



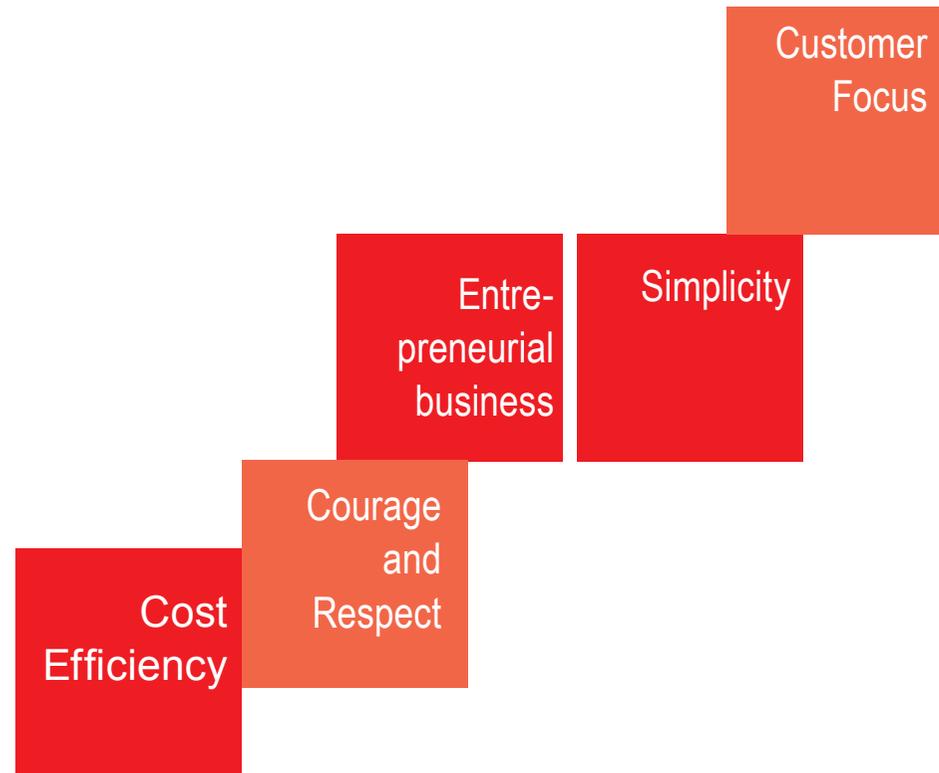
**AQ Group AB**  
Annual Report  
2025

**WE ARE  
RELIABLE**



[www.aqgroup.com](http://www.aqgroup.com)

# WE ARE RELIABLE



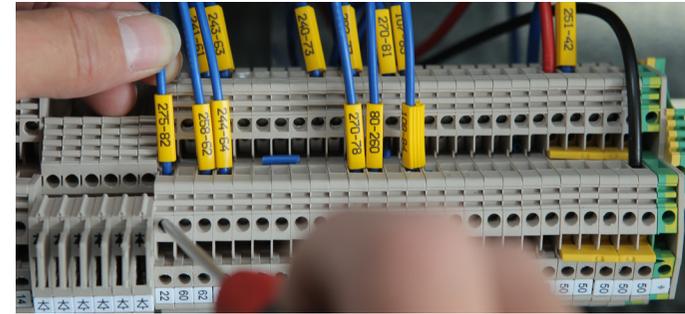
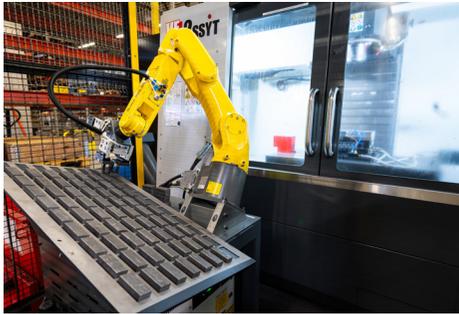
Our business is **production**, we have a long term view and we fully commit ourselves to live up to customer expectations for quality, delivery performance, technological development and service.



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The formal Annual Report comprises pages 26–98.  
 The Sustainability Statement includes pages 34–59 and is part of the Directors' Report.  
 The Corporate Governance Report includes pages 20–25.

The official Annual Report for 2025 is prepared in Swedish in the European Single Electronic Format (ESEF). This can be found via the AQ's website: [www.aqgroup.com](http://www.aqgroup.com). The English version is a translation of the Swedish original.



# AQ Group

is a global manufacturer of components and systems for industrial customers with high demands.

The business consists of the System and Component segments. The System segment includes our Electric Cabinets and System Products business areas. The Component segment encompasses our business areas of Injection Molding and Precision stamping, Inductive Components, Wiring Systems, Sheet Metal Processing as well as Special technologies and Engineering.

Business activities take place in these specialised business areas through operating companies, which offer our customers cost-efficient solutions. The consolidated knowledge within AQ Group, combined with a global presence, offers unique benefits for customers all over the world. Quality is always central to everything we do and is something we strive constantly to develop. In our world, quality and efficiency go hand in hand.

Since its inception in 1994, AQ Group has reported steady, rapid growth with good profitability. The Group has approximately 8,000 employees in total, whereof 87% in countries outside of Sweden. Net sales is SEK 9 billion. The company is listed on Nasdaq Stockholm's main market since January 16, 2017.

## BUSINESS CONCEPT

To develop, manufacture and assemble components and systems for industrial customers with high demands.

With our commitment to total quality our customers become long-term partners.

### SYSTEM

- Electric cabinets
- System products

### COMPONENT

- Injection molding and Precision stamping
- Inductive components
- Wiring Systems
- Sheet metal processing
- Special technologies and Engineering

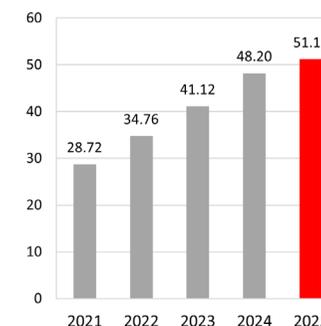


**AQ:S HISTORY IN BRIEF**

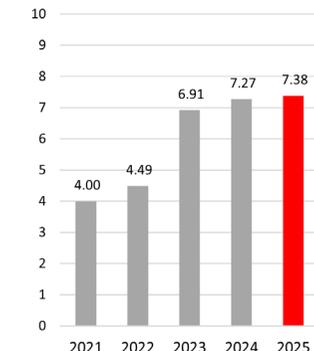
AQ has operations in Sweden, Bulgaria, Hungary, Estonia, Poland, Lithuania, Mexico, Italy, India, China, Finland, USA, Canada, Brazil, Germany, Great Britain and Czech Republic.

1994	AQ Group is founded via a merger of Aros Kvalitetsplast and the transformer division of ABB
1995	The AQ Group consists of AQ Plast, AQ Komponent and AQ Trafo
1996	Acquisition of a transformer factory in Bulgaria, AQ Magnit
1997	Acquisition of three companies in electric cabinets in Sweden, AQ Elautomatik
2001	AQ's stock listed on Aktietorget on June 6. Acquisition of a company in medical technology in Uppsala, AQ M-Tech
2003	Acquisition of a company in Bulgaria in mechanical components and electric cabinets, AQ Electric
2004	Acquisition of two companies in sheet metal and injection molding, with operations in Sweden and China, AQ Enclosure Systems and AQ Plast
2006	Acquisition of companies in sheet metal with operations in Sweden and in Pärnu, Estonia, AQ Special Sheet Metal and AQ Lasertool
2008	Acquisition of transformer manufacturer in Suzhou China, AQ Electric
2010	Acquisition of a company in wiring harness manufacturing in Poland, AQ Wiring Systems
2011	Start of a new company in wiring systems and mechanical components in Pune India, AQ Mechanical & Electrical
2012	Acquisition of a company in wiring systems manufacturing with operations in Lithuania and Mexico, AQ Wiring Systems
2013	Acquisition of bankruptcy estate active in the assembly of packaging machines in Falköping, AQ Enclosure Systems Acquisition of bankruptcy estate within special silencers in Lyrestad, AQ Special Sheet Metal
2014	Acquisition of companies in injection molding and assembly in Bulgaria, AQ Plastronic Acquisition of surface treatment company (ED) in Estonia, AQ Lasertool
2015	Acquisition of a company in injection molding and advanced mechanical components in Hungary, AQ Anton
2016	Acquisition of a Group within wiring systems and mechanical manufacturing, AQ Wiring Systems and AQ Components
2017	The share admitted to trading on Nasdaq Stockholm's main list, Mid Cap
2018	Acquisition of mechanical manufacturers in Finland and Estonia, AQ Mecanova Acquisition of wiring systems manufacturers in Canada and the USA, AQ Wiring Systems Canada and AQ Wiring Systems NY.
2019	Acquisition of manufacturer of inductive components in Finland, Estonia, China, Brazil and Germany, AQ Trafotek Acquisition of company specialized in sales of connection technology products in Sweden, AQ MiniCon
2021	Acquisition of manufacturers of inductive components - AQ Inductive Components Germany (Germany), AQ Inductives Hungary (Hungary), AQ Transformer Solutions (USA) and AQ Power Magnetics Shanghai (China)
2024	Acquisition of companies in sheet metal processing with operations in Sweden - AQ JIT Mech Robertsfors and AQ JIT Mech Örnsköldsvik Acquisition of wiring systems manufacturer in Great Britain - AQ Wiring Systems Rockford. Acquisition of companies that develop and construct components and system in Sweden - AQ Engineering Workshop and TechROi Scandinavia
2025	Acquisition of manufacturers of inductive components - AQ Magnetronics (Czech Republic), AQ Riedel Trafobau (Germany), an engineering office AQ Magnetronic Devices (Germany) and a prototype workshop Sandflo Forma (Sweden)

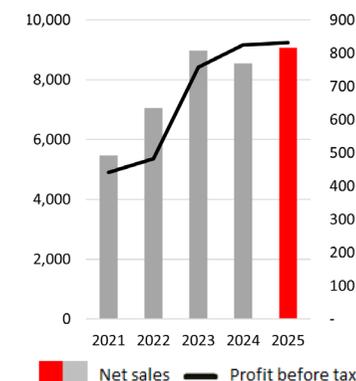
Equity before dilution per share, SEK



Earnings before dilution per share, SEK



Net sales and profit before tax, SEKm



# AQ Group 2025

- Growth in electric power, defense and data centers
- Improvement work in mdexx according to plan
- Capacity investments in inductive components to meet increased demand
- Relocation of transformer factory in Tallinn to new suitable premises



## MARKET

Net sales increased by 6% in 2025. Above all, deliveries in electrification, defense and data centers increased during the year. For the first time ever, our turnover was higher than SEK 9 billion. At the same time, we reduced sales to some of our customer segments during the year. We have delivered fewer wiring systems and less mechanics of sheet metal and plastic to trucks, buses and packaging machines for food. As usual, we have had to adapt our capacity in several of our factories that are exposed to these market segments. Our decentralized model worked excellently this year as well, and I would like to give great praise to our leaders of AQ's subsidiaries who have managed this capacity adjustment in a good way.

During the year, we have invested to meet current and future demand for inductive components. We are responsive to our customers' needs and try to help them scale up production. During 2025, we have delivered transformers, inductors and control automation to data centers in North America, Europe and Australia. There are high demands in the lifespan, size and weight of our components, as well as our ability to scale up our production. It's inspiring to be part of a market that is growing so fast. As always, we thank our customers for their confidence in our ability to deliver good quality on time at a competitive price.

Several of our customers are major suppliers of projects in electric power generation and transmission. We have scaled up our production by 25% for these customers during the year and have succeeded well in delivering on time. As everyone understands, our electricity system is critical to everything we do, and we and our customers expect continued strong demand in this area for several years to come as the infrastructure in Europe and North America ages and there is an increased need due to the phasing out of fossil fuels.

During the year, we won new orders for components for the defense industry as well as several major orders for electrical cabinets and sheet metal processing for products that balance the electricity grid. We have also started production of wiring systems for a new customer who manufactures buses in North America.

One of our companies in India has significantly improved its quality and delivery precision. This has led to a large number of new orders for train mechanics. Our companies in China are performing excellently with high productivity. One of our factories in Suzhou has won several new contracts for complex plastic components for a European truck manufacturer with a new production in China.

## PROFIT AND CASH FLOW

Earnings before tax (EBT) increased by 1% to 831 SEK million and our earnings per share increased by 2% to SEK 7.38. Despite our increased turnover during the year, our earnings did not increase. This was burdened by lower earnings in mdexx, which was acquired at the beginning of the year. Earnings were also negatively affected by higher quality costs than in the previous year. Our profit margin before tax was 9.2%. This is higher than our target of 8%, but we are not satisfied and are working intensively to improve the margins of our newly acquired companies and to reduce costs for poor quality. Cash flow from operating activities was SEK 0.9 billion in 2025. This was slightly lower than previous year and is largely due to increased trade receivables due to organic and acquired growth. At the same time, we have improved our inventory turnover rate during the year to 3.2 /year, which is positive even if it does not reach our targets.

## DIVIDEND

This year, the board has proposed a dividend of SEK 1.80 per share. We have a net cash position and a strong cash flow. Therefore, the Board of Directors proposes to increase the dividend by 12% compared to the previous year. We continue to have a good financial position and have good opportunities to carry out acquisitions and invest in new production capacity for our customers.

## DELIVERY PRECISION & CAPACITY

Our delivery precision during the year has been better than in the previous year but still far from our target of delivering 98% of all our order lines on time. In 2025, our delivery precision was 94%. It is pleasing to see that the improvement work we have carried out in several of our companies is starting to yield results. Having said that, we still have work to do in our companies in India and in some of our companies in Europe for them to reach the AQ standard.

Some of the important initiatives we carried out during the year;

- Investment in new painting facility in Bulgaria
- Investments in winding machines and testing equipment for inductive components in Czech Republic, Hungary, Finland and China
- Relocation to a new factory with optimized production flows and modern production equipment in Estonia
- Investment in laser cutting machine and sheet metal processing in our transformer factory in the US
- New production area and machinery for defense wiring systems in England



**ACQUISITIONS**

During 2025, we have completed acquisitions of an engineering office and three factories in Sweden, Germany and the Czech Republic. In summary, we have acquired annual sales of SEK 500 m. We have added several new customers in Germany and strengthened our ability to deliver inductive components for trains, electrification and data centers. We are very happy to welcome the employees working at Sandflo Forma, mdexx and Michael Riedel to AQ.

**ENVIRONMENT**

AQ Group's environmental work is carried out within the framework of our environmental management systems in our operational production units. These contain concrete targets, metrics and activities to reduce our environmental impact and in our Sustainability Statement for 2025, which for the first time has been prepared in accordance with the new CSRD regulations, we report our carbon dioxide emissions according to scope 1, 2 and 3, as well as reduction targets. Our total market based emissions per net revenue (t CO<sub>2</sub>e/SEKm) amounts to 41.69 for 2025. Our goal is a reduction of scope 1 and 2 emissions by 4% annually going forward.

During the year, we have invested in solar panels at several of our facilities and at the end of the year we had an

installed capacity of 2,130 kWp. At the same time, we have extra focus on taking advantage of the opportunities we have to produce components and systems for our customers' products that improve the environment. Some examples of this are our production of electrical automation for power transmission, production of inductive components for battery-electric trains and aluminum components for wind turbines.

**ORGANIZATION**

AQ Group has a culture with a decentralized leadership and strong Core Values in customer focus, simplicity, entrepreneurship, cost efficiency as well as courage and respect. We run our business in independent companies with talented leaders and employees who work closely with our customers and have a mandate to make quick decisions to help our customers. In this way, we can be swift and take advantage of the opportunities that exist together with our customers. This, combined with the fact that we can identify synergies within sales, purchasing, IT and finance at group level, means that we can continue to grow, our company, our employees, our turnover and our profit. We think that's fun.

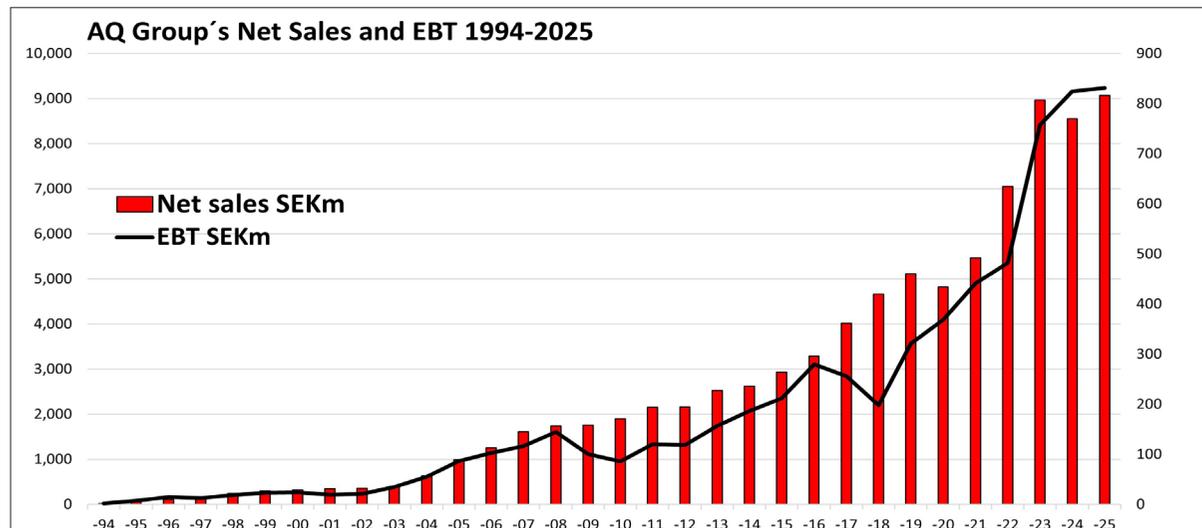
**OUTLOOK**

We want to be a long-term, growing and profitable company with a profit margin before tax of at least 8% and with a strong financial position. We enjoy doing business with demanding industrial customers. With strong relationships with world-leading customers and committed employees, we will do everything to create organic growth and make new acquisitions. An important part of this is our Core Values and our aspiration to be a long-term and "reliable" supplier to leading industrial customers. In the long term, we see an increased focus on driving solutions to make us all independent of fossil energy. This leads to an increased focus on AQ's customers in renewable energy, electromobility and electrification.

AQ's strategy and Core Values are fixed. We work long-term with demanding industrial customers who have high demands on quality and delivery reliability. We constantly want to do the "little extra" for our customers and help them be successful in their markets. The key to this is talented employees who work in decentralized companies led by strong entrepreneurs. We are simple and cost-effective, which means we are competitive. Finally, we dare to go our own way and say it like it is, which helps us to grasp the problems and opportunities that arise in each company.

We have increased earnings per share by an average of 14% per year for the past 10 years. We are proud of the development AQ has had since its inception in 1994 and will do everything in our power to continue increasing our sales and profit. Together with our fantastic employees and customers, we will emerge from 2025 stronger and we reported our highest result ever. The goal, as always, is for next year to be even better.

**James Ahrgren**  
CEO





# Core values

Our core values form an important basis for our business and unites AQ's companies worldwide. Our building blocks **Customer focus**, **Simplicity**, **Entrepreneurial business**, **Cost efficiency** and **Courage and Respect** are based on a fundamental respect for our customers, employees and partners. We have a decentralised organisation to strengthen the driving forces within innovation and ambition.

AQ Group has built a successful company over 30 years by acting long-term and investing wholeheartedly in meeting customer expectations in terms of quality, delivery precision, technical development and service. In short, "reliable". The ambition is to be the world's best supplier!

AQ possesses no amazing patents or other security, we rely on having the best crew. To deserve the best crew the founders believed that AQ should be honest, open, interested, have courage, provide feedback and welcome opposition.

For this we have a shared responsibility. Managers at AQ have an extra responsibility to provide a good example and ensure good communication with the employees. It is also important to have fun at work and to work in a safe and healthy way. This was a message the founders spread throughout the group by traveling around and visiting their companies and employees.

But as the group grew with more employees in more and more countries, it became more and more difficult for the founders of AQ to travel around the companies in the group themselves to spread the values that had been in place since the beginning. So, in 2012, a little red book "AQ core values" was compiled and translated into local languages in all the countries where AQ operates.

These values are based on a fundamental respect for the individual and a belief in people's ability to take their own initiatives. There should be openness to new thinking and a drive for continuous improvement everywhere in the company. By sharing the values, colleagues from all parts of the world can work together at a fast pace, trust each other's knowledge and abilities, develop together and create customer value in the best possible way.

AQ's core values form an important foundation for our decentralized operations and unite AQ's companies and employees worldwide. The values can be summarized as the following building blocks.

**Customer focus:** AQ always puts the customer first. By making our customers' life easy and by giving the "little extra", AQ lays the foundation for long term partnership. This means being available to customers, understanding their needs and delivering high quality with precision in time.

**Simplicity:** AQ strives to keep things simple without unnecessary bureaucracy. This means setting a few operational objectives that all employees understands and keeping the workplaces clean and well organized.

**Entrepreneurial business:** All companies within the AQ Group are run on an entrepreneurial basis. This means that we cooperate and help each other, and that we continuously work on improvements to meet new competitors and develop.

**Cost efficiency:** We focus on being cost-effective in everything we do. We pride ourselves on being cost-efficient also with small expenses and eliminating waste, as well as nurturing relationships with suppliers and constantly looking for new, more competitive suppliers.

**Courage and respect:** We have the courage to go our own way and stand up for our positions. We are prepared to make tough decisions, give constructive feedback and admit our mistakes. We treat others as we ourselves would like to be treated and all AQ employees are equally important.

These core values serve as practical support in our work and help AQ enable our efforts in the right direction. By living by these core values, AQ has created a culture where all employees are ambassadors for the company and influence how they are perceived by our customers.

A lot has happened in the world during the 30 years AQ has been operating. But AQ's business idea, business model and core values feel just as relevant today as they did 30 years ago. This applies both in relation to global trends such as "nearshoring" and clearer sustainability regulations/requirements for companies as well as higher prices for energy and input materials etc.

AQ has good building blocks to stand on to continue developing together with our customers and employees.



# Business model

AQ's customers are often world leaders in what they do. Some of our largest customers are the driving force in the development of electric power transmissions, commercial and rail vehicles, off-road and medtech. They depend on getting components and systems of good quality, delivered on time, from AQ. At the same time, they place high demands on us so that we produce our products in a sustainable way. AQ adds customer value in essentially four different areas.



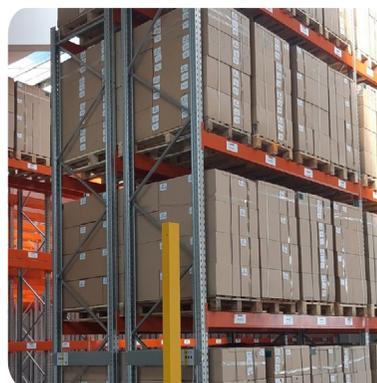
## Design

AQ can, thanks to its long experience in manufacturing, help customers with the design of components and systems. This works best when AQ is involved early in the product development process.



## Industrialization

In many cases, AQ helps its customers with industrializing a prototype. It basically means that we set up an optimal production structure as close to customer markets as possible in one of our many factories.



## Purchasing/Logistics

Through our global presence, we often help our customers find an equivalent component alternative at lower prices internally within AQ, but also externally. This allows us to reduce the total cost for our customers.



## Serial production

AQ's many manufacturing units are focused on delivering the desired quality on time and as efficiently as possible. We often say that we sell reliability. It is our understanding that this is what our customers value most.

# Goals and strategies

Our Vision is to be a reliable growing partner for demanding industrial customers.

## VISION

To be a reliable growing partner for demanding industrial customers.

## BUSINESS CONCEPT

Our business concept is to develop, manufacture and assemble components and systems for industrial customers with high demands. With our commitment to **TOTAL QUALITY**, our customers become long-term partners.

### OVERALL GOALS

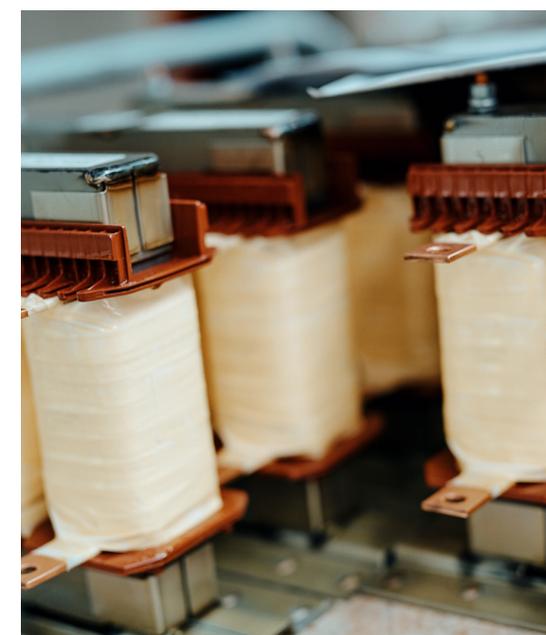
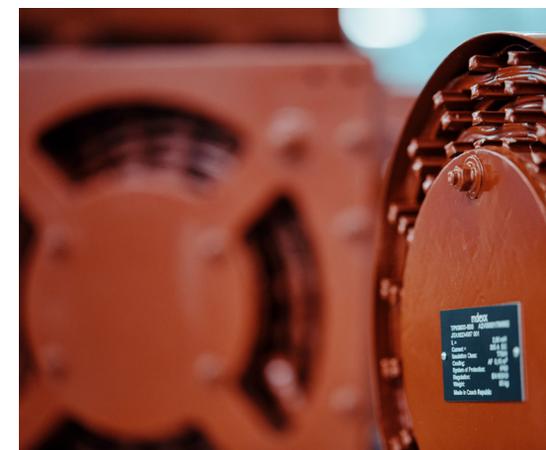
AQ Group's Board has set a few operational targets for the group, which should be easy for all employees to understand and strive for. The objectives assure that the group is being managed towards a good profit, high quality and delivery precision, and strong growth with a sound level of financial risk.

- We aim to be a world leader in terms of quality, delivery precision and customer service
- Our goal is to be close to our customers geographically in order to offer products with the best total cost and at the same time with low environmental impacts
- We strive for profitable growth

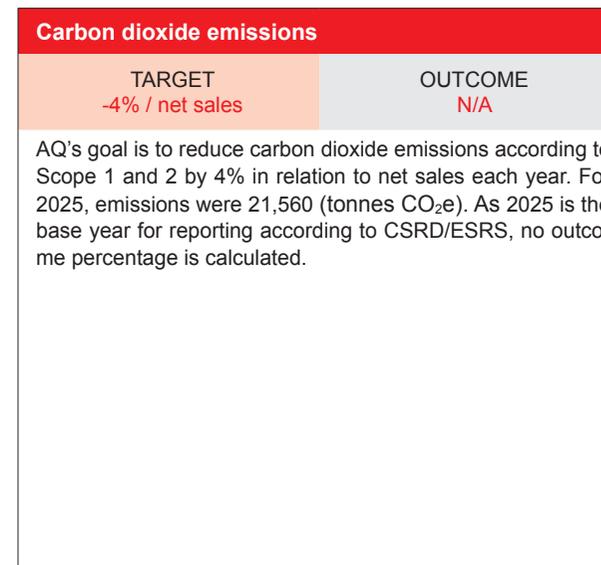
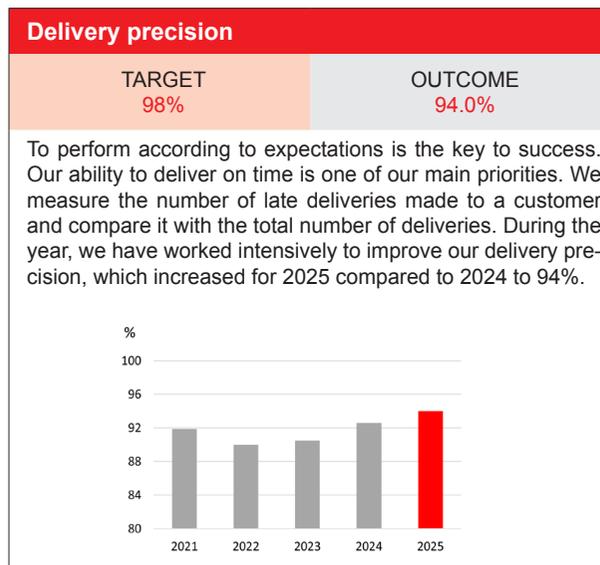
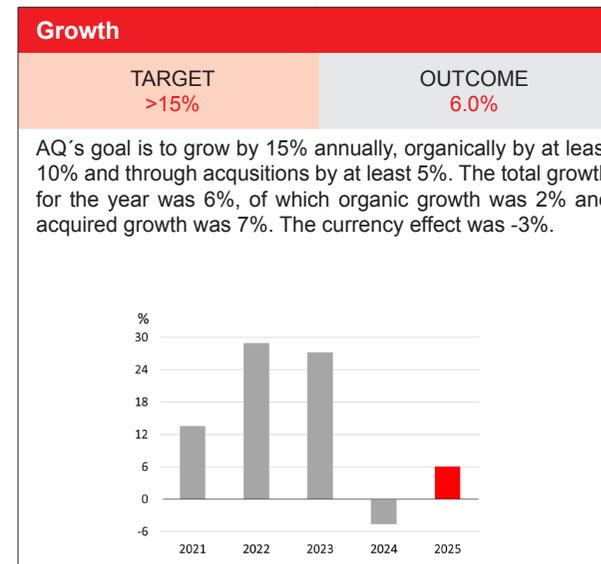
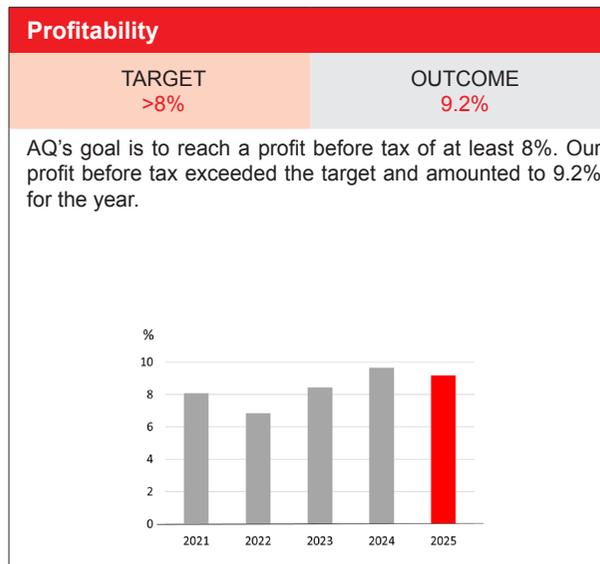
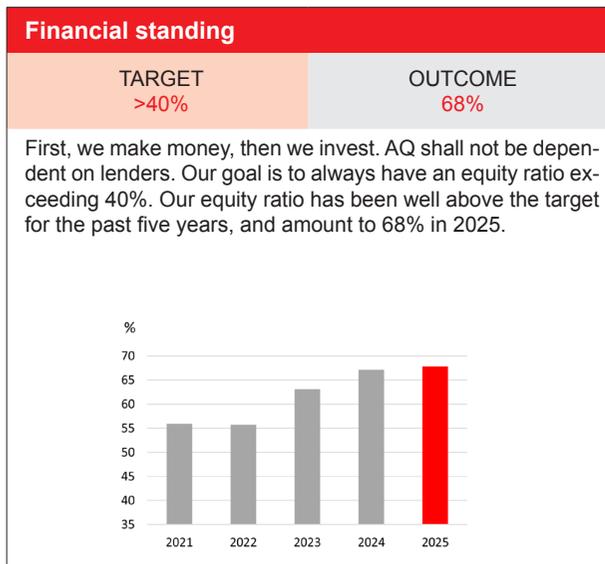
### STRATEGY

The main points in the strategy for profitable organic growth are:

- to be reliable, which means high quality and delivery precision
- to use modern and efficient production
- to participate in customer development and engineering work
- decentralised organization for strong driving forces within innovation and ambition
- to utilize economies of scale in purchasing and logistics
- adhere to our values in terms of ethics and moral in terms of sustainability
- to be close to our customers' production units around the world



# Goals and fulfillment



## Market segments

One of AQ Group's strengths is that we have world-leading customers in several different market segments. This means we have good risk diversification that helps us to manage demand fluctuations. None of our 15 areas is a dominating part of the net sales, our business is well distributed over many customers and in many different geographies. AQ Group are working with commercial vehicles that operate both on and off public roads. We have an emphasis on vehicle manufacturers with a high variety, lower volumes and special applications. Most of these vehicle customers are currently developing electrical vehicles and AQ is part of this development. We have business in power, automation, railway and renewable energy which are key technologies to enable the sustainable society. Our combined business to bus and railway customers means we have a certain exposure to local transit systems. Our marine businesses are both for port infrastructure as well as ships. Finally, we manufacture complete machines for both food and beverage, medical and traffic infrastructure customers.



## Components and systems for electrification and data centers

AQ has many customers who are leading in technology for electric power and data center electrification. We help them design and produce parts or complete products. Over the years, AQ has seen an increased demand in these areas. In order for our customers to succeed, it is of the utmost importance that the products work for a long time, but also that they have the lowest possible cost. We help them with everything from realizing an idea to serial production with deliveries globally close to our customers' markets.

### REFERENCE PROJECTS

- Serial delivery of enclosures for inverters for solar and wind power plants.
- Serial delivery from factories in Finland, Estonia, Germany, China, India and Brazil of inductors to drives for industry that help reduce electricity consumption by optimizing the operation of electric motors.
- Serial delivery of liquid-cooled inductors for wind turbine converters.
- Design and serial delivery of customized transformers and inductors for electrical power for data centers.
- Serial delivery of complex aluminum and steel components for high voltage transformers.
- Serial delivery of control automation for high-voltage transmission between countries.



## Electric cabinets

AQ is a complete partner for customers who need electrical systems. Our equipment is used in a variety of applications that are delivered worldwide.

Some examples are electric cabinets for demanding food processing, control and power equipment for ship cranes, control equipment for automated handling of goods in ports, monitoring and control systems for large motors and generators.

Through a common and long-term cooperation with our customers, we have developed products that are adapted to today's requirements for security and information technology. All units are certified to ISO 9000, and we can also deliver quality assured equipment according to UL standards.

We have an approach that is very customer focused and flexible. We are organized into customer teams, an organizational form that has streamlined decision-making and takes full responsibility for the customer. This allows us to undertake assignments that place high demands on flexibility and supply reliability with short lead times.

Sales, product development and production take place in:

- Sweden                    ■ China                    ■ Poland
- Bulgaria                ■ India                    ■ Canada



## System products

AQ offers a spectrum of machines and automats. Examples are medtech skids, ticket machines for parking and travel tickets, ATMs, packaging machines, printers and passport machines.

The products, which are often technically advanced, are developed and refined in close collaboration with our customers to achieve solutions that are cost-effective and technically optimized.

We utilize AQ's entire production and purchasing network to manufacture components that are part of these systems. Our strong expertise in everything from sheet metal processing, injection molding and electrical assembly is used to cut costs and improve quality and thereby increase our customers' competitiveness.

We work to create and preserve long-term business relationships where we are the customer's producing party, which creates added value in terms of cost efficiency, quality, development, delivery precision and logistics solutions.

Sales, product development and production take place in:

- Sweden                    ■ China
- Bulgaria



## Injection molding & Precision stamping

AQ is a global supplier of manufacturing and assembling tool-bound sheet metal and thermoplastic parts to demanding industrial customers. With our commitment to total quality, our customers become long-term partners. Our customer base is made up of large industrial customers in various industries such as the automotive, medical, telecom and engineering industries.

We have a modern machine park with more than 120 injection molding machines with locking force from 25 to 1500 tons and 20 punching machines. The series size can vary from a few to a million details per year. We process most construction plastics, but also high-performance plastics that can withstand temperatures above 200°C. We have extensive experience of punching complex materials with high tolerance requirements and advanced design capabilities and tool manufacturing in-house. We also have the capacity to injection mold plastic with up to 4 different materials in one and the same component. Other processes are stamping, bending and surface treatments.

Choosing AQ as a partner, is to work with enthusiastic and cooperating colleagues at every stage of the project - from idea to finished product.

Sales, product development and production take place in:

- Sweden
- Bulgaria
- Hungary
- China



## Inductive components

Inductive components from AQ are found in some of the most demanding applications, such as in motor drives, rail transport and trackside equipment, solar and wind energy, marine and offshore technics, relay protection systems, military equipment, airplanes and equipment for process automation.

Our products are mainly developed in cooperation with the customer. This possibility is used by more and more companies because it provides the opportunity to realize economically and technically optimal solutions.

This business area works with electrical and mechanical design, engineering and manufacturing of inductive components for enhanced power quality, improved energy efficiency and utilization of renewable energies. We are also an electro-technical supplier for inductive components and systems for low and medium voltage applications.

Sales, product development and production take place in:

- Sweden
- Estonia
- China
- Germany
- Bulgaria
- India
- Brazil
- USA
- Finland
- Italy
- Czech Republic
- Hungary



## Wiring systems

Wiring systems is a business area that globally provides a wide range of customized industrial wire harnesses and electromechanical modules for demanding customers around the world. We work from design to assembly.

We have extensive experience and knowledge when it comes to working with clients in the railway, cars, trucks, buses, engines, agriculture and forestry, construction and mining, material handling, and general engineering industries. This has taught us to consistently strive to improve our processes and products and have seen us assume a leading position in the market. In recent years, we have actively participated in the conversion to electrically powered vehicles.

Our global presence, together with our expertise and experience in producing all kinds of wiring systems and electromechanical modules make AQ an ideal partner for customers with qualified demands.

Sales, product development and production take place in:

- Sweden
- Lithuania
- USA
- India
- Mexico
- Canada
- China
- Poland
- Great Britain



## Sheet metal processing

AQ provides contract manufacturing of sheet metal components and complex sheet metal designs in the commercial vehicles, off-road equipment, electric power, railway and medical industries.

With high-tech equipment, knowledge, experience and creativity, we are an obvious choice in the industry.

We offer services and products such as design support & project management, punching and laser cutting, eccentric and hydraulic pressing, laser cutting and edge bending, manual and robotic welding, surface treatments, post-treatments, powder coating and assembly and functional tests.

Sales, product development and production take place in:

- Sweden
- Estonia
- India
- Bulgaria
- China
- Finland



## Special technologies and Engineering

The business area Special technologies and Engineering consists of AQ's operations involving a high level of technology and engineering content which supplies advanced technology products and services to demanding customers in the commercial vehicles, automotive, food & beverages, medical, railway and general industries.

The products and services vary from special machining for gas turbines, air sensors in plastic and stainless steel for medical industry, power supplies and drive controls to complete engineering of mechanics and complete systems.

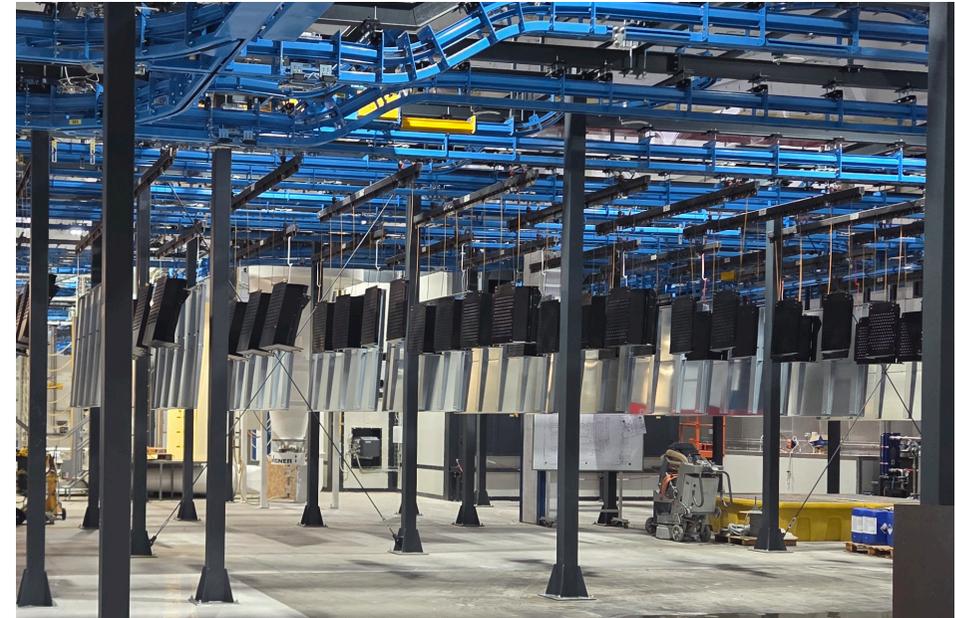
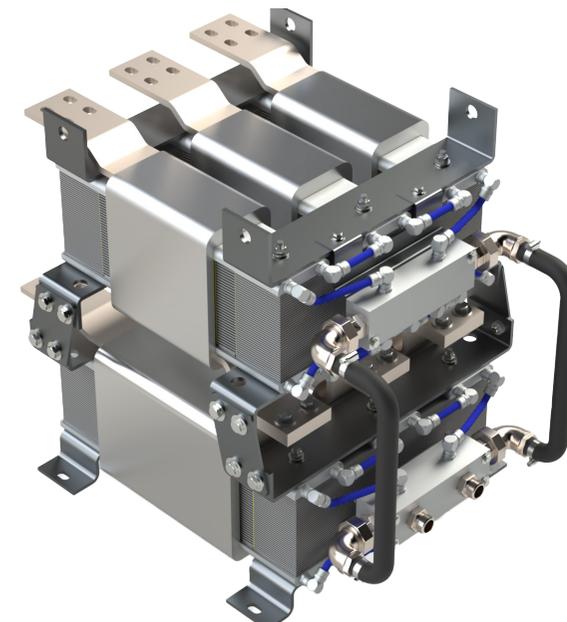


Image above: New painting facility in Bulgaria



Sales, product development and production take place in:

- Sweden            ■ Italy                ■ China
- Hungary          ■ Bulgaria          ■ Germany

## Growth and geographical markets

Contract manufacturing is a competitive business. AQ can't rely on patents or its brand to gain market shares. Our strategy is, with local production and sales near the customer, to offer the most cost-effective solutions. Our customers are global suppliers of advanced technical products. They have a continuous need to find reliable suppliers near their own production sites. We continue to see increasing demand for local content in several of our customers' markets.

