - and super - executive team: Stéphane Mangin, Greg Mulholland and Mahé Auch Roy.

And of course special thanks to our partners and jury members without whom none of this would be feasible.

Let's WMF 2026 begin!