

How has the ambitious acquisition strategy impacted the trademark work?

October 8, 2026, SIPF Autumn meeting

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Our number 1 priority

Safety first

Emergency exit

Assembly point

Protective equipment

Emergency number

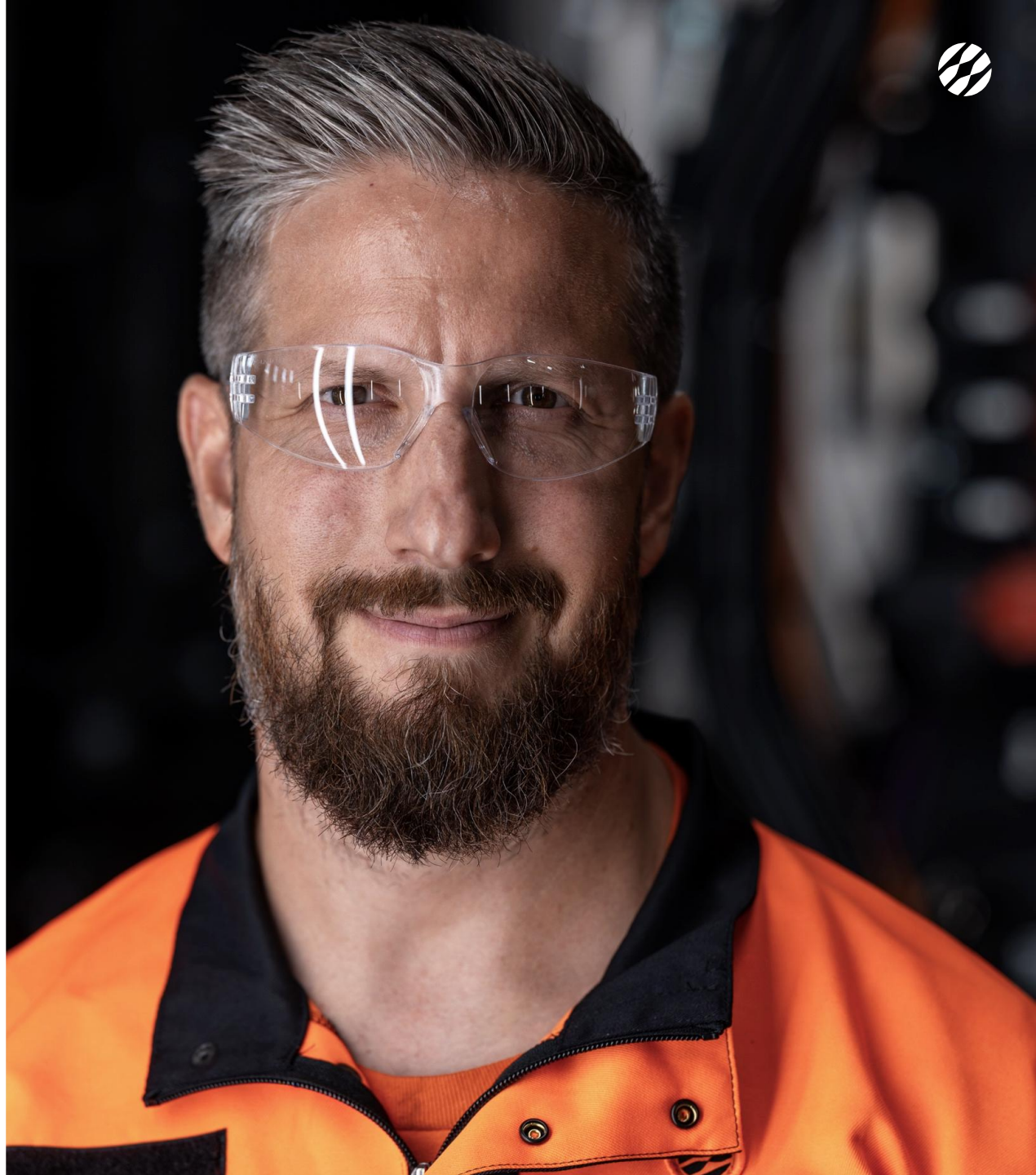
First aid kit

In case of emergency

Psychological safety