We believe that local sales and production, where we eliminate intermediaries such as logistics companies, sales offices and distributors, makes our products more pro-

fitable for both us and our customers. It is of course also better for the environment.

During 2025, we have continued to invest in increased production capacity to meet our customers' needs. Among the major investments are:

- Investment in new painting facility in Bulgaria
- Investments in winding machines and testing equipment for inductive components in Czech Republic, Hungary, Finland and China
- Relocation to a new factory with optimized production flows and modern production equipment in Estonia

- Investment in laser cutting machine and sheet metal processing in our transformer factory in the US
- New production area and machinery for defense wiring systems in England

During the year, we have also acquired an engineering office in Germany, a prototype workshop in Sweden and two factories in the Czech Republic and Germany, respectively.



# Acquisitions, acquisition process and integration

AQ's overall goal is to be a leading global contract manufacturer. An acquisition strategy is an important part of reaching the goal.

Acquisitions are an important part of AQ's strategy and an important building block in our goal of profitable growth. Acquisitions strengthen our competitiveness and results in a broader range of products and services, new customers and new geographic markets. Acquisitions also give us opportunities for synergies in areas such as purchasing, IT and administration. We are committed and long-term industrial owners - our companies shall be prosperous and develop in a positive way. Our goal is 100% ownership of the companies we acquire.

Potential acquisitions are evaluated based on their profile, financial history, growth and profitability potential, as well as management. The companies shall be manufacturing companies in business-to-business sector and ideally have interesting customers with strong brands. We look positively on companies with a matching corporate culture and who are entrepreneur-owned where the entrepreneurs continue being active in the companies.

Our core values are a prerequisite for the successful integration of acquired companies. Group management holds, after an acquisition, briefings about AQ and our values with the management of acquired companies. The integration is also reinforced since employees in sales, purchasing, finance and IT rapidly become integrated into the internal networks of AQ. We see it as a way to create good relationships at various levels. The companies' part in the AQ's organization with clear reporting lines are also a priority of integration

## ACQUISITIONS 2025

During the year we have evaluated a number of acquisition candidates. However, we are discerning and not willing to pay too high a price, so we only made one major deal at the beginning of the year and a small "add-on" acquisition at the end of the year. During the year, we have acquired two factories in the Czech Republic and Germany and an engineering office in Germany (mdexx magnetronics and Michael Riedel), and a prototype workshop in Sweden (Sandflo Forma).

### mdexx magnetronics/Michael Riedel

On January 31, 2025, AQ completed the transaction with Lafayette Mittelstand Capital to acquire 100% of the shares in mdexx inductive electronics GmbH, mdexx Magnetronic Devices GmbH, mdexx Magnetronic Devices s.r.o. and Michael Riedel, Transformatorenbau GmbH. mdexx and Michael Riedel are leading suppliers in the design and manufacture of specialized inductive components such as reactors, transformers and filters in the low to medium power and frequency range. Operations are conducted in Trutnov, Czech Republic and Ilshofen as well as Weyhe, Germany. At the time of the acquisition, approximately 400 employees were taken over. The purpose of the acquisition was to expand AQ's customer base and broaden our technology and market presence in inductive components. mdexx and Michael Riedel have more than 60 years of experience working with demanding industrial customers and these companies complement AQ's business area inductive components in a very good way. This deal is a continuation of AQ's strategy to become the leading company globally in customized inductive components for demanding industrial customers.

### Sandflo Forma

On November 28, 2025, AQ Group AB's subsidiary AQ Engineering Workshop AB acquired 100% of the shares in Sandflo Forma AB. Operations are conducted in Trollhättan, Sweden, and in the acquisition 5 employees were taken over. The purpose of the acquisition was to expand AQ's customer base and broaden our operations in product development and prototype manufacturing.

### FUTURE ACQUISITIONS

AQ will continue to grow through acquisitions. The challenge for AQ is to continue to make successful acquisitions. The acquisitions will continue to be focused on two main areas. Partly to support our commitment to adapt our existing customer requirements and demands by being agile and adaptable, and finding companies that fit the customer requirements for production processes and market location. The other main area is to acquire companies with interesting new customers and markets, consistent with AQ's focus going forward.

AQ is well positioned for new acquisitions, both from a financial and management perspective.



The upper image shows the new factory in Trutnov, Czech Republic and the lower one the new factory in Ilshofen, Germany.

# Purchasing that drives customer value

The purchasing function has strategic importance for AQ Group. In close cooperation with existing and new suppliers, the purchasing function work to ensure a reliable and long-term sustainable. It creates added value for our customers and strengthens AQ's competitiveness.

In purchasing, we work to build mutually beneficial long-term relationships with our suppliers. We work to improve the existing supplier base and we are looking for new and more competitive suppliers, that want to grow together with AQ. We can offer manufacturing of components in low-cost countries, often within AQ where we can benefit from AQ's competence and capabilities.

Through global collaboration in purchasing, we create the conditions for a common platform in how we develop our supplier base and achieve synergies. We strive to find suppliers with the lowest total cost and preferably with global support. This ensures a cost-effective and sustainable supplier base, which can act both globally, regionally and locally.

We continue to develop the purchasing function. During the year, our employees have participated in both external and internal training, including business negotiation, and warehouse management. We have also regularly organized meetings and workshops for our purchasing managers and category managers to promote knowledge and experience sharing and improve information exchange among our buyers. The goal of these activities is to further strengthen our efforts to leverage the synergies and volume advantages within the group.

We have also continued the work of coordinating activities in our business areas to continuously economies of scale for AQ's global and regional supplier base. Together with our suppliers, we strive to act and cooperate with the

customer to further strengthen AQ's ability to provide added value to the customers.

Since we have a strong focus on ensuring high quality and delivery precision to our customers, our suppliers must live up to high performance. To fulfill our customers' requirements, we ensure that our suppliers meet and develop our basic requirements in terms of cost-effective quality, reliability, capacity, service, ethics, sustainability and risk minimization. In close cooperation with our suppliers, we develop our supplier base by performing supplier assessments and giving continuous feedback on performance. In cases where a supplier does not meet our requirements,

we act and replace them.

During the year, the availability has been stable for most of the commodities. AQ has experienced increased cost for among others copper and aluminum. We also see increased cost pressure in several indirect purchasing areas such as costs for IT- security and salaries.

AQ continues to focus on category management of strategically important components and purchasing areas. This strategy strengthens and develops AQ's competitiveness and provides added value to our customers also going forward.

*Purchasing conference in Sweden 2025*



# Corporate Governance

AQ Group is a Swedish public company listed on Nasdaq Stockholm’s main market since 2017.

Corporate governance in AQ Group AB (publ), herein the Company, means to ensure that the Company is managed on behalf of its shareholders as efficiently as possible, through a combination of written rules and practices. AQ Group follows the "Swedish Corporate Governance Code" that applies to Swedish companies whose shares are traded on a regulated market (Nasdaq Stockholm’s main market), with the exception of the composition of the Nomination Committee, see section Nomination Committee.

## The shareholders

AQ Group had at year-end 9,497 (8,520) shareholders. Information on share performance, ownership, dividends and more can be found under The share, share capital and ownership.

## Legislation and articles of association

AQ Group primarily applies the Swedish Companies Act and the rules that apply due to the share being listed. At the 2024 Annual General Meeting (AGM), new articles of association were adopted, allowing postal voting and adjusting the number of shares as a result of the share split. AQ’s articles of association contain no restrictions on how many votes a shareholder may cast at the AGM regarding the appointment of Board members and amending the Articles of Association.

## General Meeting

Notice of a general meeting is issued no earlier than six and no later than four weeks before the meeting. The notice contains information about registration and the right to participate in and vote at the meeting, as well as numbered agenda with the matters to be considered. Registration for the meeting is made in writing to the Company’s address, or via e-mail. Proposals for the meeting should be addressed to the Board, with the address of its registered office, and submitted in good time before the notice is issued. The notice and agenda are also published on the website. Shareholders or representatives may vote for the full number of owned or represented shares.

## Annual General Meeting

The AGM shall be held within six months of the fiscal year’s end. At the AGM, among other things resolutions are made regarding the approval of the balance sheet and income statement, discharge from liability for the Board and CEO and the appropriation of retained earnings.

AQ Group’s AGM on April 23, 2025 was attended by 49 shareholders and representatives, representing 66.45% of the total number of shares and votes in the Company. At the AGM, the CEO, parts of the Group Management Team and members of the Board were present. During the meeting, shareholders were given the opportunity to ask questions which were also answered during the meeting. In addition to the above mentioned resolutions, the AGM decided on remuneration to the Board of SEK 1,930 t in total, including remuneration to the members of committees. The Meeting resolved to approve the Board’s proposal for remuneration to senior executives. The 2025 AGM resolved to authorize the Board of Directors to decide on a new issue of shares.

AQ Group has not had an extraordinary general meeting for the fiscal year in 2025.

## APPOINTMENT OF OFFICERS

### Nomination Committee

The Nomination Committee represents the shareholders and shall consist of one member appointed by each of the four largest shareholders.

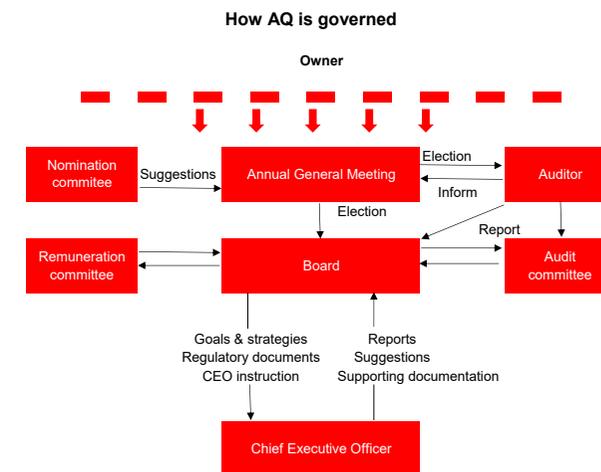
If any of the four largest shareholders waive their right to appoint a member to the Nomination Committee, the next shareholder in size shall be given the opportunity to appoint a member. In the event of a significant change in the ownership structure after the Nomination Committee’s constitution, the composition of the Nomination Committee must also be changed accordingly.

The Nomination Committee’s task is to, before the AGM, submit proposals with respect to the number of board members which are to be elected by the AGM, the Board’s fees, the Board’s composition, the Chairman, the Chairman of the AGM and the selection of auditors and auditor fees. The

Nomination Committee’s term of office extends until a new committee is appointed. No fees shall be paid to the Nomination Committee members.

The Nomination Committee consists of four members, of which two are not connected to the Company’s Board of Directors. Furthermore, at least one must be independent of the Company. The composition of the Nomination Committee differs from the Swedish Corporate Governance Code as two board members are dependent in relation to the Company’s major shareholders. Considering the Company’s ownership structure where these two shareholders, who also are the Company’s founders, together own approximately 34% of the shares in the Company, AQ Group’s largest shareholders believe that the Nomination Committee is best represented by these two shareholders together with other members appointed by major shareholders.

The Nomination Committee consists of Chairman Björn Henriksson, (Nordea Fonder) and members Claes Mellgren (own mandate), Per Olof Andersson (own mandate) and Stephan Mùchler (Swedbank Robur Fonder) until the AGM for 2026.



## Board

The Nomination Committee shall submit proposals for the election of Chairman and other Board members and the fees awarded to the Chairman and the other members. As a basis for its proposals, the Nomination Committee shall;

- assess the degree to which the current Board meets future requirements with regard to the Company's development and take part in the evaluation of the Board's activities during the year
- establish profile for new members, and
- systematically search for new members and consider in particular the need for versatility and breadth of the Board and strive for a good gender balance

Upon publication of the Nomination Committee's proposals, information shall include age, other significant assignments, own shareholdings and those of close relations, independent executives/shareholders in managing roles, number of years on the Board (upon re-election), and other items considered essential for assessing competence and independence.

At the AGM, the Nomination Committee shall submit a report on how the work was done, and present and motivate proposals. If no renewal is proposed, a special justification shall be provided.

The Board shall have, with regard to the company's business, development stage and other conditions, an appropriate composition, characterized by versatility and breadth regarding the competence, experience and background of the members elected by the AGM. An even gender distribution should be strived for.

At the AGM, Per Olof Andersson, Ulf Gundemark, Gunilla Spongh, Lars Wrebo and Åsa Landén Ericsson were elected board members. Claes Mellgren was elected Chairman of the Board.

### Tasks for the Board

The Board shall on behalf of its owners:

- set overall goals and strategies
- continuously evaluate the company's management
- take responsibility so that routines and systems are adapted for the Company's operations
- take responsibility for transparency in external informa-

tion

- ensure that laws and regulations are complied with and
- that the Company has good ethical conduct

The Board's overall task is to manage the Company's affairs in such a way that the interests of the shareholders for good and long-term capital returns are realized in the best possible way.

### Board composition

The Board shall, according to the articles of association, consist of at least three and no more than eight members. The members are selected annually for the period until the next AGM. The majority of the members shall be independent of the Company and its management. The Board shall have the size and composition which is required in terms of competence and experience for the Company's business and development, as well as the independence required so that the Board can independently and effectively manage the Company's affairs.

### Board's work

In 2025, six scheduled meetings were held, one statutory meeting and two per capsulam meetings. Before Board meetings, Board members were provided with written information on the issues to be discussed at the meeting. The Board has, in 2025, devoted particular attention to activities related to growth, delivery precision, working capital, investments, acquisition candidates and cyber security. All board members have attended all board meetings and committee meetings held during their mandat period in 2025.

During the year, the Board evaluated its work and all members participated in the evaluation and presented opinions. The Chairman of the Board is responsible for the evaluation and the results of the evaluation have been reported to the Nomination Committee.

### Remuneration Committee

The Remuneration Committee is composed of Claes Mellgren (Chairman) and Per Olof Andersson.

The Remuneration Committee prepares the Board's proposal for guidelines for remuneration and other terms of employment for senior executives. The proposal is consid-

ered by the Board and submitted to the AGM for resolution. The Remuneration Committee also has the task of dealing with and preparing remuneration issues for the company management, which the Board then decides.

The Remuneration Committee prepares proposals for the CEO's terms of employment. The CEO consults with the Remuneration Committee on the terms of employment of other members of company management.

The Remuneration Committee shall also monitor and evaluate current remuneration structures and remuneration levels in the Company and ensure that the Company's auditor submits a written opinion to the Board no later than three weeks before the AGM on whether the guidelines for remuneration to senior executives that have been in force since the previous AGM have been followed. In 2025, the Remuneration Committee held two minuted meetings.

### Audit Committee

The Audit Committee is composed of Gunilla Spongh (Chairman) and Ulf Gundemark.

The Audit Committee has a monitoring role of the Company's financial and sustainability reporting. The Audit Committee monitors the effectiveness of the Company's internal controls and risk management with respect to the reporting. The Audit Committee's duties include keeping regular contact with the Company's auditors to ensure that the Company's internal and external accounting satisfies requirements made on market-listed companies and to discuss the scope and focus of auditing work, evaluate the completed audit activities and notify the Company's Board of Directors regarding the results of the audit and the results of the evaluation. The Audit Committee also assists the Nomination Committee in establishing proposals for auditors and fees for audit work. The Audit Committee, in 2025, held six meetings where minutes were taken.

### The Board's Rules of Procedure

In addition to laws and regulations, the Board's work is governed by the annual set work plan. The work plan contains guidelines for the work of the Board, instructions for the CEO and financial reporting.

The rules of procedure include:

- that the Board shall meet at least five times per year and, upon urgent matters, meetings may take place via telephone or video conferencing.

- that certain matters shall be dealt with at each Board meeting and that specific decisions should be made at the inaugural meeting.
- that the Board members receive documentation regarding matters to be discussed at the meetings in good time before the meetings.
- that the Board, each month, receives a report regarding the Company's operations and development.
- that the auditors shall be invited to, upon at least one Board meeting, report on the audit work without any representative from Company management participating.

The rules of procedure further describe how the minutes shall be prepared and distributed to members and how the Board will be informed upon, i.e. press releases. The rules of procedure also include guidelines for the decisions the Board may delegate to the CEO and senior management.

## ACCOUNTING, AUDITING, INTERNAL CONTROL

### General

External auditors are appointed by the AGM. The auditors' task is to, on behalf of shareholders, review the Company's Annual Report and accounting and the management of the Board of Director's and the CEO.

The entire Board is involved in the internal control of the financial and sustainability statements and is jointly responsible for other internal controls. The Company regularly informs how the Board's issued guidelines have been implemented in the business and how the internal control is designed. The auditors provide ongoing feedback and suggestions for improvements to the Company regarding the same.

The board annually evaluates the need for an internal audit function and has found no reason to establish one.

### Internal control

The Board is responsible for the work with corporate governance and internal controls. The overall aim is to protect the company's assets and shareholders' investments. The Board is responsible for ensuring that external reporting is prepared in accordance with applicable law. Quality assurance of AQ's reporting is done by the Board dealing with accounting issues and the reports which the Company submits.

AQ Group's Board has therefore striven to provide effective and regular financial reporting. The Board's reporting instructions to the CEO regarding financial reporting include among others internal control. In each subsidiary, there is an internal division of roles and responsibilities aimed at realizing good internal controls of financial reporting. AQ's accounting departments of each subsidiary informs regularly management of the economic development of their respective companies. The Board is committed to realizing that all financial managers have strong integrity, embrace good ethics and have high expertise within respective areas of responsibility. AQ continuously works with the development of appropriate systems for administrative management. AQ has also developed an operations manual that describes the organization, responsibilities, powers, policies, financial controls and more.

**Risk assessment and control activities**

On a monthly basis, AQ establishes the appropriate reports with analysis and comments, which are reported for both group and individual subsidiaries. This gives the Board an excellent tool to monitor and control the ongoing development in AQ. Financial reports from management is a recurring item taken up at all Board meetings.

AQ's risk management is governed by a policy established by the management team, with the CFO responsible for compliance and reporting within the Group.

### Information and communication

AQ's external reporting complies with the laws and regulations applicable in Sweden and the local rules in each country where it operates. Besides external rules and recommendations, there are internal instructions and directions.

AQ Group's information to shareholders and other stakeholders is given through the Annual Report and Interim Reports provided on the Company's website (www.aqgroup.com). There are press releases and presentation materials relating to recent years. Information released by the Company follows the Board's established information and insider policy.

### Follow-up

In addition to internal monitoring and reporting, AQ's external auditors report during the year to the CEO and Board. This gathered information mentioned in this report gives the Board a good idea and a reliable basis regarding reporting in the Annual Report.

**Company management**

The Board has delegated operational responsibility for the Company and the Group to the CEO. An instruction concerning the division of duties between the Board and the CEO are decided annually by the Board. AQ's senior management consists of the management team which, during 2025 consisted of James Ahrgren - CEO, Christina Hegg - Finance, Erik Mattsson - Purchasing and M&A, Paulina Duszel - Marketing, Fredrik Spännare - IT, Jenny Eivhammar - HR, Nerijus Olšauskas - Wiring Systems, Niklas Ericsson - Inductive Components, Lars Gäfvert - Sheet Metal Processing, Injection Molding & Precision Stamping and Emil Nikolov - Electric Cabinets and System Products with Paulina Duszel as successor to Emil Nikolov from June.

Remuneration for Managing Directors (MDs) of subsidiaries is decided by the Group CEO according to the principles established by the Remuneration Committee in the parent company.

Read more about AQ's corporate governance on our website under investor / corporate governance. There you will find;

- Articles of association
- Information from previous AGMs, summonses and minutes
- Audit opinions
- Guidelines for remuneration to senior executives
- The Board's proposal for allocation of profits
- The Board's evaluation of remunerations
- The Nomination Committee's motivated opinion about the Board

porting in the Annual Report.

### REMUNERATION TO THE BOARD

During 2025, SEK 250 t (235) in Board remuneration was paid to Board members Per Olof Andersson, Gunilla Spongh, Ulf Gundemark, Lars Wrebo and Åsa Landén Ericsson. The Chairman Claes Mellgren was paid SEK 500 t (470) in board remuneration.

Chairman of the Audit Committee, Gunilla Spongh, has received SEK 120 t (120) and the other member of the Audit Committee Ulf Gundemark has received SEK 60 t

(60). No remuneration has been paid for the Chairman of the Remuneration Committee, Claes Mellgren, and nor to the member Per Olof Andersson. No benefits are payable to Board members after serving on the Board.

### REMUNERATION TO THE CEO AND SENIOR EXECUTIVES

Paid salary and other remuneration to CEO for 2025 amounted to SEK 5,634 t (4,887). The CEO is entitled to a monthly pension provision equal to 30% of base salary. Pension costs in 2025 for the CEO amounted to SEK 889 t (773). Guidelines for remuneration to senior executives was decided by the AGM 2022. The decision means that AQ Group shall maintain remuneration levels and other employment conditions needed to ensure the company's access to executives with the competence and capacities to achieve set goals. The starting point for salary and other remuneration to senior executives of AQ Group AB is that they shall be at market level. The CEO's notice period is six months to the Group, and the Group's notice period is 12 months to the CEO. Salaries and other remuneration to other senior exe-

cutive excluding the CEO in 2025 amounted to SEK 21,919 t (23,581). Pension costs in 2025 amounted to SEK 3,279 t excluding the CEO (2,403). Senior executives normally have six months' notice, regardless of whether the employee or the Company terminates the agreement. No compensation is paid after termination of employment.

### LONG-TERM INCENTIVES

The 2022 and 2024 AGMs resolved to introduce long-term warrant-based incentive programs for senior executives and other key personnel within AQ Group. Described in Note 9.

### AUDITORS

The company's auditor is continuously informed about the Company's operations and include regular meetings with company management, Board material and minutes of meetings. The auditor provides ongoing feedback and recommendations to the Board and management based on observations made during the audit.

Since the 2023 AGM, the auditing company Ernst & Young AB is auditor, with authorized Public Accountant Jennifer

Rock-Baley as Chief Auditor. Jennifer was born in 1973 and is a member of FAR. Ernst & Young's address: Ernst & Young AB, Hamngatan 26, 111 47 Stockholm, Sweden.

### COMPENSATION TO AUDITORS

According to decisions at the Annual General Meeting, AQ's auditors receive compensation in accordance with the auditing assignment.

Västerås March 25, 2026

AQ Group AB (publ)  
Board of Directors

AQ's Sustainability Statement for 2025 is described on pages 34-59 of this Annual Report.

## Auditor's report on the corporate governance statement

To the general meeting of the shareholders of AQ Group AB (publ), corporate identity number 556281-8830

### Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2025 on pages 20-25 and that it has been prepared in accordance with the Annual Accounts Act.

### The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 *The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

### Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm March 25, 2026  
Ernst & Young AB

Jennifer Rock-Baley  
Authorized Public Accountant

## Board



CLAES MELLGREN (1959)  
*Chairman of the Board*

**Elected 2018**  
Independent of the Company and the Company's management. Dependent of major shareholders of the Company.

**Education and experience**  
MSc. Engineering and founder of AQ. Has previously been production, logistics and site manager at different ABB units in Västerås. Claes has been a Board member in AQ Group AB until 2015 and CEO 2010-2018. Previous Chairman of the Board in Note AB.

**Ongoing assignments**  
Board member of Ferroamp AB and of Solö Mechanical Solutions Aktieföretag.  
**Holdings in AQ** 15,722,672 shares



GUNILLA SPONGH (1966)  
*Board member*

**Elected 2014, independent\***  
**Education and experience**  
Master of Industrial Economics. Former CFO Preem, chief international affairs and CFO Mekonomen.

**Ongoing assignments**  
Board member of Byggmax, Consivo Group, Meds Apotek, Momentum Group, Systemair, ViaCon, Dacke Industri OptiGroup AB and Saferoad. Chairman of the Board of Bluefish Pharmaceuticals.  
**Holdings in AQ** 3,000 shares



PER OLOF ANDERSSON (1955)  
*Board member*

**Elected 1994**  
Independent of the Company and the Company's management. Dependent of major shareholders of the Company.

**Education and experience**  
Tool expert and founder of AQ. Chairman of the Board 2009-2018.  
**Ongoing assignments**  
Chairman of the Board in Ociusnet Group AB and board member of SPG Holding AB.  
**Holdings in AQ** 15,737,672 shares



LARS WREBO (1961)  
*Board member*

**Elected 2017, independent\***  
**Education and experience**  
M.Sc. Engineering, KTH. Broad international experience from the automotive industry. Has as part of the Group Management in Volvo Cars been responsible for purchasing and manufacturing, and for production and logistics within MAN Truck & Bus. He has also had a number of senior positions within Scania.

**Ongoing assignments**  
Board member of SMPP Holding AB and Componenta Oyi.  
**Holdings in AQ** 20,000 shares



ULF GUNDEMARK (1951)  
*Board member*

**Elected 1998, independent\***  
**Education and experience**  
M.Sc. in Engineering, Chalmers. Has international experience and worked as manager of Elektroskandia/Hagemeyer Nordics, IBM Utilities and various positions within ABB. Has been Chairman of Nordic Waterproofing Group AB, Lindab International, Swedish Stirling (publ) and Bridge to China. Has also been board member of Scandi Standard AB, Constructor Group AS, Lönne International AS, Solar Group AS, Opti Group AB and Lantmännen Ekonomisk Förening.

**Ongoing assignments**  
-  
**Holdings in AQ** 5,050 shares



ASA LANDÉN ERICSSON (1965)  
*Board member*

**Elected 2025, independent\***  
**Education and experience**  
M.Sc. in Industrial Engineering and Management from Chalmers University of Technology and an MBA from INSEAD. CEO and president of CAG Group AB, CEO of Telia Cygate AB, CEO of Enfo BI & Analytics, president, CEO and board member in ENEA AB, CEO of Scanpix Sweden AB, board member of Acando AB as well as board member of Rejlers AB.

**Ongoing assignments**  
Board member in Formpipe Software AB and a number of subsidiaries to CAG Group AB.  
**Holdings in AQ** 1,500 shares

**NOMINATION COMMITTEE**  
**Chairman:**  
Björn Henriksson (Nordea Fonder)  
**Members:**  
Claes Mellgren (own mandate)  
Per Olof Andersson (own mandate)  
Stephan Mücklich (Swedbank Robur Fonder)

**AUDIT COMMITTEE**  
**Chairman:**  
Gunilla Spongh  
**Member:**  
Ulf GundeMark

**REMUNERATION COMMITTEE**  
**Chairman:**  
Claes Mellgren  
**Member:**  
Per Olof Andersson

\* Independent in relation to both the Company and the Company's management as well as to the Company's major shareholders.

Information regarding own and related parties' shareholdings refers to the situation as per December 31, 2025

## Group Management



**JAMES AHRGREN (1979)**  
*CEO and investor relations*  
 Engineering studies  
 Employed: 2021, 2011-2019  
 Holdings in AQ: 114,840 shares  
 Warrants AQ: 1,000



**JENNY EIVHAMMAR (1974)**  
*HR Manager*  
 Bsc. Human Resources  
 Bsc. Media and Communication  
 Employed: 2020  
 Holdings in AQ: 3,262 shares  
 Warrants AQ: 1,000



**FREDRIK SPÄNNARE (1971)**  
*IT Manager*  
 Economic studies  
 Employed: 2022  
 Holdings in AQ: 5 000 shares  
 Warrants AQ: 0



**NIKLAS ERICSSON (1972)**  
*BA Manager Inductive Components*  
 Eng. degree in Power Electronics  
 Employed: 1994  
 Holdings in AQ: 39,500 shares  
 Warrants AQ: 5,000



**LARS GÄFVERT (1974)**  
*BA Manager Sheet Metal Processing  
 BA Manager Injection Molding and  
 Precision Stamping*  
 Eng. degree in Mechanical Engineering  
 Employed: 2019, 2011-2017  
 Holdings in AQ: 5,000 shares  
 Warrants AQ: 1,000



**CHRISTINA HEGG (1970)**  
*CFO*  
 M.Sc. Economics  
 Employed: 2020  
 Holdings in AQ: 25,000 shares  
 Warrants AQ: 500



**ERIK MATTSSON (1975)**  
*Purchasing Manager and M&A*  
 B.Sc. Engineering  
 Employed: 2014  
 Holdings in AQ: 5,675 shares  
 Warrants AQ: 500



**PAULINA DUSZEL (1981)**  
*Marketing and Sales Manager*  
*BA Manager Electric Cabinets*  
*BA Manager System products*  
 MBA  
 Employed: 2010  
 Holdings in AQ: 0 shares  
 Warrants AQ: 0



**NERIJUS OLŠAUSKAS (1978)**  
*BA Manager Wiring Systems*  
 Business Administration  
 Employed: 2012  
 Holdings in AQ: 25,000 shares  
 Warrants AQ: 0

**AUDITORS**  
**Ernst & Young**  
**Chief Auditor:**  
 Jennifer Rock-Baley (1973)

Chief Auditor in AQ Group AB since the 2023, AGM. Jennifer is an authorised public accountant and is a member of FAR. Other audit assignments Jennifer has include Nalka Invest AB, Asker Healthcare AB, RISE AB and Flerie AB.

Information regarding own and related parties' shareholdings refers to the situation as per December 31, 2025

# 2025

## GENERAL ABOUT OPERATIONS

The Board of Directors and the CEO of AQ Group AB (publ), corporate identity number 556281-8830, hereby submit annual reports and consolidated accounts for the 2025 financial year.

The Group operates in two segments; **Component**, which produces transformers, wiring systems, mechanical parts, sheet metal processing and plastic injection molding, and **System** which produces systems, automation and power solutions, as well as assembles complete machines in close cooperation with customers.

Net sales was SEK 9,071 m (8,554), an increase of SEK 517 m compared to the previous year.

The total growth for the year was 6.0% (-4.6), of which organic growth was 2.0% (-6.9), growth through acquisitions 7.2% (2.5) and a currency effect of -3.1% (-0.2). The currency effect corresponds to approximately SEK -267 m and was mainly driven by the currencies EUR, CNY and BGN.

Operating profit (EBIT) was SEK 840 m (840), i.e. unchanged operating profit despite higher net sales during the year, which is mainly explained by the lower profit margin of newly acquired companies. Net financial items for the full year amounted to SEK -9 m (-15) and mainly consisted of positive capital gains from the sale of an operating property of SEK 22 m, negative net interest income of SEK -17 m and negative net impact of exchange rate fluctuations of SEK -14 m. The EBT margin was 9.2% (9.6).

Goodwill and other intangible assets increased during the year by SEK 6 m compared with the beginning of the year. The net change is due to acquisitions, yearly amortizations of technology and customer relations and currency translation effects.

The Group's investments in tangible fixed assets for the year amounted to SEK 235 m (190) and mainly pertain to capacity investments and improvement projects

for more efficient production in Europe. The single largest investments during the period consist of an acquired production property in the US of SEK 38 m and production equipment in Estonia of SEK 39 m and in Sweden of SEK 47 m. In total, tangible fixed assets was SEK 1,231 m (1,210).

The Group's interest-bearing liabilities amounted to SEK 565 m (635) and cash and cash equivalents to SEK 992 m (919), which means that the Group has a net cash position of SEK 427 m (284). The Group's interest-bearing liabilities without regard to leasing liabilities amounted to SEK 145 m (309), which means a net cash position adjusted for leasing liabilities of SEK 847 m (610).

Cash flow from operating activities amounted to SEK 921 m (1,197) a decrease of SEK 276 m, which is mainly explained by increased tied-up capital in trade receivables. Cash flow from investing activities amounted to SEK -307 m (-265) which relates mainly to acquisition of subsidiaries of SEK -26 m (-84), divestment of a property subsidiary of SEK 26 m (0) and replacement and capacity-enhancing investments of tangible fixed assets of SEK -233 m (-185). Cash flow from financing activities amounted to SEK -509 m (-448) and mainly refers to repayments of bank loans and leasing liabilities of SEK -399 m (-457) and dividend of SEK -146 m (-122).

At the end of the year, equity amounted to SEK 4,688 m (4,409) in the Group. Performance development for each segment, see Note 4.

## SIGNIFICANT EVENTS DURING THE YEAR

Following regulatory approval, the acquisition of mdexx inductive electronics GmbH, mdexx Magnetronic Devices GmbH, mdexx Magnetronic Devices s.r.o. and Michael Riedel, Transformerbau GmbH was completed on January 31, 2025. These companies have manufacturing as well sales and design engineers in Germany and the Czech Republic. Annual sales amount to approximately SEK 500 m and the profit margin before tax is below the AQ average. The purchase price of SEK 144 m was paid in cash at closing. There is no conditional earn-out.

The exercise period for the warrants (2022/2025) ran from May 12, 2025, to June 10, 2025. After recalculation according to the terms of the warrants, as a result of the share split that the Annual General Meeting on April 18, 2024, resolved on, each warrant entitled to subscription of five shares in the company, at a subscription price of SEK 70.20 per share. In total, 52,500 warrants were exercised for subscription of

262,500 shares, which means that 100 percent of the total number of warrants were exercised for subscription of shares in the company.

Through the exercise of the warrants, AQ has received approximately SEK 18 m before issue costs and the number of shares and votes in the company has increased by 262,500, from 91,470,290 to 91,732,790. The share capital has increased by SEK 105,000, from SEK 36,588,116 to SEK 36,693,116, which was registered at Bolagsverket (the Swedish Companies Registration Office) on July 8, 2025.

## SIGNIFICANT EVENTS AFTER THE END OF THE PERIOD

After the end of the year, there is continued instability and increased tensions in global trade and hostilities are ongoing. However, this has not led to any significant direct impact on AQ. In the short term, the ongoing hostilities in the world may have a material impact on AQ's customers and suppliers which may, in turn, affect AQ by for instance component shortages, which could affect AQ's delivery precision, as well as currency and price risks for, for example, energy, transport and materials. AQ has a decentralized business model with production in 17 countries and a habit of moving production between production units to minimize any potential impact on our customers. Management and the Board of Directors are constantly monitoring and evaluating the situation in order to be prepared to act quickly to limit any impact on our customers and AQ.

AQ Group's share advanced to Nasdaq's Large Cap segment as of January 2, 2026. Nasdaq conducts an annual segment review every year based on the average market capitalization carried out during November. The results of this form the basis for the segment changes that will then take effect in January of the following year.

On February 6, 2026, the Nomination Committee of AQ Group AB informed the company that it is proposing existing Board director Åsa Landén Ericsson to be elected as new Chairman of the Board and Roland Kasper as new Board director at the Annual General Meeting on April 23, 2026. The Board directors Gunilla Spongh, Lars Wrebo, Ulf Gundemark and Claes Mellgren are proposed for re-election. Board director Per Olof Andersson has informed the Nomination Committee that he will not stand for re-election. Roland Kasper most recently came from a position as Group CEO at Systemair, a global supplier of products and systems for ventilation, heating and cooling. The Nomination Committee's

complete proposals are presented in the notice of AQ Group's Annual General Meeting, which will be held on April 23, 2026.

## OUTLOOK

We have during 2025 continued to make capacity investments in our factories and activities to increase the delivery precision and inventory turnover rate. The demand from our customers is strong and we have a good spread of risk between countries, customers and market segments.

There are good conditions for continued good economic development in the coming years.

We aim to be a long-term stable, growing and profitable group with a strong financial position. We like to do business with the customer in focus. With strong relationships with world-leading customers and committed employees, we will do everything to create organic growth and implement new acquisitions. An important part of this is our values and our striving to be a long-term and "Reliable" supplier to leading industrial customers.

In the long run, we see an even greater focus on finding solutions to make us all independent of fossil energy. This leads to an increased focus on AQ's customers in renewable energy, electromobility and energy storage.

The Board does not submit any forecast of future sales and earnings. The statements in this report may be perceived as forward-looking and the actual outcome may be significantly different. In addition to the commented factors the real outcome can be affected by for example other political events, business cycle effects, currency and interest rates, competing products and their pricing, product development, commercial and technical difficulties, events linked to cyber security and IT infrastructure, delivery problems, and large credit losses at our customers.

## ENVIRONMENTAL IMPACT

The Parent company does not have any operations that require permits or reporting according to environmental laws. However, there are other companies within the Group that conduct such operations. The notifiable operations are linked to the Environmental laws' guidelines regarding plastic manufacturing and machine processing, as well as emissions of non-chlorinated solvents via evaporation into the air. Such permit operations concern less emissions into wastewater and the air among others in connection with

powder coating.

## SUSTAINABILITY

AQ is an active member of UN Global Compact. Thus, AQ and all its subsidiaries are committed to following ten principles in terms of human rights, labour law, the environment and preventing corruption.

Sustainability is integrated into the group's operations and the Sustainability Statement forms part of AQ's Directors' Report for 2025. The sustainability report has been prepared to meet the requirements of the Annual Accounts Act (in particular with regard to Chapter 6, Section 11), the EU Taxonomy Regulation and the EU Corporate Sustainability Reporting Directive (CSRD).

The sustainability Statement has been submitted to the auditor at the same time as the Annual Report. The Sustainability Statement can be found on pages 34-59.

## RESEARCH AND DEVELOPMENT

AQ does not conduct its own research.

## INVESTMENT POLICY

The investments correspond to a normal need for the current production rate. In 2026, AQ intends to continue to invest in its existing business areas.

## PERSONNEL POLICY

The health and well-being of our employees has always been an important part in decision making at all levels within the group. Each company has its own approach to encourage employees with measures that benefit health. In addition, ongoing training occurs based on the companies' needs. See further in the Sustainability Statement on pages 34-59.

## INFORMATION REGARDING RISKS AND UNCERTAINTIES

Through its operations, the group is exposed to both operational and financial risks. A description of these is included in Note 3 and in Outlook in the Directors' Report. In the short term, the ongoing hostilities in the world may mean an increased risk of component shortages, which could affect AQ's delivery precision, as well as currency and price risks for, for example, tariffs, energy, transport and materials.

Regarding sustainability-related risks and opportunities,

please refer to the Sustainability Statement sections SBM-3 and IRO-1.

## OWNERSHIP STRUCTURE

All shares are held with equal voting rights, without restrictions other than those required by the Swedish Companies Act. There are no contracts, laws or clauses of the Articles of Association that restrict the transfer of shares.

The AGM of 2025 authorized the board to, on one or more occasions until the next AGM, with or without deviation from the shareholders' preferential rights, decide to increase the company's share capital through the new issue of shares that corresponds at most to 10% of the total number of issued shares. This authorization shall include the right to decide upon an issue with cash payment, payment with non-cash consideration or with right of set-off. The authorization has not been utilized during the year.

There are no provisions in the Articles of Association or otherwise in agreements which govern the appointment and dismissal of Board directors or severance payment to them. There are also no limitations via agreements or Articles of Association regarding the amendment of the Articles of Association.

A table of the ten largest shareholders as of December 31, 2025 can be found on page 32.



**MULTI-YEAR OVERVIEW**

Below is shown the development over the past five years. For Key indicators and Definitions, see pages 104-106.

