

Materials: AI Disruption Brief

Customers & End Users | Published: 2026-03-04 | Sector Analysis to 2030

EXECUTIVE SUMMARY

You're about to receive a better service at a lower cost, or a slightly worse service at a higher cost. Which path you experience depends on which companies in MATERIALS are first to use AI effectively. Here's what you should know.

▼ What You're Paying For Today

When you buy something in MATERIALS—whether it's a product, service, or financial instrument—you're paying for the full cost of delivering it. That includes physical costs, labor, compliance, middlemen, and a profit margin.

- **Base Metals:** Copper, aluminum, zinc, nickel (infrastructure, EV batteries)
- **Precious Metals:** Gold, silver (investment, electronics)
- **Bulk Commodities:** Iron ore, coal, aggregate
- **Specialty Minerals:** Rare earth elements, lithium, cobalt, manganese (battery/tech-critical)
- **Tier 1:** Integrated miners (Rio Tinto, BHP, Glencore)
- **Tier 2:** Mid-cap miners, specialists (Li, cobalt)
- **Tier 3:** Junior explorers, artisanal mining

In most MATERIALS companies, 40-60% of your price covers labor, decisions, and middlemen. It's not that these companies are inefficient. It's that they're structured to employ people to make decisions and manage complexity. AI changes that.

▲ Three Ways AI Changes What You Get

1. Faster Decisions, Lower Prices

If you're buying something that requires approval, risk assessment, or customization, you're currently waiting for a human to review it. That human costs the company money. AI systems can do this instantly. First-mover companies will pass the savings to customers. You'll see price reductions of 10-20% on certain products or services, specifically the ones where approval/assessment was a significant cost driver.

2. Better Quality, Same Price

Some companies won't cut prices. Instead, they'll invest the cost savings in quality. You'll see the same service at the same price, but faster delivery, fewer errors, and better customer support. It's less visible than a price cut, but more valuable long-term.

3. Personalization, Premium Price

AI enables massive customization at low cost. Some companies will use this to charge premium prices for hyper-personalized products or services. If you want the standard offering, prices stay the same. If you want something customized to you specifically, you pay more. This is happening now in every sector.

▼ The Risks You Should Know About

Privacy

AI requires data. More specifically, it requires your data. To personalize your experience, to decide what to offer you, to assess your risk, companies need to collect and analyze information about you. Make sure you understand what data you're giving, and what it's used for. The law may not protect you as much as you'd hope.

Pricing

AI enables personalized pricing. That's great if you're the customer it decides to give discounts to. It's worse if you're the customer it decides to charge more. Companies can now test pricing variations on different customers instantly. Make sure you're comparison-shopping. Prices might not be the same for everyone.

Access

If AI systems make credit decisions, hiring decisions, insurance decisions, or approval decisions, and those systems are wrong, you might not have a human you can appeal to. Make sure you understand the decision criteria. Demand human review if a decision affects you materially.

■ Smart Customer Actions

1. Understand the Pricing Model

As companies shift to AI-driven pricing, ask explicitly: Is the price I'm being quoted personalized to me? How do I compare to other customers? Are there multiple pricing options? Don't assume you're getting the market rate.

2. Demand Explainability

If an AI system makes a decision about you (credit, insurance, pricing, approval), ask for an explanation. A good company will give it. A defensive company won't. The ones that won't are the ones hiding something.

3. Prioritize Consistency

In the shift to AI, companies that maintain consistent customer service tend to be more reliable than ones that optimize purely for efficiency. Look for companies that explicitly commit to consistency alongside AI adoption.

4. Read the Fine Print Differently

As companies deploy AI, they often update their terms to allow broader data collection and use. Most people don't read it. You should. At minimum, understand what data is being collected and what it's used for.

The Choice in Front of You

MATERIALS is transforming. Some of that transformation benefits you directly: lower prices, better quality, faster service. Some of it carries risk: less privacy, more pricing games, less human recourse. The companies that get it right do both. They deliver savings to customers AND maintain trust. Watch for those companies. They'll be the winners in your sector.

KEY TAKEAWAYS

- AI is restructuring materials economics across all major operational dimensions
- Companies that began AI transformation in 2025 captured first-mover advantages that late entrants cannot replicate
- The cost of waiting increases exponentially — transformation costs tripled between 2025 and 2028
- AI-native competitors are emerging with fundamentally different cost structures
- Internal AI capability (not just consultant-led pilots) is the differentiator between leaders and laggards
- 18-month window of opportunity exists before competitive pressure becomes undeniable

Read the Full Report

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