Health and well-being

Cyber security



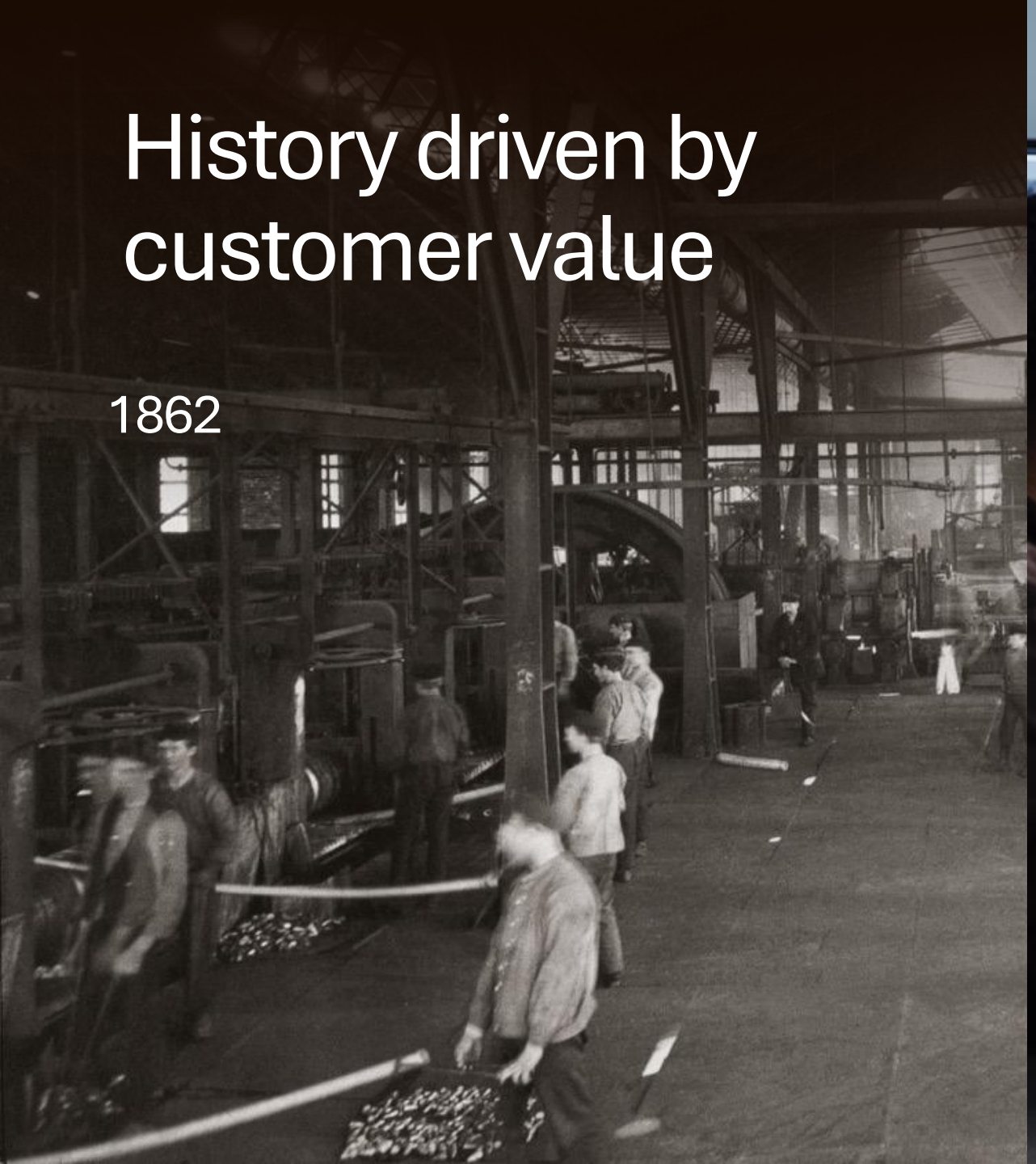
Agenda

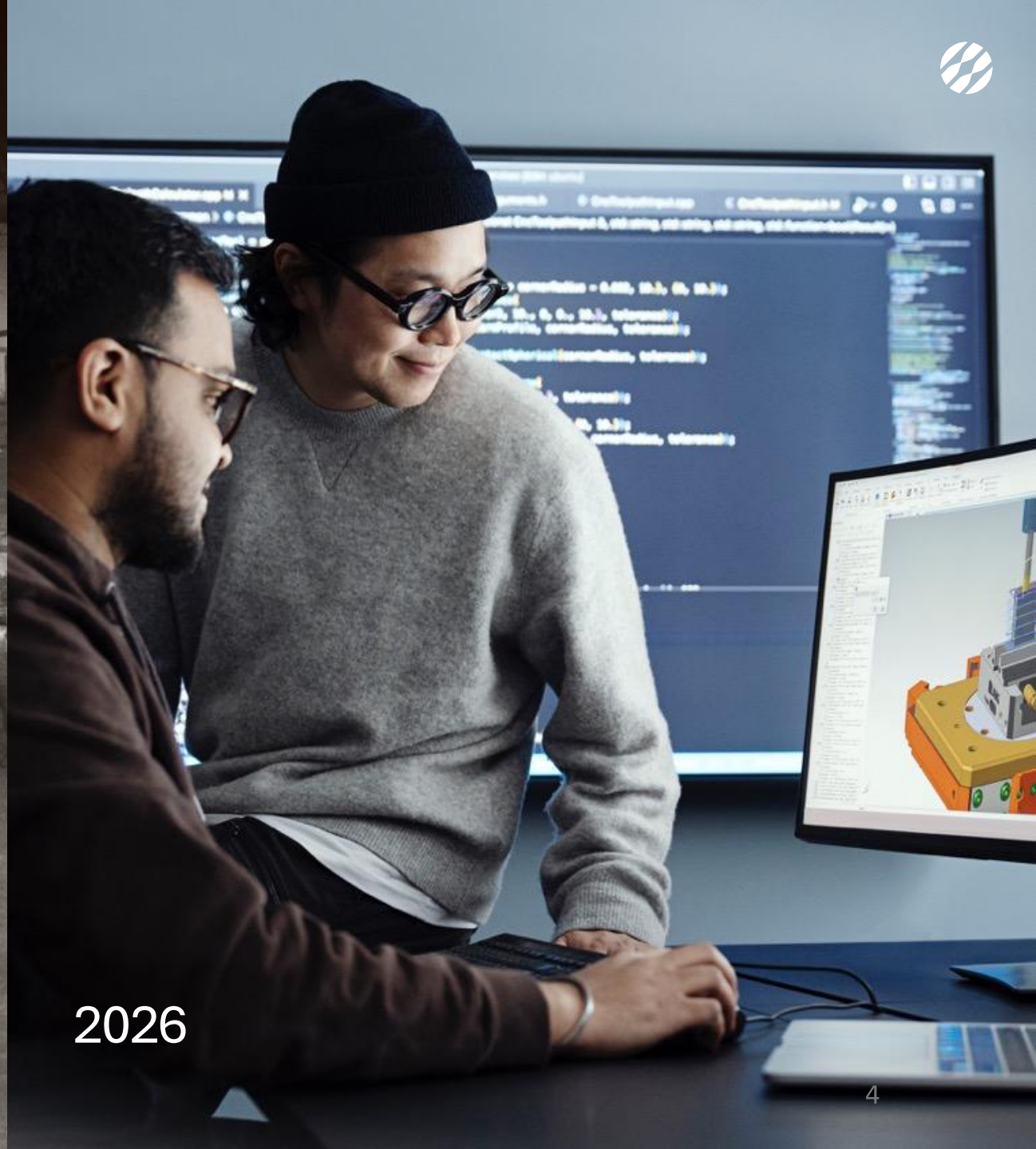
- Sandvik then
- Sandvik now
- Ways of working
- Questions