**GROUP**

SEKm unless otherwise stated	2025	2024	2023	2022	2021
Net sales	9,071	8,554	8,968	7,053	5,471
Operating profit (EBIT)	840	840	792	491	446
Operating margin (EBIT), %	9.3	9.8	8.8	7.0	8.2
Profit before tax (EBT)	831	824	757	482	441
Profit before tax (EBT), %	9.2	9.6	8.4	6.8	8.1
Liquid ratio, %	184	204	162	140	130
Equity ratio, %	68	67	63	56	56
Return on total assets, %	13.3	13.8	13.8	10.2	11.0
Return on equity after tax, %	14.9	16.3	18.3	14.2	15.3
Number of employees in Sweden	1,039	1,017	878	851	821
Number of employees outside Sweden	6,788	6,796	6,968	6,371	5,656

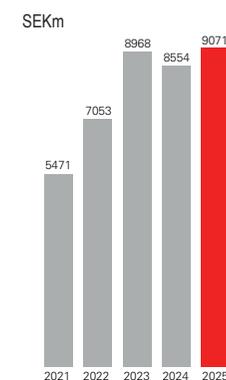
**Key indicators per share, SEK <sup>1)</sup>**

Profit for the year before dilution	7.38	7.27	6.91	4.49	4.00
Profit for the year after dilution	7.38	7.25	6.89	4.49	4.00
Dividend <sup>2)</sup>	1.80	1.60	1.33	0.67	0.67
Equity before dilution	51.18	48.20	41.12	34.76	28.72
Average number of shares before dilution, thousands	91,597	91,470	91,470	91,470	91,470
Average number of shares after dilution, thousands	91,664	91,733	91,733	91,470	91,470

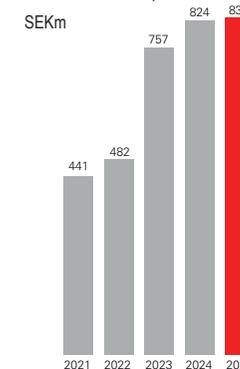
1) A 5:1 share split in 2024 has resulted in adjusted comparative figures.

2) Proposal presented for each year to the AGM.

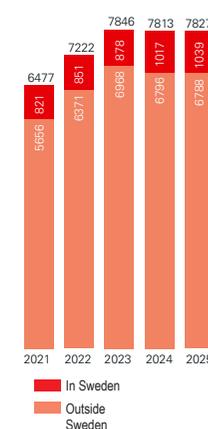
**Net sales**



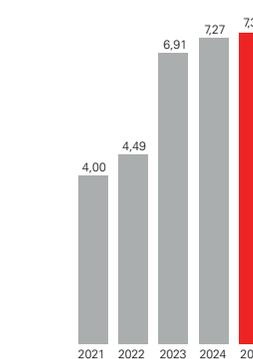
**Profit before tax, EBT**



**Average number of employees**



**Earnings per share before dilution**





## DIVIDEND POLICY

The Board proposes that the dividend should correspond to approximately 25% of the average profit after tax over a business cycle. The company's financial consolidation needs must always be considered.

## WORK OF THE BOARD AND THE CEO

During the past year, the Board of Directors consisted of six members, all elected at the Annual General Meeting 2024. The Board held nine minuted meetings during the year. The Board of Directors and the CEO work according to a set rules of procedure. See further information in Corporate Governance Report pages 20-23.

## REMUNERATION TO SENIOR EXECUTIVES

Regarding remuneration to the Board of Directors, the CEO and senior executives during 2025, see Note 9. The Board's proposed guidelines for remuneration to Senior executives of AQ in 2026 is mainly in accordance with the guidelines adopted at the AGM 2022 and what have been in practice in AQ Group for many years and are as follows:

Regarding remuneration to the Board the following is proposed: The Chairman of the Board SEK 600 t (500) and SEK 300 t (250) for each of the Board's ordinary members. The Chairman of the Audit Committee SEK 120 t (120) and the members of the Audit Committee SEK 60 t (60). As previous year no remuneration is proposed to the Chairman of the Remuneration Committee nor to the committee member.

Variable remuneration to AQ's management group consists of a variable cash salary (bonus). The AGM 2022 adopted the following principles for variable cash compensation: In addition to a fixed salary, variable remuneration, when applicable, shall be offered and linked to predetermined and clearly set measurable target criteria with the aim of promoting the company's long-term value creation. The remuneration may be paid in cash or additional premium payments to pension insurance. The total amount of variable remuneration shall not exceed the fixed salary paid to the executive concerned. The Board may deviate from the guidelines in individual cases should special reasons exist.

For the AGM 2026, the Remuneration Committee proposes no changes in the principles for variable remuneration: In addition to fixed salaries, variable remuneration can be offered where applicable, which must be linked to predeter-

mined and clearly defined measurable target criteria with the aim of promoting the company's business strategy, sustainability and long-term value. These criteria currently include, among other things, profit before tax and inventory turnover. The remuneration can be paid as cash compensation or extra premium payments to pension insurance. In total, the variable remuneration shall not exceed 100% of fixed salary. The Board may deviate from the guidelines if there are special reasons for this in individual cases.

## INCENTIVE PROGRAM

The 2022 Annual General Meeting decided to introduce a warrant-based incentive program for executive officers and other key personnel within the company. A total of 52,500 warrants were subscribed for in the three-year warrant-based incentive program that expired May 12, 2025. The subscription price at the time of redemption was set at SEK 70.20 per share (after the share split and rounded according to the warrant terms). Upon redemption, each warrant was entitled to five shares. In total, 52,500 warrants were exercised for subscription of 262,500 shares, which meant that 100 percent of the total number of warrants were exercised for subscription of shares in the company. Through the exercise of the warrants, AQ Group received approximately SEK 18 m before issue costs.

At the 2024 AGM a decision was made to introduce another warrant-based incentive program for executive officers and other key personnel within AQ. The duration for the warrant-based incentive program is three years and expires on May 12, 2027. A total of 13,500 warrants were subscribed, each of which entitles to five new shares (after the share split) upon redemption during the period from May 12 to June 10, 2027. The subscription price was set at SEK SEK 152.10/share (after the share split).

The Board of Directors proposes that the 2026 AGM resolves on a new round of warrant-based incentive program for executive officers and other key personnel within AQ corresponding to the two previous programs. That is, a directed issue of a maximum of 775,000 warrants, resulting in an increase in the share capital upon full exercise of a maximum of SEK 310,000. The proposal is a three-year warrant program that expires in May 2029.

## PARENT COMPANY

AQ Group AB (publ) is the parent company in one group, herein called AQ, whose business concept is:

- To develop, manufacture and assemble components and systems for demanding industrial customers.
- With our commitment to total quality make our customers become long-term partners.

SEKm unless otherwise stated	2025	2024	2023	2022	2021
Net sales	76	67	57	49	50
Operating profit	5	1	-3	2	-4
Profit after net financial items	304	318	118	55	-13
Liquid ratio, %	83	103	74	94	57
Equity ratio, %	51	47	42	39	43

The parent company, AQ Group AB, is primarily focused on the management and development of the Group. The parent company's turnover consists, as in previous years, almost exclusively of sales of management services to subsidiaries. Purchases from subsidiaries do not occur to any significant extent.

The increase in non-restricted equity of SEK 238 m compared to December 31, 2024 consists of the year's profit of SEK 366 m, paid dividend of SEK -146 million and a new share issue (warrants that were exercised for subscription of shares) of SEK 18 m. Untaxed reserves consist of tax allocation funds.

The parent company's risks and uncertainties are essentially the same as for the other companies in the group. Regarding the company's financial risk management, cash flows etc., reference is made to the financial reports included in the Annual Report and Note 3.

## The share, Share Capital and Ownership

The designated company name is AQ Group AB (publ) and the share’s short name is AQ. The company’s corporate ID number is 556281-8830.

The company began operations on October 1, 1994 in Västerås, where it is also currently based. AQ Group’s share is since January 16, 2017 listed on NASDAQ OMX Nordic Exchange MidCap. As of January 2, 2026, AQ Group’s share will be moved up to Large Cap, which includes companies with a market value of over 1 billion Euros.

### Share information and share structure

Share name	AQ Group
Short name	AQ
ISIN-code	SE0022062196

The shares entitle, at the shareholders’ meeting, one vote each and the shares are freely transferable. Each share carry equal rights to dividends. The quotient value is SEK 0.40 per share.

Share capital per December 31, 2025 was SEK 36,693,116 distributed over 91,732,790 shares. There is only one type of shares and entitle shareholders to one vote. AQ Group holds no treasury shares.

### Shareholders and ownership structure

The number of shareholders is 9,497 (8,520). This corresponds to an increase in the number of shareholders of 11%. For distribution of shareholdings and the 10 largest shareholders, see tables on the next page. The two main shareholders are Per Olof Andersson 17.16% (18.83) and Claes Mellgren 17.14% (19.07). Other large shareholders are Nordea Funds AB 6.80% (6.15), Fidelity Mutual Funds/ Fidelity Institutional Asset Mgmt 5.33% (7.97), Capital Group 4.20% (2.94) and Swedbank Robur Fonder AB 3.35% (3.14).

Information on the shareholder structure is updated quarterly at: [www.aqgroup.com/en/investor/aq-shares/major-share-holders](http://www.aqgroup.com/en/investor/aq-shares/major-share-holders).

### Share price development 2025

On the first trading day of the year (January 2, 2025) the closing price was SEK 141.66 per share and on the last trading day (December 30, 2025) it was SEK 197.20 per share, an increase of 39%. The closing price was highest on September 22, 2025, at SEK 207.60 per share. The share development is shown in a diagram on page 32. The share price can be monitored daily on the company’s website at: [www.aqgroup.com/en/investor/aq-shares](http://www.aqgroup.com/en/investor/aq-shares).

### Dividend

Earnings per share after taxes before dilution amounted to SEK 7.38 (7.27), and earnings per share after taxes after dilution amounted to SEK 7.38 (7.25). AQ’s dividend policy is to distribute approximately 25% of the average earnings over a business cycle. The company’s financial consolidation needs must always be considered.

During the year, SEK 146,352,464 m was distributed following the decision at the 2025 Annual General Meeting (AGM).

### Investor relations

Management participate in meetings with analysts, investors, other shareholders and media. This is important in order to increase the interest for the share and to give both current and new shareholders good opportunities to value AQ as fair as possible. Press releases are published immediately after an important event for the business has occurred, and are archived on the web page. Interim reports are also published as press releases and are archived on the web page. Year-end reports are published on the web page and are together with other financial data archived since 2012. On the web page there is also information about the share.

### Incentive program

The 2022 Annual General Meeting decided to introduce a warrant-based incentive program for executive officers and

other key personnel within the company. A total of 52,500 warrants were subscribed for in the three-year warrant-based incentive program that expired May 12, 2025. The subscription price at the time of redemption was set at SEK 70.20 per share (after the share split and rounded according to the warrant terms). Upon redemption, each warrant was entitled to five shares. In total, 52,500 warrants were exercised for subscription of 262,500 shares, which meant that 100 percent of the total number of warrants were exercised for subscription of shares in the company. Through the exercise of the warrants, AQ Group received approximately SEK 18 m before issue costs.

The AGM of 2024 resolved to introduce another warrant-based program for senior executives and other key personnel in the company. The warrants are priced at market value, which is based on a valuation made by an independent party. Each warrant will entitle its holder to subscribe for five shares in the company at a subscription price of SEK 152.10. The warrant program expires on May 12, 2027 and redemption is possible from this day until June 10, 2027.

For more information see Note 9.

### Authorization by the Annual General Meeting

The AGM of 2025 authorized the Board to, on one or more occasions until the next AGM, with or without deviation from the shareholders’ preferential rights, decide to increase the company’s share capital through the new issue of shares that corresponds at most to 10% of the total number of issued shares. This authorization shall include the right to decide upon an issue with cash payment, payment with non-cash consideration or with right of set-off. The purpose of the authorization and the reason that the deviation from shareholders’ preferential rights can take place is to enable financing of acquisitions. The authorization has not been utilized during the year.

## PROPOSED APPROPRIATION OF PROFIT

The Board proposes that the retained earnings, SEK 1,253,916,781, is distributed as follows:

Available, SEK		Disposition, SEK	
Share premium reserve	106,147,846	Distributed to shareholders <sup>1)</sup>	165,119,022
Retained earnings incl. profit for the year	1,147,768,935	Carried forward <sup>2)</sup>	1,088,797,759
<b>Total non-restricted equity</b>	<b>1,253,916,781</b>	<b>Total</b>	<b>1,253,916,781</b>

1) SEK 1.80 per share

2) of which 106,147,846 returns to the share premium reserve

The Board of Directors proposes that the AGM on April 23, 2026 decide on a dividend of SEK 1.80 per share, a total of SEK 165,1 m.

The proposed dividend corresponds to 24% (22) of the Group's profit after tax. The proposed dividend is not expected to affect the Company's or the Group's ability to meet its commitments in the short and long-term, continue its operations and make further commercially motivated investments.

Regarding the Company's profit and financial position, refer to following income statements, balance sheets, cash flow statements and comments and notes.

The Board proposes that the following conditions apply to dividends:

- SEK 1.80 per share shall be distributed and
- April 27, 2026 is the date of reconciliation
- April 30, 2026 is the pay out date

The Board proposes that

**1.80** SEK per share shall be distributed

**The 10 largest shareholders**

Owner	Number of shares	Number of shares (%)	Market value (SEKm)
Per Olof Andersson	15,737,672	17.16	3,103
Claes Mellgren	15,722,672	17.14	3,101
Nordea Funds AB	6,235,187	6.80	1,230
Fidelity Mutual Funds / Fidelity Institutional Asset Mgmt	4,891,637	5.33	965
Capital Group	3,851,192	4.20	759
Swedbank Robur Fonder AB	3,074,490	3.35	606
Vanguard Funds	2,180,494	2.38	430
Första AP-fonden	1,700,000	1.85	335
Cliens Kapitalförvaltning AB	1,606,962	1.75	317
JP Morgan Asset Management	1,459,437	1.59	288
<b>Summa 10 största</b>	<b>56,459,743</b>	<b>61.55</b>	<b>11,134</b>
<b>Summa Övriga</b>	<b>35,273,047</b>	<b>38.45</b>	<b>6,956</b>
<b>SUMMA TOTALT</b>	<b>91,732,790</b>	<b>100.00</b>	<b>18,090</b>

Source: Euroclear as of December 31, 2025

**Distribution of shareholdings**

Number of shares	Number of shares	Percentage of equity (%)	Number of shareholders	Market value (SEKm)
1-500	906,916	0.99	7,426	179
501-1,000	593,696	0.65	784	117
1,001-5,000	2,018,695	2.20	876	398
5,001-10,000	1,140,688	1.24	152	225
10,001-15,000	705,554	0.77	55	139
15,001-20,000	465,644	0.51	26	92
20,001-	85,901,597	93.64	178	16,940
<b>Total</b>	<b>91,732,790</b>	<b>100.00</b>	<b>9,497</b>	<b>18,090</b>

Source: Euroclear as of December 31, 2025



## The share capital and its development, AQ Group AB

Year	Event	Shares	Total shares	Amended share capital	Total share capital
1994	AQ starts operations	500	500	50,000	50,000
1994	Fund and share issue	4,500	5,000	450,000	500,000
1998	Bonus issue	20,000	25,000	2,000,000	2,500,000
1999	Non-cash issue	290	25,290	29,000	2,529,000
2000	Non-cash issue	360	25,650	36,000	2,565,000
2000	Non-cash issue	460	26,110	46,000	2,611,000
2000	Bonus issue	26,110	52,220	2,611,000	5,222,000
2000	Split 10:1	469,980	522,200	-	5,222,000
2001	New issue	50,000	572,200	500,000	5,722,000
2002	Non-cash issue	6,000	578,200	60,000	5,782,000
2002	Split 5:1	2,312,800	2,891,000	-	5,782,000
2004	Bonus issue	2,891,000	5,782,000	5,782,000	11,564,000
2006	Non-cash issue	57,000	5,839,000	114,000	11,678,000
2006	Bonus issue	11,678,000	17,517,000	23,356,000	35,034,000
2007	Non-cash issue	332,058	17,849,058	664,116	35,698,116
2010	Non-cash issue	110,000	17,959,058	220,000	35,918,116
2012	Non-cash issue	35,000	17,994,058	70,000	35,988,116
2013	Non-cash issue	40,000	18,034,058	80,000	36,068,116
2016	Non-cash	260,000	18,294,058	520,000	36,588,116
2024	Split 5:1	73,176,232	91,470,290	-	36,588,116
2025	New issue/warrants	262,500	91,732,790	105,000	36,693,116

Source: Euroclear as of December 31, 2025



# Sustainability Statement 2025

## INTRODUCTION

AQ Group was founded in Sweden 1994 and has today approximately 8,000 employees, most of whom work in emerging countries outside Sweden. AQ is a global manufacturer of components and systems for demanding industrial customers around the world. AQ is proud to have been a reliable supplier for over 30 years by producing high-quality products that are delivered on time in a sustainable way. AQ has been an active member of the UN Global Compact since 2012 and since then supports the Global Compact's 10 guiding principles relating to human rights, labour rights, the environment and anti-corruption in order to conduct sustainable business.

The ten principles are:

### Human rights principles

- Principle 1: Support and respect the protection of internationally proclaimed human rights
- Principle 2: Make sure that we are not complicit in human rights abuses

### Labour principles

- Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining
- Principle 4: Uphold the elimination of all forms of forced and compulsory labour
- Principle 5: Uphold the effective abolition of child labour
- Principle 6: The elimination of discrimination in respect of employment and occupation

### Environmental principles

- Principle 7: Support a precautionary approach to environmental challenges
- Principle 8: Undertake initiatives to promote greater environmental responsibility
- Principle 9: Encourage the development of environmentally friendly technologies

### Anti-corruption principle

- Principle 10: Work against corruption in all its forms, including extortion and bribery

According to AQ's Core Values, the business shall be conducted with a strong focus on cost-efficiency, which means, among other things, that we constantly try to meet our customers' wishes for the most cost-effective way of manufacturing and implement continuous improvements. By working towards reduced waste (scrap, poor quality, overproduction, poor utilization of space, warehouses, extra transports, etc.), costs and environmental impact are reduced. At AQ, we believe that a reduced spend dollar is also a reduction in emissions. We are also proud to economize on resources, which is part of our DNA.

So, at AQ, sustainability has since long been an integral part of our strategy and operations and is a natural part of our regular business activities – everything from meeting customer requests for energy- and cost-effective components and systems to responsibly manufactured products with a long lifespan that are delivered from a factory in the local area to reduce transport. And AQ's Core Value Cost Efficiency means that AQ focuses on economize resources and eliminating waste, which also contributes to a lower impact on the environment.

AQ has previously conducted annual sustainability reporting (Communication of progress and Letter of Commitment) in accordance with the UN Global Compact's framework and provided sustainability information in the statutory annual report. This Sustainability Statement is the first sustainability statement that AQ prepares according to the CSRD and ESRS, which is why the structure and several disclosures differ from previous reports. However, AQ has not changed its way of working with sustainability-related issues, but its strategy and Core Values remain unchanged. AQ works long-term with demanding industrial customers who have high demands on quality and delivery precision. AQ's entrepreneurial and decentralised governance model helps us to listen to our customers' wishes and be quick to transition.

## WE SUPPORT



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## I ESRS 2 - General Information (ESRS 2)

### BASIS FOR PREPARATION

#### BP-1

#### General basis for preparation of the Sustainability Statement

AQ Group's Sustainability Statement has been prepared in accordance with the requirements of the Swedish Annual Accounts Act, European Sustainability Reporting Standards ("ESRS"), and the EU Taxonomy. It has been prepared on a consolidated basis, and the scope of the consolidation is the same as for the financial statements, i.e. the Sustainability Statement covers both the parent company AQ Group AB and all subsidiaries. Following the outcome of the due diligence process and materiality assessment, AQ Group's Sustainability Statement contains information on material effects, risks and opportunities associated with AQ Group's own operations and its direct and indirect business relationships both upstream and downstream in the value chain. As AQ Group is a contract manufacturing supplier and operates in the middle of the value chain in the contract manufacturing industry, there is little visibility into the upstream and especially downstream of the value chain.

This statement describes the sustainability topics that are most relevant for the group and its valuechain and the disclosures may lack some information. No exemptions have been made for the disclosure of certain information on intellectual property rights, know-how or innovations (ESRS1, section 7.7), or the disclosure requirement 19a.3 and 29a.3 of 2013/34/EU. Reported climate emissions are based on estimates and constitute an approximation of actual emissions. As this is the first year that AQ compiles a sustainability statement in accordance with ESRS, we have chosen not to include comparative data for 2024 but only data for 2025 that has quality-assured data in accordance with the regulations in ESRS.

#### BP-2

#### Disclosures in relation to specific circumstances

Applied time horizons are in accordance with ESRS 1, section 6.4, for the assessment of impacts, risks and opportunities and were short-term (less than 1 year), medium-term (1-5 years) and long-term (more than 5 years). AQ Group has collected data from its subsidiaries and there are controls in place to ensure that the information is complete and accurate. However, the preparation of the Sustainability Statement also requires the use of assumptions, estimates and management's assessments. AQ reports on uncertainties and specific circumstances in addition to relevant disclosures. AQ is considering additional IT solutions to obtain better quality data, mainly on emissions (Scope 1-3) that can improve data collection and make information more accurate. Information previously presented in AQ Group's statements has not been reviewed, therefore AQ does not report comparative information in this report. In this Sustainability Statement, AQ does not disclose any other information derived from generally accepted standards and frameworks for sustainability reporting.

The Sustainability Statement has been certified by EY and has not been validated by any other external party. For the first reporting year, AQ applies phasing-in provisions in accordance

with Annex C to ESRS 1 and, among other things, does not report the expected monetary effects of climate change and resource use-related risks and opportunities for the financial year 2025.

Metric	Reason for uncertainty	Reference to topical chapter
Scope 3	Limitations due to a spend-based approach, and energy standards as the basis for energy use.	E1

### GOVERNANCE

#### GOV-1

#### The role of the administrative, management and supervisory bodies

The administrative, management and supervisory bodies responsible for the supervision of impacts, risks and opportunities (later in this Sustainability Report: IRO) are the Board of Directors. The Board of Directors is the highest management body in sustainability matters and oversees sustainability reporting and risk management, and approves AQ Group's Sustainability Statement, including targets, group-wide policies and processes, as well as the Double Materiality Assessment (later in this report: DMA). The Board is responsible for monitoring progress towards the targets. The CEO, with the support of Group Management, implements the sustainability measures based on the instructions of the Board of Directors. The members of Group Management represent all of AQ Group's subsidiaries and have expertise relevant to AQ's operations and industry. The MDs of the subsidiaries are responsible in their countries for all sustainability-related matters, and it is their task to manage the risks, determine and reserve the resources and expertise required for processes and actions towards defined targets. AQ's in-house experts support Group Management with regard to material impacts, risks and opportunities.

#### Group Management and operational management of sustainability

The Board of Directors of AQ Group is ultimately responsible for the company's organization and management.

The Audit Committee assists the Board of Directors in, among other things, monitoring the sustainability reporting processes to ensure the quality of such processes and reporting. The Board of Directors appoints and provides instructions and guidelines to the CEO, who are then responsible for the ongoing management of the group. The Board of Directors and its committees shall thus be regarded as the group's administrative, management and supervisory body for sustainability topics. However, the operational administration and management of sustainability topics has been delegated by the Board to the CEO with the support of Group Management.

### Governance of sustainability efforts

Board of directors and Group Management	Number of members	Female, %	Male, %	Proportion of women in relation to men, %
Board of Directors <sup>1)</sup>	6	33	67	50
Management	9	33	67	50

<sup>1)</sup> Since the Annual General Meeting 2025

Disclosures in accordance with ESRS in other parts of the Annual Report		Section of the Annual Report, page
<b>GOV 1</b>		
§21 b	Information about employee representatives	N/A
§21 c	Experience and expertise of the Board	Corporate governance report, page 24
§21 e	Percentage of independent Board members	Corporate governance report, page 24
§22 a	Members of the Board and executive management	Corporate governance report, pages 24-25
§22 b	Nomination committee selection criteria, Board procedures and CEO instructions	Corporate governance report, pages 21-22

### Group policies and steering documents related to sustainability

AQ's Core Values form an important foundation for our decentralized operations and bring together AQ's companies and employees around the world. Read more about our Core Values on page 8.

Through our Core Values and our commitment to total quality, we are constantly improving to meet our customers' requirements and expectations. All the work we do is a testament to our competence and a recommendation for future business. All employees are responsible for quality.

The activities must also be conducted in such a way that natural resources are preserved and the environment is protected. We will comply with rules and legislation, constantly work on improvements to reduce or prevent our environmental impact - from design to delivery. All employees are responsible for the environment.

In addition to AQ's written Core Values, we have a Code of Conduct that provides the framework for how all employees in the group should behave. We also have a Supplier Code of Conduct with our expectations of them in key areas such as working conditions, human rights, health and safety, and environmental management. The same standards apply to suppliers as to AQ Group's own operations. The Board of Directors approves the Code of Conduct and the Code of Conduct for Suppliers, while Group Management approves other group-wide policies. For each Group policy, a member of Group Management is appointed as the policy owner, responsible for monitoring the implementation and providing guidance and related governing documents. Additional and relevant ESG-related Group policies are listed in the following table.

### Overview of Group policies and steering documents

Sustainability area	Important steering documents	Accountable
Governance	Vision, Business concept, Goals	CEO
Governance	AQ Core Values	CEO
Governance	Code of Conduct	HR
Governance	Supplier Code of Conduct	Purchase
Governance	Quality policy	CEO
Governance	IT policy	IT
Social	Remuneration policy for senior executives	HR
Social	Policy against abusive discrimination	HR
Social	Gender policy	HR
Social	Whistleblower policy	HR
Environmental	Environmental policy	HR
Environmental	ISO 14001 certification	Local MD
Financial	Finance policy	CFO
Financial	Internal control policy	CFO
Financial	Information- and Insider Policy	CEO
Financial	Dividend policy	CFO

### GOV-2

#### Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

#### Sustainability expertise and material issues 2025

Some of the sustainability issues that AQ Group's management and Board of Directors specifically addressed in 2025 were customers' wishes for climate-adapted components and systems, customers' wishes for specific climate-related reporting, work environment risks, business ethics, AQ Group's prerequisites for climate-neutral operations, the adaptation to CSRD's requirements for sustainability reporting, and the work and results of a Double Materiality Assessment. Work and education within the company contribute to skills development in all issues. From the 2025 financial year, sustainability will be a clarified focus area in the Board's work. In the company, the CFO was given increased responsibility corresponding to a group's "Head of Sustainability" and received additional resources to the previous central functions for statutory reporting, accounting and analysis to also include the expanded statutory sustainability reporting for the parent company and group in the future. No separate sustainability function has been established but is part of the existing organizational structure with responsibilities and authority. AQ engaged external expertise to provide Group management, the Board of Directors and certain functional managers with basic training in the CSRD and ESRS as well as the statutory reporting and disclosure requirements that have arisen. External expertise was also consulted in connection with the preparation of the documentation for the Double Materiality Assessment and the GAP analysis that has been carried out during the year.

In 2025, the Audit Committee held six (6) meetings and the meetings addressed, among



other things, the progress in the implementation of the CSRD in general, the DMA and related due diligence process, the material impacts, risks and opportunities identified in the DMA (see the table of material IROs under ESRS2, SBM-3), updating of AQ Group’s sustainability documentation and reporting, setting targets and metrics, and updating existing and new policies to support sustainability issues. Based on the ESG work of the Audit Committee and Group Management, the Board of Directors approved the DMA and updated policies in 2025.

**GOV-3**

**Integration of sustainability-related performance in incentive schemes**

The starting point for salary and other remuneration to senior executives in AQ Group is that they should be in line with market conditions and adapted to the company’s costs and give the company the opportunity to recruit and retain the senior executives needed to achieve long-term and short-term goals, support the business strategy and contribute to sustainability. According to AQ’s remuneration guidelines for senior executives, variable remuneration (incentive program/bonus) shall have a fixed maximum amount and be linked to predetermined and clearly established measurable target criterias with the aim of promoting the company’s business strategy, sustainability and long-term value creation. Through the warrant-based incentive programs, the reward is linked to the company’s future earnings and value development.

AQ Group’s variable remuneration system for the Group’s senior executives and Managing Directors of the subsidiaries for 2025 has been related to earnings development and tied-up working capital (EBT and ITO metrics) and no specifically expressed sustainability metric/non-financial performance criterion, as the requirement to live up to the company’s values and to contribute to increased sustainability in the operations conducted is an inherent expectation of all employees within AQ. (GOV-3 §29a, see Board of Directors’ Report page 29).

**GOV-4**

**Statement on due diligence**

AQ Group’s due diligence process for Double Materiality Assessment relied on that described in the European Sustainability Reporting Standards (ESRS), which involves a comprehensive approach to identifying, preventing, mitigating and accounting for actual and potential adverse impacts on both the environment and people linked to a company’s operations. AQ Group’s subsidiaries have long followed established industry standards, such as ISO-certified management systems. ISO certification of quality, work environment and safety and environmental management systems requires companies to systematically assess risks, implement measures to address identified issues, and transparently report on their efforts and results. In addition, a stakeholder analysis was used to identify and assess impacts, risks and opportunities in the DMA. Stakeholder dialogues and analyses are carried out on an ongoing basis, primarily with customers, suppliers, employees and investors, and are an important part of the ongoing due diligence process.

Core elements of due diligence	Paragraph in the Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	GOV-1 The role of the administrative, management and supervisory bodies GOV-2 Information provided to and sustainability matters, addressed by the undertaking’s administrative, management and supervisory bodies GOV-3 Integration of sustainability-related performance in incentive schemes SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
b) Engaging with affected stakeholders in all key steps of the due diligence	SBM-2 Interests and views of stakeholders and opportunities GOV-2 Information provided to and sustainability matters, addressed by the undertaking’s administrative, management and supervisory bodies IRO-1 Description of the process to identify and assess material impacts, risks
c) Identifying and assessing adverse impacts	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
d) Taking actions to address adverse impacts	E1-3 Actions and resources in relation to climate change policies S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions
e) Tracking the effectiveness of efforts and communicating	SBM-2 Interests and views of stakeholders

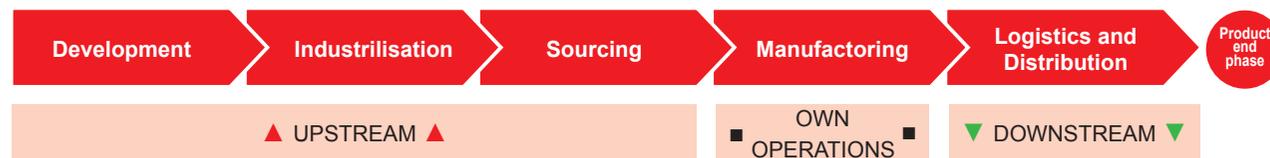
**GOV-5**

**Risk management and internal controls over sustainability reporting**

AQ Group has since many years established processes for risk management and internal control of reporting. During the year, these processes have evolved to also include the new data points required by the CSRD and ESRS. Follow-up takes place at company level for all companies in the group. Results/data points regarding the environment, social and governance are followed up annually. Financial results are monitored monthly. Results/data points are compiled by the CFO (using the group accounting function) and reported to Group Management and the Board of Directors. Deviations from targets and previous years are considered and reconciled. Prior to the decision on the Sustainability Statement, an overall reconciliation takes place with the auditors. The governance of the Sustainability Statement is similar to that of financial reporting. The Audit Committee prepares the Sustainability Statement before it is taken up for decision by the Board of Directors. The Audit Committee’s work includes a focus on quality and accuracy in the group’s reporting. In their annual audit report presented to the Board of Directors, the auditors present their observations from the review as well as their assessment of the company’s internal control processes.

**SBM-1**

**Strategy, business model and value chain**



The AQ Group’s main business and value chain and how these relates to the Materiality Assessment are summarized below.

**AQ Group’s purpose and business model**

AQ Group’s purpose is to be a reliable growing partner for demanding industrial customers. AQ’s customers are in many cases world leaders in what they do. In principle, AQ has no patents of its own, but manufactures and supplies components and systems on order from industrial customers, who in turn often further refine these before they reach the end customer, which is also, with a few exceptions, industrial companies. AQ’s customers depend on receiving high-quality components and systems with high delivery precision. At the same time, high demands are placed on AQ to produce in a sustainable way and at a competitive price. AQ adds customer value in four main areas: Design, Industrialization, Purchasing/Logistics and Serial production.

The Group operates in two business segments; Component that produces transformers, wiring systems, mechanical parts, sheet metal processing and injection molded thermoplastics, as well as Systems that produces system, power and automation solutions and assembles complete machines in close cooperation with customers.

AQ aims to be a world leader in terms of quality, delivery precision and customer service. The goal is also to be close to our customers geographically in order to be able to offer products with the best total cost and at the same time low environmental impact.

In summary, the nature of AQ’s market segment is often; A) long-term and recurring business B) often highly complex products C) customers are often market leaders D) regionalized supply chains and manufacturing.

See further about AQ’s business model, goals and strategies on pages 9-11 in the Annual Report.

Disclosures in accordance with ESRS in other parts of the Annual Report		Section of the Annual Report, page
<b>SBM-1</b>		
§40 a iii	Employees by geographical area	Financial Reports, page79
§40 b	Total revenue	Financial Reports, page 61

**Key industry trends impacting the Group’s strategy**

AQ has many customers who are leaders in technology to improve our environment. We help them produce parts or complete products. In recent years, AQ has seen an increase in demand in these areas. In order for our customers to succeed, it is of the utmost importance that the products work for a long time, but also that they have as low a cost as possible. We help them with everything from realizing an idea to serial manufacturing with deliveries globally close to our customers’ markets. We see the trend most clearly in commercial vehicles, where several of our customers are switching to fully or partially electric propulsion. There, AQ can assist them with expertise to produce for the automotive industry combined with our expertise in electric power and electrical automation.

We also see a clear trend of increased demand for components that minimize and streamline energy use among our customers’ end customers, as well as components that enable renewable energy sources such as solar and wind power.

**AQ Group’s value chain**

AQ procures components/production input materials and manufacturing equipment from a large number of suppliers worldwide. The largest type of materials purchased are aluminum, steel, electric steel, copper, plastic, and stainless steel. Large amounts of purchases are also made of electronic components that are mainly used in cabling and electrical cabinet manufacturing. Transportation to and from the companies’ production facilities is another important area for purchasing. Several companies also use temporary workers in their manufacturing processes to be able to adapt their workforce more quickly to customer demand.

AQ’s business is to produce components and systems for demanding industrial customers who own the intellectual property rights of the products themselves. Customers use AQ as a production unit for the manufacture of well-specified products, such as painted metal sheets and assembled electronics, which customers then assemble as often small but important components in their end products.

The products are transported to the customers who distribute them to the end customers. Since AQ manufactures a variety of products in some 15 different industrial market segments, there are many different types of end customers and end users worldwide, ranging from medical or military personnel, operators of industrial machinery and equipment, to consumers of data centers and wind turbines. However, AQ has no or very limited insight into the end use of the products, which is why the description of the value chain and the Materiality Assessment have mainly been made based on what AQ has first-hand information about.



**Customers**

AQ Group has a well-diversified customer base, with the ten largest customers accounting for just over half of revenues. Customers include demanding industrial customers operating in a variety of manufacturing industries, such as ABB, Alstom, Hitachi, Scania and Volvo. None of the revenue comes from customers directly active in the fossil fuel sectors, chemical production, controversial weapons or tobacco.

**Employees**

AQ Group employs around 8,000 people, most of whom work in factory environments in the Group's more than fifty factories spread across 17 countries. In addition to employed employees, hired staff are hired to enable upscaling and downscaling of production in line with orders from customers. Other employees are active in management and support functions.

**Suppliers**

The purchasing function has strategic importance for AQ. In close cooperation with existing and new suppliers, the purchasing function work to ensure a reliable and long-term sustainable supplier base. It creates added value for our customers and strengthens AQ's competitiveness. Through AQ's global presence and the big number of suppliers we work with, we often help our customers find an equivalent component alternative at lower prices internally within AQ, but also externally. This allows us to reduce the total cost for our customers, but also increase the alternatives to find suitable goods to buy based on our customers demand.

**Toward the Group's strategy for profitable growth**

For 30 years, AQ Group has built a successful company by taking a long-term approach and investing wholeheartedly to live up to customer expectations in terms of quality, delivery precision, technical development and service. In short, "reliable". The ambition is to be the world's best supplier! AQ has no fantastic patents or other protections, but lives on having the best crew. To deserve the best crew, AQ believes that you should be honest, open, interested, have courage, give feedback and welcome opposition. Furthermore, in order to survive in the long term, you have to grow, and in order to grow, you have to internationalize. To be able to make quick decisions and decide for yourself, you should not be dependent on lenders so making money before investing is important. AQ's values are based on a fundamental respect for the individual and a belief in people's ability to take their own initiative. There must be an openness to innovation and a desire for continuous improvement throughout the company. By sharing the values, colleagues from all parts of the world can work together at a fast pace, trust each other's knowledge and abilities, develop together and create customer value in the best way. That is AQ's strategy for profitable growth.

**AQ Group's strategy for adding sustainable value**

AQ works to reduce the negative environmental impact of its operations by identifying and managing environmental issues and developing sustainable working methods. By promoting the climate transition and circular production processes, the operations reduce emissions to air, soil and water and preserve biodiversity. Together with customers and suppliers in the value chain, the company takes responsibility for the environment. An important part is also minimizing waste, which has a positive environmental impact.

AQ's ambition is to reduce the climate impact of its operations. As part of AQ's climate transition, the company maps its own greenhouse gas emissions and the indirect emissions that arise in the value chain of suppliers and customers

Social sustainability means taking responsibility for people and includes both those who work at AQ's workplaces and throughout the value chain. AQ is characterized by a strong corporate culture that rests on the values WE ARE RELIABLE. The company strives to be an attractive employer by offering safe, inclusive and secure workplaces.

AQ's business, strategy and sustainable working methods create the conditions for long-term and sustainable profitability.

AAQ strives to have stable and robust profitability, where the company achieves profitable growth through customized solutions and value-creating product and service deliveries. Stable profitability over time creates the conditions for dividends to our owners while maintaining a balanced equity ratio.

AQ is characterized by a strong corporate culture and good business ethics. The requirements set internally also apply to the company's suppliers. AQ works for a sustainable supply chain by ensuring human rights, labour rights, environmental responsibility and anti-corruption measures in the supply chain. This is done within the framework of AQ's purchasing work, where the company collaborates with suppliers who are assessed and approved according to the criteria for the Supplier Code of Conduct.

**Sustainability targets**

As mentioned earlier, AQ has since 2015 conducted an annual self-assessment and follow-up of the Group's companies to give Group management a good understanding of how well the principles of the UN Global Compact are being complied with within the Group and to identify action plans for areas where the score is considered low. Since 2021, AQ also set a target of reducing carbon dioxide emissions in relation to sales by 2% for 2022 and after that by 4% per year. The Group's progress towards the target is assessed and monitored on an annual basis and the status as of year-end 2025 is summarised in the table below. For further details on the Group's carbon dioxide emissions, please refer to section E-1. This metric and target is global and covers all of AQ's operations and is an integral part of the Group's strategy and operations. By reducing carbon dioxide emissions, AQ contributes to limiting the impact on global warming, thereby contributing to the Paris Agreement's main goal of limiting global warming to 1.5 degrees.

ESRS-standard	Metric	Target ambition level	Base year	Target year	2025 Status	Target
<b>Environment</b>						
E1	Scope 1 and 2 emissions	4% reduction in relation to net sales annually so that in 10 years' time (2034) there will be a reduction of 44%	2025	2034	●	Operate resource-efficient operations and offer customers low-emission alternatives.

● On track ● Additional effort is required ● Off track

**SBM-2**

**Interests and views of stakeholders**

AQ likes transparency and direct feedback. Our values state: “We must constantly improve – those who stand still will fall behind”. Our stakeholders therefore provide ongoing insights into our sustainability and strategic work. Their perspectives help us assess the severity or benefits of AQ’s impact on people and the environment and evaluate our sustainability-related risks and opportunities. Stakeholders fall into two main groups. The first group includes those directly or indirectly affected by our operations in the value chain, or those who can influence AQ’s ability to meet its objectives, such as employees, customers and the environment. The second group includes stakeholders who rely on our sustainability disclosures, such as customers and investors.

The results of stakeholder dialogues are regularly reported back to AQ’s management and board. This gives rise to strategy adjustments and new/adapted processes in the business model with the aim of minimizing our negative impact and promoting benefits, as well as managing sustainability-related risks and opportunities.

