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Proposal by the Board of Sandvik AB for a long-term incentive program (LTI 2026)

Background

Since 2014 Sandvik's Annual General Meeting has annually resolved on long-term incentive programs for senior executives and key contributors, in the form of performance share programs requiring investment by all participants. The Board of Directors considers that these programs fulfill their purpose of aligning the interests of the participants and the shareholders, strengthening the Sandvik Group's ability to attract, retain and motivate qualified employees and strengthening Sandvik's focus and objective to meet its long-term business goals. Accordingly, the Board of Directors proposes that the Annual General Meeting resolve on a long-term incentive program for senior executives and key contributors for 2026 ("LTI 2026") on the below terms and conditions.

General

LTI 2026 encompasses approximately 350 senior executives and key contributors in the Sandvik Group. The maximum number of Sandvik shares that can be allocated pursuant to LTI 2026 is 1.9 million shares, which corresponds to approximately 0.15 percent of the number of outstanding shares in Sandvik.

To participate in LTI 2026 the employee is required to invest in Sandvik shares, either by acquiring Sandvik shares at market price or allocating available Sandvik shares from previous programs, no later than June 30, 2026 ("Investment Shares"). If the employee cannot invest before this date due to being entered into an insider log kept by Sandvik, the investment must be made as soon as the employee is no longer restricted from investing. The employee may within the scope of LTI 2026 invest an amount corresponding to not less than five (5) percent and not more than ten (10) percent of the employee's fixed annual salary before tax at the time of the investment.

Provided such investment in Investment Shares is made, participants of LTI 2026 will be entitled to allotment of Sandvik shares, free of charge, after a period of three years on the terms and conditions set forth below.

Performance Shares

Each Investment Share entitles participants to be allotted Sandvik shares provided certain performance targets are met ("Performance Shares"). The maximum number of Performance Shares that may be allotted for each Investment Share depends on the Participant's program category as follows:

- 8 for the President,
- 7 for each additional member of the Group Executive Management,
- 6 for each senior manager (approximately 60 persons), and



- 5 for each key contributor (approximately 280 persons).

Each member of the Group Executive Management shall nominate the persons that are to be offered participation in LTI 2026 and that are to be classified as senior manager and key contributor, respectively, based on position, qualification and individual performance. All nominations are to be approved by the President and CEO.

The number of Performance Shares that will finally be allotted to the participant for each Investment Share is dependent on the development of the Sandvik Group adjusted Earnings Per Share (“EPS”), excluding amortizations and other accounting effects arising from business combinations, during the financial year 2026 (“EPS 2026”), compared to adjusted EPS, excluding amortizations and other accounting effects arising from business combinations, for the financial year 2025 (“EPS 2025”). The Board of Directors establishes the levels regarding adjusted EPS that must be attained for allotment of a certain number of Performance Shares. Allotment will take place as follows:

- One Performance Share will be allotted for each Investment Share if EPS 2026 exceeds EPS 2025.
- For any remaining Performance Shares to be allotted EPS 2026 growth must exceed 5 percent in relation to EPS 2025. The EPS growth required for the maximum number of Performance Shares to be allotted for each Investment Share is established by the Board of Directors.

The level required for maximum allotment and the extent to which the established levels are attained will be disclosed in the 2026 Annual Report and Remuneration Report, respectively.

Prerequisites for allotment

The allotment of Performance Shares requires continuous employment and that all Investment Shares be held during a period of three years from the investment in the Investment Shares (“Vesting Period”). The Chairman of the Board of Directors may in special cases grant exemptions from these requirements for individual participants, whereas the Board of Directors may decide on any such exemption concerning groups of participants. If the prerequisites for allotment set forth for LTI 2026 are met, allotment of Performance Shares will take place during 2029, and no later than June 30, 2029. The allotment will take place free of charge, subject to tax.

Adjustment of the number of Performance Shares etc.

Before the allotment of Performance Shares takes place, the Board of Directors shall consider whether the number of Performance Shares is reasonable considering the financial results and position of Sandvik, the impact of larger acquisitions, divestments and other significant capital transactions, stock market conditions and other circumstances. If the Board of Directors deems that this is not the case, the Board of Directors shall reduce the number of Performance Shares to the lower number the Board of Directors finds appropriate or decide that no allotment should take place.

In the event of a bonus issue, split, rights issue and/or other similar events in Sandvik, the Board of Directors shall be entitled to decide on the recalculation of the terms of LTI 2026.

An alternative cash-based incentive solution may be implemented for participants in countries where the investment in Investment Shares or allotment of Performance Shares is not appropriate, or if such solution is otherwise considered appropriate. Such alternative incentive solution shall to the extent it is practically possible be designed to correspond to



the terms of LTI 2026. The President and CEO shall be authorized to decide which persons that should be offered participation in the cash-based incentive solution.

The Board of Directors, or a committee appointed by the Board of Directors for this purpose, shall be responsible for the detailed design and administration of LTI 2026 based on the main terms set forth herein.

The right to be allotted Performance Shares cannot be transferred and does not give the participant a right to compensation for dividend distributed during the Vesting Period with respect to the underlying shares.

Costs of LTI 2026 and hedging arrangements

The number of Sandvik shares that will be needed for LTI 2026, as well as the program costs, will depend on the Sandvik share price at the time of investment and the participation rate. Based on full participation rate and a share price of SEK 320, the total cost of LTI 2026 is estimated at up to SEK 411 million. The costs have been calculated as the sum of personnel costs, including social security costs of SEK 68 million, and administration costs of approximately SEK 2 million for the program. Based on full participation rate and a share price of SEK 400, the total cost is estimated at up to SEK 416 million, of which SEK 69 million constitutes social security costs and approximately SEK 2 million constitutes administration costs. The costs for LTI 2026 will be allocated over the years 2026–2028.

Sandvik intends to secure its commitment to deliver Sandvik shares under LTI 2026 through a share swap agreement with a third party. The interest cost for such a share swap is estimated at approximately SEK 1.6 million per year based on the current interest levels, regardless of whether the calculation is based on a share price of SEK 320 or SEK 400. Against this cost, however, stands the value of possible dividends.

Preparation of the proposal

The proposal has been prepared by the Board's Remuneration Committee and has been discussed and resolved on by the Board of Directors. The President has not taken part in the Board of Directors' discussion and resolution with respect to the proposal.

Majority requirement

The resolution regarding LTI 2026 requires a majority of more than half of the votes cast at the Meeting.

Other

For a description of other long-term incentive programs within Sandvik reference is made to note G4 in Sandvik's 2025 Annual Report and to the Company's website.

Stockholm, March 2026

Sandvik Aktiebolag (publ)
The Board of Directors