History driven by customer value

1862





2026

48 Completed Acquisitions

Completed acquisitions per year

Q4 2021	2022	2023	2024	2025	2026
8	10	7	6	10	7

Q4 2021

8 Acquisitions

- Dimensional Control Systems
- GWS Tool Group
- ICAM Technologies
- Kwatani
- Fanar
- Cambrio
- Accuratech Group
- DWFritz Automation

2022

10 Acquisitions

- SP Mining
- Frezite
- Sphinx
- Balax
- Peterson Tool Company
- Preziss
- Akkurate
- Pexco
- Deswik
- Gerling

2023

7 Acquisitions

- Buffalo Tungsten
- Esco
- Postability
- Norgalv
- MCB Services and Minerals
- Premier Machine Tools
- Polymathian

2024

6 Acquisitions

- Universal Field Robots
- Suzhou Ahno
- PDQ Workholding
- Almü Präzisions-Werkzeug
- Cimquest
- Pro-micron

2025

10 Acquisitions

- QTE Manufacturing Solutions
- Osa Demolition Equipment
- Verisurf Software
- CIMCO PP
- Barefoot CNC
- CamTech Engineering Services
- CadCam Solutions
- OptiPro Systems
- MCAM Northwest
- ShopWare
- FASTech

2026

7 Acquisitions

- Tecman SAS
- Cadline
- K & Y Diamond
- In-House Solutions
- MCL CAD Systems
- AME Advanced Mechanical Engineering
- Diemme Filtration