As part of our 2025 Double Materiality Assessment, stakeholder insights contributed to identifying numerous impact topics, risks and opportunities across the entire value chain.

Stakeholders	Importance to AQ Group	
	Purpose	Details on stakeholder engagement
Customers	At AQ customers always come first. The starting point for a growing and sustainable business is to listen to the customer’s needs and demands.	The customers expectations are that AQ manufacture their products with high quality, at a competitive price and are delivered on time. AQ has very demanding customers and our ambition is to be a reliable supplier that contributes to their ambitions for quality and sustainability.  AQ has ongoing contact with customers, some as often as every week. Customer contact is handled mainly by account managers in each company but sometimes also by the CEO and Group Sales Manager.
Employees / Own workforce	AQ is a core value driven company why contious communication with employees is the key to suces to recruit and retain high performing employees.	AQ possesses no amazing patents or other security, we rely on having the best crew. To deserve the best crew we need to be honest, open, alert, possess courage, provide feedback and welcome opposition. For this we have a shared responsibility. Managers at AQ have an extra responsibility to provide a good example and ensure good communication with employees. It is also important to have fun and to work in a safe and healthy way. Depending on local legislation and trade union organizations, meetings with these organizations are held according to formalised routines.
Investors and banks	The stakeholder engagement with investors and banks is important to inform about AQ’s strategies and operations, to get feedback on how provided information is received and if it needs adjustments.	Access to the capitalmarket is important, and it is important that our investors and financiers regards AQ as a safe investment with financial stability and a profitability that will lead to sustainable shareholder returns. AQ Group has contact with main investors and banks on an ongoing basis, more than 4 times per year. Engagement with banks are handled by the CEO and CFO.
Suppliers	A close and continued interaction with suppliers is necessary to ensure a reliable and long-term sustainable supplier base that fulfills our customers high demands.	The purchasing function has strategic importance for AQ and is responsible for the close and continued interaction with suppliers. This is necessary to ensure a reliable and long-term sustainable supplier base that fulfills our customers high demands. AQ’s purchasers in the companies and purchasing managers at group level have ongoing contact with suppliers and conduct specific supplier meetings/dialogues and reviews.
Workers in the value chain		Workers within the value chain are a key group of stakeholders in regard to responsible business practices. Currently, AQ has not engaged directly with these workers, but instead work through our supplier code of conduct and other base requirements to be fulfilled to be part of AQ’s supplier base.
Consumers and end-users		AQ Group does not engage with consumers and end-users directly since the components and systems are produced and provided on demand from industrial customers, who often refines them before distributing them to end-users.
Society and affected communities		The society influences AQ through regulations, laws and directives. AQ affect local communities by offering workopportunities but also with emissions and resource consumption. This is a natural and integrated part of AQ’s daily business. AQ has no formalised nor continued engagement with society and affected communities, but dialogue is done more sporadic and based on needs. With input from these dialogues, for instance new policies, routines and manufacturing techniques are developed.

**SBM-3**

**Material impacts, risks and opportunities and their interaction with strategy and business model**

AQ has conducted a so-called Double Materiality Assessment (DMA) according to the new ESRS regulations in 2025. Before that, AQ instead included environmental and sustainability issues in the normal risk assessment process and prepared a sustainability report according to the previously applicable regulations. The purpose of the DMA is to identify the group's significant sustainability-related impacts as well as significant sustainability-related financial risks and opportunities. An ESRS topic is considered material by AQ if it affects how AQ handles strategic or business model issues. This is important information for the group when it comes to setting relevant targets and metrics to further drive and improve sustainability work.

The result of the DMA for 2025, shown here, is in line with AQ's previous assessments of risks and material impact on the group's operations in the short, medium and long term. Thus, the DMA did not result in any major changes to the Group's strategy or business model. However, the evaluation has contributed to the implementation of partly new metrics, targets and updated reporting routines.

The DMA from 2025 shows that three out of ten ESRS topics are considered material to AQ and the value chain based on the applied ESRS regulations. Through the assessment of sustainability topics, AQ can prioritize and focus on the most material issues regarding ESRS standards and address these in its policies, processes, measures, metrics and targets. The topics that are considered material are addressed in this Sustainability Statement.

		Materiality characteristic			
ESRS standard	Sub-topic	Value chain	Material impact	Financial effect	Assessment
<b>Environmental</b>					
<b>E1 Climate change</b>	Climate change adoption	▲ ■	No material impact	No material impact	We do not assess any significant impact due to our business model and where our companies are located, i.e. not in climate-exposed areas and the transition is assessed to be able to be made without major impact.
	Climate change mitigation (greenhouse gas emissions)	▲ ■ ▼	Actual negative impact	Potential negative effect (risk)	Actual negative impact in own operations, upstream and downstream due to greenhouse gas emissions generated in Scopes 1, 2 and 3 which impact climate change. According to spend analysis, the largest impacts are from sheet metal suppliers and transport to and from AQ's production units.  Potential negative financial impact due to climate-related risks such as regulation. Investments are required to reduce greenhouse gas emissions, limit climate change and ensure that AQ meets its emission reduction targets. Potential financial risks linked to increased carbon taxes could give rise to additional financial impact.
	Energy	▲ ■	Actual negative impact	No material impact	Purchased energy for production processes contributes to CO <sub>2</sub> emissions.
<b>Social</b>					
<b>S1 Own workforce</b>					Minor actual negative impact on own employees has been identified linked to minor incidents and ergonomic risks that have led to lost working time. However, this is not considered significant, which is why the risk is assessed as "potential negative impact".
	Working conditions	■	Potential negative impact	No material impact	Potential negative impact due to the risk of life-threatening or permanent injuries. Impacts of such a magnitude would be impossible or difficult to remedy. Although it is unlikely that incidents of this type will occur, AQ considers health and safety to be a material issue because it has a negative impact linked to human rights and labour rights.
<b>Governance</b>					
<b>G1 Governance</b>	Corporate culture	■	Actual positive impact	No material impact	Actual positive impact in own operations by creating a positive work environment and corporate culture grounded in common values, procedures and behaviors set in policies and the company's Core Values, policies and Code of Conduct. AQ has also a whistleblower-system with protection for whistleblowers. Since this is very difficult to measure positive effect, "no material financial impact" is stated.
	Corruption and bribery	▲ ■ ▼	Potential negative impact	Potential negative effect (risk)	Potential negative impact upstream and downstream due to the risk of corruption and bribery in business relationships mainly in high-risk sectors and high-risk countries. AQ operates in certain high-risk markets and monitors these risks and continuously educates its employees about them.

▲ Upstream   ■ Own operations   ▼ Downstream

### Consideration of workers in the Double Materiality Assessment process

Workers within the value chain are an important group of stakeholders in regard to responsible business practices. At present, AQ has not engaged directly with these workers, but addresses human and labour rights through engagement with our suppliers (see above and disclosures regarding ESRS 2 SBM-2).

### Consideration of consumers and end-users in the Double Materiality Assessment process

AQ does not engage with consumers and end-users directly since we manufacture products on demand and as a service for our customers, who distribute them to consumers and end-users.

## IMPACT, RISK AND OPPORTUNITY

### IRO-1

#### Description of the process to identify and assess material impacts, risks and opportunities (IROs)

##### AQ Process for Double Materiality Assessment

The group's Double Materiality Assessment is based on a sub-topic approach, which considers both impacts and financial materiality according to the ESRS requirements. The key steps are described below. The views of AQ's external stakeholders are assessed and integrated into the Double Materiality Assessment on an annual basis. Global functions and business areas summarize the feedback received through dialogues with key stakeholders, interactions with sustainability experts and users of the Sustainability Statement. Not all sustainability-related risks in this section are specifically addressed in the risk management section.

#### Step 1 - Mapping the Business and Value Chain

Mapping the entire value chain, from material procurement to customer delivery.

#### Step 2 - Identification of Impacts, Risks, and Opportunities (IROs)

Based on a basic list from various frameworks such as ESRS, GRI and OECD, senior executives assess which ESG impact areas are relevant to the group. The analysis also assesses whether such impacts, risks and opportunities deviate from previous assessments and whether they may lead to changes in the group's strategy or business model.

#### Step 3 - Stakeholder engagements

Dialogues with customers, employees, suppliers, investors and experts, among others, provide valuable information and contribute external perspectives on relevant ESG impact areas (sustainability issues) for the group. Read more about stakeholder dialogues in SBM-2.

#### Step 4 - Assessment of Materiality in Two Dimensions (Materiality Assessment)

The relevant impacts, risks and opportunities are then assessed from two perspectives: Inside-out (Impact Materiality): Assessment of the company's impact on the outside world (environment, social, society) respectively, Outside-in (Financial Materiality): Assess how sustainability risks and opportunities affect the company's business model, results, and future development.

#### Step 5 - Compilation and Prioritization

Results are placed in a materiality matrix. The Double Materiality Assessment and the defined material sustainability topics undergo several calibration rounds with internal stakeholders from relevant global functions within the group. External experts are engaged as needed to assist in relevant assessments. Top areas become guiding for reporting and strategy.

#### Step 6 - Gap Analysis and Action Plan

A Gap analysis is conducted to identify the difference between current reporting and the requirements of the CSRD/ESRS and a plan is developed to fill identified gaps and implement ESRS standards.

#### Step 7 - Integration into Reporting and Governance

The results of the Double Materiality Assessment are reviewed by the Group Management and the Audit Committee, and confirmed by the Board, before being used as a basis for sustainability reporting and strategy. Read more in GOV-1 and GOV-2 about the role of Group Management and the Board in the Double Materiality Assessment process and how they consider and decide on sustainability issues.

#### Processes used to identify, assess, prioritize and monitor risks and opportunities that have or may have financial impacts

A threshold value in SEK was set for financially significant risks and opportunities. The risks whose assessed value exceeds the financial threshold are followed up within the framework of AQ's other risk process. For identified significant opportunities, it was difficult to determine relevant financial metrics, which is why their impact could not be assessed without being integrated into relevant processes as well as business planning and strategy. For certain actual positive impacts, AQ has identified potential positive impacts from opportunities of further development. Sustainability risks are discussed with Group Management and the Board of Directors at least once a year. Risk management processes and reporting systems are maintained on an ongoing basis. Read more in the Corporate Governance Report on page 22 and in the risk management section SBM-3 and IRO-1.



**Double Materiality Assessment approach to environmental and governance topics**

Sustainability matter with material topics	Significant impact				Financial materiality	
	Actual positive impact	Potential positive impact	Actual negative impact	Potential negative impact	Opportunity	Risk
E1 - Climate change						
S1 - Own workforce						
G1 - Business conduct						
<b>Non-material sustainability matters:</b>						
E2 - Pollution						
E3 - Water and marine resources						
E4 - Biodiversity						
E5 - Resource use and circular economy						
S2 - Workers in the value chain						
S3 - Affected communities						
S4 - Consumers and end-users						

According to the summary above, AQ has significant sustainability issues in three of ESRS’s sustainability areas. These three sustainability areas relate primarily to the reduction of carbon dioxide emissions, a safe and secure working environment, and responsible business conduct in accordance with AQ’s Core Values and Code of Conducts. In practice, this means that AQ will continue to review input materials and production processes. Our production is based on large quantities of raw materials and other input materials that are largely decided by our customers. AQ’s environmental processes and monitoring are focused on minimizing material consumption and waste. Continued follow-up and preventive work to ensure safe and secure workplaces. Continued implementation of AQ’s Core Values and follow-up of compliance with our Code of Conduct and Supplier Code of Conduct.

As this is the first year AQ has conducted and documented a Double Materiality Assessment, there are areas for future improvements and refinements of both methods and assessments as regulations and practices evolve and the company gains in-depth knowledge in this area. An annual review of the Double Materiality Assessment will take place in order to continuously improve and develop it.

For seven of ESRS’s sustainability areas, AQ is currently assessing, based on its business model and knowledge, that these do not have material impacts, risks and opportunities in the Double Materiality Assessment. These areas are E2-Pollution, E3-Water and marine resources, E4-Biodiversity, E5-Resource use and circular economy, S2-Workers in the value chain, S3-Affected communities and S4-Consumers and end-users.

AQ describes how they have determined what material information should be disclosed in relation to the impacts, risks and opportunities that they have assessed to be material, including the use of thresholds in the IRO-1 section above.

**IRO-2****Disclosure Requirements in ESRS covered by the Group's Sustainability Statement**

The information in this Sustainability Statement is based on the following criteria: A) materiality (material issues based on DMA have been reported and not material ones not reported), B) voluntary basis (then mostly not reported), C) conditional information (depending on whether it applies or not), D) phasing, E) mandatory (always disclosed, if applies).

Section	Disclosure requirement	Page
General Information	BP-1 General basis for preparation of the Sustainability Statement	35
	BP-2 Disclosures in relation to specific circumstances	35
	GOV-1 The role of the administrative, management and supervisory bodies	35
	GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	36
	GOV-3 Integration of sustainability-related performance in incentive schemes	37
	GOV-4 Statement on due diligence	37
	GOV-5 Risk management and internal controls over sustainability reporting	37
	SBM-1 Strategy, business model and value chain	38
	SBM-2 Interests and views of stakeholders	40
	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	41
	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities (IROs)	42
IRO-2 Disclosure Requirements in ESRS covered by the Group's Sustainability Statement	44	
Environmental Information	EU Taxonomy report	46
	E1-1 Transition plan for climate change mitigation	50
	E1-2 Policies related to climate change mitigation and adaptation	50
	E1-3 Actions and resources related to climate change policies	51
	E1-4 Targets related to climate change mitigation and adaptation	52
	E1-5 Energy consumption and mix	52
	E1-6 Gross scopes 1, 2, 3 and total greenhouse gas emissions	53
	E1-7 Greenhouse gas removals and mitigation projects financed through carbon credits	54
	E1-8 Internal carbon pricing	54
	E1-10 Entity-specific metrics	54
Social Information	S1-1 Policies related to own workforce	55
	S1-2 Processes for engaging with own workers and workers' representatives about impacts	55
	S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns	55
	S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches	56
	S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	56
	S1-6 Employee characteristics: Total number of employees, breakdown by gender and country, and employee turnover rates	57
	S1-14 Health and safety metrics	57
Business Conduct Information	G1-1 Business conduct policies and corporate culture	58
	G1-3 Processes for preventing and detecting corruption and bribery	58
	G1-4 Incidents of corruption or bribery	59

Below table summarizes data points that derive from other EU legislation, with an indication of where they are located. Data points that have been assessed to not be material or do not occur in the group's value chain have been indicated with "not material". Material data points that are phased-in/not disclosed for other reasons are indicated with "N/A".

Section	Disclosure Requirement (DR) and related data point	DR page
General information	ESRS 2 GOV-1: Board's gender diversity paragraph 21 (d)	36
	ESRS 2 GOV-1: Percentage of board members who are independent paragraph 21 (e)	36
	ESRS 2 GOV-4 Statement on due diligence paragraph 30	37
	ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Not material
	ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Not material
	ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Not material
	ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	Not material
Environmental information	ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	50
	ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	50
	ESRS E1-4 GHG emission reduction targets paragraph 34	52
	ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	52
	ESRS E1-5 Energy consumption and mix paragraph 37	52
	ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	52
	ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	53
	ESRS E1-6 Gross GHG emission intensity paragraphs 53 to 55	54
	ESRS E1-7 GHG removals and carbon credits paragraph 56	Not material
	ESRS E1-9 Exposure of the benchmark portfolio to climate related physical risks paragraph 66	N/A
	ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	N/A
	ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)	N/A
	ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).	N/A
	ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69	N/A

Section	Disclosure Requirement (DR) and related data point	DR page	
Environmental information	ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Not material	
	ESRS E3-1 Water and marine resources paragraph 9	Not material	
	ESRS E3-1 Dedicated policy paragraph 13	Not material	
	ESRS E3-1 Sustainable oceans and seas paragraph 14	Not material	
	ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Not material	
	ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Not material	
	ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Not material	
	ESRS 2- IRO 1 - E4 paragraph 16 (b)	Not material	
	ESRS 2- IRO 1 - E4 paragraph 16 (c)	Not material	
	ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Not material	
	ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Not material	
	ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Not material	
	ESRS E5-5 Non-recycled waste paragraph 37 (d)	Not material	
	ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Not material	
	Social information	ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	55
		ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	55
		ESRS S1-1 Human rights policy commitments paragraph 20	55
		ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 21	55
		ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	55
ESRS S1-1 workplace accident prevention policy or management system paragraph 23		55	
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)		56	
ESRS S1-14 Number of fatalities and number and rate of workrelated accidents paragraph 88 (b) and (c)		57	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)		57	

Section	Disclosure Requirement (DR) and related data point	DR page
Social information	ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Not material
	ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Not material
	ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Not material
	ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	N/A
	ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	N/A
	ESRS S2-1 Human rights policy commitments paragraph 17	Not material
	ESRS S2-1 Policies related to value chain workers paragraph 18	Not material
	ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Not material
	ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 19	Not material
	ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Not material
	ESRS S3-1 Human rights policy commitments paragraph 16	Not material
	ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Not material
	ESRS S3-4 Human rights issues and incidents paragraph 36	Not material
	ESRS S4-1 Policies related to consumers and end-users paragraph 16	Not material
	SRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Not material
	Business Conduct information	ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)		58
ESRS G1-4 Fines for violation of anti-corruption and anti bribery laws paragraph 24 (a)		59
ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)		59

## E ENVIRONMENTAL INFORMATION

### SUSTAINABILITY ASSESSMENT

AQ Group has a process where the group and each subsidiary of the group makes an annual self-assessment. This is the basis for our sustainability risk assessment and the Group Management's monitoring of the Group's impact on the environment. Another important measure is that all AQ's production units must have the ISO 14001 quality system implemented to reduce the risk of the business harming the environment and to work methodically with these issues.

Management considers climate-related risks and issues, both physical and transitional, in assessments, estimates and assumptions, where appropriate. No significant risks that could, for example, affect the carrying value or useful life of the assets, have been identified. The transition to a society with lower carbon dioxide emissions also creates opportunities for AQ as many of our customers deliver products that include switching to renewable energy sources, investing in renewable electricity production and continuing to work with energy efficiency. AQ will continue to evaluate both short- and long-term climate risks and opportunities. This will provide knowledge about what is required to adapt the group's operations to handle a changing climate. AQ also assesses the environmental sustainability of its operations based on the technical decision-making criteria set out in the Commission's delegated act on the EU's climate taxonomy.

### EU TAXONOMY REPORT

#### Sustainability assessment according to EU's taxonomy/Taxonomy Report

As described by the European Commission, the EU's taxonomy is a classification system that establishes a list of environmentally sustainable economic activities and sets criteria for when an economic activity can be classified as "environmentally sustainable". The purpose is to promote financing of more environmentally and climate-friendly activities.

AQ is covered by EU directives and must state the extent to which the activities conducted meet the criteria in the EU taxo-

nomy. The assessment is based on the fact that AQ is a component manufacturer for large global OEM customers and AQ thus do not own and develop products under our own brand. Component manufacturing is not clearly described in the taxonomy, which is why we have assessed that a very limited part of AQ's activities is included among the activities covered by the taxonomy.

A complete assessment of taxonomy alignment has not yet been concluded. AQ is also dependent on third parties and has not yet received complete information on how, among other things, buildings and vehicles affect the environmental objectives within the taxonomy. Regarding the reporting requirements for nuclear energy and fossil gas-related activities, the mandatory table is presented on the next page even though AQ does not conduct any direct nuclear or gas operations.

AQ is deemed to be covered by the economic activity 7.7 *Acquisition and ownership of buildings* in line with the environmental objective *Climate change mitigation* concerning purchases of taxonomy-related goods and services. More specifically, this relates to capital expenditures for new and leased premises and operating expenditure for maintenance and repairs of these premises.

Further, AQ is deemed to be covered by the economic activity 6.5 *Transport by motorbikes, passenger cars and light commercial vehicles* in line with the environmental objective *Climate change mitigation* concerning purchases of taxonomy-related goods and services.

More specifically, this relates to capital expenditures for leases of passenger cars and company cars and operating expenditure for maintenance and repairs of these cars.

The share of the business that is environmentally sustainable is to be reported in accordance with the taxonomy through three financial metrics with a breakdown on each of the EU:s six environmental objectives. AQ only discloses in accordance with one environmental objective, *Climate change mitigation*.

Total **turnover** includes the Group's total external net sales for the year (see consolidated income statement page 61). Principles for the Group's revenue recognition are further described in Note 6. No turnover from AQ's economic activities is eligible to the Taxonomy Regulation.

Total **capital expenditures** refer to investments for the acquisition of fixed assets during the current year which are presented in Note 18-19, regarding the year's investment, additional right-of-use assets and company acquisitions. Goodwill is not included. Capital expenditures eligible to the Taxonomy Regulation consist of the portion of the year's investments (capital expenditure) that are attributable to fixed assets used for economic activities eligible to the Taxonomy Regulation. AQ's fixed assets primarily comprise own buildings and machinery for production- and office activities and right-of-use assets for premises and vehicles.

Total **operating expenditures** include costs for renovation of buildings, maintenance/repairs and service required for efficient daily operation of property, plant and equipment. Taxonomy-eligible operating expenses are related to fixed assets used in the Group's Taxonomy-eligible economic activities. For AQ, this includes building renovation, maintenance and repair of buildings, premises and vehicles.

No significant changes have taken place in AQ's operations during the year. The outcome for the year is basically unchanged compared to the previous year. In 2025 (previous year's share in brackets), the share of eligible turnover was 0% (0), the share of eligible CapEx was 56% (46) and the share of eligible OpEx was 53% (57). For reporting of the key financial metrics in accordance with the taxonomy re-gulation, see coming pages.



Turnover

Financial year 2025		2025		Substantial contribution criteria						DNSH criteria ("Does not Significantly Harm")						Proportion of Taxonomy aligned (A.1) or -eligible (A.2) turnover, year 2024		Category enabling activity	Category transitional activity
Economic activities	Code	Turnover	Proportion of Turnover, year 2025	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Minimum Safeguards			
		SEKm	%	%; Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)																			
	-	-	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	0		
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																			
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																			
	-	-	0														0		
<b>A. Turnover of Taxonomy-eligible activities (A.1+A.2)</b>																			
	-	-	0														0		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
Turnover of Taxonomy-non-eligible activities																			
		9,071	100																
<b>TOTAL</b>		<b>9,071</b>	<b>100</b>																

Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
<b>Row Fossil gas related activities</b>		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO



CapEx

Financial year 2025		2025		Substantial contribution criteria						DNSH criteria ("Does not Significantly Harm")						Proportion of Taxonomy aligned (A.1) or -eligible (A.2) CapEx, year 2024		Category enabling activity	Category transitional activity
Economic activities	Code	CapEx	Proportion of CapEx, year 2025	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Minimum Safeguards	%	E	T
		SEKm	%	%; Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	-	0	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	0		
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																			
Acquisition and ownership of buildings	CCM 7.7	265	54														45		
Transportation by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	9	2														1		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		274	56														46		
<b>A. CapEx of Taxonomy-eligible activities (A.1+A.2)</b>		<b>274</b>	<b>56</b>														<b>46</b>		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
CapEx of Taxonomy-non-eligible activities		217	44																
<b>TOTAL</b>		<b>491</b>	<b>100</b>																



OpEx

Financial year 2025		2025		Substantial contribution criteria						DNSH criteria ("Does not Significantly Harm")							Proportion of Taxonomy aligned (A.1) or -eligible (A.2) OEX, year 2024		Category enabling activity	Category transitional activity
Economic activities	Code	OpEx	Proportion of OpEx, year 2025	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Bio-diversity	Minimum Safeguards	%	E	T	
		SEKm	%	%; Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N				
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																				
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	-	-	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	0			
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
Acquisition and ownership of buildings	CCM 7.7	37	47														52			
Transportation by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	4	6														4			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		41	53														57			
<b>A. OpEx of Taxonomy-eligible activities (A.1+A.2)</b>		<b>41</b>	<b>53</b>														<b>57</b>			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
OpEx of Taxonomy-non-eligible activities		37	47																	
<b>TOTAL</b>		<b>78</b>	<b>100</b>																	

## E1 – CLIMATE CHANGE

The largest part of AQ's climate footprint belongs to the production and transport of input materials. Many times, it is AQ's customers who specify/decide which suppliers/components are to be used as input materials.

As part of the Materiality Assessment in 2025, climate-related risks and opportunities affecting AQ's operations and strategy were identified. The analysis was general and based on the entire value chain and was based on the scenario of a relatively slow transition where the Paris Agreement may not be achieved in light of our assessment of our customers' overall climate ambition. Internal experts and customers were consulted as well as an analysis of the situation in world politics.

### Climate analysis and risks

AQ is a component manufacturer, which means, among other things, that it is our customers who control much of how and what AQ will manufacture on their behalf. A significant driving force is regulations, which in turn create a need for our customers to reduce their climate footprint. For AQ, this mainly entails a number of market-related risks and opportunities linked to the transition. Our customers demand industrial processes in line with their climate targets, which places demands on climate adaptations from us as customers' environmental emissions are usually highest in the supply chain.

Among contract manufacturers, the size and ability to meet customer demand for reduced climate footprints is considered to be a significant competitive advantage, and conversely a transition risk. Contract manufacturers that can offer a transition to renewable energy sources, energy efficiency improvements, minimized transport and the ability to take steps towards climate-neutral operations will benefit.

A clear conclusion is that AQ's overall transformation depends to a large extent on customers' ability to adapt. Customers decide on our largest climate footprint, the input materials, which account for about 80% of our value chain's climate emissions. AQ's collaborations with customers that have long-term and ambitious sustainability efforts are a central part of the group's long-term strategy. Considering both climate-related physical risks and transition risks, see below, is therefore an integral part of the business as they constitute business risks.

No material physical or transition-related risks linked to climate change have been identified that could, for example, affect the carrying value or useful life of the assets, which is why neither a sensitivity nor a resilience analysis has been conducted. Furthermore, it means that there is no separate follow-up of sustainability-related investments.

Based on our business model and how/where we conduct our business, no risk has been identified that operations will not be able to continue in the event of significant climate change, such as flooding, rising water levels and droughts. AQ's companies are not located in extremely "climate-exposed" areas, such as close to the sea, but we have around 50 operating companies spread over large parts of the world in relatively climate-safe areas. Therefore, there has not been an analysis of climate scenarios with high emissions.

AQ tries to produce locally for delivery to the end customer locally to the greatest extent possible, which reduces both carbon dioxide emissions and various external risks as our customers are located in the same local area. Our machines run on electricity and not coal/diesel. We have

a few painting plants that use gas for heating, but it can be changed relatively easily (without major financial impact) if required in the future. We depreciate our production plants in 5-12 years and many climate changes do not happen so quickly, which is why we make the assessment that the production equipment has time to adapt to new requirements, if this is the case. At the same time, we are aware that climate-related risks, such as extreme weather conditions, can in the short term cause disruptions in the supply chain, which in turn can create delays in production and thereby affect AQ's ability to meet customer demand.

However we do not see any significant physical risks that could lead to a material adjustment of the carrying values in the next financial year, or changes in the useful life of the property, plant and equipment assets. In light of this, our assessment is that no additional disclosures are required under IFRS, such as based on IAS 1.125.

### E1-1

#### Transition plan for climate change mitigation

Based on our risk assessment, we do not see any need for a transition plan. However, as described above, reduced climate impact is a natural part of AQ's business model and daily operations. However, AQ has started the work of analyzing and categorizing Scope 1-3 emissions with the aim of identifying measures to reduce these so that the target of an annual reduction of 4% in relation to net sales can be achieved.

### E1-2

#### Policies related to climate change mitigation and adaptation

In AQ's **Core Values**, you can read "Be proud to be cost-efficient", which means that there are inherent environmental effects in the cost-effectiveness that is part of our culture. It also says "Cut waste", both as a way to increase profitability and to show environmental consideration.

In our **environmental policy**, which can be found on our website, we explain AQ's view on how we should improve the environment. "Our business and processes are designed in such a way that energy and resources are used efficiently, and waste and rest products are minimized over the life cycle of our products". We shall comply with rules and legislation and constantly work on improvements to reduce or prevent our environmental impact, from design to delivery. A key environmental goal for AQ is that all production facilities should be certified according to **ISO 14001** and that all subsidiaries should have an environmental score higher than 3 on our annual self-assessment.

In recent years, it has become clear both within the group and from shareholders and other stakeholders that we need to do more to reduce carbon emissions. At AQ, we have chosen to do so within the framework of our environmental management systems, where there are concrete targets and activities to reduce carbon dioxide emissions in each company.

Priority climate aspects include energy consumption, renewable energy and transport. Current policies do not specifically address climate change mitigation, climate change adaptation, energy efficiency, or AQ's use of renewable energy. They will be evaluated and possibly adapted in 2026 based on AQ's plan for reduced climate footprint.

See also GOV-1.

**E1-3****Actions and resources related to climate change policies**

Environmental considerations and continuous improvements are part of our daily work and are continuously discussed during regular reviews at our subsidiaries. We conduct risk analyses when necessary and work according to our management systems.

All AQ companies ensure compliance with national environmental laws. This is ensured at Group Management level through AQ's self-assessment and the external ISO audits that are conducted. The results of the self-assessment with regard to the environment in 2025 were 3.84 on a scale between 1 and 4.

We also share good practices between our sites through our CEO's weekly newsletter. Examples of this are the implementation of LED lighting to reduce electricity consumption and the use of heat exchangers to reuse excess heat from our production process.

**Direct operations (scope 1 and 2 emissions)**

In recent years, it has become clear both within the group and from shareholders and other stakeholders that we need to do more to reduce carbon emissions. At AQ, we have chosen to do so within the framework of our environmental and management systems, where there are concrete targets and activities to reduce carbon dioxide emissions in each company.

In 2021, we also set the target of reducing our Scope 1 and 2 carbon emissions in relation to net sales by 2% for 2022 and by 4% annually thereafter.

**Energy Efficiency**

Many of AQ's factories have installed LED lighting and motion sensors to reduce energy consumption. Several companies have also installed so-called BMS systems to better control and monitor their consumption of energy for heating, cooling and ventilation. Some of the factories reuse the heat generated from production processes to heat the factory.

**Renewable energy**

Our companies are working locally to find opportunities to switch to renewable energy sources and several of our companies have installed solar energy plants at their production facilities. The share of renewable energy in AQ's factories in Sweden amounts to 88%.

**Value chain (Scope 3 emissions)**

Purchased goods and services account for approximately 85% of the Group's Scope 3 emissions. This is why AQ is clear in our Supplier Code of Conduct that environmental impact should be minimized and that suppliers should take initiatives to increase environmental awareness and reduce emissions.

**Products / Electrification**

AQ is as a supplier actively taking part in the conversion from conventional to electric commercial vehicles

**Input materials / Sustainable materials**

We work according to the precautionary principle by avoiding materials and methods related to possible environmental and health risks when other alternatives are available. Some concrete examples of measures:

- We continue the work to increase the recycling of rest products from the injection molding process. We grind it and reuse it in our production
- We continuously reduce hazardous chemicals in co-operation with our customers
- In addition, we are working to reduce the scrap percentage of the materials we use. This can be done, for example, through better programming in sheet metal processing machines and by adapting the design together with our customers.
- Returnable packaging systems have been implemented in collaboration with our customers in order to reduce the use of packaging materials.

**Suppliers**

AQ's Supplier Code of Conduct includes a separate section on environmental concerns and that AQ's suppliers should minimize their environmental impact. It states that the supplier should take initiatives to promote greater environmental awareness, encourage the development of environmentally friendly technologies and act in accordance with local and international environmental laws.

**Transportation**

A major environmental impact is the truck transports that takes place between our suppliers, our factories and our customers. We are working to reduce our truck transports through more efficient transport solutions and coordination of transports. We also offer production in many countries close to customers and suppliers. Furthermore, we participate as a supplier in the transition to the electrification of trucks and other vehicles.

**Business travel**

The Group aims to halve the number of business trips. AQ invests in IT tools and infrastructure to facilitate digital meetings as an alternative to business travel. AQ has reduced its business travel and instead increased the use of digital meetings where appropriate.

**E1-4****Targets related to climate change mitigation and adaptation**

Since 2021, AQ has had the goal of reducing carbon dioxide emissions in relation to sales by 2% for 2022 and thereafter by 4% annually. By reducing carbon dioxide emissions, AQ contributes to limiting the impact on global warming, and thereby contributes to the Paris Agreement's main goal of limiting global warming to 1.5 degrees.

As previous years' emissions only included Scope 1 and 2 merged and have not been collected at the same level of detail for the full group, the comparison this first year is not completely complete/fair. The year 2025 is therefore the base year for reporting according to CSR/ESRS. To read more about AQ Group's goals for limiting and adapting to climate change, please see SBM-1.

ESRS-standard	Metric	Target ambition level	Emissions* tCO <sub>2</sub> eq, 2025	Emissions tCO <sub>2</sub> eq, 2024	Net sales SEKm, 2025	Result,%	Status
<b>Miljö</b>							
E1-4	Scope 1-2 emissions	4% reduction in relation to net sales	21,560	N/A	9,071	N/A	N/A

\*) Based on location-based emissions

**E1-5****Energy consumption and mix**

The Group's energy consumption and mix in 2025 and the energy intensity per net sales are shown in the tables on this page.

Energy intensity per net revenue	2025	2024	% 2025 / 2024
Energy intensity (MWh/SEKm)	8.57	N/A	N/A

Energy intensity is derived from the total energy consumption and net revenue, which equal to the net revenue in AQ Group's financial statements and amounts to a total of SEK 9,071 m. Given that AQ operates in the manufacturing sector, which is considered to be a sector with a high climate impact (Section C in NACE - Statistical classification of economic activities in the European Community), net revenue in total is included in the calculation.

Energy consumption and mix	2025	2024
(1) Fuel consumption from coal and coal products (MWh)	1,085	N/A
(2) Fuel consumption from crude oil and petroleum products (MWh)	1,569	N/A
(3) Fuel consumption from natural gas (MWh)	13,900	N/A
(4) Fuel consumption from other fossil sources (MWh)	1,309	N/A
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	23,168	N/A
<b>(6) Total fossil energy consumption (MWh) (calculated as the sum of line 1 to 5)</b>	<b>41,031</b>	<b>N/A</b>
<b>Share of fossil sources in total energy consumption [%]</b>	<b>53%</b>	<b>N/A</b>
<b>(7) Consumption from nuclear sources (MWh)</b>	<b>5,230</b>	<b>N/A</b>
<b>Share of consumption from nuclear sources in total energy consumption [%]</b>	<b>7%</b>	<b>N/A</b>
(8) Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	11	N/A
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	30,018	N/A
(10) The consumption of self-generated non-fuel renewable energy (MWh)	1,413	N/A
<b>(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)</b>	<b>31,442</b>	<b>N/A</b>
<b>Share of renewable sources in total energy consumption (%)</b>	<b>40%</b>	<b>N/A</b>
<b>Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)</b>	<b>77 703</b>	<b>N/A</b>

**Methodology:** Energy data collection

The Group's energy data collection process involves the systematic gathering, recording and management of information related to the consumption, production and utilization of energy resources within its operations. This process encompasses the collection of various data points, including invoices from electricity and gas companies (majority source of data), meter readings and other relevant documents that quantify the energy used in the form of electricity, natural gas and other fuels. Each subsidiary of the Group reports its own energy data in Microsoft Forms, which streamlines processes within different types of energy and different units to megawatt hours (MWh). The Group's energy data undergoes both internal and external verification processes to ensure accuracy and reliability.

Renewable energy production consists only of energy generated from solar panels. There is no production of non-renewable energy.

## E1-6

### Gross Scopes 1, 2, 3 and total greenhouse gas emissions

AQ has compiled carbon dioxide emissions according to Scope 1 and 2 for the past four years. In 2025, AQ introduced new procedures and processes to meet the requirements of CSRD and ESRS and also calculated Scope 3 for the first time. The table below shows emissions according to Scope 1, 2 and 3, i.e. the entire value chain's carbon dioxide emissions. As emissions from previous years have not been reported at

the same level of detail, no values for 2024 are given in the table below, and 2025 is the base year. AQ is convinced that continuous improvements through more efficient, economical and more sustainable energy consumption are a key to success and cost-effectiveness. We have processes in place to identify and follow up on changes in our purchasing, production and delivery processes that contribute to improving the

environment.

Emissions in our own operations consist primarily of fuel and company vehicles within Scope 1, and 60% of emissions in Scope 2 come from energy consumption in our factories. Indirect emissions in Scope 3 are dominated by input materials in the form of purchased goods and services.

	Retrospective				Milestones and target years		
	Base year 2025	2024	2025	% 2025 /2024	2025	2030	Annual % target/ base year
<b>Scope 1 GHG emissions <sup>1)</sup></b>							
Gross Scope 1 GHG emissions (tCO <sub>2</sub> eq)	1,903		1,903				
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%		0%				
<b>Scope 2 GHG emissions <sup>1)</sup></b>							
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	19,657		19,657				
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	11,037		11,037				
<b>Significant scope 3 GHG emission <sup>1)</sup></b>							
Total Gross indirect (Scope 3) GHG emissions (tCO <sub>2</sub> eq)							
1 Purchased goods and services	308,126		308,126				
(Optional subcategory: Cloud computing and data centre services)	-		-				
2 Capital goods	5,094		5,094				
3 Fuel and energy-related Activities (not included in Scope1 or Scope 2)	43,842		43,842				
4 Upstream transportation and distribution	4,241		4,241				
5 Waste generated in operations	-		-				
6 Business traveling	523		523				
7 Employee commuting	-		-				
8 Upstream leased assets	2,088		2,088				
9 Downstream transportation	1,263		1,263				
10 Processing of sold products	-		-				
11 Use of sold products	-		-				
12 End-of-life treatment of sold products	-		-				
13 Downstream leased assets	-		-				
14 Franchises	-		-				
15 Investments	-		-				
<b>Total GHG emissions</b>							
<b>Total GHG emissions (location-based) (tCO<sub>2</sub>eq)</b>	<b>386,735</b>		<b>386,735</b>				
<b>Total GHG emissions (market-based) (tCO<sub>2</sub>eq)</b>	<b>378,115</b>		<b>378,115</b>				

<sup>1)</sup> Biogenic emissions have not been reported separately in reported Scope 1, 2 or 3 emissions. They are not considered to have any significant impact on the interpretation of the group's gross greenhouse gas emissions according to ESRS E1-6.

**Methodology:** Calculations based on GHG Protocol standard and guidelines

**Scope 1:** Includes direct emissions from facilities and vehicles owned or controlled by AQ. Emissions are based on fuel consumption and/or kilometers driven. Fuel is based on a combination of cost-based and actual data.

**Scope 2:** Includes indirect emissions from purchased or procured energy produced outside AQ's facilities. The market-based emissions are based on emission factors provided by suppliers or other primary data, while the location-based emissions are based on geographically relevant data, such as Nordisk Elmix.

A non-material proportion of the market-based Scope 2 emissions is attributable to purchases of energy covered by contractual instruments. This is not considered to have any significant impact on the understanding of the Group's gross greenhouse gas emissions according to ESRS E1-6.

**Scope 3:** Includes other indirect emissions in AQ's value chain that are not covered by Scope 2. The calculation of Scope 3 emissions has been carried out exclusively using a cost-based method based on secondary data. AQ has not used primary data from suppliers in calculations. Considering the nature of the method and limitations in data access, there are uncertainties in the estimates, and the reported emissions should therefore not be interpreted as exact values. The majority of emission factors used are sourced from Defra and Exiobase (version 3.8.2).

Scope 3 emissions are reported for the categories that, based on the materiality assessment carried out, are deemed to be relevant. These include categories 1, 2, 3, 4, 6, 8 and 9 in the table to the left. Other Scope 3 categories have been deemed to lack material significance and are not included in the reporting.

**Accounting principles**

Emission data is reported at consolidated group level. No breakdown by entity or geographical area is made, as the analysis shows that there are no significant differences in material climate-related impacts, risks and opportunities between AQ's operations and the countries in which the group operates.

No significant events or changes in circumstances relevant to the group's reported greenhouse gas emissions (Scope 1, 2 or 3) have been identified between the reporting dates of the entities included in the value chain and the date of the company's financial statements. These circumstances have therefore not had a material impact on the reported climate-related impacts, risks or opportunities according to ESRS E1.

Greenhouse gas intensity per net revenue	2025	2024	% 2025 / 2024
Total emissions (location-based) per net revenue (tonnes CO <sub>2</sub> e/Mkr)	42.64	N/A	N/A
Total emissions (market-based) per net revenue (tonnes CO <sub>2</sub> e/Mkr)	41.69	N/A	N/A

**Methodology:**

Revenue in SEK for 2025, refers to 100% of operations, see page 61 in the Income Statement.

**E1-7**

**Greenhouse gas removals and mitigation projects financed through carbon credits**

AQ has no greenhouse gas removals or greenhouse gas mitigation projects financed through carbon credits.

**E1-8**

**Internal carbon pricing**

AQ does not use internal carbon pricing.

**E1-10**

**Entity-specific metrics**

AQ does not use entity-specific metrics.

## S SOCIAL INFORMATION

### S1 – OWN WORKFORCE

AQ has no fantastic patents or other securities, we live on the fact that we have the best crew. To deserve the best crew, we must be honest, open, interested, have courage, give feedback and welcome opposition. The responsibility for this is everyone's.

Managers at AQ have an extra responsibility in setting a good example and ensuring good communication with employees. An important piece of the puzzle in this is to have fun at work and to work in a safe and healthy way.

AQ Group has approximately 8,000 employees and temporary agency workers in 17 countries. By following AQ's Core Values and the principles of the UN Global Compact, the ambition is to put the well-being of these people at the centre by providing good working conditions and respecting human rights. Suppliers are regularly audited using a standardised template, which includes a section on human rights and that they must comply with AQ's Supplier Code of Conduct. Suppliers with questionable ethics are not approved as suppliers to AQ.

All employees and external stakeholders can report violations directly by sending a message to [whistleblower@aqgroup.com](mailto:whistleblower@aqgroup.com) if there are any human rights violations.

As the majority of our employees are employed in a factory environment and are exposed to risks in terms of health, safety and perceived work environment, high demands are placed on working conditions. We aim for zero workplace accidents among employees and temporary workers working at our workplaces. In addition to local laws and regulations, our workplaces are equipped with occupational health and safety management systems or similar processes. The systems involve procedures that prevent, investigate and remedy accident incidents in the factories.

#### S1-1

##### Policies related to own workforce

AQ's goal is for all our employees and business partners to comply with the Universal Declaration of Human Rights. The goal is to have zero human rights violations reported.

Our **Core Values** and **Code of Conduct** describe how we should behave and clarify our responsibility to report human rights violations. AQ's Code of Conduct is communicated to all employees within the company.

Our immediate supply chain must also follow the same principles. The principles are clearly stated in AQ's **Supplier Code of Conduct**.

AQ Group puts care for people at the centre through good working conditions and respect for human rights. AQ hires and treats its employees in a manner that does not discriminate in terms of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation and age. Diversity in the workplace is encouraged at all levels.

Continuous work with health and safety is something that helps us become a more attractive employer and creates a better functioning business. We work in particular with risk identification and leadership to get more employees involved in this work.

AQ works continuously with the implementation and monitoring of our Core Values, which

were defined in early 2012. One of these values is "Courage and respect" with the subheadings "All employees have equal value" and "We treat others as we would like to be treated". All AQ employees have received a booklet with AQ's Core Values in their local language, and we arrange workshops to strengthen the understanding of our Core Values throughout the company. For reference to the policies AQ has linked to its own workforce, see GOV-1.

#### S1-2

##### Processes for engaging with own workers and workers' representatives about impacts

At AQ, we encourage feedback and that everyone can talk to everyone. This message is contained in our Code of Conduct and our Core Values. Collaboration and dialogue with our own employees mainly takes place through unions, employee representatives, employee surveys and employee/development discussions. These dialogues mainly take place locally in each AQ company but also at the group level where Group HR, business area managers and Group management are involved. The result of the collaboration helps to identify and assess important impacts on human rights, the working environment and the group's Double Materiality Assessment. By measuring and following up on the companies' annual self-assessment, the number of reports of human rights violations and whistleblower cases, management can evaluate the effectiveness of this collaboration.

AQ is committed to providing a safe working environment. New employees receive relevant training so that they can carry out their tasks safely, and existing employees receive ongoing training at different intervals based on the need to be able to perform their respective tasks. Continuous work with health and safety is something that helps AQ become a more attractive employer and creates a better functioning business. AQ works especially with risk identification and leadership to get more employees involved in this work.

AQ's dialogue with employees fulfils two important functions: partly to take advantage of their views and partly to provide feedback on essential information.

AQ's Code of Conduct outlines the rights and responsibilities of employees. All employees work at AQ voluntarily and no employee is forced to work overtime unless it has been ordered in a legal and contractual manner. At AQ, we take a clear stand against discrimination in all its forms. This is clearly stated in the Code of Conduct. AQ complies with the law and assumes its ethical responsibility by only employing people of legal working age.

#### S1-3

##### Processes to remediate negative impacts and channels for own workers to raise concerns

##### HR representatives

All employees can raise issues related to their employment, working conditions, well-being, how

they are treated by colleagues or managers with AQ's HR representatives. This is done in accordance with AQ Group's procedures, local HR procedures and the principles of integrity and respect for all parties involved.

### Union and employee representatives

AQ Group engages in dialogue with union representatives and employee representatives at local, regional and global levels. It is an important channel where employees and unions can raise problems and find solutions.

### Group grievance mechanism

Employees are encouraged to raise issues either with their immediate manager or another manager, HR, a relevant policy holder, business area manager or Group Management. If none of these approaches feel appropriate or if they wish to remain anonymous, they can report their query to [whistleblower@aqgroup.com](mailto:whistleblower@aqgroup.com). Read more about whistleblower in G1-1.

The purpose of a whistleblowing system means that someone with a work-related connection to a company, an organisation or a government agency informs management that something improper is happening. The term also applies when a third party reports. The purpose of whistleblowing is to detect serious irregularities or human rights violations within the company. By giving employees, consultants or other external parties the opportunity to report irregularities completely anonymously, you also increase the chance of detecting risks at an early stage and taking the right measures.

AQ assures that no discriminatory action or retaliation is taken against an employee or third party who reports a matter to AQ based on his/her personal knowledge. If a person believes that he or she has been subjected to retaliation, after reporting or participating in an investigation, he/she should immediately report this to the Group HR manager. All such reports will also be investigated under confidentiality.

### S1-4

#### Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches

Continuous work with health and safety is something that helps us become a more attractive employer and creates a better functioning business. AQ works especially with risk identification and leadership to get more employees involved in this work.

The Group's ambition is to ensure a motivated workforce through care for employees, as well as to minimize negative impact on people. AQ encourages the local offices to have fun together and to engage employees in various preventive and health-promoting activities and initiatives for well-being. These are usually organized at company level.

Employees are also responsible for a good work environment, e.g. by following rules and instructions. Accident risks are minimized with local measures such as fire protection, marked evacuation, safety procedures, regulations in local languages, safety videos, and supervisor training, etc.

AQ's policy against abusive discrimination aims to create a safe, inclusive and respectful

work environment where everyone working within AQ is treated equally and with dignity. The policy aims to promote all employees' health, well-being, job satisfaction and opportunities for development at work. The policy also aims to prevent, identify and deal with abusive discrimination, harassment and sexual harassment. The goal is that no employee, consultant, intern or job applicant at AQ shall be subjected to abusive discrimination, harassment, sexual harassment or reprisals (punishment) for reporting this. Diversity in the workplace at all levels is encouraged.

### S1-5

#### Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

AQ's goal is for all our employees and business partners to comply with the Universal Declaration of Human Rights. The goal is to have no reported human rights violations and a safe and secure working environment without discrimination. These goals have been established for many years by AQ's Board of Directors and Group Management without any special dialogue with employee representatives.

### Equality

AQ Groups AB's Board of Directors consists of four men and two women. AQ's Group Management consists of six men (including the CEO) and three women. Within the whole of AQ, we have an even gender distribution with 47% women and 53% men.

### Self-assessment employee rights

Our Code of Conduct outlines the rights and responsibilities of employees. All employees work at AQ voluntarily and no employee is forced to work overtime unless it has been ordered in a legal and contractual manner. At AQ, we take a clear stand against discrimination in all its forms. This is clearly stated in our Code of Conduct. We comply with the law and take our ethical responsibility by only employing people of legal working age. AQ's goal for employee rights is to have an average self-assessment score higher than 3.5 and that no subsidiary should have a score lower than 3 in our annual self-assessment, where the lowest score is 1 and the highest score is 4.

Since 2015, AQ has conducted a self-assessment that is carried out by the management of each individual subsidiary within the group. This gives Group Management a good understanding of how well the principles of the UN Global Compact are being complied with within the group. The results from this survey in 2025 show high scores on average. An action plan is drawn up by the subsidiaries where the score is considered to be low. The self-assessment for employee rights for 2025 was 3.79 on a scale between 1 and 4. No subsidiary within the group has had a result lower than 3. AQ's subsidiaries are continuously reviewed by our customers. In 2025, most of our customers, such as Volvo, Scania, ABB, Hitachi and Alstom, have carried out audits at several of our production units. These companies have a strong focus on corporate social responsibility and work environment, which helps us to ensure that our principles are followed.

**S1-6**

**Employee characteristics: Total number of employees, breakdown by gender and country, and employee turnover rates**

**Number of employees (head count)**

Gender	2025	2024
Female	3,634	N/A
Male	4,410	N/A
<b>Total</b>	<b>8,044</b>	<b>N/A</b>

**Number of employees per country**

At least 50 employees and representing at least 10% of total employees:

Country	2025	2024
Bulgaria	1,361	N/A
Poland	1,321	N/A
Sweden	1,023	N/A
Lithuania	1,183	N/A

**Number of employees per contract type**

Contract type 2025	Female	Male	Total
Number of employees	3,634	4,410	8,044
Number of permanent employees	3,586	4,215	7,801
Number of temporary employees	178	45	223
Number of non-guaranteed hours employees	18	75	93
Number of full-time employees	3,571	4,351	7,922
Number of part-time employees	60	40	100

**Employee Turnover**

AQ reports employee turnover for the reporting period. In 2025, 1,616 employees left the company and the employee turnover was 20%.

**Accounting principles**

Headcount for full-time and part-time employees is based on figures for permanent employees. The most representative figure is found in the financial statements, which is reported in "Full-time Equivalent" as opposed to headcount. See Note 9 in the consolidated financial statements for average number of employees.

The employee turnover rate is calculated based on the number of employees who left during the year (either voluntarily, due to dismissal, retirement or death in service) divided by the number of employees the company had by year end. Employees who leave the company after the set end-date of their temporary employment are not included in the turnover figures.

**S1-14**

**Health and safety metrics**

The outcome for work environment-related measures was:

- The proportion of employees covered by the ISO 45001 or equivalent work environment system amounts to 72% of the total number of employees.
- Work-related accidents resulting in absence amount to 75.
- Lost Time Injury Frequency Rate (LTIFR) amounts to 6.
- No deaths during the year attributable to work-related accidents or illness.

Furthermore, no human rights violations have been reported within AQ during the year. Should any issues be reported in the future, they will be recorded and brought to the attention of Group Management and the relevant authorities will be informed. AQ will deal with such events objectively and take action quickly. Over the past five years, we have not detected or received any reports of human rights violations within AQ.



## G Governance Information

### G1 BUSINESS CONDUCT

AQ's vision is to be a reliable ("We are reliable") growing partner for demanding industrial customers. This means that AQ places great emphasis on building trust and long-term relationships with our employees, customers and suppliers. It is in our business ethics to always comply with laws and regulations as a minimum requirement in all countries where we operate.

Under no circumstances do we accept bribery, extortion or any other form of corrupt activity. Our Code of Conduct states that we shall always conduct good business ethics and that we do not offer rewards or benefits that violate laws or regulations to customers, suppliers or government representatives. Each employee must, as part of their employment contract, confirm that they have read and understood the meaning of our Code of Conduct. The employees involved in business transactions receive training on our Code of Conduct, which clearly outlines our approach to corruption: "If an employee is offered a gift, a bribe, an illegal commission or any other form of personal payment, it must not be accepted."

The Double Materiality Assessment shows that corruption and bribery could potentially have a negative impact on AQ, which is why AQ has introduced countermeasures to deal with the potential negative impact that could occur. AQ has identified that the greatest risks of corruption and bribery come in the form of gifts or bribes from suppliers. Therefore, there is a special code of conduct for suppliers where it is made clear, among other things, that it is strictly forbidden to give personal gifts to our employees.

AQ's anti-corruption goal is to have zero reported corruption cases. We also stimulate a culture where you should raise your hand and ask your manager and colleagues if you are unsure about anything in this area. In this way, we can provide advice and support and reason our way to what is the right behaviour according to our Code of Conduct and our supplier's Code of Conduct. AQ also has a whistleblower function and a number of other measures that are described further below.

#### G1-1

### Business conduct policies and corporate culture

AQ's values form an important foundation for our decentralized operations and bring together AQ's companies and employees around the world. Our values summarize the expectations of every employee and leader within AQ in order for AQ to achieve the vision of being a reliable supplier of components and systems to demanding industrial customers for a long time. The values are also an essential starting point when recruiting new employees and acquiring new businesses. Read more about our values on page 8.

Through our values and our commitment to total quality, we are constantly improving to meet our customers' requirements and expectations. All the work we do is a testament to our competence and a recommendation for future business. All employees are responsible for quality.

The activities must also be conducted in such a way that natural resources are preserved and the environment is protected. We will comply with rules and legislation, constantly work on improvements to reduce or prevent our environmental impact - from design to delivery. All employees are responsible for the environment.

In addition to AQ's written values, we have a Code of Conduct that provides the framework for how all employees in the Group should behave. We also have a Supplier Code of Conduct with our expectations of them in key areas such as working conditions, human rights, health and safety, and environmental management. The same high demands are placed on suppliers as on its own operations, and the company's business ethics guidelines form the foundation for this work and set the standard for how the Group creates value together. For AQ, it is important to actively work to maintain a sustainable value chain with safe and fair conditions. AQ does its utmost to verify that the supply chain respects and complies with the rules of the Supplier Code of Conduct. We carry out regular supplier audits and our suppliers must respect our Code of Conduct in order to be a supplier to AQ. The Board of Directors approves the Code of Conduct and the Code of Conduct for suppliers, while Group Management approves other Group-wide policies. For each Group policy, a member of Group Management is appointed as the policy owner, responsible for overseeing implementation and providing guidance and related governing documents. Additional and relevant ESG-related Group policies are listed in the table, see GOV-1.

There is a potential risk that violations of our principles could occur if AQ does not ensure that every employee understands and complies with our Code of Conduct. In Sweden, acceptance of the Code of Conduct and AQ's Core Values is part of the employment contract. For our local companies, we have a clear CEO instruction that guides the CEO of each company to comply with local legal requirements as well as AQ's business ethics policies and more.

AQ also has a global Whistleblower Policy and whistleblower function where internal and external stakeholders can report violations.

#### G1-3

### Processes for preventing and detecting corruption and bribery

We make it clear to our employees and suppliers that we do not accept corrupt behavior. Disciplinary and/or legal action will be taken against the guilty parties, should corruption occur within AQ.

It is the responsibility of all managers to inform employees about our anti-corruption policy and our Code of Conduct. In addition, all managers should encourage all employees to report indications of some type of violation. Reporting of violations can be done anonymously to [whistleblower@aqgroup.com](mailto:whistleblower@aqgroup.com) in accordance with our Whistleblower Policy. To prevent the identified risks, we have taken several measures:

- Implementation of a rigorous procurement process, including cross-functional approval of suppliers
- Suppliers must have read and approved the "AQ Supplier Code of Conduct"
- Regular benchmarking of prices of key materials to be compared with purchase prices in our different markets
- Thorough reviews of personal expense claims
- When integrating new AQ companies in the Group we perform a workshop and work through AQ's Core Values and Code of Conduct



- Enable reporting of breaches anonymously to whistleblower@aqgroup.com in accordance with our Whistleblower policy through a link from our website for the Group and continuously remind about this function both internally and externally to suppliers and other stakeholders.
- To establish our anti-corruption principles, the senior executives of each subsidiary must sign their commitment to adherence to our principles in our annual self-assessment. The result regarding corruption from the 2025 self-assessment was 3.95 on a scale between 1 and 4.

### Education about corruption and bribery

AQ has identified that the greatest risks of corruption and bribery come in the form of gifts or bribes from suppliers. Therefore, there is a special code of conduct for suppliers where it is clarified, among other things, that it is strictly forbidden to give personal gifts to our employees and AQ has a special "purchasing driver's license" that all people in senior positions and people who work with purchasing must go through. In addition, all employees at the time of their employment must be informed and confirm their understanding of our Code of Conduct, which contains a specific section on corruption and bribery.

Based on this, it can be said that all at-risk functions are covered by training programs regarding corruption and bribery.

### G1-4

#### Incidents of corruption or bribery

AQ has not had any cases of violations of anti-corruption or anti-bribery legislation during the year, nor any fines related to this. Therefore, no specific action plans or resources have been allocated for these risk areas.

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## Consolidated statement of comprehensive income

SEKm		01/01/2025	01/01/2024	SEKm		01/01/2025	01/01/2024
	Note	31/12/2025	31/12/2024		Note	31/12/2025	31/12/2024
<b>OPERATING INCOME</b>				<b>PROFIT FOR THE YEAR</b>			
Net sales	4,5,6	9,071	8,554	<b>ATTRIBUTABLE TO:</b>			
Other operating income	7	133	141	Parent company shareholders		676	665
<b>Total income</b>		<b>9,203</b>	<b>8,695</b>	Non-controlling interests		1	1
<b>OPERATING EXPENSES</b>				<b>COMPREHENSIVE INCOME FOR THE</b>			
Change in inventory and work in progress		-88	-73	<b>YEAR ATTRIBUTABLE TO:</b>			
Raw material and consumables		-4,191	-4,021	Parent company shareholders		407	766
Goods for resale		-150	-166	Non-controlling interests		-0	1
Other external expenses	8,9,18	-884	-836	<b>SHARE-RELATED REPORTING, SEK</b>			
Personnel costs	9	-2,642	-2,388	Earnings per share before dilution	24	7.38	7.27
Depreciation and amortization	16,17,18,19	-337	-306	Earnings per share after dilution	24	7.38	7.25
Other operating expenses	10	-71	-65	<b>AVERAGE NUMBER OF SHARES</b>			
<b>Total expenses</b>		<b>-8,363</b>	<b>-7,855</b>	Before dilution, thousands	24	91,597	91,470
<b>Operating profit</b>		<b>840</b>	<b>840</b>	After dilution, thousands	24	91,664	91,733
<b>PROFIT FROM FINANCIAL ITEMS</b>							
Results from participations in group companies	11	22	-				
Financial income	12	35	26				
Financial expenses	13,18	-67	-41				
<b>Net financial items</b>		<b>-9</b>	<b>-15</b>				
<b>Profit before tax</b>		<b>831</b>	<b>824</b>				
Taxes	15	-154	-159				
<b>Profit for the year</b>		<b>677</b>	<b>666</b>				
<b>OTHER COMPREHENSIVE INCOME</b>							
<b>Items that will not be reclassified to the income statement</b>							
Revaluation related to defined benefit pension plans		0	-4				
Revaluation related to defined benefit pension plans, tax effect		-0	0				
<b>Items that subsequently may be reclassified to the income statement</b>							
Translation differences, foreign operations		-270	105				
<b>Other comprehensive income for the year after tax</b>		<b>-270</b>	<b>102</b>				
<b>Comprehensive income for the year</b>		<b>407</b>	<b>767</b>				

## Consolidated balance sheet

SEKm	Note	31/12/2025	31/12/2024	SEKm	Note	31/12/2025	31/12/2024
<b>ASSETS</b>				<b>EQUITY AND LIABILITIES</b>			
<b>Non-current assets</b>				<b>Equity</b>			
Goodwill	16	450	447	Share capital		37	37
Other intangible assets	17	113	109	Other capital contributions		106	88
Right-of-use assets	18	411	320	Translation reserve		124	394
Tangible assets	19	1,231	1,210	Retained earnings incl. profit for the year		4,400	3,870
Non-current receivables	21	13	13	<b>Equity attributable to parent company shareholders</b>		<b>4,667</b>	<b>4,388</b>
Deferred tax assets	15	44	51	Non-controlling interests		20	21
<b>Total non-current assets</b>		<b>2,261</b>	<b>2,149</b>	<b>TOTAL EQUITY</b>	24	<b>4,688</b>	<b>4,409</b>
<b>Current assets</b>				<b>Non-current liabilities</b>			
Inventories	22	1,396	1,443	Long-term borrowings	3,30	6	309
Accounts receivable - trade	3	2,029	1,844	Long-term lease liabilities	3,30	285	211
Current tax assets		33	31	Deferred tax liabilities	15	119	115
Other current assets	23	197	182	Provisions for post-employment benefits	26	26	25
Cash and cash equivalents	30	992	919	Other provisions	26	13	8
<b>Total current assets</b>		<b>4,648</b>	<b>4,418</b>	Other non-current liabilities		9	31
<b>TOTAL ASSETS</b>		<b>6,909</b>	<b>6,567</b>	<b>Total non-current liabilities</b>		<b>457</b>	<b>700</b>
				<b>Current liabilities</b>			
				Short-term borrowings	3,30	139	0
				Short-term lease liabilities	3,30	136	115
				Provisions	26	40	23
				Contract liabilities	6	113	92
				Accounts payable - trade	3	768	716
				Current tax liabilities		46	40
				Other current liabilities	27	523	472
				<b>Total current liabilities</b>		<b>1,765</b>	<b>1,458</b>
				<b>TOTAL LIABILITIES</b>		<b>2,221</b>	<b>2,158</b>
				<b>TOTAL EQUITY AND LIABILITIES</b>		<b>6,909</b>	<b>6,567</b>

SEKm	Equity attributable to parent company shareholders					Non-controlling interests	Total equity
	Share capital	Other contributed capital	Reserves	Retained earnings incl. profit for the year	Subtotal		
<b>Equity, 31/12/2023</b>	<b>37</b>	<b>86</b>	<b>286</b>	<b>3,333</b>	<b>3,742</b>	<b>19</b>	<b>3,762</b>
Profit for the year	-	-	-	665	665	1	666
Translation differences, foreign operations	-	-	107	-3	105	1	105
Revaluation of defined benefit pension plans	-	-	-	-4	-4	-0	-4
Revaluation of defined benefit pension plans, tax effect	-	-	-	0	0	0	0
<b>Other comprehensive income for the year after tax</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>-6</b>	<b>101</b>	<b>1</b>	<b>102</b>
<b>Comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>659</b>	<b>766</b>	<b>1</b>	<b>767</b>
Issue of warrants	-	2	-	-	2	-	2
Paid dividend	-	-	-	-122	-122	-	-122
<b>Transactions with shareholders</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-122</b>	<b>-120</b>	<b>-</b>	<b>-120</b>
<b>Equity, 31/12/2024</b>	<b>37</b>	<b>88</b>	<b>394</b>	<b>3,870</b>	<b>4,388</b>	<b>21</b>	<b>4,409</b>
Profit for the year	-	-	-	676	676	1	677
Translation differences, foreign operations	-	-	-269	-	-269	-1	-270
Revaluation of defined benefit pension plans	-	-	-	0	0	-0	0
Revaluation of defined benefit pension plans, tax effect	-	-	-	-0	-0	0	-0
<b>Other comprehensive income for the year after tax</b>	<b>-</b>	<b>-</b>	<b>-269</b>	<b>0</b>	<b>-269</b>	<b>-1</b>	<b>-270</b>
<b>Comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-269</b>	<b>676</b>	<b>407</b>	<b>-0</b>	<b>407</b>
New issue	0	18	-	-	18	-	18
Issue costs	-	-0	-	-	-0	-	-0
Paid dividend	-	-	-	-146	-146	-	-146
<b>Transactions with shareholders</b>	<b>0</b>	<b>18</b>	<b>-</b>	<b>-146</b>	<b>-128</b>	<b>-</b>	<b>-128</b>
<b>Equity, 31/12/2025</b>	<b>37</b>	<b>106</b>	<b>124</b>	<b>4,400</b>	<b>4,667</b>	<b>20</b>	<b>4,688</b>

## Consolidated cash flow statement

SEKm	Note	01/01/2025 31/12/2025	01/01/2024 31/12/2024	SEKm	Note	01/01/2025 31/12/2025	01/01/2024 31/12/2024
Profit before tax		831	824	<b>Cash flow from operating activities and investing activities</b>		<b>614</b>	<b>932</b>
Adjustment for non-cash generating items	30	331	302	New borrowings, credit institutions	30	-	160
Income tax paid		-134	-125	Amortization of loans	30	-255	-330
<b>Cash flow from operating activities before change in working capital</b>		<b>1,028</b>	<b>1,002</b>	Amortization of lease liabilities	30	-144	-128
Change in inventories		82	154	Change in bank overdraft facilities	30	18	-30
Change in trade receivables		-283	143	Payment of warrants		-	2
Change in other receivables		-21	88	New issue	9	18	-
Change in trade payables		76	-116	Paid dividend		-146	-122
Change in other liabilities		39	-74	<b>Cash flow from financing activities</b>		<b>-509</b>	<b>-448</b>
<b>Change in working capital</b>		<b>-106</b>	<b>195</b>	<b>Change in cash and cash equivalents for the year</b>		<b>105</b>	<b>484</b>
<b>Cash flow from operating activities</b>		<b>921</b>	<b>1,197</b>	Cash and cash equivalents at the beginning of the year		919	426
Business acquisitions	29	-96	-84	Exchange rate difference in cash and cash equivalents		-32	9
Divestment of shares in subsidiaries	11	26	-	<b>Cash and cash equivalents at the end of the year</b>	30	<b>992</b>	<b>919</b>
Acquisition of intangible non-current assets		-8	-3				
Acquisition of tangible non-current assets		-233	-185				
Sale of tangible non-current assets		3	7				
<b>Cash flow from investing activities</b>		<b>-307</b>	<b>-265</b>				

SEKm	Note	01/01/2025 31/12/2025	01/01/2024 31/12/2024
<b>OPERATING INCOME</b>			
Net sales	6	76	67
Other operating income	7	7	9
<b>Total income</b>		<b>83</b>	<b>77</b>
<b>OPERATING EXPENSES</b>			
Other external expenses	8,9	-30	-31
Personnel costs	9	-45	-40
Depreciation and amortization		-0	-0
Other operating expenses	10	-3	-4
<b>Total expenses</b>		<b>-79</b>	<b>-75</b>
<b>Operating profit</b>		<b>5</b>	<b>1</b>
<b>PROFIT FROM FINANCIAL ITEMS</b>			
Income from participation in group companies	11	312	322
Financial income	12	42	41
Financial expenses	13	-54	-47
<b>Net financial items</b>		<b>299</b>	<b>317</b>
<b>Earnings after financial items</b>		<b>304</b>	<b>318</b>
Appropriations	14	101	58
<b>Profit before tax</b>		<b>405</b>	<b>376</b>
Taxes	15	-39	-12
<b>Profit for the year</b>		<b>366</b>	<b>364</b>
<b>STATEMENT OF COMPREHENSIVE INCOME</b>			
Other comprehensive income for the year after tax		-	-
<b>Comprehensive income for the year</b>		<b>366</b>	<b>364</b>

The parent company, AQ Group AB, is primarily focused on the management and development of the Group. The parent company's turnover consists, as in previous years, almost exclusively of sales of management services to subsidiaries. Purchases from subsidiaries do not occur to any significant extent.

## Parent Company balance sheet

SEKm	Note	31/12/2025	31/12/2024
<b>ASSETS</b>			
<b>Non-current assets</b>			
Tangible assets		0	0
Participations in group companies	20	1,484	1,317
Receivables from group companies	21,31	89	97
<b>Total non-current assets</b>		<b>1,574</b>	<b>1,414</b>
<b>Current assets</b>			
Receivables from group companies	31	400	291
Other current assets	23	3	9
Cash and cash equivalents	30	657	599
<b>Total current assets</b>		<b>1,060</b>	<b>899</b>
<b>TOTAL ASSETS</b>		<b>2,634</b>	<b>2,313</b>

SEKm	Note	31/12/2025	31/12/2024
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Share capital		37	37
Statutory reserve		1	1
<b>Restricted equity</b>		<b>38</b>	<b>38</b>
Share premium reserve		106	88
Retained earnings		782	565
Profit for the year		366	364
<b>Non-restricted equity</b>		<b>1,254</b>	<b>1,016</b>
<b>TOTAL EQUITY</b>	24	<b>1,292</b>	<b>1,054</b>
<b>Untaxed reserves</b>	25	<b>54</b>	<b>35</b>
<b>Provisions</b>	3,26	<b>17</b>	<b>40</b>
<b>Non-current liabilities</b>			
Long-term borrowings	3,30	-	309
<b>Total non-current liabilities</b>		<b>-</b>	<b>309</b>
<b>Current liabilities</b>			
Short-term borrowings	3,30	119	-
Interest-bearing liabilities to group companies	31	1,096	831
Accounts payable - trade	3	5	7
Liabilities to group companies	31	4	1
Current tax liability		26	4
Other current liabilities	27	20	32
<b>Total current liabilities</b>		<b>1,271</b>	<b>876</b>
<b>TOTAL LIABILITIES AND PROVISIONS</b>		<b>1,288</b>	<b>1,224</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>2,634</b>	<b>2,313</b>

SEKm	Restricted equity			Non-restricted equity			Total equity
	Share capital	Statutory reserve	Subtotal	Share premium reserve	Retained earnings incl. profit for the year	Subtotal	
<b>Equity, 31/12/2023</b>	<b>37</b>	<b>1</b>	<b>38</b>	<b>86</b>	<b>686</b>	<b>773</b>	<b>810</b>
Profit for the year	-	-	-	-	364	364	364
Other comprehensive income	-	-	-	-	-	-	-
<b>Comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>364</b>	<b>364</b>	<b>364</b>
Issue of warrants	-	-	-	2	-	2	2
Paid dividend	-	-	-	-	-122	-122	-122
<b>Transactions with shareholders</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-122</b>	<b>-120</b>	<b>-120</b>
<b>Equity, 31/12/2024</b>	<b>37</b>	<b>1</b>	<b>38</b>	<b>88</b>	<b>928</b>	<b>1,016</b>	<b>1,054</b>
Profit for the year	-	-	-	-	366	366	366
Other comprehensive income	-	-	-	-	-	-	-
<b>Comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>366</b>	<b>366</b>	<b>366</b>
New issue	0	-	0	18	-	18	18
Paid dividend	-	-	-	-0	-	-0	-0
<b>Transactions with shareholders</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>18</b>	<b>-146</b>	<b>-128</b>	<b>-128</b>
<b>Equity, 31/12/2025</b>	<b>37</b>	<b>1</b>	<b>38</b>	<b>106</b>	<b>1,148</b>	<b>1,254</b>	<b>1,292</b>

## Parent Company cash flow statement

SEKm	Note	01/01/2025	01/01/2024
		31/12/2025	31/12/2024
Profit before tax		405	376
Adjustment for non-cash generating income	30	-70	-38
Income tax paid		-19	-10
<b>Cash flow from operating activities before change in working capital</b>		<b>315</b>	<b>327</b>
Change in other receivables		119	6
Change in trade payables		-1	3
Change in other liabilities		-34	4
<b>Change in working capital</b>		<b>84</b>	<b>12</b>
<b>Cash flow from operating activities</b>		<b>399</b>	<b>340</b>
Business acquisitions	20,29	-151	-63
Shareholder contributions paid	20	-18	-9
Acquisitions of tangible non-current assets		-0	-0
Change in cash pool		166	320
Lendings to group companies	21	-64	-
Amortization of loans from group companies		44	55
<b>Cash flow from investing activities</b>		<b>-23</b>	<b>302</b>

SEKm	Note	01/01/2025	01/01/2024
		31/12/2025	31/12/2024
<b>Cash flow from operating activities and investing activities</b>		<b>376</b>	<b>642</b>
New borrowings, credit institutions	30	-	160
Amortization of loans	30	-190	-274
Payment of warrants		-	2
New issue	9	18	-
Paid dividend		-146	-122
<b>Kassaflöde från finansieringsverksamheten</b>		<b>-318</b>	<b>-235</b>
<b>Change in cash and cash equivalents for the year</b>		<b>58</b>	<b>407</b>
Cash and cash equivalents at the beginning of the year		599	192
<b>Cash and cash equivalents at the end of the year</b>	30	<b>657</b>	<b>599</b>

## Note 1 General information

AQ Group AB (publ) and its subsidiaries is primarily a contract manufacturer and operate under the brand AQ. AQ designs, manufactures and sells products in two segments; **Component** where the business areas Precision stamping and Injection molding, Inductive components, Wiring systems, Sheet metal processing and Special technologies and Engineering are included, as well as **System** where the business areas Electric cabinets and System products are included.

AQ Group AB (publ) is the highest level parent company of the Group. Parent company's sales are, as in previous years, almost exclusively via sales of management services to subsidiaries. Purchases from subsidiaries do not occur to any significant extent. The parent company, which is listed on Nasdaq Stockholm's main market since January 16, 2017, is based in Västerås, Sweden. The head office is located at Regattagatan 29, 723 48 Västerås, Sweden and the company's website is [www.aqgroup.com](http://www.aqgroup.com).

The consolidated financial statements and the Annual Report for AQ Group for the financial year 2025 has been approved by the Board for issuing March 25, 2026 and is available on the company's website on March 27, 2026 at the latest. The balance sheets and income statements are subject to approval by the Annual General Meeting on April 23, 2026.

## Note 2 Accounting principles

This section provides a summary of material accounting policies in the preparation of these financial statements. This section must be read in conjunction with the specific notes that also include material accounting policies. The principles have been applied consistently for all presented years unless otherwise stated.

### 2.1 Fundamental standards and legislation

The consolidated financial statements were prepared in accordance with the International Financial Reporting Standards (IFRS). Furthermore, the Group also applies the Swedish Corporate Reporting Board's recommendation RFR 1 (Supplementary Accounting Rules for Groups). Unless otherwise specified, the cost value method was applied when valuing assets and liabilities. Unless otherwise specified below, the items in the income statement and balance sheet are recorded gross. The going concern principle has been used when preparing the financial statements.

The parent company does not have its own manufacturing operation, but serves as a holding company. The parent company applies the same accounting policies as the Group, with the addition of RFR 2 (Accounting for Legal Entities) instead of RFR 1.

The parent company's functional currency is SEK, which is also the reporting currency for the parent company and the Group. Unless otherwise specified, all amounts are rounded to the nearest million.

### 2.2 Consolidated statements and acquisitions

The consolidated financial statements include all subsidiaries of AQ. A subsidiary is defined in accordance with IFRS 10, as a company in which AQ Group AB has a controlling interest. A controlling interest exists when AQ Group AB has an interest over investments, is exposed to or has a right to a variable return from its involvement, and can exert its interest in the investment in order to influence the return. When assessing whether a controlling interest exists, consideration is given to shares that potentially provide entitlement to vote and whether control exists.

A subsidiary is included starting from the date on which the Group gains a controlling interest in the company. Similarly, a subsidiary is excluded as of the date on which the controlling interest ceases. When incorporating a subsidiary's financial statements into the Group, IFRS 3, Business Combinations, is applied. When an acquisition takes place, an acquisition analysis is prepared in accordance with the acquisition method. The cost of acquisition comprises the fair value of assets issued as compensation, equity instruments issued for equity and debts incurred or taken over as at the transfer date. Transaction expenses incurred in connection with the acquisition are recorded directly as expenses. The excess amount between the acquisition value and the fair value of the Group's share of acquired net assets is recorded as goodwill. Any deficits, negative goodwill, is recorded directly in the income statement under Other operating income. Internal profits in inventories are eliminated in the consolidated financial statements.

Contingent considerations are valued at fair value on the acquisition date. If this is matched by a liability, this must be converted to fair value via the income statement for each report. Intra-Group balance sheet items as well as transactions and unrealised gains/losses on these are eliminated.

### 2.3 Effects of changes in exchange rates

#### 2.3.1 Transactions and balance sheet items

Transactions in foreign currency are translated at the exchange rate prevailing on the transaction date. Exchange rate profits and losses that arise when paying for such transactions, as well as monetary assets and liabilities in foreign currency that are translated at the closing day rate, are recorded gross in the income statement. To a lesser extent there are currency hedges within the Group on the balance sheet date.

#### 2.3.2 Group companies

Assets and liabilities in foreign businesses, including goodwill and other consolidated surplus and undervalues, are translated from the foreign operation's functional currency to the groups presentation currency, Swedish kronor (SEK), at the exchange rate as of the balance sheet date. Revenues and expenses in a foreign

enterprise are translated into SEK at an average rate that constitutes an approximation of the exchange rate that prevails at each moment of transaction. Translation differences that occur upon translating currencies for foreign operations are posted separated in other comprehensive income and are accumulated in a separate component in equity, named reserves. In the event that the foreign operation is not wholly owned, the translation difference is distributed to holdings without controlling influence based on its proportional share of ownership. When controlling influence, considerable influence or joint control ceases for a foreign business, they are realised at the accumulated translation difference by which they are reclassified from the translation reserve in equity to profits for the year.

### 2.4 Impairments

Assets that have an indefinite useful life (for example, goodwill) are not depreciated, but are tested annually or more often when needed with respect to the need for impairment with a number of estimates such as assumed growth rate and assumed discount rate. For impairment testing, goodwill is allocated to the operating segments that were expected to benefit from the acquisition and where the goodwill item arose. IAS 36 is applied within AQ for testing impairment requirements except for the assets that are regulated via other standards such as financial assets (IFRS 9), inventories and deferred taxes. During the financial year, there was no impairment requirement in the Group linked to IAS 36.

For other assets, an assessment is made if there is a need for impairment when there are indications that an asset's value exceeds its estimated recoverable amount. The recoverable amount is the highest of an asset's net sales value and value in use. For assets that have previously been written down, a review is made on each balance sheet date if reversal should be made.

Impairment of financial assets is made in accordance with IFRS 9. The Group recognizes loss reserves for expected credit losses on financial assets valued at amortized cost. The reported gross value of a financial asset is depreciated when the Group has no reasonable expectation of recovering a financial asset in its entirety or part of it. The Group makes individual assessments regarding the time and amount for write-off based on whether there are reasonable expectations for recovery. However, financial assets that have been written off may still be subject to enforcement measures to comply with the Group's recovery procedures of recoverable amounts.

### 2.5 Recording of government grants and disclosure of government assistance

Government grants are recorded in the balance sheet as deferred income when there is reasonable certainty that the grant will be received, and the Group will fulfil the conditions associated with

the grant. Grants are accrued systematically in the income statement in the same manner and over the same periods as the expenses the grants are intended to compensate. The income is accounted for in other operating income.

Government grants related to assets are recorded as a reduction in the carrying value of the asset.

### 2.6 The parent company's accounting principles

AQ Group AB is the parent company in the AQ Group and has its head office in Västerås, Sweden. The operation includes administrative functions, holding operations and financing operations. AQ Group AB has prepared its Annual Report in accordance with the Swedish Annual Accounts Act and recommendation RFR 2 (Accounting for Legal Entities), hereinafter "RFR 2", which was issued by Swedish Financial Reporting Board. In accordance with RFR 2, a parent company whose consolidated financial statements comply with the International Financial Reporting Standards (IFRS), as approved by the EU, as long as these accounting policies comply with the Swedish Annual Accounts Act, can apply the exceptions from IFRS as defined in RFR 2 with regard to Swedish tax legislation.

The financial statements are presented in SEK, rounded to the nearest million. Unless otherwise specified, the parent company's accounting policies have been applied consistently for all periods. The descriptions below have been limited to deviations that occur.

#### 2.6.1 Subsidiaries

Shares in subsidiaries are recorded in the parent company in accordance with the cost value method. The carrying amount for shares in subsidiaries undergoes impairment testing in accordance with IAS 36, Impairment of Assets. Transaction expenses that arise in connection with an acquisition are recorded by the parent company as part of the cost of acquisition and are thus not recorded as an expense.

#### 2.6.2 Leasing

The Parent Company does not apply IFRS 16, according to the exception in RFR 2. As a lessee the lease expenses are reported on a straight-line basis over the lease period. Right-of-use assets and lease liabilities are therefore not reported in the balance sheet.

#### 2.6.3 Financial warranties

Financial warranties that the parent company has issued in favor of subsidiaries are not valued at their fair value. They are reported as contingent liabilities, unless it is probable that the warranties will result in payments. In such cases, they are reported as a provision.

#### 2.6.4 Group contributions and shareholder contributions

Group contributions in Sweden are deductible, in contrast with shareholder contributions. Group contributions are recorded as appropriations in the income statement.

#### 2.6.5 Income taxes

In the parent company's balance sheet items, there is no deferred tax on untaxed reserves, due to the connection between accounting and taxation.

### 2.7 Important accounting principles and uncertainty factors in estimated values

For each reporting period AQ Group makes assessments, estimates and assumptions that affect the financial reports and related information. These assumptions and assessments are based on historical experience and other factors including expectations of future events that are considered reasonable under prevailing conditions. Actual outcome may, with other assumptions and under other circumstances, deviate from these estimates.