Sales countries around the globe

>150

Active trademarks

9,000

Number of employees

42,000

BSEK in revenues

121

New Sales Ratio

25%

R&D spend as a percentage of revenue

4%



Mining



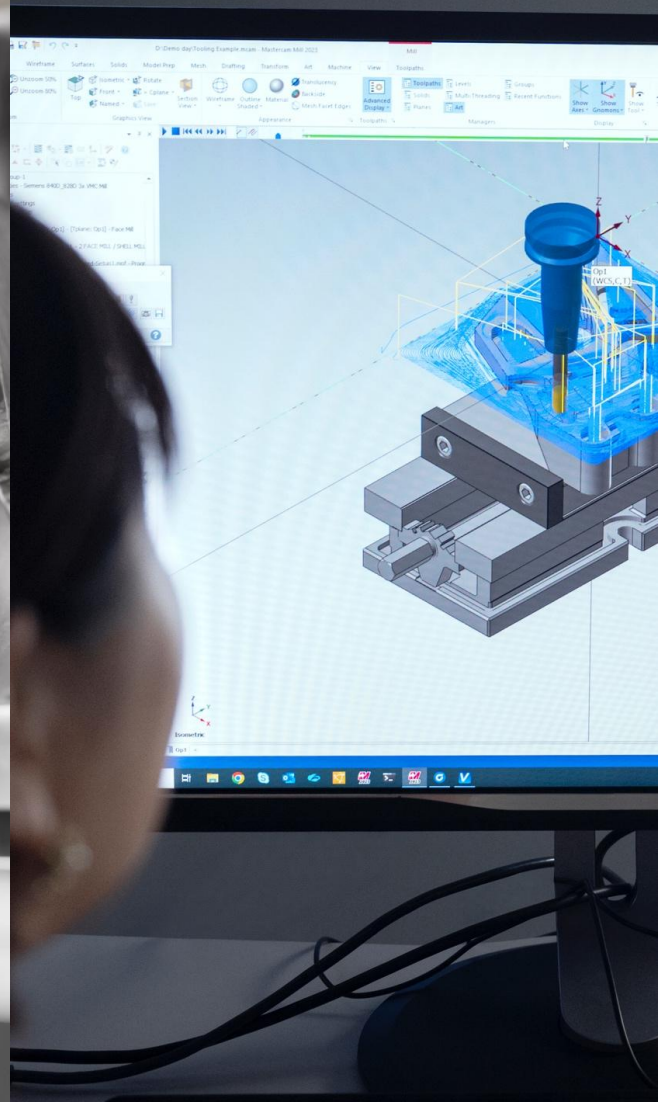
Rock Processing



Machining



Intelligent Manufacturing



25 divisions will make it happen

Mining

Underground Drilling
Load and Haul
Surface Drilling
Rotary Drilling
Mechanical Cutting
Rock Tools
Ground Support
Digital Mining Technologies
Parts and Services

Rock Processing

Crushing Solutions
Screening Solutions
Mobile Crushing & Screening
Attachment Tools
Filtration

Machining

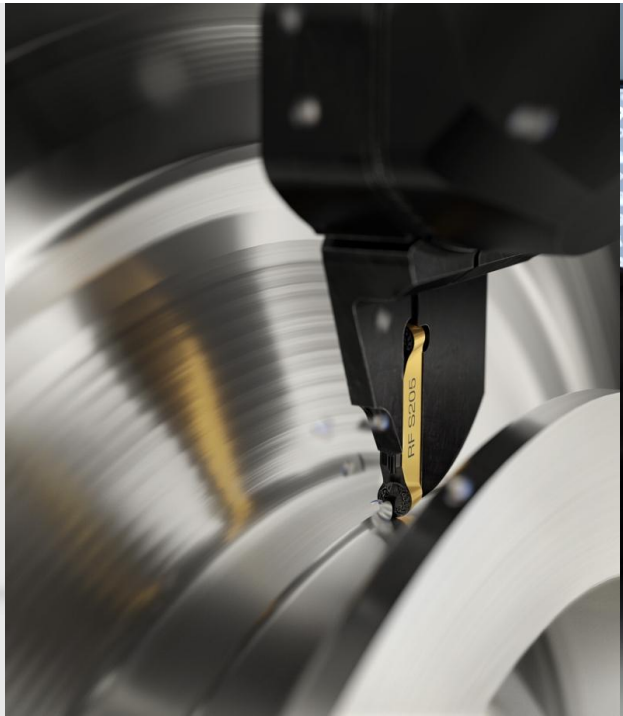
Sandvik Coromant
Seco
Walter
Dormer Pramet
Powder Solutions
Tool Flow Solutions
GWS
China