This section must be read in conjunction with the specific notes 3 Financial instruments, 16 Goodwill, 22 Inventories and 26 Provisions which include important accounting principles and uncertainty factors when using estimated values within AQ Group.

#### 2.7.1 Climate-related uncertainty factors

AQ Group considers climate-related risks and issues, both physical and transition-related, in assessments, estimates and assumptions, where appropriate. We have not identified any significant ones that could, for example, affect the assets' reported value or useful life.

The transition to a society with lower carbon dioxide emissions also creates opportunities for AQ Group as many of our customers deliver products that, among other things, involve switching to renewable energy sources, investing in renewable electricity production and continuing to work with energy efficiency.

AQ Group will continue to evaluate long-term climate risks and opportunities, develop our climate reporting according to CSRD and the EU's taxonomy. This will provide knowledge of what is required to adapt the Group's operations to deal with a changing climate.

#### 2.7.2 Parent company – Important judgments and uncertainties

Valuation of shares in subsidiaries is an area that involves judgment and/or uncertainties for the parent company, in addition to the applicable significant accounting principles and uncertainty factors in estimated values presented to the group. See Note 20.

### 2.8 New or amended accounting standards 2025 and upcoming changes

#### 2.8.1 New or amended standards applicable in 2025

The EU's new standards for sustainability reporting and the Corporate Sustainability Reporting Directive (CSRD) have been implemented in Swedish legislation and ESRS (European Sustainability Reporting Standards) have had a material impact on AQ's Annual Report as the reporting and disclosure requirements have increased significantly for the year and thus also the scope of the Board of Directors' Report.

The following accounting standard amendment was applicable from January 1, 2025: IAS 21 The Effects of Changes in Foreign Exchange Rates: 'Lack of Exchangeability'. The standard amendment has not had any material impact on the AQ Group financial statements.

#### 2.8.2 New or amended standards applicable after 2025

The following amendments to accounting standards have been endorsed by the EU in 2025 and are applicable from January 1, 2026: IFRS 7 and IFRS 9 and Annual Improvements Volume 11. These standard amendments are not expected to have a material impact on AQ.

IFRS 18 Presentation and Disclosure in Financial Statements was endorsed by the EU on February 13, 2026, and is effective from January 1, 2027, and will replace IAS 1 Presentation of financial statements, introducing new requirements on presentation and disclosures in interim reports and annual reports. The new standard will not impact the recognition or measurement of items in the financial statements, but will have a noticeable impact on presentation and disclosures, such as the statement of financial performance and management-defined performance measures within the financial statements. The detailed implications of applying the new standard on the Group's consolidated financial statements are still being assessed.

Foreign exchange differences currently included in operating income and finance net respectively may be disaggregated, with certain exchange rate effects presented below operating profit. No significant changes are expected in the information currently disclosed in the notes to the financial statements as the requirement to disclose material information is unchanged. The adoption of IFRS 18 leads to interest received being part of investing cash flows and interest paid being part of financing cash flows.

The Group will apply the new standard from January 1, 2027, the mandatory financial date. IFRS 18 requires retrospective application, meaning that comparative information for the financial year ending December 31, 2026 will be restated.

## 2.9 Changed layout in balance sheet

The items "Other receivables" and "Prepaid expenses and accrued income" have in the Group's and the Parent company's balance sheet been merged to "Other current assets".

"Interest-bearing liabilities to credit institutions" has been divided into "Long-term borrowings" and "Long-term lease liabilities" as well as "Short-term borrowings" and "Short-term lease liabilities" on the liability side of the Group's balance sheet. The change has also been made for the comparison year 2024.

## Note 3 Financial instruments and financial risk management

Financial instruments with a classification according to IAS 32 are presented below, accounting and valuation according to IFRS 9 and disclosures with risk information according to IFRS 7 and measurement at fair value according to IFRS 13. The financial assets and the carrying amount of the financial liabilities, respectively, constitute a reasonable estimate of the fair value, in respect of those recognized at amortized cost.

### 3.1 Financial assets

On initial recognition, a financial asset is classified as valued at: amortized cost, fair value through other comprehensive income or fair value through profit or loss. Financial assets are not reclassified after the initial recognition, except if the Group changes the business model for the management of the financial assets.

A financial asset shall be valued at amortized cost if it meets both of the following conditions and has not been identified as valued at fair value through profit or loss:

- it is held within the framework of a business model whose goal is to hold financial assets in order to obtain contractual cash flows, and
- the agreed terms for the financial asset give rise to cash flows at specific times, which are only payments of principal amounts and interest on the outstanding amount of capital.

A debt instrument shall be valued at fair value through other comprehensive income if it meets both of the following conditions and has not been identified as valued at fair value through profit or loss:

- it is held according to a business model whose objectives can be achieved both by obtaining contractual cash flows and selling financial assets, and
- its contractual terms give rise to cash flows at specific times, which are only payments of principal and interest on the outstanding amount of capital.

All financial assets that are not classified as valued at amortized cost or fair value through other comprehensive income are measured at fair value through profit or loss.

### 3.1.1 Subsequent valuation and profits and losses

#### *Financial assets valued at fair value through profit or loss*

The subsequent valuation for these assets takes place at fair value. Net gains and losses, including all interest or dividend income, are reported in the income statement.

#### *Financial assets valued at amortized cost*

The subsequent valuation for these assets is made at amortized cost using the effective interest method. The accrued acquisition value is reduced by write-downs. Interest income, foreign exchange gains and losses and impairment losses are recognized in the income statement. This also applies for gains or losses arising from cancellation.

For management of credit risks, see further information in section 3.5.

Cash and cash equivalents consist of cash and immediately available balances with banks and corresponding institutions. There are no obstacles to the exploitation.

The Group's unutilized overdraft facility amounts to SEK 164 m (183). Linked to the Group's loan facility are stipulated covenant conditions. These limit, among other things, net debt in relation to operating profit before interest, tax, depreciation and amortization (EBITDA) and net debt in relation to equity. In 2025, AQ has met the covenant conditions.

#### Financial assets valued at amortized cost

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Long-term external receivables	13	13	-	-
Accounts receivable - trade	2,029	1,844	-	-
Receivables from group companies	-	-	489	387
Other receivables	26	21	0	-
Cash and cash equivalents	992	919	657	599
<b>Total</b>	<b>3,060</b>	<b>2,797</b>	<b>1,146</b>	<b>987</b>

### 3.2 Financial liabilities

Financial liabilities are classified as valued at amortized cost or fair value through profit or loss. A financial liability is classified at fair value through profit or loss if it is classified as a holding for trading purposes, as a derivative or it has been identified as such

at the first accounting date. Financial liabilities measured at fair value, net gains and losses, including interest, are recognized in the income statement. Subsequent valuation of other financial liabilities takes place at amortized cost using the effective interest method. Interest expenses and foreign exchange gains and losses are recognized in profit or loss. Gains or losses on removal from the accounts are also reported in the profit and loss.

In the description of the liquidity risk, there is a maturity analysis for financial liabilities. For AQ, this means that almost all financial instruments are recognised at acquisition value and any reporting of changes in value, such as foreign exchange, is carried through the income statement.

#### Financial liabilities valued at amortized cost

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Long-term borrowings	6	309	-	309
Long-term leasing liabilities	285	211	-	-
Bank overdraft facilities	17	0	-	-
Short-term borrowings	122	0	119	-
Short-term leasing liabilities	136	115	-	-
Accounts payable - trade	768	716	5	7
Other liabilities	52	37	-	8
Liabilities to group companies	-	-	1,100	833
<b>Summa</b>	<b>1,385</b>	<b>1,388</b>	<b>1,225</b>	<b>1,156</b>

Additional purchase prices belong to valuation level 3 and have been valued at the amount they are estimated to turn out, based on terms in the acquisition agreements on future cash flows. Additional purchase prices for acquisitions are recognized at fair value through profit or loss.

#### Additional purchase prices in Group

SEKm	JIT Mech	Rockford	Total
Opening balance, 2025	25	15	40
Purchase consideration paid	-9	-12	-21
Adjustment through income statement	1	-3	-3
Translation differences	-	0	0
<b>Closing balance, 2025 <sup>1)</sup></b>	<b>17</b>	<b>-</b>	<b>17</b>

<sup>1)</sup> Of the total closing balance of SEK 17 m, SEK 8 m is classified as current.

### 3.3 Financial instruments

#### ACCOUNTING PRINCIPLE

Accounts receivable and debt instruments issued are reported when they are issued. Other financial assets and financial liabilities are recognized when the Group becomes a party to the instrument's contractual terms. A financial asset (with the exception of accounts receivable that do not have a significant financing component) or financial liability is valued at initial recognition at fair value plus, in the case of financial instruments not measured at fair value through profit or loss, transaction costs directly attributable to the acquisition or issue. A trade receivable without a significant financing component is valued at the transaction price.

The Group removes a financial asset from the statement of financial position when the contractual rights to the cash flows from the financial asset cease or if it transfers the right to receive the contractual cash flows. The Group discards a financial liability from the statement of financial position when the commitments specified in the agreement are fulfilled, cancelled or terminated. When a financial liability is derecognised, the difference between the carrying amount that has been removed and the remuneration paid (including transferred non-monetary assets or assumed liabilities) is reported in the income statement.

The Group is exposed to various types of financial risks in its business. Financial risk refers to fluctuations in the company's earnings and cash flow due to changes in exchange rates, inte-

rest rates, refinancing and credit risks. The Group's financial policy for managing financial risks has been prepared by group management and provides guidance in the form of risk mandates and limits for financial activities. The overall objective of the Group's financial policy is to provide cost-effective financing and to minimise negative effects on the Group's profit which derive from market risks. The following is a general description of risks and uncertainties, as well as how they are managed.

### 3.4 General risk exposure relating to financial assets and liabilities

Group management classifies risks into the categories credit risk, liquidity risk and market risk. Market risk is in turn divided into interest rate risk, currency risk and price risk, the latter refers to both purchases and sales. Group management has decided, in certain cases, to work with hedging instruments. The goal is to address the risks through currency and raw material clauses in agreements with customers and suppliers. The experience from renunciation of hedging for the said risks has not meant that management intends to change the current policy.

### 3.5 Credit risks

The Group's credit risk is mainly related to trade receivables and cash and cash equivalents. For cash and cash equivalents, banks are counterparties. The expected credit losses in cash and cash equivalents have been assessed as insignificant.

According to the credit policy, a credit assessment of new customers is performed. An assessment is done via an external credit rating when available, and payment history. The Group's average collection period for external trade receivables during the year was 65 (63) days. A change in the credit period of 1 day, with current turnover rate, means a change in working capital and cash flow of approximately SEK 31 m.

Other measures of the Group's credit risk is illustrated by the total exposure to individual customers. At closing, the single largest receivable was SEK 387 m (356). The net sales of the Group's two largest customers amounted to 18% (20) of total net sales.

The Group's maximum exposure to credit risk is limited to the stated value of accounts receivable. The following tables show the time aspect of the risk exposure of overdue accounts receivable. The management of credit risks is decentralised.

The Group reports loss reserves for expected credit losses on financial assets valued at amortized cost. The Group has a policy for when losses are reported. When it is determined whether a financial asset's credit risk has increased significantly since the first accounting date and when calculating expected credit losses, the Group assumes reasonable and verifiable information that is relevant and available without unnecessary costs or efforts. This

includes both quantitative and qualitative information, analysis based on the Group's historical experience, credit assessment and forward-looking information. See Note 2.4 for more information on impairment of financial assets.

#### Maturity structure accounts receivable - trade

SEKm	Group			
	Total		Loss reserve	
	2025	2024	2025	2024
Not overdue	1,843	1,659	-0	-0
Overdue 1 - 30 days	126	125	-0	-1
Overdue 31 - 90 days	45	44	-1	-2
Overdue 91 - 180 days	12	16	-0	-1
Overdue > 180 days	27	27	-22	-23
<b>Total</b>	<b>2,052</b>	<b>1,870</b>	<b>-23</b>	<b>-26</b>

#### Loss reserve provision

SEKm	Group	
	2025	2024
Opening balance, 2025	-26	-19
Released provisions	7	1
New provisions	-7	-7
Translation differences	2	-1
<b>Closing balance, 2025</b>	<b>-23</b>	<b>-26</b>

Accounts receivable denominated in Swedish kronor, amounts to approximately SEK 476 m (417). The main currencies apart from SEK are EUR, CNY and USD which converted to Swedish kronor amount to approximately SEK 1,150 m (1,055), SEK 140 m (123) and SEK 132 m (126) respectively.

Loss reserve on balance date is reported as a total of SEK 23 m (26). The year's profit includes losses of SEK 3 m (6). The loss reserve for accounts receivable is valued at an amount corresponding to expected credit losses during the remaining term of the receivable. The Group uses a matrix for calculating the loss reserve with expected loss percentages divided by how many days a claim is late. The loss percentages are based on historical experience and specific conditions and expectations at the end of the reporting period.

### 3.6 Liquidity risks

Liquidity risk is the risk that the Group may face problems meeting its obligations associated with financial liabilities. See specification of financial liabilities in Note 3.2. The goal is for the Group to be able to meet its financial obligations in favourable and unfavourable markets without substantial unforeseen costs. Liquidity risks and associated interest rate risk is managed centrally for the whole group. The following table shows the maturity of the Group's financial liabilities. The column called nominal amount relates to future non-discounted cash flows

Terms and maturity	Cur- rency	Nom. interest rate, %	Due	Group			
				2025		2024	
				Nom. amount	Booked amount	Nom. amount	Booked amount
SEKm							
Revolving facility	SEK	2.79-2.96	2026-2028	120	120	339	309
Bank loan, non-current part	EUR	3.23-7.74	2027-2030	7	6	-	-
Bank loan, current part	EUR	2.65-2.86	2026	4	3	-	-
Leasing liabilities		1.5-7.0	2025-2050	445	420	347	326
Overdraft facility	USD	6.75	2026	17	17	-	-
Accounts payable - trade			2026	768	768	716	716
Other liabilities			2026	52	52	37	37
<b>Total</b>				<b>1,413</b>	<b>1,386</b>	<b>1,439</b>	<b>1,388</b>

### Maturity profile – undiscounted cash flows of financial liabilities

SEKm	Group											
	2024						2023					
	≤ 0,5 years	> 0,5 ≤ 1 years	> 1 ≤ 2 years	> 2 ≤ 5 years	> 5 years	Total	≤ 0,5 years	> 0,5 ≤ 1 years	> 1 ≤ 2 years	> 2 ≤ 5 years	> 5 years	Total
Loans	121	3	-	7	-	131	5	5	319	10	-	339
Leasing liabilities	61	78	109	146	51	445	53	65	85	122	23	347
Overdraft facility	17	-	-	-	-	17	-	-	-	-	-	-
Accounts payable - trade	768	-	-	-	-	768	716	-	-	-	-	716
Other liabilities	52	-	-	-	-	52	37	-	-	-	-	37
<b>Total</b>	<b>1,019</b>	<b>81</b>	<b>109</b>	<b>153</b>	<b>51</b>	<b>1,413</b>	<b>811</b>	<b>70</b>	<b>403</b>	<b>132</b>	<b>23</b>	<b>1,439</b>

**3.7 Market risks**

Market risks include the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks are divided into interest rate risk, currency risk and other price risks, such as commodity prices. All of those affect the group.

**3.7.1 Interest risks**

The Group's interest rate risk relates to the Group's financing with credit institutions. All financing with credit institutions currently occur with variable interest, which is connected to the bank's base rate, which is related to Swedish National Bank's Repo rate. With the current net cash position as per 31/12/2025, a change of 1 percentage point has an impact of about SEK 4 m.

**3.7.2 Commodity price risks**

Commodity price risk refers to the change in prices of input goods and its impact on earnings. For the Group, it mainly involves changes in raw materials which constitute a commodity price risk.

AQ does not buy direct raw materials but only semi-finished products for further manufacturing such as sheet metal of steel and aluminium, cables, insulated winding wire, etc.

The raw material part (LME guided part) of semi-finished goods is estimated to be SEK 267.4 m, with the following assumptions:  
 Aluminium: 2,037 tons x 2,638 USD x 9.82 = SEK 52.8 m  
 Copper: 2,194 tons x 9,961 USD x 9.82= SEK 214.6 m

The risk is minimised by price clauses in customer contracts.

**3.7.3 Currency risks**

The Group includes subsidiaries in the Euro area and Bulgaria, India, China, Mexico, Hungary, Poland, Great Britain, USA, Canada, Brazil and Czech Republic. Transactions, assets and liabilities in foreign currencies are monitored centrally at AQ to create balance in each currency and thereby achieve maximum equalisation effect within the Group which thus minimises exchange rate effects. The group only uses hedging instruments in exceptional cases.

A decision to hedge is made centrally, after which managing it can take place at the subsidiary level.

Without considering price adjustments in the sales contracts, a change in exchange rate of 10% totally on yearly basis means an impact on sales of about SEK 664 m (623).

Sales in other currencies than SEK is about 73% (73) of turno-

ver.

Upon a conversion of foreign subsidiaries' currencies to SEK, there is a conversion effect. A five percent change, assuming no changes elsewhere, changes the Group's other comprehensive income by SEK 27 m (29).

Three currencies are responsible for most of the conversion exposure, EUR where a five percent change gives an effect before tax of SEK 17 m (17), CNY which has a corresponding effect on the earnings by SEK 4 m (2) and PLN by SEK 4 m (3). Other exchange rate changes have a minor affect.

The net effect on equity of a five percent change against SEK is SEK 128 m (129), which consists of a change in the translation reserve. The change from the previous year is mainly due to the increased exposure of net assets in EUR, CNY and PLN.

Exchange rates	BGN	BRL	CAD	CNY	CZK	EUR	GBP	HUF	INR	MXN	PLN	USD
Average exchange rate 2024	5.85	1.97	7.71	1.47	-	11.43	13.50	0.03	0.13	0.58	2.66	10.56
Closing day rate 2024	5.87	1.77	7.64	1.51	-	11.49	13.85	0.03	0.13	0.54	2.69	11.00
Average exchange rate 2025	5.66	1.76	7.02	1.37	0.45	11.07	12.92	0.03	0.11	0.51	2.61	9.82
Closing day rate 2025	5.53	1.67	6.72	1.32	0.45	10.82	12.42	0.03	0.10	0.51	2.56	9.20

## Note 4 Operating segments

### ACCOUNTING PRINCIPLES

The segment report are divided in two business segments; Component and System. Each has similar economic characteristics, products, production processes and customer categories. These segments are recorded in a manner which conforms to internal reporting, which is given to the senior executive decision maker. The senior executive decision-maker is the function responsible for the allocation of resources and assessment of the operating segment's financial results. In the Group this function has been identified as the CEO and the group management team. Company management believes that this is consistent with the identification of operating segments in accordance with IFRS 8.

The parent company's financial statements are included in the adjustment item Unallocated in segment reporting.

The product composition in the segment Component includes among others transformers, wiring systems, mechanical parts, sheet metal processing and plastic injection molding. The product composition in the segment System includes production of systems, automation and power solutions, and the assembly of complete machines.

All Group companies are driven by common goals for growth and profitability. This means that all trade between the companies is done on market terms (at arm's length, see Note 31). Segment reporting does not include any adjustments for internal profit and consolidated trading with other segments. These amounts are included as reconciliation items together with the parent company's numbers in the matrix below, under the heading Unallocated. Included are also other items that have not been allocated to the two segments.

One of the group's customers have generated revenues that constitute 10% or more of the Group's total revenue. The revenue amounted to SEK 1,012 m (1,037) and are included in both segments.

Reported amounts in the tables reflect the financial reports that the company's executive decision makers, the CEO and the management team, review on a continuous basis and which make up the control parameters in the allocation of resources and assessment of performance.

In the internal reporting, there is no division of assets and liabilities per segment. The group management does not make analyzes based on the balance sheet divided by segment any more as this information is not deemed meaningful.

SEKm	2025			
	Component	System	Unallocated	Group
External invoicing within Sweden	2,766	481	-	3,247
External invoicing outside Sweden	4,961	863	-	5,824
Internal invoicing, other segments	568	126	-694	-
<b>Total net sales</b>	<b>8,295</b>	<b>1,470</b>	<b>-694</b>	<b>9,071</b>
Material costs, excl. purchases own segment	-4,056	-929	556	-4,429
Depreciation and amortisation	-308	-28	-1	-337
Other operating expenses/income	-3,288	-331	153	-3,465
<b>Operating profit</b>	<b>644</b>	<b>182</b>	<b>15</b>	<b>840</b>
Net financial items	-	-	-9	-9
<b>Profit before tax</b>	<b>644</b>	<b>182</b>	<b>6</b>	<b>831</b>
Taxes	-	-	-154	-154
<b>Profit for the year</b>	<b>644</b>	<b>182</b>	<b>-148</b>	<b>677</b>

SEKm	2024			
	Component	System	Unallocated	Group
External invoicing within Sweden	2,613	497	-	3,110
External invoicing outside Sweden	4,573	871	-	5,444
Internal invoicing, other segments	568	126	-694	-
<b>Total net sales</b>	<b>7,754</b>	<b>1,494</b>	<b>-694</b>	<b>8,554</b>
Material costs, excl. purchases own segment	-3,849	-962	551	-4,260
Depreciation and amortisation	-281	-24	-1	-306
Other operating expenses/income	-2,943	-352	146	-3,148
<b>Operating profit</b>	<b>680</b>	<b>157</b>	<b>3</b>	<b>840</b>
Net financial items	-	-	-15	-15
<b>Profit before tax</b>	<b>680</b>	<b>157</b>	<b>-13</b>	<b>824</b>
Taxes	-	-	-159	-159
<b>Profit for the year</b>	<b>680</b>	<b>157</b>	<b>-172</b>	<b>666</b>

## Net sales allocated to operating segments and geographical markets

SEKm	2025			Group
	Component	System	Unallocated	
Sweden	1,730	843	76	2,649
Other European countries	5,314	374	-	5,688
Other countries	1,251	253	-	1,504
<b>Net sales</b>	<b>8,295</b>	<b>1,470</b>	<b>76</b>	<b>9,841</b>
Internal sales, eliminations	-	-	-770	-770
<b>Total net sales</b>	<b>8,295</b>	<b>1,470</b>	<b>-694</b>	<b>9,071</b>

SEKm	2024			Group
	Component	System	Unallocated	
Sweden	1,636	853	67	2,556
Other European countries	4,747	447	-	5,194
Other countries	1,371	195	-	1,565
<b>Net sales</b>	<b>7,754</b>	<b>1,494</b>	<b>67</b>	<b>9,315</b>
Internal sales, eliminations	-	-	-761	-761
<b>Total net sales</b>	<b>7,754</b>	<b>1,494</b>	<b>-694</b>	<b>8,554</b>

Geographical markets are based on where AQ Group's subsidiaries have their registered office.

**Note 5 Geographical market distribution**

## The Group's sales distributed per country

SEKm	Group	
	2025	2024
Sweden	3,247	3,110
Germany	1,147	726
Finland	690	653
USA	574	681
China	521	539
Poland	316	274
France	302	343
Netherlands	256	221
Canada	240	172
Other countries	1,608	1,666
<b>Total</b>	<b>9,071</b>	<b>8,554</b>

Sales are based on where the customer is located.

## The Group's tangible and intangible assets distributed per country

SEKm	Group	
	2025	2024
Sweden	389	387
Bulgaria	292	305
Lithuania	236	257
Estonia	286	191
Finland	164	183
Poland	152	174
Hungary	167	172
Czech Republic	108	-
Canada	107	128
China	101	94
USA	100	85
Other countries	303	289
<b>Total</b>	<b>2,204</b>	<b>2,085</b>

The tangible and intangible assets are based on where the assets are located. No financial assets are included in the table.

## Note 6 Revenue recognition

### ACCOUNTING PRINCIPLE

Revenue includes the fair value of goods and services sold excluding VAT and discounts, as well as elimination of intercompany sales.

### Sale of goods and performance of service assignments

The Group's revenue comes primarily from the production of goods such as components and systems for industrial customers based on agreements, orders and forecasts. Revenue for the sale of goods is recognized in the period when control of a good or service is transferred to the customer, that is, when the goods have been delivered and accepted by the customer. Income from service assignments is recognized over time when the services are performed. The income is reported at the fair value of what has been received, or is expected to be received, with deductions for discounts provided.

Contract liabilities amount to SEK 113 m (92). They consist of advance payments from customers.

### Parent Company

The parent company, AQ Group AB, is primarily focused on management and development of the Group. The parent company's turnover consists almost exclusively of the sales of management services to subsidiaries.

## Note 7 Other operating income

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Exchange gains from operations, realised	30	40	2	1
Exchange gains from operations, unrealised	13	22	1	0
Capital gains on non-current assets	1	1	-	-
Recovery of previously impaired trade and other receivables	1	0	-	-
Sale of scrap and obsolete material	45	44	-	-
Insurance compensation	8	1	-	-
Government grants	13	15	0	0
Other operating income <sup>1)</sup>	21	18	4	8
<b>Total</b>	<b>133</b>	<b>141</b>	<b>7</b>	<b>9</b>

<sup>1)</sup> Other operating income includes subsidies etc.

## Note 8 Remuneration to auditors

The audit assignment refers to the review of the annual report and accounting and the Board's and the CEO's management, which results in the established audit report. In addition, information is provided regarding compensation separately for audit activities and audit assignments besides audit tasks and tax services and other services, which may have been assigned to the auditing company to process during the fiscal year.

SEKt	Group		Parent Company	
	2025	2024	2025	2024
<i>E&amp;Y</i>				
Audit assignment	7,577	6,736	1,649	1,217
Audit-related assignments	-	206	-	-
Tax consultation	171	329	138	225
<b>Total</b>	<b>7,748</b>	<b>7,270</b>	<b>1,787</b>	<b>1,442</b>
<i>KPMG</i>				
Audit assignment	204	239	-	-
Tax consultation	10	10	-	-
<b>Total</b>	<b>214</b>	<b>249</b>	<b>-</b>	<b>-</b>
<i>BDO</i>				
Audit assignment	509	721	-	-
Audit-related assignments	139	152	-	-
Tax consultation	115	63	-	-
<b>Total</b>	<b>763</b>	<b>936</b>	<b>-</b>	<b>-</b>
<i>Demers Beaulne</i>				
Audit assignment	718	873	-	-
Audit-related assignments	43	50	-	-
Tax consultation	269	286	-	-
<b>Total</b>	<b>1,030</b>	<b>1,209</b>	<b>-</b>	<b>-</b>
<i>Brown and Edwards</i>				
Audit assignment	624	665	-	-
<b>Total</b>	<b>624</b>	<b>665</b>	<b>-</b>	<b>-</b>
<i>Övriga</i>				
Audit assignment	2,239	941	-	-
Audit-related assignments	85	206	-	-
Tax consultation	60	250	-	-
<b>Total</b>	<b>2,384</b>	<b>1,397</b>	<b>-</b>	<b>-</b>
<b>Total remuneration to auditors</b>	<b>12,762</b>	<b>11,727</b>	<b>1,787</b>	<b>1,442</b>

**Note 9 Personnel****ACCOUNTING PRINCIPLE****9.1 Short-term benefits**

Short-term benefits to employees are calculated without discounting and recorded as an expense when the related services are received. A provision is recorded for the expected cost of profit-sharing and bonus payments when the Group has a valid legal or informal obligation to make such payments as a consequence of services having been received from employees and the obligation can be calculated reliably.

**9.2 Long-term benefits**

The Group's net obligation in respect of other long-term benefits, except pensions, comprises the value of future benefits that employees have earned as remuneration for the services they have performed during the current and previous periods. This remuneration is discounted to present value and the fair value of any managed assets is deducted. The discount rate is established on the same basis used as for defined benefit pension plans. The calculation is performed using the projected unit credit method. Any actuarial gains or losses are recorded in the income statement in the period when they occur. These include remuneration in connection with sabbatical leave, anniversaries and long-term inability to work. Long-term benefits also include remuneration issued in respect of a long period of service.

**9.3 Benefits after termination of employment**

Defined contribution pension plans are classified as plans in which the company's obligation is limited to the contributions that the company has undertaken to pay. In such cases the size of the employee's pension depends on the contributions that the company pays into the plan or to an insurance company and the return on capital that these contributions produce. Consequently, it is the employee who bears the actuarial risk (that the benefit will be lower than expected) and the investment risk (that the assets invested will be insufficient to produce the expected benefits). The company's obligations in respect of contributions to defined contribution plans are recorded as an expense in the income statement as they are earned by means of employees having performed services for the company during a period.

Part of the Group's pension plans are managed through Alecta. The premiums for Alecta are established using assumptions about interest rates, life expectancy, operating expenses and yield tax, and are calculated in such a way that the payment of a constant premium for the retirement date will be sufficient for all the target benefits, based on the insured party's current pensionable salary, to have been earned.

There is no established set of rules defining how a possible deficit should be treated, although in the first instance losses must be covered by Alecta's collective consolidation capital, and will therefore not result in increased expenses through an increase in agreed premiums. There are also no rules defining how a possible surplus or deficit is to be distributed in the event that the plan is discontinued or a company withdraws from the plan.

The information that must be provided in accordance with IAS 19, in addition to the above, relates to the consolidation ratio. Collective consolidation is a buffer for Alecta's insurance obligations against variations in return on capital and insurance risks. It comprises the difference between Alecta's assets and insurance obligations to policyholders and insured parties. The company accounts for an insignificant part of the plan.

**9.4 Termination benefits**

An expense for benefits in connection with employees redundancies is recorded at the earlier of when the company can no longer withdraw the offer to employees or when the company records restructuring expenses. Benefits that are expected to be settled within twelve months are recorded at their current value. Benefits that are not expected to be settled in full within twelve months are recorded under long-term benefits.

There are no agreements regarding severance pay or the like within the Group.

**9.5 Share-based benefits**

Share-based benefits in the existing warrant program do not entail any cost, since the price of the warrants corresponds to their fair value.

Generally within the Group, no special pension benefits or severance pay agreements exist, in addition to normal pensions. Regarding defined-benefit pension plans, these are only available to a limited extent in a few countries, see further Note 26..

**Alecta**

In 2025 the companies paid a total of SEK 5,852 t (5,747) in pension expenses to Alecta. The Group's share of the total contributions to the plan and the Group's share of the total number of active members in the plan amounts to 0.04105% and 0.04571% (2024: 0.03862% and 0.04093%). The contributions for the next reporting period are expected to be on a par with last year. In accordance with IAS 19 and UFR 10, the ITP pensions financed via Alecta must be treated as defined contribution pension plans until further notice, as information from Alecta does not enable reporting as defined benefit pension plans.

The consolidation ratio reported below relates to Alecta's assets as a percentage of the insurance obligations. Alecta has provided the following information regarding the consolidation level: "The collective consolidation level can normally vary between 125% and 175%. The consolidation ratio for 2025 was 167% (162).

**Remuneration to executive officers**

The Board's proposed guidelines for remuneration to executives in 2025 are presented in the Corporate governance report, pages 20-23. The remuneration paid to senior executives in 2025 are presented on page 80.

Regarding guidelines for variable remuneration to executives the following resolution was made at the previous AGM; Variable remuneration to AQ's management group consists of a variable cash salary (bonus). The variable remuneration shall be linked to predetermined and clearly set measurable target criteria with the aim of promoting the company's longterm value creation. The remuneration may be paid in cash or additional premium payments to pension insurance. The total amount of variable remuneration shall not exceed the fixed salary paid to the executive concerned. The Board may deviate from the guidelines in individual cases should special reasons exist.

Average number of employees	2025			2024		
	Female	Male	Total	Female	Male	Total
Parent Company, Sweden	13	10	23	11	10	21
Subsidiaries, Sweden	238	778	1,016	238	758	996
Brazil	-	5	5	1	4	5
Bulgaria	749	731	1,480	764	779	1,543
Estonia	167	444	611	160	425	585
Finland	37	162	199	40	165	205
India	17	149	166	18	155	173
Italy	8	8	16	8	9	17
Canada	121	90	211	107	73	180
China	174	266	440	177	258	435
Lithuania	845	246	1,091	951	269	1,220
Mexico	140	77	217	187	99	286
Poland	733	521	1,254	779	562	1,341
Great Britain	45	75	120	40	71	111
Czech Republic	49	165	214	-	-	-
Germany	39	95	134	2	13	15
Hungary	108	396	504	113	384	497
USA	38	88	126	59	124	183
<b>Total</b>	<b>3,521</b>	<b>4,306</b>	<b>7,827</b>	<b>3,655</b>	<b>4,158</b>	<b>7,813</b>

## Gender distribution, executive officers

Board	2025			2024		
	Female	Male	Total	Female	Male	Total
%						
Parent Company	33	67	100	33	67	100
Group	16	84	100	17	83	100

Group management and CEO	2025			2024		
	Female	Male	Total	Female	Male	Total
%						
Parent Company	33	67	100	30	70	100
Group	28	72	100	27	73	100

Salary and remuneration SEKm	Group		Parent Company	
	2025	2024	2025	2024
Salary expenses	2,122	1,930	30	28
Social expenses	321	273	12	10
Pension expenses	119	115	5	4
<b>Total</b>	<b>2,561</b>	<b>2,318</b>	<b>46</b>	<b>41</b>

Whereof remuneration to Board, Presidents and other senior manager<sup>1)</sup>

Salary expenses/board fees	231	209	17	17
<i>(Whereof bonuses and other similar salary expenses)</i>	33	40	6	6
Pension expenses	16	14	3	3

<sup>1)</sup> Refers to remuneration for all board members, presidents and other senior executives in the Parent Company and subsidiaries.

## Warrant program

The 2022 Annual General Meeting decided to introduce a warrant-based incentive program for executive officers and other key personnel within AQ. A total of 52,500 warrants were subscribed for in the three-year warrant-based incentive program that expired May 12, 2025. The subscription price at the time of redemption was set at SEK 70.20 per share (after the share split and rounded according to the warrant terms). Upon redemption, each warrant was entitled to five shares. In total, 52,500 warrants were exercised for subscription of 262,500 shares, which meant that 100 % of the total number of warrants were exercised for subscription of shares in the company. Through the exercise of the warrants, AQ Group received approximately SEK 18 m before issue costs.

The 2024 AGM resolved to introduce another warrant-based incentive program for executive officers and other key personnel within AQ. The warrants are priced at market value, which is based on a valuation made by an independent party using the Black-Scholes model. Each warrant entitles its holder to subscribe for five shares (after the share split) in the company at the subscription price shown in the table below. The 2024 warrant program expires on May 12, 2027 and exercising is possible from the same day until June 10, 2027.

Warrant program	2024/2027	2022/2025
Total number of warrants, pcs	13,500	52,500
Price, SEK	118.10	40.20
Subscription price, SEK (after the share split)	152.10	70.24
Subscription price, SEK (before the share split)	760.50	351.20
Duration, years	3	3
Number of participants	13	21

## Remuneration to the Board, CEO and Group management

SEKt	2025					2024				
	Basic salary/ fee	Variable remuneration	Other benefits	Pension expenses	Total	Basic salary/ fee	Variable remuneration	Other benefits	Pension expenses	Total
Chairman of the Board, Claes Mellgren	500	-	-	-	500	470	-	-	-	470
Board member, Ulf Gundemark	310	-	-	-	310	295	-	-	-	295
Board member, Gunilla Spongh	370	-	-	-	370	355	-	-	-	355
Board member, Per Olof Andersson	250	-	-	-	250	235	-	-	-	235
Board member, Lars Wrebo	250	-	-	-	250	235	-	-	-	235
Board member, Åsa Landén Ericsson	250	-	-	-	250	-	-	-	-	-
Board member, Kristina Willgård	-	-	-	-	-	295	-	-	-	295
CEO, James Ahrgren	3,022	2,607	6	889	6,523	2,628	2,254	5	773	5,659
Other executive officers, eight (nine)	13,406	8,326	186	3,279	25,198	14,393	8,847	341	2,403	25,984
<b>Total</b>	<b>18,358</b>	<b>10,933</b>	<b>192</b>	<b>4,168</b>	<b>33,651</b>	<b>18,906</b>	<b>11,101</b>	<b>346</b>	<b>3,176</b>	<b>33,528</b>

**Note 10 Other operating expenses**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Exchange losses from operations, realized	-40	-43	-1	-4
Exchange losses from operations, unrealized	-22	-16	-1	-0
Capital losses on non-current assets	-2	-3	-	-
Other operating expenses	-7	-2	-	-0
<b>Total</b>	<b>-71</b>	<b>-65</b>	<b>-3</b>	<b>-4</b>

**Note 11 Profit/Loss from participations in group companies**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Dividends from subsidiaries	-	-	308	339
Capital gain on sale of subsidiary <sup>1)</sup>	22	-	-	-
Change in value of shares etc in subsidiaries	-	-	3	-17
<b>Total</b>	<b>22</b>	<b>-</b>	<b>312</b>	<b>322</b>

<sup>1)</sup> During the year the sub-subsidiary AQ Fastigheter i Gävle AB was divested for SEK 26 m with a capital gain of SEK 22 m.

**Note 12 Financial income****ACCOUNTING PRINCIPLE**

Financial income comprises interest income on bank deposits and receivables, as well as realized and unrealized exchange rate differences on financial items. Income is recorded when the right to receive payment and the size of the payment have been established.

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Interest received from credit institutions	13	13	12	12
Interest income from group companies	-	-	13	19
Exchange rate gains, realized	2	3	2	3
Exchange rate gains, unrealized	17	9	15	8
Other interest income	3	2	0	0
<b>Total</b>	<b>35</b>	<b>26</b>	<b>42</b>	<b>41</b>

**Note 13 Financial expenses**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Interest expenses to credit institutions	-17	-21	-8	-17
Interest expenses to group companies	-	-	-11	-22
Lease liability interest expenses	-11	-10	-	-
Exchange rate losses, realized	-4	-2	-4	-2
Exchange rate losses, unrealized	-29	-5	-29	-5
Other interest expenses	-4	-4	-2	-0
<b>Total</b>	<b>-67</b>	<b>-41</b>	<b>-54</b>	<b>-47</b>

As of 31 December, 2025, there are no remaining derivatives, nor in the previous year. No other interest expenses are attributable to items valued to fair value.

**Note 14 Appropriations**

SEKm	Parent Company	
	2025	2024
Change in tax allocation reserve	-19	-13
Group contribution, received	123	72
Group contribution, paid	-3	-2
<b>Total</b>	<b>101</b>	<b>58</b>

**Note 15 Taxes****ACCOUNTING PRINCIPLE**

Recorded tax for the period comprises current tax and deferred tax. When the tax is based on an underlying transaction that is recorded directly against equity, the tax effect is also recorded directly against equity. Otherwise the tax is recorded in the income statement. Current tax is the tax payable or receivable for the year, adjusted for any correction of current tax from previous years.

Deferred tax is recorded in full, according to the balance sheet method, for all temporary differences that arise between the tax value of assets and liabilities and their reported values in the consolidated financial statements. Temporary differences are not recorded for differences arising on recording of consolidated goodwill or for the initial recording of assets and liabilities that are not acquisitions and that at the time of the transaction do not affect recorded or taxable profit.

Deferred taxes are calculated using the tax rates expected to apply when the tax is to be settled, which are normally the tax rates adopted on the balance sheet date. Deferred tax assets in respect of tax loss carryforwards are recorded only to the extent that it is likely that they can be utilised. Deferred tax liabilities partly consist of untaxed reserves, which are divided into equity and deferred tax in the consolidated financial statements. The amount also includes deferred tax liabilities on the properties recorded at a higher value than the tax value.

The actual tax rate for the Group is 19% (19).

Non-recorded tax loss carryforwards relate primarily to subsidiaries in India and Mexico, which are in establishment phase and there it is currently not possible to assess with certainty when the companies will be able to use them to offset future profits. The Parent company has no tax loss.

**Global minimum tax**

The legislation of Pillar II has been adopted in Sweden, where AQ Group AB is based, and entered into force on 1 January 2024. The threshold of EUR 750 m in turnover, for two of the last four years, has been exceeded after the end of the financial year 2024. As of 1 January 2025, the Group is therefore reporting income tax in accordance with the OECD's model rules for Pillar II and the first payment of additional tax is expected to be made in 2027. The Group has significant operations in several countries that have previously reported lower corporate income tax rates than 15%, including Bulgaria, Estonia and Lithuania. The Group's average tax expense is affected by the share of profit from each country in which AQ operates. The average tax expense for the full year 2025 amounts to 19%, including provisions for additional tax, which is in line with the previous year. The additional tax is included in the current tax in the table on the right.