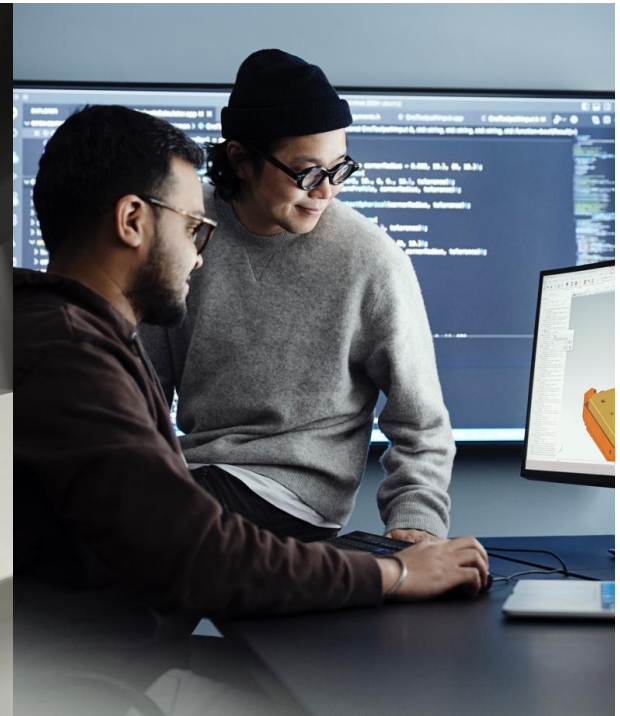
Intelligent Manufacturing

Design & Planning Automation
Industrial Metrology

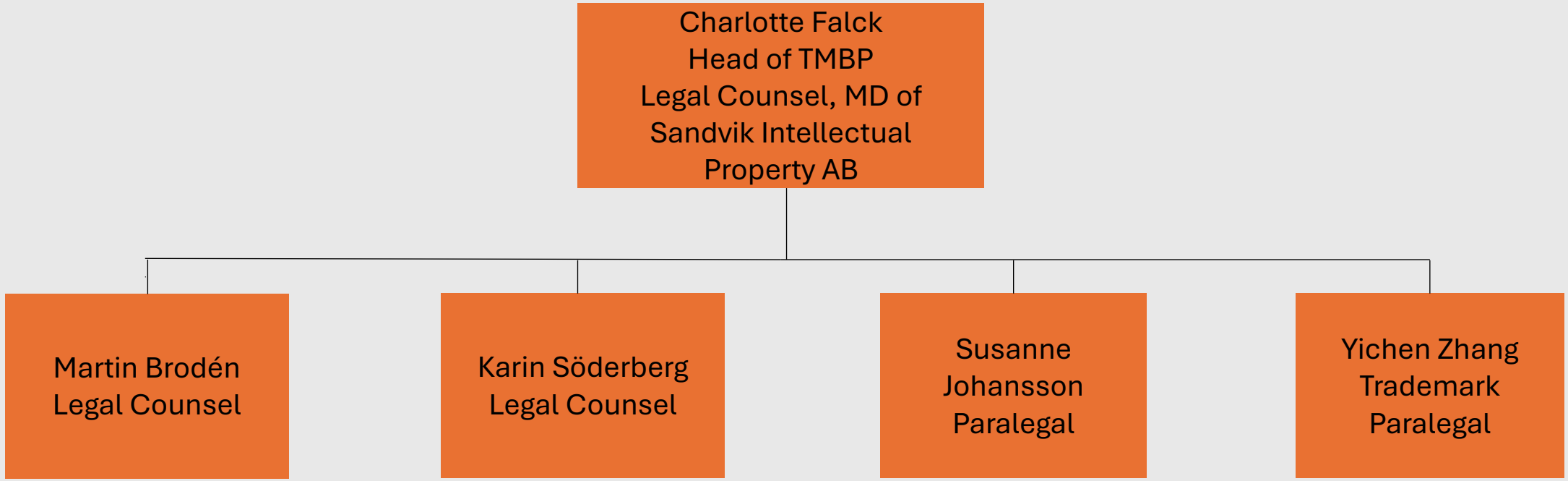








GROUP TRADEMARKS AND BRAND PROTECTION



Governance & responsibilities

Strategic decisions

Sandvik Board of Directors
Responsible for decisions with significant brand impact

Group Executive Management
- Responsible for strategic brand- and trademark issues
- Responsible for changes in brand architecture, brand policy and other major corporate brand adjustments

Brand Decision Body
- Approve suggested changes to brand association to Sandvik brand
- Approve or give interim approval for M&A brand process end-state decisions
- Key roles in the Team: Group EVP Communications & Sustainability, VP Corporate Communication & Brand, Head of Trademarks

Trademark and Brand Protection Team
- Overall legal responsibility of the Sandvik Group Trademark & Brand portfolio
- Key roles in the team: Head of Trademarks, Legal Counsels

Brand Consistency Team
•Ensure association between all brands in the portfolio is carried out in accordance with policy and architecture framework
•Key roles: BA/Division brand/marcom mgrs, Group TM and Brand mgr