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Current tax	-139	-139	-36	-12
Deferred tax	-6	-14	-	-
Withholding tax on dividend and interest	-9	-6	-3	-1
<b>Tax recorded</b>	<b>-154</b>	<b>-159</b>	<b>-39</b>	<b>-12</b>
<i>Specification of recorded tax</i>				
Recorded profit before tax	831	824	405	376
Estimated tax based on applicable tax rate, Sweden 20.6%	-171	-170	-83	-77
Tax effect of:				
Non-deductible expenses	-11	-11	-4	-7
Non-taxable income	12	7	69	72
Effect of other tax rates in foreign companies	42	35	-	-
Change in non-recorded tax loss carryforwards	0	1	-	-
Change of tax previous years	11	1	1	-
Other <sup>1)</sup>	-27	-17	-18	-
	<b>-145</b>	<b>-152</b>	<b>-36</b>	<b>-12</b>
Withholding tax	-9	-6	-3	-1
<b>Tax recorded for the year</b>	<b>-154</b>	<b>-159</b>	<b>-39</b>	<b>-12</b>

<sup>1)</sup> Tax rebate for investments, tax on dividends and additional tax for Pillar II is included.

Deferred tax assets and liabilities SEKm	Group		Parent Company	
	2025	2024	2025	2024
<b>Deferred tax assets</b>				
Intangible assets	6	5	-	-
Tangible assets	1	1	-	-
Right-of-use assets	57	55	-	-
Inventories	5	5	-	-
Loss carry forwards	17	29	-	-
Other <sup>1)</sup>	14	10	-	-
<b>Deferred tax assets before netting of deferred tax assets and liabilities</b>	<b>100</b>	<b>105</b>	-	-
Netting of deferred tax assets and liabilities <sup>2)</sup>	-56	-54	-	-
<b>Deferred tax assets net</b>	<b>44</b>	<b>51</b>	-	-
<b>Deferred tax liabilities</b>				
Intangible assets	30	30	-	-
Tangible assets	15	15	-	-
Right-of-use assets	56	54	-	-
Untaxed reserves	74	64	-	-
Other	0	5	-	-
<b>Deferred tax liabilities before netting of deferred tax assets and liabilities</b>	<b>175</b>	<b>169</b>	-	-
Netting of deferred tax assets and liabilities <sup>2)</sup>	-56	-54	-	-
<b>Deferred tax liabilities net</b>	<b>119</b>	<b>115</b>	-	-
<b>Change in deferred tax</b>				
Recorded in the income statement	-6	-14	-	-
Acquisition of subsidiaries, surplus values	-4	-12	-	-
Translation difference	-1	1	-	-
<b>Total</b>	<b>-10</b>	<b>-25</b>	-	-

<sup>1)</sup> Included in Other are i.a. deferred tax on reservations and exchange rate differences.

<sup>2)</sup> Refer to deferred tax on right-of-use assets.

SEKm	Group	
	2025	2024
<b>Non-recorded tax losses carryforwards</b>	<b>168</b>	<b>130</b>
<i>Expires year:</i>		
2025	-	14
2026	12	9
2027	3	6
2028	17	14
2029	21	44
2030	1	-
Later	113	43
<b>Total</b>	<b>168</b>	<b>130</b>

**Note 16 Goodwill****ACCOUNTING PRINCIPLE**

Goodwill consists of the amount by which the acquisition value on acquisition of companies or operations exceeds the fair value of identified net assets at the time of acquisition. Goodwill are valued at cost less any write-downs. Depreciation according to plan is not made on these assets, instead, any impairment needs are tested annually or more often if there is an indication of a significant decline in value, in accordance with IAS 36.

SEKm	Group	
	2025	2024
Opening accumulated cost of acquisition	450	396
Business acquisitions	32	43
Translation difference	-29	11
<b>Closing accumulated cost of acquisition</b>	<b>452</b>	<b>450</b>
Opening accumulated write-downs	-3	-3
Write-down for the year	-	-
Translation difference	0	-0
<b>Closing accumulated write-downs</b>	<b>-3</b>	<b>-3</b>
<b>Closing residual value</b>	<b>450</b>	<b>447</b>

**Impairment test for cash generating units with goodwill**

The following cash-generating units have significant reported goodwill values in relation to the Group's total goodwill:

SEKm	2025	2024
AQ Wiring Systems UAB	76	80
AQ Mecanova OY	48	51
B3CG Interconnect	73	85
Trafotek	77	82
<b>Total</b>	<b>273</b>	<b>297</b>

More information on the acquisitions made in 2025 and 2024 can be found in Note 29.

Management annually investigates whether any amortization need exists in terms of goodwill. The recoverable amount of the underlying cash generating units (see table above) has been determined based on a calculation of the Group's value in use. There are no indications of decreased value. Other goodwill items are of lesser value.

	Estimated growth beyond a five-year period %		Discount rate, before tax %		Discount rate, after tax %	
	2025	2024	2025	2024	2025	2024
AQ Wiring Systems UAB	2	2	9	8	8	7
AQ Mecanova OY	2	2	9	8	8	7
B3CG Interconnect	2	2	10	9	8	7
Trafotek	2	2	9	8	8	7

The calculation was made based on estimated future cash flows equivalent to a five-year period. Cash flows beyond the five-year period have been extrapolated using an estimated growth rate of 2%.

Important variables	Method used to estimate value
Market share and -growth	The forecast for growth is based on the group's historic growth, inflation forecasts etc. The total market according to external sources of information is expected to grow during the forecast period, and AQ's share of the total market is marginal.
Operating expenses	Operating expenses are estimated based on the planned operations for the forecast period, and reflect previous experience and external sources of information regarding inflation forecasts etc.
Discount rate	The discount rate is prepared through a weighted average cost of capital for AQ Group and reflects current market assessments of the time value of money and the risks specifically related to AQ Group and thereafter take into account the risk of each tested entity.
Currency rates	Currency conversion has been performed at current exchange rates published by the Swedish Central Bank (Riksbanken).

The recoverable amount for the companies listed in the table on the left exceeds the reported value by a significant amount. Sensitivity analyzes have been performed and management believes that no reasonable changes in the key assumptions may lead to the recovery value being lower than reported values.

**Note 17 Other intangible assets**

SEKm	Group							
	2025				2024			
	Customer relations	Technology	Other <sup>1)</sup>	Total	Customer relations	Technology	Other <sup>1)</sup>	Total
Opening accumulated cost of acquisition	196	129	81	406	163	123	83	369
Direct investments for the year	-	-	8	8	-	0	2	3
Business acquisitions	20	20	12	51	30	3	2	34
Sales/discardments	-	-	-5	-5	-	-	-2	-2
Reclassifications	-	-	-	-	-	-	-6	-6
Translation difference	-11	-11	-5	-27	3	4	2	8
<b>Closing accumulated cost of acquisition</b>	<b>204</b>	<b>138</b>	<b>90</b>	<b>432</b>	<b>196</b>	<b>129</b>	<b>81</b>	<b>406</b>
Opening accumulated amortization	-141	-83	-73	-297	-122	-68	-69	-259
Amortization for the year	-18	-16	-4	-38	-18	-13	-3	-34
Business acquisitions	-	-	-9	-9	-	-	-2	-2
Sales/discardments	-	-	5	5	-	-	2	2
Reclassifications	-	-	-	-	-	-	-0	-0
Translation difference	8	7	4	19	-2	-2	-1	-5
<b>Closing accumulated amortization</b>	<b>-152</b>	<b>-92</b>	<b>-76</b>	<b>-319</b>	<b>-141</b>	<b>-83</b>	<b>-73</b>	<b>-297</b>
<b>Closing planned residual value</b>	<b>52</b>	<b>46</b>	<b>14</b>	<b>113</b>	<b>54</b>	<b>46</b>	<b>8</b>	<b>109</b>

<sup>1)</sup> Other refers to, among other things, software, rental rights, patents, licenses and trademarks.

**Significant intangible non-current assets and their remaining amortization period**

	2025		2024	
	Closing planned residual value (SEKm)	Remaining amortization period (years)	Closing planned residual value (SEKm)	Remaining amortization period (years)
<b>Customer relations</b>				
AQ mdexx / AQ Riedel	17	6	-	-
AQ JIT Mech	13	5	15	6
B3CG Interconnect	8	2	13	3
<b>Technology</b>				
AQ mdexx / AQ Riedel	16	4	-	-
B3CG Interconnect	10	2	16	3
AQ Trafotek	13	3	18	4

**ACCOUNTING PRINCIPLE****Customer relations and technology**

Identified acquired customer relations and technology are amortized linearly over 5-10 years.

**Other**

Other intangible assets relate primarily to acquired software, rental rights and other capitalized expenditures. These are amortized linearly over 5-10 years.

For all intangible assets, any need for impairment is tested annually or more often if there is an indication of a significant decrease in value, in accordance with IAS 36.

**Note 18 Right-of-use assets****ACCOUNTING PRINCIPLE**

When entering into an agreement, the Group assesses whether the agreement is, or contains, a lease agreement. An agreement is, or contains, a leasing agreement if the agreement assigns the right to decide, over a certain period, the use of an identified asset in exchange for compensation.

The Group reports a right-of-use asset and a leasing debt on the date of the lease agreement. The right-of-use is initially valued at acquisition value, which consists of the original value of the lease liability with addition for lease payments paid at or before the start date plus any initial expenses.

The right-of-use asset is subsequently written off linearly from the start date to the earliest of the end of the asset's useful life and the end of the lease term.

The leasing liability - which is divided into long-term and short-term - is initially valued at the present value of remaining leasing fees during the assessed leasing period. The leasing period is the non-cancellable period with the addition of additional periods in the agreement if it is deemed reasonably certain at the commencement date that these will be used. Leasing fees are discounted with the implicit interest rate of the lease. If this interest rate cannot be determined, the Group's marginal borrowing rate is used.

The lease debt is valued at amortized cost using the effective interest method. The lease liability is revalued if future lease payments change due to, among other things, changes in an index or a price. When the lease liability is revalued in this way, a corresponding adjustment is made to the carrying value of the right-of-use asset.

The Group has chosen not to report liability for right-of-use assets for leases that are shorter than 12 months and contracts of lesser value. Leasing fees for these leases are reported as a cost linearly over the lease period.

The Group's leasing agreements mainly consist of properties used for production and offices. The amount Additions includes new contracts and increased payments due to an extended lease period. See also Note 3 where information on maturity structure for leasing liabilities can be found.

Amounts reported in the income statement SEKm	Group	
	2025	2024
Depreciation of right-of-use assets	-136	-119
Interest on lease liabilities	-11	-10
Costs for short-term leases	-11	-10
Costs for leases of lesser value	-6	-6
<b>Total</b>	<b>-164</b>	<b>-145</b>

**Reported value of right-of-use assets**

SEKm	Group				Total
	Real estate	Machinery	Vehicles	IT equipment	
Opening balance, 2025	301	9	10	0	320
Business acquisitions	27	2	4	-	34
Additions	198	19	5	-	222
Cancellations	-9	-0	-0	-	-10
Depreciation for the year	-125	-5	-6	-0	-136
Reclassifications	-	-0	-0	-	-0
Translation difference	-18	-1	-1	-0	-19
<b>Closing balance, 2025</b>	<b>375</b>	<b>24</b>	<b>12</b>	<b>0</b>	<b>411</b>
Opening balance, 2024	246	6	10	0	262
Business acquisitions	11	1	1	0	13
Additions	149	5	4	-0	158
Cancellations	-3	-0	-1	-	-4
Depreciation for the year	-112	-4	-4	-0	-119
Reclassifications	-	-0	-0	-	-0
Translation difference	10	0	0	0	10
<b>Closing balance, 2024</b>	<b>301</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>320</b>

Leasing liabilities SEKm	Group	
	2025	2024
Current	136	115
Non-current	285	211
<b>Total</b>	<b>420</b>	<b>326</b>

Amounts reported in the cash flow report SEKm	Group	
	2025	2024
Total cash flow attributable to lease agreements	-160	-144

**Note 19 Tangible assets**

SEKm	Group				Total
	Land and buildings	Plant and machinery	Equipment, tools, fixtures and fittings	Construction in progress	
Opening accumulated cost of acquisition, 2025	672	1,529	383	96	2,680
Direct investments for the year	43	69	27	96	235
Business acquisitions	33	101	25	-	159
Sales/discardments	-17	-38	-12	-	-67
Reclassifications	29	66	10	-108	-3
Translation difference	-36	-77	-26	-6	-145
<b>Closing accumulated cost of acquisition, 2025</b>	<b>725</b>	<b>1,649</b>	<b>407</b>	<b>78</b>	<b>2,859</b>
Opening accumulated depreciation, 2025	-201	-1,020	-249	-	-1,470
Depreciation for the year	-24	-104	-35	-	-163
Business acquisitions	-29	-80	-20	-	-130
Sales/discardments	12	35	11	-	59
Reclassifications	-	-0	-0	-	-0
Translation difference	9	51	17	-	77
<b>Closing accumulated depreciation, 2025</b>	<b>-233</b>	<b>-1,119</b>	<b>-276</b>	<b>-</b>	<b>-1,628</b>
<b>Closing planned residual value, 2025</b>	<b>491</b>	<b>531</b>	<b>131</b>	<b>78</b>	<b>1,231</b>
Opening accumulated cost of acquisition, 2024	632	1,304	337	79	2,352
Direct investments for the year	5	60	27	98	190
Business acquisitions	23	97	13	0	134
Sales/discardments	-6	-28	-6	-0	-41
Reclassifications	5	75	2	-82	-1
Translation difference	13	21	10	2	46
<b>Closing accumulated cost of acquisition, 2024</b>	<b>672</b>	<b>1,529</b>	<b>383</b>	<b>96</b>	<b>2,680</b>
Opening accumulated depreciation, 2024	-162	-866	-207	-	-1,235
Depreciation for the year	-23	-98	-31	-	-152
Business acquisitions	-13	-71	-12	-	-95
Sales/discardments	0	25	6	-	32
Reclassifications	-0	0	0	-	0
Translation difference	-3	-12	-6	-	-20
<b>Closing accumulated depreciation, 2024</b>	<b>-201</b>	<b>-1,020</b>	<b>-249</b>	<b>-</b>	<b>-1,470</b>
<b>Closing planned residual value, 2024</b>	<b>471</b>	<b>509</b>	<b>134</b>	<b>96</b>	<b>1,210</b>

**ACCOUNTING PRINCIPLE**

Tangible fixed assets are depreciated on a straight-line basis over the estimated useful life; there is no depreciation of land. The Group applies component depreciation, which means that the components' estimated useful life forms the basis of depreciation.

Land and buildings include factories and offices. There are operational properties within the Group, but no investment properties.

The cost of acquisition includes expenses that can be attributed directly to the acquisition. Plant and machinery consist solely of assets intended for production, while equipment, tools, fixtures and fittings are divided between offices and production. Plant and machinery are recorded at the cost of acquisition with deductions for accumulated depreciation and amortization.

Expenses for repairs and maintenance to maintain and make marginal improvements to production capacity in the machinery are recorded as expenses directly in the income statement.

**Assets are depreciated over the periods indicated below**

Buildings	10-60 years
Improvement expenses on leasehold property	20 years
Land improvements	20 years
Plant and machinery	5-12 years
Equipment, tools, fixtures and fittings	3-10 years

**Buildings consist of following identified components with varying useful lives**

Frame	40-60 years
Supplements to the frame, internal walls, etc.	20-40 years
Installations: heating, electricity, plumbing, ventilation	20-40 years
Outer layer: facades, roofs, etc.	20-30 years
Inner layer: mechanical equipment, etc.	10-15 years

Depreciation methods, residual values and useful lives used are reviewed at the end of every year, and adjusted according to the age of the object at the time of acquisition.

**Note 20 Shares and participations in group companies**

SEKm	Parent Company	
	2025	2024
Opening accumulated cost of acquisition	1,574	1,468
Investment in subsidiaries	151	102
Shareholder contribution	33	9
Liquidated subsidiaries	-	-6
<b>Closing accumulated costs of acquisition</b>	<b>1,758</b>	<b>1,574</b>
Opening accumulated impairment	-257	-242
Impairment losses	-17	-16
<b>Closing accumulated impairment</b>	<b>-274</b>	<b>-257</b>
<b>Closing book value</b>	<b>1,484</b>	<b>1,317</b>

**ACCOUNTING PRINCIPLE**

Shares in subsidiaries are recorded in the parent company in accordance with the cost value method. The carrying amount for shares in subsidiaries undergoes impairment testing in accordance with IAS 36, Impairment of Assets. Transaction expenses that arise in connection with an acquisition are recorded by the parent company as part of the cost of acquisition and are thus not recorded as an expense.

During 2025, the following acquisitions have been made: AQ Magnetronics s.r.o., AQ Riedel Trafobau GmbH, AQ Magnetronic Devices GmbH and mdexx inductive electronics GmbH. In addition, the subsidiary AQ Engineering Workshop AB has acquired Sandflo Forma AB. During the year the wholly owned property company AQ Fastigheter i Gävle AB was divested.

During 2024, the following acquisitions have been made: AQ JIT Mech AB, AQ JIT Mech Robertsfors AB, AQ JIT Mech Örnköldsvik AB and AQ Wiring Systems Rockford Ltd. In addition, the wholly owned subsidiary AQ Engineering AB has acquired TechROi Scandinavia AB and TechROi Engineering AB.

Companies	Domicile	Country	Corp. ID no.	Number of participation rights	Holding % <sup>1)</sup>	Book value. SEK m
AQ Fastighet i Lund AB	Lund	Sweden	556527-5228	10,000	100	4
AQ Fastighet Tokarp AB	Gislaved	Sweden	556220-0195	1,000	100	4
AQ Fastighet i Pålshöj AB	Eskilstuna	Sweden	556275-6212	14,200	100	6
AQ Plast AB	Västerås	Sweden	556497-2239	3,000	100	4
AQ Trafo AB	Enköping	Sweden	556443-9726	26,000	100	0
AQ Mekatronik AB	Västerås	Sweden	556666-7829	1,000	100	0
AQ Special Sheet Metal AB	Hallsberg	Sweden	559138-9753	1,000	100	0
AQ ParkoPrint AB	Gävle	Sweden	556574-6319	20,000	100	17
AQ Fastighet i Lyrestad AB	Eskilstuna	Sweden	556443-9734	15,000	100	0
AQ Elautomatik AB	Västerås	Sweden	556272-8484	1,000	100	4
AQ M-Tech AB	Uppsala	Sweden	556358-1411	1,000	100	2
AQ Enclosure Systems AB	Vaggeryd	Sweden	556660-1844	20,000	100	2
AQ Components Västerås AB	Västerås	Sweden	556733-7216	5,000	100	11
AQ Components Mjällom AB	Kramfors	Sweden	556209-2634	10,000	100	11
AQ Wiring Systems AB	Kramfors	Sweden	556261-0955	10,000	100	16
- AQ Wiring Systems STG Sp. Z.o.o.	Linowiec	Poland	0000043722			-
AQ Enclosure Sollefteå AB	Sollefteå	Sweden	556720-8466	10,000	100	14
AQ JIT Mech AB	Robertsfors	Sweden	556484-3026	19,000	100	65
- AQ JIT Mech Robertsfors AB	Robertsfors	Sweden	556482-2459			-
- AQ JIT Mech Örnköldsvik AB	Örnköldsvik	Sweden	556583-3497			-
AQ Engineering AB	Gothenburg	Sweden	556622-8697	1,050	100	32
- AQ Engineering Workshop AB	Trollhättan	Sweden	556992-6594			-
- Sandflo Forma AB	Trollhättan	Sweden	556513-9226			-
- TechROi Scandinavia AB	Trollhättan	Sweden	556519-8412			-
AQ Fastighet i Torslanda AB	Gothenburg	Sweden	556690-3018	1,000	100	0

Companies	Domicile	Country	Corp. ID no.	Number of participation rights	Holding % <sup>1)</sup>	Book value, SEK m
AQ Lasertool OÜ	Pärnu	Estonia	10 930 852	40,000	100	9
AQ Components Kodara OÜ	Kodara	Estonia	16 532 472	100,000	100	0
AQ Magnetica Italy S.r.l.	Castelfidardo	Italy	02591110420	30,000	100	3
AQ Mecanova OY	Nivala	Finland	0745938-3	494,854	100	40
- Mecanova Inc	Dallas	USA	0150214900			-
AQ Anton Kft	Zalaegerszeg	Hungary	20-09-061216	1 <sup>2)</sup>	100	236
AQ Inductives Hungary Kft.	Kecskemét	Hungary	03-09-108594	1	100	62
AQ Wiring Systems Rockford Ltd.	Woodbridge	Great Britain	01838700	1,535,127	100	37
AQ Magnetronics s.r.o.	Trutnov	Czech Republic	27462307	1 <sup>2)</sup>	100	100
AQ Riedel Trafobau GmbH	Ilshofen	Germany	HRB727419	1	100	45
mdexx inductive electronics GmbH	Weyhe	Germany	HRB206354	1	100	0
AQ Magnetronic Devices GmbH	Weyhe	Germany	HRB210374	25,000	100	22
AQ Inductive Components Germany GmbH	Paderborn	Germany	HRB15234	100	100	5
AQ Plastronic AD	Veliko Tarnovo	Bulgaria	1040 11529	595,560	95	14
AQ Electric AD	Radomir	Bulgaria	1135 61397	544,618	96	17
AQ Magnit AD	Godech	Bulgaria	1220 33267	690,681	99.7	40
AQ Wiring Systems Sp.z.o.o.	Łódź	Poland	0000199352	2,227	100	43
AQ Wiring Systems UAB	Panevėžys	Lithuania	148 427 212	1,200	100	56
AQ Wiring Systems S.A. de C.V.	Tultitlan Edo	Mexico	DME051116H2A	317,308,905	99.9 <sup>3)</sup>	24
AQ Electric Suzhou Co., Ltd	Suzhou	China	913205057859862515	169,730	100	23
- AQ Electric & Enclosure Suzhou Co., Ltd	Suzhou	China	91320505MA22AAMD01			-
- AQ Power Magnetics Shanghai Co., Ltd	Shanghai	China	91310115MA1HBNCL5A			-
AQ Components Suzhou Co., Ltd	Suzhou	China	91320505717465227Y	173,517	100	2
AQ Asia Limited	Hongkong	China	2568747	100,000	100	0
AQ Mechanical & Electrical M.I.Pvt.Ltd	Pune	India	U31909PN2011FTC139442	5,153,321	100	45
AQ Inductive Components India Pvt.Ltd	Pune	India	U29309PN2018FTC175319	497,696	99.9 <sup>4)</sup>	24
Société de Gestion B3CG Interconnect Inc	Saint-Eustache	Canada	807949219 RC0001	340,000	100	90
- AQ Wiring Systems Canada, Inc.	Saint-Eustache	Canada	136814217 RC0002			-
- AQ B3CG Real Estate Inc	Saint-Eustache	Canada	768141731 RC0001			-
8046000 Canada Inc	Saint-Eustache	Canada	842130304 RC0001	340,000	100	34
- AQ Wiring Systems NY Inc.	Plattsburgh	USA	98-1035861			-
LTI Holding OY	Helsinki	Finland	2368936-5	5,619,145	100	295
- AQ Trafotek OY	S:t Karins	Finland	2359889-3			-
- AQ Trafotek AS	Harjumaa	Estonia	12625219			-
- AQ Trafotek Brazil LTDA	Itu	Brazil	22.119.284/0001-72			-
- Trafotek Corporation	Houston	USA	80-2012450			-
AQ Transformer Solutions Inc	Wytheville	USA	11222449	5,000	100	23
- AQts Property LLC	Wytheville	USA	11835688			-
<b>Total</b>						<b>1,484</b>

<sup>1)</sup> The voting share corresponds to the share of equity in all companies.

<sup>2)</sup> No number of shares for this type of company.

<sup>3)</sup> Total holding by AQ Elautomatik AB and AQ Group AB is 100%.

<sup>4)</sup> Total holding by AQ Trafo AB and AQ Group AB is 100%.

**Note 21 Non-current receivables**

The Group’s non-current receivables of SEK 13 m (13) refer to deposits among others. The change in the parents company’s non-current intercompany receivables is shown below.

SEKm	Parent Company	
	2025	2024
Opening receivables from group companies	97	147
Additional during the year	64	-
Amortizations and write-downs during the year	-59	-53
Translation difference	-13	3
<b>Closing receivables from group companies</b>	<b>89</b>	<b>97</b>

**Note 22 Inventories**

**ACCOUNTING PRINCIPLE**

Goods for resale, raw materials and consumables and purchased finished/semi-finished products are valued at the cost of acquisition or the net realizable value, whichever is lower. The acquisition value is calculated according to a weighted average calculation. Calculation of net realizable value arises when a risk of obsolescence has been identified in an inventory item, such as one with slow movement.

Finished products and work in progress are valued as direct costs and a reasonable proportion of indirect costs, based on normal utilization capacity. The change is recorded in the income statement.

Work in progress on behalf of another party is valued as direct costs and an estimated proportion of indirect costs.

SEKm	Group	
	2025	2024
Raw materials and consumables	909	952
Work in progress	260	260
Finished goods and goods for resale	227	231
<b>Total</b>	<b>1,396</b>	<b>1,443</b>

Of the recorded inventory values of raw materials and consumables of SEK 909 m (952), it is estimated that 95% will be turned over within one year. It is estimated that other inventories, such as work in progress, finished products and goods for resale, totalling SEK 487 m (491), will be turned over in their entirety within one year.

The value of inventories was written down by SEK 185 m (208) on the balance sheet date. The valuation was based on the use of an obsolescence scale. The obsolescence scale is based on each company’s historical obsolescence risks, quantities and maturity.

**Note 23 Other current assets**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
VAT receivables	59	70	0	0
Other current receivables	26	21	0	-
Prepaid rent	13	16	0	0
Customer-specific tools	44	29	-	-
Prepaid IT expenses	19	14	2	3
Other interim receivables <sup>1)</sup>	35	33	1	6
<b>Total</b>	<b>197</b>	<b>182</b>	<b>3</b>	<b>9</b>

<sup>1)</sup> Refers to, among other things, leasing, insurance, accrued income, government subsidies, prepaid project, service and maintenance costs.

## Note 24 Equity/Earnings per share

### Restricted and non-restricted equity in the Parent Company

Equity is divided between the restricted and the respective non-restricted funds. Share capital and reserve funds are restricted equity. Non-restricted funds consist of share premium, retained earnings and profit for the year.

The parent company's share capital amounts to SEK 37 m (37), the statutory reserve SEK 1 m (1), the share premium reserve SEK 106 m (88), retained earnings SEK 782 m (565) and profit for the year SEK 366 m (364).

### Capital management

According to the Board's policy, the Group's financial objective is to have a good capital structure and financial stability and thereby maintain investors, creditors and market confidence and to provide a basis for continued development of the business.

The Group's objective is to maintain an equity ratio of at least 40%. Group equity ratio at closing 31/12/2025 was 68% (67). The dividend policy is that the dividend should correspond to approximately 25% of the average profit after tax over a business cycle

### Reserves

Reserves contains mainly of the equity part of untaxed reserves and foreign exchange differences arising from conversion of foreign entities' financial reports.

### Proposed dividend

The Board has proposed a dividend of SEK 1.80 (1.60) per share to the Annual General Meeting (AGM) for fiscal year 2025, which means that SEK 165,119,022 will be distributed to shareholders if the AGM decides so in accordance with the Board's proposal. During the year, no change in the Group's capital management has taken place.

Parent Company	Number of shares (pcs)	Share capital (SEK)
31/12/2012 -- 31/12/2015	18,034,058	36,068,116
01/01/2016 -- 30/05/2024	18,294,058	36,588,116
31/05/2024 -- 07/07/2025	91,470,290	36,588,116
08/07/2025 -- 31/12/2025	91,732,790	36,693,116

## Note 25 Untaxed reserves

SEKm	Parent Company	
	2025	2024
Tax allocation reserve, 2019	-	6
Tax allocation reserve, 2022	2	2
Tax allocation reserve, 2023	14	14
Tax allocation reserve, 2024	13	13
Tax allocation reserve, 2025	25	-
<b>Total</b>	<b>54</b>	<b>35</b>

	Group	
	2025	2024
Profit for the year attributable to Parent company shareholders, SEK	676,285,464	664,975,504
Number of shares at the beginning of the year	91,470,290	18,294,058
Conversion shares (LTI 2022/2025)	262,500	-
Recalculated number of shares (share split 5:1)	-	91,470,290
Number of shares at the end of the year	91,732,790	91,470,290
Average number of outstanding shares	91,596,865	91,470,290
Warrants with impact on earnings per share	13,500	52,500
Each warrant entitles to five shares	67,500	262,500
Average number of outstanding shares after dilution	91,664,365	91,732,790
<b>Earnings per share before dilution, SEK</b>	<b>7.38</b>	<b>7.27</b>
<b>Earnings per share after dilution, SEK</b>	<b>7.38</b>	<b>7.25</b>

Calculation of earnings per share is based on the consolidated profit/loss for the year and the weighted average number of shares outstanding during the year.

Of the two warrant programs, a dilution effect occurred in 2025 for both programs corresponding to a total of 330,000 shares. The number of shares increased by 262,500 July 8, 2025 as a result of the subscription of shares through the exercise of warrants 2022/2025. The remaining warrant program entitles to an additional 67,500 shares.

Share quotient value is SEK 0.40 and all shares have equal voting rights and privileges.

**Note 26 Provisions****ACCOUNTING PRINCIPLE**

A provision differs from other liabilities as there is uncertainty about the payment date and the amount to settle the provision. A provision is reported in the balance sheet when there is an existing legal or informal obligation as a consequence of an event, and it is probable that an outflow of financial resources will be required to settle the obligation and a reliable estimate of the amount can be produced. Provisions are made at the amount that represents the best estimate of what is required to settle the existing obligation on the balance sheet date. If the effect of when payment is made is significant, provisions are calculated by discounting the expected future cash flow at an interest rate before tax

that reflects current market assessments of the money's timevalue and the risks associated with the liability. If there are a number of similar obligations, an individual assessment is usually made regarding the probability of whether an outflow of resources from the company will be required. A provision is recorded when the probability of outflow in respect of a special item in this group of obligations is likely. Provision is made at the amount that represents the best estimate of what is required to settle the existing obligation on the balance sheet date.

SEKm	Group									
	2025					2024				
	Post-employment benefits, non-current	Warranty obligations, non-current	Other, non-current	Warranty obligations, current	Other, current	Post-employment benefits, non-current	Warranty obligations, non-current	Other, non-current	Warranty obligations, current	Other, current
Opening provisions	25	6	3	19	3	19	5	1	35	3
Provisions made during the year	4	5	-	31	3	7	0	3	2	1
Used/Reversed provisions	-1	-1	0	-14	-3	-1	-0	-1	-18	-0
Acquisitions of company	-	0	1	1	2	-	-	-	-	-
Reclassifications	-	-	-	-	-	-	1	-	-1	-
Translation difference	-2	-0	-1	-2	-0	1	-0	0	1	0
<b>Closing provisions</b>	<b>26</b>	<b>9</b>	<b>4</b>	<b>36</b>	<b>4</b>	<b>25</b>	<b>6</b>	<b>3</b>	<b>19</b>	<b>3</b>

**Post-employment benefits**

The group's pension obligations mainly consist of defined contribution and defined benefit pension plans are only available to a limited extent in the following countries: Bulgaria, Italy, India, Lithuania, Poland and Germany. The pension provisions are based on long-term interest, inflation based on estimated salary increases, retirement age, lifetime assumption and personnel turnover. The total net obligation at the end of the year of SEK 26 (25) m is recorded in provisions for post-employment benefits. It is attributable to Bulgaria 59% (57), Poland 11% (10), Italy 10% (11), Lithuania 9% (12), India 8% (9), and Germany 2% (10).

**Parent Company**

The parent company's provisions of SEK 17 m (40) refer to contingent additional purchase prices. For further information, see Note 3.

**Warranty obligations**

As is customary in the industry where AQ Group operates, many products are covered by a guarantee which is included in the price and valid for a pre-determined period. Provisions for guarantees are calculated on basis of historical data on the extent of measures, repair costs and similar. The actual outcome of warranty costs may differ from previous provisions and could have a significant impact on the group's results and financial position.

**Note 27 Other current liabilities**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
VAT liabilities	41	39	-	-
Personnel related liabilities	70	63	1	1
Other current liabilities	52	37	-	8
Accrued personnel expenses	219	203	10	9
Social security contributions	64	61	5	4
Other interim liabilities	76	70	4	10
<b>Total</b>	<b>523</b>	<b>472</b>	<b>20</b>	<b>32</b>

**Note 28 Pledged assets and contingent liabilities**

Pledged assets SEKm	Group		Parent Company	
	2025	2024	2025	2024
Property mortgages	109	119	-	-
Floating charges	383	390	-	-
<i>of which in own custody</i>	<i>467</i>	<i>484</i>	-	-
Ownership reservation regarding leased machines	4	4	-	-
<b>Contingent liabilities</b> SEKm				
Other contingencies	177	177	175	175

**Note 29 Acquisitions****2025**

Purchase prices and the impact on the Group's cash and cash equivalents was as follows:

Acquisition of subsidiaries SEK m	Acquired net assets at the time of acquisition		
	mdexx magnetronics	Sandflo Forma	Total
Intangible assets	42	-	42
Tangible assets incl. right-of-use assets	63	1	63
Non-current receivables	4	-	4
Inventories	119	1	120
Other current assets	32	1	33
Cash and cash equivalents in the acquired business	51	-0	51
<b>Total assets</b>	<b>311</b>	<b>2</b>	<b>313</b>
Interest-bearing non-current liabilities incl. leasing liabilities	46	0	46
Interest-bearing current liabilities incl. leasing liabilities	64	0	64
Deferred tax	8	-	8
Other current liabilities	79	0	79
<b>Total provisions and liabilities</b>	<b>197</b>	<b>0</b>	<b>198</b>
<b>Total Net Assets</b>	<b>113</b>	<b>1</b>	<b>115</b>
Cash paid	144	2	146
<b>Total purchase price</b>	<b>144</b>	<b>2</b>	<b>146</b>
Goodwill	31	1	32
<b>Cash flow effect</b>			
Cash paid	-144	-2	-146
Cash and cash equivalents in the acquired business	51	0	51
<b>Effect on cash and cash equivalents</b>	<b>-94</b>	<b>-2</b>	<b>-96</b>

**mdexx magnetronics**

On January 31, 2025, AQ Group AB completed the transaction with Lafayette Mittelstand Capital to acquire 100% of the shares in mdexx inductive electronics GmbH, mdexx Magnetronic Devices GmbH, mdexx Magnetronic Devices s.r.o. and Michael Riedel, Transformatorenbau GmbH. Operations are conducted in Trutnov, Czech Republic and in Ilshofen and Weyhe, Germany. At the time of the acquisition, approximately 400 employees were taken over.

The purpose of the acquisition was to extend AQ's customer base and broaden our technology and market presence in inductive components. mdexx and Michael Riedel have more than 60 years' experience of working with demanding industrial customers and these companies complement AQ's business area inductive components in a very good way. This deal continues AQ's strategy to become the number one company globally for customized inductive components for demanding industrial customers. We believe that mdexx and Michael Riedel fit very well into the AQ business model, and we see many synergies in production, purchasing and in the market.

The purchase price amounted to SEK 144 m in cash on the day of acquisition. An acquisition analysis has been prepared which shows consolidated surplus values of SEK 62 m divided into customer relations SEK 20 m, technologies SEK 20 m, goodwill SEK 31 m and a deferred tax liability of SEK 8 m. The depreciation rate is estimated at 7 years for customer relationships and 5 years for technologies. The goodwill value of SEK 31 m includes synergy effects in the form of more efficient production processes and the employees' technical knowledge.

External acquisition-related expenses in connection with the acquisition amounted to SEK 7 m, which are reported in the Group's other external costs. The acquisition was financed with own funds and existing credit facilities.

**Sandflo Forma**

On November 28, 2025, AQ Group AB's subsidiary AQ Engineering Workshop AB acquired 100% of the shares in Sandflo Forma AB. Operations are conducted in Trollhättan, Sweden, and in the acquisition 5 employees were taken over. The purpose of the acquisition was to expand AQ's customer base and broaden our operations in product development and prototype manufacturing.

The purchase price amounted to SEK 2 m in cash on the day of acquisition. An acquisition analysis has been prepared which shows consolidated surplus values of SEK 1 m, of which all is goodwill.

Mkr	mdexx magnetronics	Sandflo Forma
Contribution since the acquisition		
Revenue	445	0
Profit after tax, taking consolidated acquisition depreciations into account	-24	-0
Profit after tax, without regard to consolidated acquisition depreciations	-19	-0
Estimated additional results if the acquisition occurred January 1		
Revenue	40	5
Profit after tax, taking consolidated acquisition depreciations into account	-3	-0
Profit after tax, without regard to consolidated acquisition depreciations	-2	-0

**2024**

Purchase prices and the impact on the Group's cash and cash equivalents was as follows:

Acquisition of subsidiaries SEKm	Acquired net assets at the time of acquisition			
	JIT Mech	Rockford	TechROi	Total
Intangible assets	20	9	4	32
Tangible assets incl. right-of-use assets	36	9	7	52
Non-current receivables	-	5	1	6
Inventories	47	39	-	85
Other current assets	31	23	41	94
Cash and cash equivalents in the acquired business	0	2	0	2
<b>Total assets</b>	<b>133</b>	<b>86</b>	<b>53</b>	<b>272</b>
Interest-bearing non-current liabilities incl. leasing liabilities	-15	-33	-5	-53
Interest-bearing current liabilities incl. leasing liabilities	-12	-	-6	-17
Deferred tax	-9	-4	-1	-13
Other current liabilities	-42	-22	-38	-102
<b>Total provisions and liabilities</b>	<b>-78</b>	<b>-59</b>	<b>-49</b>	<b>-186</b>
<b>Total Net Assets</b>	<b>56</b>	<b>27</b>	<b>3</b>	<b>86</b>
Cash paid	40	19	27	86
Debt purchase price	25	15	3	42
<b>Total purchase price</b>	<b>65</b>	<b>34</b>	<b>30</b>	<b>128</b>
Goodwill	9	7	26	43
<b>Cash flow effect</b>				
Cash paid	-40	-19	-27	-86
Cash and cash equivalents in the acquired business	0	2	0	2
<b>Effect on cash and cash equivalents</b>	<b>-40</b>	<b>-17</b>	<b>-27</b>	<b>-84</b>

**JIT Mech koncernen**

On May 2, 2024, AQ Group AB completed the transaction with JIT Mech se Förvaltning AB and Monen Holding AB to acquire 100% of the shares in JIT Mech se Industri AB with the subsidiaries JIT Mech i Robertsfors AB and JIT Mech i Örnsköldsvik AB. The companies have been renamed after the acquisition to AQ JIT Mech AB, AQ JIT Mech Robertsfors AB and AQ JIT Mech Örnsköldsvik AB. Operations are conducted in Robertsfors and Örnsköldsvik. At the time of the acquisition, approximately 75 employees were taken over.

The purpose of the acquisition is to expand AQ's customer base and broaden the offering within sheet metal processing. JIT Mech is a leading supplier of large and complex machined and welded components to customers in the electrification, forestry automation and defense industries.

The purchase price amounted to SEK 40 m in cash on the day of acquisition, plus an earnout based on the companies' earnings over the next three years (estimated at SEK 25 m). An acquisition analysis has been prepared which shows consolidated surplus values of SEK 25 m divided into customer relations SEK 17 m, technologies SEK 3 m, goodwill SEK 9 m and a deferred tax liability of SEK 4 m. The depreciation rate is estimated at 7 years for customer relationships and 5 years for technologies. The goodwill value of SEK 9 m includes synergy effects in the form of more efficient production processes and the employees' technical knowledge.

**Rockford**

On July 10, 2024, AQ Group AB acquired and took over Rockford Components Limited, which manufactures and delivers wiring and electromechanical systems to customers in the defense, aerospace, and general industries. The company had a turnover in 2023 of SEK 95 m, an operating margin below the AQ average and has 112 employees. Operations are conducted in Rendlesham, Worksop and Salisbury in England. The purchase price consisted of SEK 18 m in cash at closing and an earn-out based on the company's results for the next 12 months, up to a maximum of SEK 15 m. The company has after the acquisition been renamed to AQ Wiring Systems Rockford Ltd.

An acquisition analysis has been prepared which shows consolidated surplus values of SEK 18 m divided into customer relations SEK 9 m, rent rebate SEK 6 m, goodwill SEK 7 m and a deferred tax liability of SEK 4 m. The depreciation rate is estimated at 10 years for customer relationships and 3 years for the rent rebate. The goodwill value of SEK 7 m includes synergy effects in the form of more efficient production processes and the employees' technical knowledge.