Operational decisions

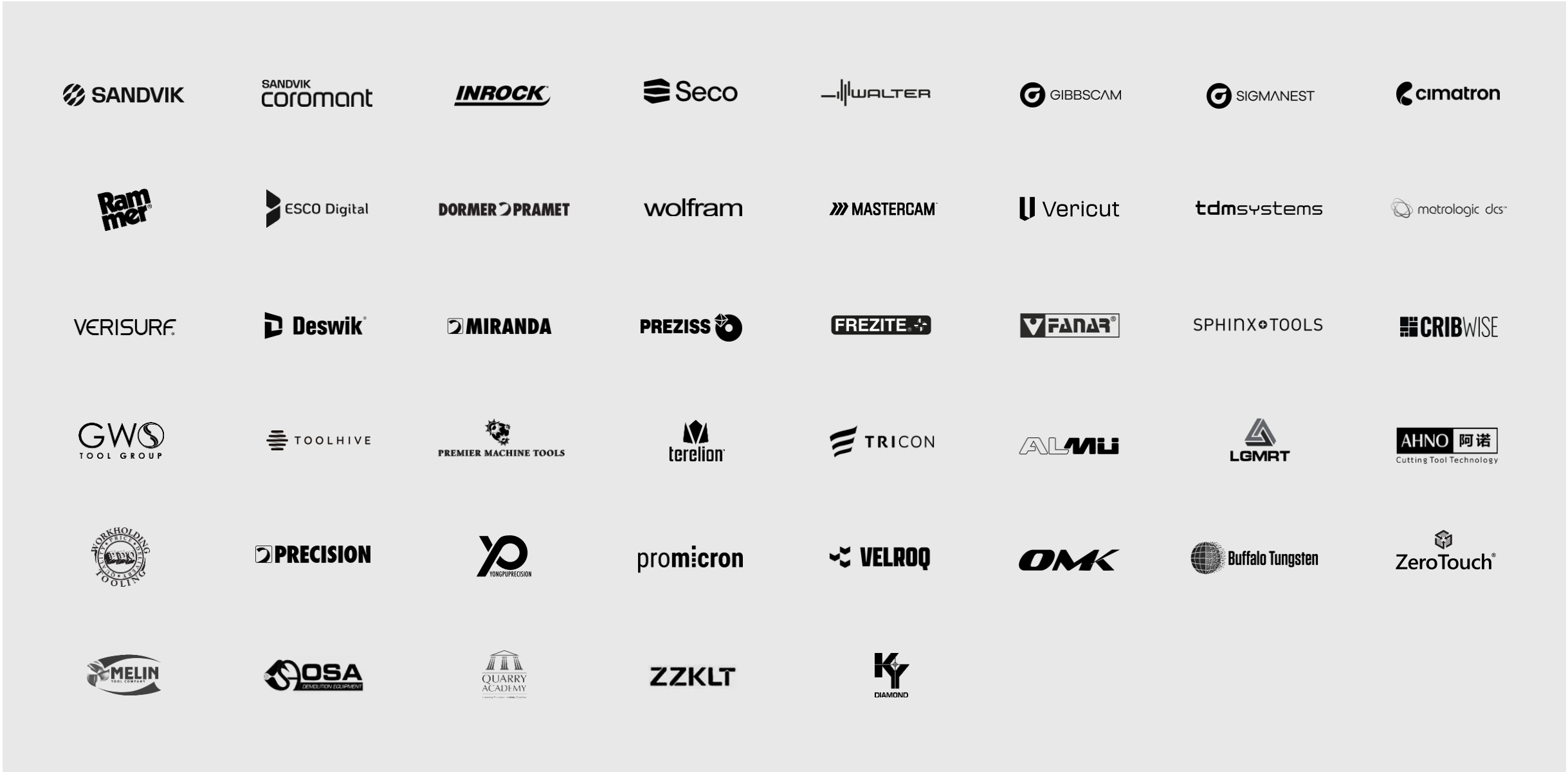
BA/Division Brand
•Keep brands, trademarks and designations up-to-date and consistent and relevant over time; secure and optimize related legal rights
•Key roles in the team: Operational brand management and cross functional marketing/communication teams

What we support with

Legal advice, screening for availability and freedom to operate	Filings at EUIPO, WIPO and outside counsel for rest	Prosecution, oppositions, invalidation, non-use cancellation	Evidence of use,statement of use, evidence uf use, correct use, defense	Online/offline brand protection, infringements, customs, anti-counterfeiting	Due diligence/integration
I	P	E	N	D	O
Name creation Clearance	Filing	Prosecution	Registration/Maintenance	Enforcement	M&A

Brand types within Sandvik Group

Type			
Sandvik Group brand	The unified brand identity for the Sandvik Group, encompassing both corporate and commercial communications. It serves as the foundation for communicating the Sandvik Group brand values and its premium brand promise to all stakeholders. The Sandvik Group brand is used by the Sandvik Group, business areas, divisions, and business units in accordance with the Sandvik brand collaborations framework. This ensures consistent branding across corporate communication and the marketing of products and services associated with the Sandvik name.		
Sandvik sub-brand	Sandvik Coromant is a sub-brand (also categorized as a standalone brand) to the Sandvik Group brand that operates on the market using an extension name to the Sandvik Group brand, representing similar premium brand promise. Sandvik Coromant has its own brand identity, market position, and presence and it is the only sub-brand allowed. By using Sandvik, it creates a strong association with the Sandvik Group and benefits from the Sandvik Group brand reputation.		
Standalone brands	Businesses within Sandvik Group may operate under their own brands, while associating with the Sandvik Group brand in certain contexts or towards specific target groups. They fall under one of three applicable levels of association to the Sandvik Group brand:		
	Strongly associated brands	**Selectively associated brands**	**Minimally associated brands**
	Businesses within Sandvik Group operating under their own brands with possibility to utilize strong association with the Sandvik Group brand. This requires approval from the Brand Decision Body and compliance with the Sandvik Group brand collaborations matrix.	Businesses within Sandvik Group operating under their own brands with possibility to utilize association with the Sandvik Group brand selectively for certain target groups, markets or contexts. This requires approval from the Brand Decision Body and compliance with the Sandvik brand collaborations matrix.	Businesses within Sandvik Group operating under their own brands, associating with the Sandvik Group brand to a minimal, factual extent to fulfil requirements of ownership transparency, in compliance with Sandvik brand collaborations matrix.
Product trademarks	A product trademark is a unique name for a specific product, product line and/or service. Product names and designations should align with a systematic naming strategy, in accordance with the Sandvik Group Naming Procedure and – when applicable – the business area Product Naming Instruction.		


SANDVIK
SANDVIK coromant
INROCK
Seco
WALTER
GIBBSCAM
SIGMANEST
cimatron
Rammer
ESCO Digital
DORMER PRAMET
wolfram
MASTERCAM
Vericut
tdmsystems
metrologic dcs
VERISURF
Deswik
MIRANDA
PREZISS
FREZITE
FANAR
SPHINX TOOLS
CRIBWISE
GWS TOOL GROUP
TOOLHIVE
PREMIER MACHINE TOOLS
terelion
TRICON
ALMU
LGMRT
AHNO 阿诺 Cutting Tool Technology
WORKHOLDING TOOLING
PRECISION
YONGPUPRECISION
promicron
VELROQ
OMK
Buffalo Tungsten
ZeroTouch
MELIN TOOL COMPANY
OSA DEVELOPMENT EQUIPMENT
QUARRY ACADEMY
ZZKLT
DIAMOND

Impact



- Time spent on DD’s and integrations
- Increased day-to-day/routine trademark management work
- Significantly greater number of stakeholders – require close collaboration
- Increased number of infringements
- Increased amount of strategic work
- Outsource less complex tasks, use digital tools, and AI
- PRIORITIZE based on business needs



Thank you!

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