**TechROi**

On October 31, 2024 the subsidiary of AQ Group, AQ Engineering AB acquired and took over 100% of the shares in TechROi Engineering AB and TechROi Scandinavia AB, who develop and construct components and systems to demanding customers within vehicle, aerospace and gas turbine industry. The companies had a turnover of SEK 55 m in 2023, an operating margin below AQ average and have 38 employees. Operations are conducted in Trollhättan and Gothenburg. The purchase price consisted of SEK 1 in cash at closing and a debt takeover of approximately SEK 30 m.

An acquisition analysis has been prepared which shows consolidated surplus values of SEK 30 m divided into customer relations SEK 4 m, goodwill SEK 26 m and a deferred tax liability of SEK 1 m. The depreciation rate is estimated at 7 years for customer relationships. The goodwill value of SEK 26 m includes synergy effects in the form of more efficient production processes and the employees' technical knowledge.

SEKm	JIT Mech	Rockford	TechROi
Contribution since the acquisition			
Revenue	132	87	7
Profit after tax, taking consolidated acquisition depreciations into account	5	7	-2
Profit after tax, without regard to consolidated acquisition depreciations	6	8	-2
Estimated results if the acquisition occurred January 1			
Revenue	84	52	39
Profit after tax, taking consolidated acquisition depreciations into account	10	-5	-6
Profit after tax, without regard to consolidated acquisition depreciations	10	-5	-5

**Note 30 Cash flow analysis**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Cash and bank balances	992	919	657	599
<b>Cash and cash equivalents recorded in the cash flow statement</b>	<b>992</b>	<b>919</b>	<b>657</b>	<b>599</b>
<b>Changes in interest-bearing liabilities included in financing activities</b>				
SEKm	Group		Parent Company	
	2025	2024	2025	2024
Opening long-term interest-bearing liabilities	309	334	309	334
New borrowings	-	160	-	160
Amortizations	-204	-200	-190	-184
Business acquisitions	23	20	-	-
Reclassification	-122	-6	-119	-1
Non-cash generating items, exchange rate differences	-0	-	-	-
Other	-	-	1	-
<b>Closing long-term interest-bearing liabilities</b>	<b>6</b>	<b>309</b>	<b>-</b>	<b>309</b>
Opening short-term interest-bearing liabilities	0	117	-	90
Change in overdraft facility	18	-30	-	-
Amortizations	-50	-130	-	-90
Business acquisitions	51	38	-	-
Reclassifications	122	6	119	1
Non-cash generating items, exchange rate differences	-1	1	-	-
Other	-1	-1	-	-1
<b>Closing short-term interest-bearing liabilities</b>	<b>139</b>	<b>0</b>	<b>119</b>	<b>-</b>
Opening leasing liabilities	326	267	-	-
New and modified leasing contracts	222	158	-	-
Amortizations	-144	-128	-	-
Business acquisitions	34	13	-	-
Non-cash generating items, exchange rate differences and interest	-18	17	-	-
<b>Closing leasing liabilities</b>	<b>420</b>	<b>326</b>	<b>-</b>	<b>-</b>
<b>Total closing balance interest-bearing liabilities</b>	<b>565</b>	<b>635</b>	<b>119</b>	<b>309</b>

The Group's total unutilized limits on overdraft facilities at the end of the year amounted to SEK 164 m (183). AQ has a revolving loan facility of SEK 600 m (600), of which SEK 480 m (290) remains to be used.

**Specification of adjustments for non-cash generating items**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Depreciations and impairment losses	337	306	17	21
Result from sold fixed assets	-19	3	-	-
Group contributions not paid	-	-	-120	-71
Provisions	27	-12	17	13
Interest	12	10	0	-
Withholding tax	-9	-6	3	1
Exchange rate differences	-17	1	13	-3
<b>Non-cash generating items</b>	<b>331</b>	<b>302</b>	<b>-70</b>	<b>-38</b>

**Information regarding interest and dividends**

SEKm	Group		Parent Company	
	2025	2024	2025	2024
Received interest during the year	19	17	27	33
Paid interest during the year	-26	-27	-26	-42
Received dividend during the year	-	-	308	339

**Note 31 Transactions with related parties****ACCOUNTING PRINCIPLE**

Regarding transactions between companies within the Group, these take place at arm's length in accordance with the Group's internal pricing policy. See also Note 4.

The parent company has a close relationship with its subsidiaries. Some sales occur between the operating Group companies regarding goods. The parent company invoices a business support service fee to the subsidiaries. All sales occur at market prices and give rise to receivables and liabilities between the Group companies, which are settled continuously. Between the parent company and a few Group companies, there are long-term lending and borrowing. These are charged with market interest rates. Most of the Group companies are also connected to a cash pool in the parent company. The connected companies receive/pay market interest rates.

In 2025, AQ Group AB has paid SEK 146,352,464 (121,838,426) in dividends to its shareholders. No other transactions between AQ and related parties that significantly affected the company's position and earnings have taken place.

Two of the company's Board members control as per December 31, 2025 about 34% (38) of the votes in the company.

In addition to the above, there are customary remunerations for the board and other senior executives as well as individual related transactions regarding the purchase of products and consulting services which are at market conditions. No loans to Board members or other key people in leading positions exist.

Other remuneration to the Board and group management, see Note 9.

SEKm	Parent Company	
	2025	2024
Invoicing	77	76
Purchase	-2	-2
Interest revenue	13	19
Interest expense	-11	-22
Dividends from subsidiaries	308	339
Receivables from group companies (non-current)	89	97
Receivables from group companies (current)	400	291
Interest-bearing liabilities to group companies (current)	1 096	831
Liabilities to group companies (current)	4	1

**Note 32 Proposed appropriation of profits**

The Board proposes that the retained earnings, SEK 1,253,916,781, are distributed as follows:

Available, SEK		Appropriation, SEK	
Share premium reserve	106,147,846	Distributed to shareholders <sup>1)</sup>	165,119,022
Retained earnings incl. Profit for the year	1,147,768,935	Carried forward <sup>2)</sup>	1,088,797,759
<b>Total non-restricted equity</b>	<b>1,253,916,871</b>	<b>Total</b>	<b>1,253,916,781</b>

1) 1.80 SEK per share

2) of which SEK 106,147,846 returns to the share premium reserve

**Note 33 Post balance sheet events**

After the end of the year, there is continued instability and increased tensions in global trade and hostilities are ongoing. However, this has not led to any significant direct impact on AQ. In the short term, the ongoing hostilities in the world may have a material impact on AQ's customers and suppliers which may, in turn, affect AQ by for instance component shortages, which could affect AQ's delivery precision, as well as currency and price risks for, for example, energy, transport and materials. AQ has a decentralized business model with production in 17 countries and a habit of moving production between production units to minimize any potential impact on our customers. Management and the Board of Directors are constantly monitoring and evaluating the situation in order to be prepared to act quickly to limit any impact on our customers and AQ.

AQ Group's share advanced to Nasdaq's Large Cap segment as of January 2, 2026. Nasdaq conducts an annual segment review every year based on the average market capitalization carried out during November. The results of this form the basis for the segment changes that will then take effect in January of the following year.

On February 6, 2026, the Nomination Committee of AQ Group AB informed the company that it is proposing existing Board director Åsa Landén Ericsson to be elected as new Chairman of the Board and Roland Kasper as new Board director at the Annual General Meeting on April 23, 2026. The Board directors Gunilla Spongh, Lars Wrebo, Ulf Gundemark and Claes Mellgren are proposed for re-election. Board director Per Olof Andersson has informed the Nomination Committee that he will not stand for re-election. Roland Kasper most recently came from a position as Group CEO at Systemair, a global supplier of products and systems for ventilation, heating and cooling. The Nomination Committee's complete proposals are presented in the notice of AQ Group's Annual General Meeting, which will be held on April 23, 2026.

## Board certification

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The Board and the CEO ensure that the Annual Report has been prepared in accordance with generally accepted accounting principles in Sweden and that the consolidated financial statements have been prepared in accordance with the international accounting standards referred to in the European Parliament's and Council's Regulation (EC) No 1606/2002 as of July 19, 2002 regarding the application of international accounting standards. The Annual Report and the consolidated financial statements provide a true and fair view of the Parent Company's and the Group's position and results. The Directors' Report for the Parent Company and the Group provide a fair overview of the development of the Parent Company's and the Group's operations, financial position and results and describes significant risks and uncertainties which the Parent Company and the companies included in the Group are facing.

Furthermore, the Board of Directors and the CEO declare that the Annual Report have been prepared in accordance with the European Sustainability Reporting Standards (ESRS) and the specifications adopted of the EU Taxonomy Regulation.

Västerås March 25, 2026

James Ahrgren  
*CEO*

Claes Mellgren  
*Chairman of the Board*

Lars Wrebo  
*Board member*

Per Olof Andersson  
*Board member*

Åsa Landén Ericsson  
*Board member*

Gunilla Spongh  
*Board member*

Ulf Gundemark  
*Board member*

Our audit report on the annual accounts and consolidated accounts was submitted on March 25, 2026.  
Our auditor's limited assurance report on the Sustainability Statement was submitted on March 25, 2026  
Ernst & Young AB

Jennifer Rock-Baley  
*Authorized Public Accountant*

# Auditor's report

To the general meeting of the shareholders of AQ Group AB (publ), corporate identity number 556281-8830

## Report on the annual accounts and consolidated accounts

### Opinions

We have audited the annual accounts and the consolidated accounts of AQ Group AB (publ) for the year 2025, with the exception of the corporate governance report and the sustainability report on pages 20–25 and 34–59, respectively. The company's annual accounts and consolidated accounts are included on pages 26–33 and 60–98 of this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2025 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2025 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance report and the sustainability report on pages 20–25 and 34–59, respectively. The statutory administration report is consistent with the other parts of the annual accounts and the consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

### Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regula-

tion (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

### Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities* for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statement.

### Revenue recognition

#### Description

As of December 31, 2025, the Group's net sales amounted to SEK 9 071 million. Revenues consist primarily of sales of produced goods in several different countries, which can be divided into the segments component and system, as well as services to customers.

Revenue recognition is an area where contract terms determine when and to what amount an income is to be recognized. The income from the sale of the goods is recognized in connection with the fulfilment of performance obligations and when risk and control have been transferred to the buyer. Service assignments on current account are recognized as revenue is carried out.

Production of goods takes place in close cooperation with the customer and at each subsidiary that has its own production. This requires governance and guidelines to determine the appropriate method for proper revenue recognition.

We have assessed the recognition of income as a key audit matter based on the fact that it is a large area in terms of amount in relation to other income items and the volume of transactions.

For information on the accounting principles for revenue recognition, see Note 4 Operating segments and Note 6 Revenue recognition.

### How our audit addressed this key audit matter

We have conducted an evaluation of the Group's principles for revenue recognition and that it is compliant with IFRS 15 and also follow-up of significant subsidiaries' compliance with these.

We have conducted a review of the Group's revenue process.

We have carried out detailed tests of revenues against contractual arrangements and control of accruals linked to delivery documents as well as review of credit notes after the balance sheet date.

We have performed analytical reviews of revenues such as margin analyses, comparative analyses against previous periods and also data-supported reviews of revenue recognition via correlation analysis.

We have also reviewed the additional information provided in the annual report.

### Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and the consolidated accounts and is found on pages 1–25 and 34–59. The other information also includes the remuneration report, which we obtained prior to the date of this auditor's report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other infor-

mation, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of the Board of Directors and the Managing Director**

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

**Auditor's responsibility**

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting

a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- ▶ Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.

- ▶ Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.

- ▶ Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.

- ▶ Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated accounts. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to elimina-

te threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

**Report on other legal and regulatory requirements**

***Report on the audit of the administration and the proposed appropriations of the company's profit or loss***

**Opinions**

In addition to our audit of the annual accounts and the consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of AQ Group AB (publ) for the year 2025, as well as the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

**Basis for opinions**

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

**Responsibilities of the Board of Directors and the Managing Director**

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This inclu-

des among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

### Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- ▶ has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- ▶ in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

### The auditor's examination of the ESEF report

#### Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for AQ Group AB for the financial year 2025.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

#### Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 *Examination of the ESEF report*. Our responsibility under this recommendation is described in more detail in the *Auditors' responsibility* section. We are independent of AQ Group AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

#### Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individual-

ly or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The audit firm applies ISQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and other Assurance and Related Services Engagements* and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with professional ethical requirements, professional standards and legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Ernst & Young AB, Box 7850 10399 Stockholm, was appointed auditor of AQ Group AB by the general meeting of the shareholders on the 23 April 2025 and has been the company's auditor since the 26 April 2023.

Stockholm March 25, 2026  
Ernst & Young AB

Jennifer Rock-Baley  
Authorized Public Accountant

# Auditor's limited assurance report on AQ Group AB's sustainability statement

To the general meeting of the shareholders of AQ Group AB (publ), corporate identity number 556281-8830

## Conclusion

We have conducted a limited assurance engagement of the sustainability statement prepared by AQ Group AB (the company) for the financial year 2025. The sustainability statement is included on pages 34-59 of this document.

Based on our limited assurance engagement as described in the section Auditor's Responsibility, nothing has come to our attention that causes us to believe that the sustainability statement is not, in all material respects, prepared in accordance with the Swedish Annual Accounts Act, which includes:

- Whether the sustainability statement meets the requirements of ESRS
- Whether the process carried out by the company to identify reported sustainability information has been conducted as described in the sustainability statement; and
- Compliance with the reporting requirements in Article 8 of the EU's Green Taxonomy Regulation.

## Basis for conclusion

We have conducted the limited assurance engagement in accordance with FAR's recommendation RevR 19 – *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. Our responsibility under this recommendation is described in more detail in the section Auditor's Responsibility.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

## Other information than the sustainability statement

This document also contains other information than the sustainability statement, found on pages 1-33 and 60-112. The Board of Directors and the Managing Director are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information, and we do not express any conclusion with assurance regarding this other information.

In connection with our limited assurance engagement on the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement. In this procedure we also take into account our knowledge otherwise obtained in the limited assurance engagement and assess

whether the information otherwise appears to be materially misstated.

If we based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Other matter

The sustainability statement for the previous financial year 2024 has not been subject to a limited assurance engagement according to RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. Therefore, no limited assurance engagement of comparative figures in the sustainability statement for 2025 has been performed.

## Responsibilities of the Board of directors and Managing Director

The Board of Directors, and the Managing Director, are responsible for the preparation of sustainability statement in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act, and for such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of the sustainability statement that is free from material misstatements, whether due to fraud or error.

## Auditor's Responsibility

Our responsibility is to express a conclusion whether the sustainability statement is prepared in accordance with Chapter 6, Sections 12–12 f of the Swedish Annual Accounts Act based on our limited assurance engagement.

The limited assurance engagement has been conducted in accordance with FAR's recommendation RevR 19 *Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten*. This recommendation requires that we plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. This means that it is not possible for us to obtain such assurance that we become aware of all significant matters that could have been identified if a reasonable assurance engagement had been performed.

Our firm applies ISQM 1 (International Standard on Quality Management), which requires the firm to design, implement, and manage a quality management system including guidelines or procedures regarding compliance with ethical requirements, standards of professional practice, and applicable laws and regulations.

We are independent of AQ Group AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities according to these requirements.

A limited assurance engagement involves performing procedures to obtain evidence to support the sustainability information. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the Managing Director prepares the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the company's internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other limited review procedures.

The review procedures primarily include:

Our review procedures regarding the process the company have undertaken to identify sustainability information to report included, but were not limited to the following:

- Obtaining an understanding of the process by:
- Conducting inquiries to understand the sources of the information used by management (e.g., stakeholder dialogues, business plans, and strategy documents), and
- Reviewing the company's internal documentation of its process; and
- Evaluating whether the information obtained from our procedures regarding the process implemented by the company aligns with the description of the process in pages 42-43 in the sustainability statement.

Our review procedures regarding the sustainability statement included, but were not limited to the following:

- Through inquiries, obtaining a general understanding of the internal control environment, reporting processes, and information systems relevant to the preparation of the information in the sustainability statement.
- Evaluating whether information identified as material through the process the company has undertaken to identify the content of the sustainability statement is also included.
- Evaluating whether the structure and presentation of the sustainability statements are consistent with the requirements of ESRS;
- Conducting inquiries with relevant personnel and analytical review procedures regarding

selected disclosures in the sustainability statements;

- Performing substantive review procedures based on a sample of selected disclosures in the sustainability statements;
- Obtain, through inquiries and analytical review procedures, support for the methods used for preparing material estimates and forward-looking information and on how these methods were applied;

Obtaining an understanding of the process for identifying economic activities that are covered by and are consistent with the EU Green Taxonomy and the corresponding disclosures in the sustainability statement. The review of the taxonomy disclosures included but was not limited to the following review procedures:

- Conducting inquiries to relevant personnel and analytical review procedures on the taxonomy disclosures
- Conducting inquiries to understand the sources of the information used in the taxonomy disclosures
- Evaluating whether the presentation of the taxonomy disclosures is consistent with the requirements of the EU Taxonomy Regulation
- Performing substantive review procedures based on a sample of selected disclosures in the sustainability statement regarding the EU Green Taxonomy

### Inherent limitations

In reporting forward-looking information in accordance with ESRS, the board and management of AQ Group AB must prepare forward-looking information based on specified assumptions about events that may occur in the future and possible future activities of AQ Group AB. Actual outcomes are likely to differ as expected often do not occur as anticipated.

Stockholm, 25 March 2026  
Ernst & Young AB

Jennifer Rock-Baley  
Auktoriserad revisor

**Operating profit (EBIT), SEKm**

Calculated as the periods' profit before tax and financial items. The operating profit shows the results generated from operations and is used with the operating margin and the return on total assets for evaluating and managing operations.

**Profit before tax (EBT), SEKm**

Calculated as the periods' profit before tax. The key figure shows the earnings generated by operations and financial income while taking into account payments to creditors for the capital they are contributing to finance the business. The measure thus shows the remaining profit to the owners, yet takes into account that the public receives a share (tax) of this profit.

**Operating margin (EBIT), %**

Calculated as operating profit divided by net sales. This ratio indicates the profitability achieved in operations. Operating margin is a useful measure for monitoring profitability and efficiency of operations before deduction of bound capital. The ratio is used both internally in the control and monitoring of operations as well as benchmarking with other companies in the industry.

**Profit margin before tax (EBT), %**

Calculated as profit before tax divided by net sales. This ratio shows the profitability achieved in operations before tax. Profit margin is a useful measure for monitoring profitability and operational efficiency including bound capital. The ratio is used both internally in the control and monitoring of operations as well as benchmarking with other companies in the industry.

**EBITDA**

Calculated as the periods' net operating profit with the addition of depreciations and amortization of tangible and intangible assets. The key figure is used in the calculation of covenants towards the bank.

**Liquid ratio, %**

Calculated as current assets (excl. Inventories) divided by current liabilities. This ratio reflects the company's short-term ability to make payments because it takes into account the company's current assets (excluding inventory) in relation to current liabilities. If the liquid ratio exceeds 100 %, it means that the assets exceed the liabilities in question.

**Equity ratio, %**

Calculated as adjusted equity divided by total assets. This ratio reflects the company's financial position and thus its long-term solvency. Having a good equity ratio and thus a strong financial position is important for being able to manage periods of weak economic activity. To have a strong financial position is also important for managing growth.

**Return on total assets, %**

Calculated as profit after financial items plus financial expenses divided by average total assets. This ratio also shows the profitability achieved in operations. This ratio complements the operating margin to the extent that even bound capital is taken into account. It therefore means that the ratio provides information about what return the company's operations give in relation to the amount of bound capital in operations. (In this context, financial investments, cash and cash equivalents and the surplus these give in the form of financial income are also taken into account).

**Return on equity after tax, %**

Calculated as profit after tax divided by average equity including minority interests. This is a ratio that shows the company's return on the capital that the owners have invested in the business (including retained earnings) after other parties have received their remuneration. This ratio therefore shows how profitable the company is for its owners. This return is also important for the company's growth opportunities while having balanced finances.

**Net cash/Net debt, SEKm**

Calculated as the difference between interest-bearing debts and cash. This key figure reflects the amount of interest-bearing liabilities with regard to existing cash and cash equivalents. The ratio therefore provides a good picture of indebtedness.

**Growth, %**

The company uses two indicators to describe growth; 1) organic and 2) growth through acquisitions. Organic growth is calculated as the difference between net sales for the period and the preceding period, excluding currency effect and net sales of acquired units. Organic growth in %, is calculated as the organic growth divided by the net sales for the same period previous year. Growth through acquisitions is calculated as net sales of acquired companies divided by the net sales in the same period in the previous year. Growth is a key component of the company's strategy as growth is required to be one of the leading players in the markets where it operates. Growth is partly through acquisitions and partly organic. It is important to monitor and present the growth achieved by each growth method because these are two different ways to grow. Acquisitions are made when opportunities open up to expand the business in a particular geographic market or in a specific product area (which is in line with the company's strategic plan). Organic growth usually has the character of a continuous expansion of existing operations.

**Dividend per share, SEK**

Dividend per share is decided at the Annual General Meeting where the annual report is approved for the fiscal year. The number of shares is the number of shares outstanding at the date of distribution.

**Earnings per share, before/after dilution, SEK**

Income for the period attributable to equity holders of the parent company divided by the average number of shares before or after dilution. When the average share price during the period is higher than the established subscription price for subscribed warrants, dilution effect is calculated for the earnings per share.

## Group key figures

Key figures defined by IFRS

	2025	2024	2023	2022	2021
Net sales, SEKm	9,071	8,554	8,968	7,053	5,471
Earnings per share before dilution, SEK	7.38	7.27	6.91	4.49	4.00

## Alternative key figures that are not defined according to IFRS

The annual report includes certain key figures which are not defined according to IFRS. AQ's view is that the presented key figures are essential for investors, securities analysts and other stakeholders. Furthermore, the operating margin, cash liquidity and solidity are important measures in terms of AQ's monitoring of results, position and liquidity. AQ's key figures not calculated in accordance

SEKm unless otherwise stated	2025	2024	2023	2022	2021
Operating profit	840	840	792	491	446
Net sales	9,071	8,554	8,968	7,053	5,471
<b>Operating margin (EBIT), %</b>	<b>9.3</b>	<b>9.8</b>	<b>8.8</b>	<b>7.0</b>	<b>8.2</b>
Profit before tax	831	824	757	482	441
Net sales	9,071	8,554	8,968	7,053	5,471
<b>Profit margin before tax (EBT), %</b>	<b>9.2</b>	<b>9.6</b>	<b>8.4</b>	<b>6.8</b>	<b>8.1</b>
Operating profit	840	840	792	491	446
Depreciation and amortization	-337	-306	-288	-261	-234
<b>EBITDA</b>	<b>1,177</b>	<b>1,146</b>	<b>1,079</b>	<b>751</b>	<b>681</b>
Accounts receivable - trade	2,029	1,844	1,879	1,745	1,295
Other current receivables	230	213	231	204	173
Cash and cash equivalents	992	919	426	231	283
Current liabilities	1,765	1,458	1,565	1,551	1,342
<b>Liquid ratio, %</b>	<b>184</b>	<b>204</b>	<b>162</b>	<b>140</b>	<b>130</b>
Total equity	4,688	4,409	3,762	3,180	2,627
Total assets	6,909	6,567	5,960	5,704	4,699
<b>Equity ratio, %</b>	<b>68</b>	<b>67</b>	<b>63</b>	<b>56</b>	<b>56</b>
Profit before tax	831	824	757	482	441
Financial expenses	-67	-41	-50	-48	-28
Total equity and liabilities, opening balance	6,567	5,960	5,704	4,699	3,864
Total equity and liabilities, closing balance	6,909	6,567	5,960	5,704	4,699
Total equity and liabilities, average	6,738	6,263	5,832	5,202	4,282
<b>Return on total assets, %</b>	<b>13.3</b>	<b>13.8</b>	<b>13.8</b>	<b>10.2</b>	<b>11.0</b>

with IFRS are not necessarily comparable to similar measures presented by other companies, and have certain limitations as an analytical tool. They should therefore not be considered in isolation from, or as a substitute for, AQ's financial information prepared in accordance with IFRS.

SEKm unless otherwise stated	2025	2024	2023	2022	2021
Profit for the year	677	666	636	413	368
Total equity, opening balance	4,409	3,762	3,180	2,627	2,191
Total equity, closing balance	4,688	4,409	3,762	3,180	2,627
Total equity, average	4,548	4,085	3,471	2,904	2,409
<b>Return on equity after tax, %</b>	<b>14.9</b>	<b>16.3</b>	<b>18.3</b>	<b>14.2</b>	<b>15.3</b>
Cash and cash equivalents	992	919	426	231	283
Non-current interest bearing liabilities	290	520	513	861	632
Current interest bearing liabilities	275	115	204	180	212
Total interest bearing liabilities	565	635	717	1,040	844
<b>Net cash/Net debt</b>	<b>427</b>	<b>284</b>	<b>-291</b>	<b>-810</b>	<b>-561</b>
<b>Growth, %</b>					
<b>Organic growth</b>					
Net sales	9,071	8,554	8,968	7,053	5,471
- Effect of changes in exchange rates	-267	-19	454	103	-134
- Net sales last year	8,554	8,968	7,053	5,471	4,819
- Net sales for acquired companies	615	226	-	185	192
= Organic growth	169	-621	1,461	1,293	594
Organic growth divided by last year net sales, %	<b>2.0</b>	<b>-6.9</b>	<b>20.7</b>	<b>23.6</b>	<b>12.3</b>
<b>Growth through acquisitions</b>					
Net sales for acquired companies divided by last year net revenue, %	<b>7.2</b>	<b>2.5</b>	<b>0.0</b>	<b>3.4</b>	<b>4.0</b>

## Parent Company's key figures

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### Parent Company's key figures

<b>SEKm unless otherwise stated</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Accounts receivable - trade	-	-	-	-	0
Current receivables	403	300	412	360	132
Cash and cash equivalents	657	599	192	62	142
Current liabilities	1,271	876	811	449	480
<b>Liquid ratio, %</b>	<b>83</b>	<b>103</b>	<b>74</b>	<b>94</b>	<b>57</b>
Total equity	1,292	1,054	810	716	724
Equity part of untaxed reserves	43	28	17	6	5
Adjusted equity	1,335	1,081	828	722	728
Total assets	2,634	2,313	1,978	1,856	1,687
<b>Equity ratio, %</b>	<b>51</b>	<b>47</b>	<b>42</b>	<b>39</b>	<b>43</b>

**GROUP STRUCTURE - OPERATIONS**

The information within parentheses refers to the companies corporation identification number.

**PARENT COMPANY****AQ Group AB (publ) (556281-8830)**

MD: James Ahrgren

The company, based in Västerås, is the parent company of the Group. The business consists of general corporate and financial management for Swedish subsidiaries.

**SWEDISH OPERATING GROUP COMPANIES****AQ Elautomatik AB (556272-8484)**

MD: Emma Östling Karlsson

The company develops, designs, manufactures and installs complete electric cabinets for controlling machines and processes. Operations are conducted in Västerås, Lund and Örnsköldsvik.

**AQ M-Tech AB (556358-1411)**

MD: Tobias Hammar

The company develops, designs, manufactures and installs control equipment. The company has its own products such as sensors for detection of gas and liquid flows and heating jackets to avoid condensation in demanding filter applications. The company designs and manufactures mechanical components and systems for high-tech clients. Operations are conducted in Uppsala.

**AQ Enclosure Systems AB (556660-1844)**

MD: Lars Gäfvert

The company is engaged in manufacturing and selling complete machines and sheet metal components. Operations are conducted in Vaggeryd.

**AQ Mekatronik AB (556666-7829)**

MD: Emma Östling Karlsson

The company develops, designs and sells products for the rail industry. Operations are conducted in Västerås.

**AQ ParkoPrint AB (556574-6319)**

MD: Marcus Halldin

The company manufactures OEM products, such as check-in terminals, parking meters and high-end work-out equipment. In addition to manufacturing, assembly and testing, the company has resources for visual and mechanical design. Operations are conducted in Gävle.

**AQ Plast AB (556497-2239)**

MD: Benny Jonsson

The company designs and manufactures stamped metal components, injection molded thermoplastic components and combination products. Operations are conducted in Anderstorp, Torslanda and Västerås.

**AQ Trafo AB (556443-9726)**

MD: Niklas Ericsson

The company develops and sells inductors and transformers. Operations are conducted in Enköping.

**AQ Engineering AB (556622-8697)**

MD: Erik Olsson

The company operates a consultancy business focusing on engineering work for demanding industrial customers. Operations are conducted in Torslanda, Östersund, Västerås and Trollhättan.

**AQ Engineering Workshop AB (556992-6594)**

MD: Erik Olsson

The company's operations consist of technical consultancy and manufacturing of prototypes. The customers are in the automotive, aviation, defense and energy industries. Operations are conducted in Trollhättan.

**TechROI Scandinavia AB (556519-8412)**

MD: Erik Olsson

The company's operations consist of technical consultancy and various resident services to mainly foreign suppliers in the automotive industry. Operations are conducted in Trollhättan.

**AQ Components Västerås AB (556733-7216)**

MD: Emma Östling Karlsson

The company designs, engineers and manufactures sheet metal parts ranging from simple components to complete systems. Operations are conducted in Västerås.

**AQ Special Sheet Metal AB (559138-9753)**

MD: Lars Gäfvert

The company processes and assembles sheet metal by pressing and cutting. Operations are conducted in Pålsboda and Lyrestad.

**AQ Wiring Systems AB (556261-0955)**

MD: Mikael Jonsson

The company offers solutions in the development and manufacturing of electrical systems. Through close collaboration with product-owning customers, added value and optimal total cost are created, which contributes to the customers' competitiveness. Lead time and service are focus areas and the customers are mainly in the industries Forest, Defense and Construction. Operations are conducted in Mjällom.

**AQ Enclosure Sollefteå AB (556720-8466)**

MD: Joakim Falk

The company designs, engineers and manufactures sheet metal parts ranging from simple components to complete systems. Operations are conducted in Sollefteå.

**AQ Components Mjällom AB (556209-2634)**

MD: Mikael Jonsson

The company provides high-quality welding to customers within cranes, trains, defence, forestry and construction equipment. The company delivers mechanical components and parts within sheet metal and machining. Operations are conducted in Mjällom.

**AQ JIT Mech Robertsfors AB (556482-2459)**

MD: Erik Skoglund

The company manufactures large and complex machined and welded components for customers in electrification, forestry and the defense industry. Operations are conducted in Robertsfors.

**AQ JIT Mech Örnsköldsvik AB (556583-3497)**

MD: Erik Skoglund

The company manufactures large and complex machined and welded components for customers in electrification, forestry and the defense industry. Operations are conducted in Örnsköldsvik.

**Sandflo Forma AB (556513-9226)**

MD: Erik Olsson

The company operates product development and prototype manufacturing. Operations are conducted in Trollhättan.

**OTHER SWEDISH GROUP COMPANIES****AQ Fastighet i Lund AB (556527-5228)**

MD: Emma Östling Karlsson

The company manages an industrial property in Lund of approximately 2,100 m<sup>2</sup>, where AQ Elautomatik AB operates.

**AQ Fastighet i Lyrestad AB (556443-9734)**

MD: Lars Gäfvert

The company manages an industrial property in Lyrestad of 7,360 m<sup>2</sup>, where AQ Special Sheet Metal AB operates.

**AQ Fastighet i Pålsboda AB (556275-6212)**

MD: Lars Gäfvert

The company manages industrial properties in Pålsboda of approximately 5,500 m<sup>2</sup>, where AQ Special Sheet Metal AB operates.

**AQ Fastighet Tokarp AB (556220-0195)**

MD: Benny Jonsson

The company manages an industrial property in Anderstorp of approximately 10,000 m<sup>2</sup>, where AQ Plast AB operates.

### **AQ Fastighet i Torslanda AB (556690-3018)**

MD: Benny Jonsson

The company manages an industrial property in Torslanda of approximately 1,500 m<sup>2</sup>, where AQ Plast AB operates.

### **AQ JIT Mech AB (556484-3026)**

MD: Erik Skoglund

Holding company that owns AQ JIT Mech Robertsfors AB and AQ JIT Mech Örnsköldsvik AB. The company also manages an industrial property in Robertsfors of approximately 5,000 m<sup>2</sup>, where AQ JIT Mech Robertsfors AB operates.

## FOREIGN OPERATING GROUP COMPANIES

### **AQ Electric AD (1135 61397)**

MD: Emil Nikolov

The company is owned 96% by AQ Group AB (publ). The company designs, manufactures and sells electric cabinets and mechanical parts. Operations are conducted in Radomir and Pernik, Bulgaria.

### **AQ Electric Suzhou Co., Ltd (913205057859862515)**

MD: Hans Liang

The company designs, manufactures assembles wiring systems and inductive components. Operations are conducted in Suzhou, China, focusing on external customers in Asia.

### **AQ Electric & Enclosure Suzhou Co., Ltd (91320505MA22AAMD01)**

MD: Marcus Olsson

The company designs, manufactures and assembles enclosures, sheet metal parts, electric cabinets and container-based electrical and automation solutions. Operations are conducted in Suzhou, China, and focuses on external customers in Asia.

### **AQ Power Magnetics Shanghai Co., Ltd (91310115MA1HBNCL5A)**

MD: Jarkko Palosaari

The company designs, manufactures and assembles inductive components for traction including EMU and metro, renewable energy, HVAC and industrial applications. Our products range from small capacity to high voltage products, liquid cooled products, and filter inductors. The company meets different regional standards like UL and CE. Operations are conducted in Shanghai, China and focuses on external customers in Asia.

### **AQ Components Suzhou Co., Ltd (91320505717465227Y)**

MD: Wilson Zhao

The company manufactures and sells stamped metal components and injection molded thermoplastic parts. Operations are conducted in Suzhou, China, and focuses on external customers in Asia.

### **AQ Inductive Components India Pvt. Ltd. (U29309PN2018FTC175319)**

MD: Shreeniwas Bhide

The company manufactures and sells inductive components. Operations are conducted in Pune, India.

### **AQ Mechanical & Electrical Manufacturing India Pvt. Ltd (U31909PN2011FTC139442)**

MD: Raushan Sharma

The company manufactures and sells metal products and wiring systems. Operations are conducted in Pune, India.

### **AQ Lasertool OÜ (10 930 852)**

MD: Rein Volt

The company manufactures, assembles and sells processed sheet metal parts and performs surface treatment for industrial customers. Operations are conducted in Pärnu Lagre, Jüri and Viimsi, Estonia.

### **AQ Components Kodara OÜ (16 532 472)**

MD: Ivari Põld

The company manufactures, assembles and sells processed sheet metal parts and performs surface treatment for railway and general industrial customers. Operations are conducted in Pärnu Kodara, Estonia.

### **AQ Magnit AD (1220 33267)**

MD: Radi Elenkov

The company is owned 99.7% by AQ Group AB (publ). The company manufactures and sells inductive components and relays. Operations are conducted in Godech, Bulgaria.

### **AQ Plastronic AD (1040 11529)**

MD: Levtera Kirilova

The company is owned 95% by AQ Group AB (publ). The company produces electric instruments, electronics, injection molded thermoplastic components and maintains tools for injection molding. Operations are conducted in Veliko Tarnovo, Bulgaria.

### **AQ Wiring Systems S.A. de C.V. (DME051116H2A)**

MD: Jorge Suarez

The company manufactures and sells wiring systems and electro-mechanical modules for industrial customers. Operations are conducted in Tultitlan Edo, Mexico.

### **AQ Wiring Systems Sp. Z.o.o., (0000199352)**

MD: Mariusz Kopec

The company manufactures and sells wiring systems and electro-mechanical modules for industrial customers. Operations are conducted in Łódź, Poland.

### **AQ Wiring Systems STG Sp.Z.o.o (0000043722)**

MD: Rafał Skrzypczak

The company manufactures and sells wiring systems and electro-mechanical modules for industrial customers. Operations are conducted in Linowiec, Poland.

### **AQ Wiring Systems UAB (148 427 212)**

MD: Nerijus Olšauskas

The company manufactures and sells wiring systems and electro-mechanical modules. Operations are conducted in Panevėžys, Lithuania.

### **AQ Anton Kft. (20-09-061216)**

MD: András Németh

The company is leading within the machining of components for industrial gas turbines (IGT) and aircraft engines, in the production of complex injection molded components and in the design and manufacture of tools and custom machines. Operations are conducted in Zalaegerszeg, Hungary.

### **AQ Inductives Hungary Kft. (03-09-108594)**

MD: Gabor Papp

The company manufactures and assembles of LV power electronics inductive components, such as reactors, transformers and filters for demanding industry segments. Operations are conducted in Kecskemét, Hungary.

### **AQ Wiring Systems Rockford Ltd (01838700)**

MD: Andreas Björk

The company is a provider of wiring systems, interconnect and system solutions for defense, aerospace, and general industry. Operations are conducted in Woodbridge, Worksop and Salisbury, Great Britain.

### **AQ Magnetica Italy S.r.l (02591110420)**

MD: Giovanni Di Manici

The company is a technology and sales company, primarily for inductive components. Operations are conducted in Castelfidardo and Milan, Italy.

### **AQ Trafotek OY (2359889-3)**

MD: Matti Seppä

The company is a leading supplier of power transformers for marine applications and reactors for frequency converters and wind turbines. Operations are conducted in S:t Karins, Finland.

### **AQ Trafotek AS (12625219)**

MD: Tero Hankiala

The company is a leading supplier of specialized power and electronics components, such as reactors, transformers and filters for industrial and marine applications. Operations are conducted in Rae, Estonia.

**AQ Trafotek Brazil LTDA (22.119.284/0001-72)**

MD: Klaus Franco

The company is a leading supplier of specialized power and electronics components, such as reactors, transformers and filters for industrial and marine applications. Operations are conducted in Itu - São Paulo, Brazil.

**AQ Mecanova OY (0745938-3)**

MD: Ulla Lahdenperä-Koski

The company designs, manufactures and assembles sheet metal and copper parts ranging from components to complete systems. Operations are conducted in Nivala, Finland.

**AQ Wiring Systems Canada Inc. (136814217 RC0002)**

MD: Guy Joannette

The company manufactures and sells wiring systems and electro-mechanical modules. Operations are conducted in Saint-Eustache, Quebec, Canada.

**AQ Wiring Systems NY, Inc. (98-1035861)**

MD: Guy Joannette

The company manufactures and sells wiring systems and electro-mechanical modules. Operations are conducted in Plattsburgh, New York, USA.

**AQ Transformer Solutions, Inc (11222449)**

MD: Dan Day

The company is the leading supplier of custom-built power magnetics components, such as transformers, reactors and filters. Operations are conducted in Wytheville, Virginia, USA.

**AQ Inductive Components Germany GmbH (HRB15234)**

MD: Krasimir Cholakov

The company designs and sells inductive components. Operations are conducted in Paderborn, Germany.

**AQ Magnetronics s.r.o. (27462307)**

MD: Milan Čacha

The company manufactures and assembles of LV power electronics inductive components, such as reactors, transformers, railway containers, and filters for demanding industry segments. Operations are conducted in Trutnov, Czech Republic.

**AQ Riedel Trafobau GmbH (HRB727419)**

MD: Wulf Heuschen

The company develops and manufactures transformers, DC and AC power supplies, DC and AC UPS modules, battery chargers, chokes as well as power supply cabinets. Operations are conducted in Ilishofen, Germany.

**AQ Magnetronic Devices GmbH (HRB210374)**

MD: Krasimir Cholakov

The company specializes in design and sales of inductive components for railway, power electronics, renewables and general industry applications. Operations are conducted in Bremen, Germany

**mdexx inductive electronics GmbH (HRB206354)**

MD: Krasimir Cholakov

The company designs and sells medium frequency inductive components. Operations are conducted in Bremen, Germany

**OTHER FOREIGN GROUP COMPANIES****8046000 Canada Inc (842130304 RC0001)**

MD: Guy Joannette

Holding company that owns AQ Wiring Systems NY, Inc.

**Société de Gestion B3CG Interconnect Inc****(807949219 RC0001)**

MD: Guy Joannette

Holding company that owns AQ Wiring Systems Canada, Inc.

**AQ B3CG Real Estate Inc (768141731 RC0001)**

MD: Guy Joannette

The company manages an industrial property of approximately 4,200 m<sup>2</sup> in Saint-Eustache, Quebec, Canada, where AQ Wiring Systems Canada Inc. operates.

**LTI Holding OY (2368936-5)**

MD: Matti Seppä

Holding company that owns AQ Trafotek OY.

**Trafotek Corporation (80-2012450)**

Dormant company.

**AQ Asia Limited (2568747)**

MD: Andreas Björk

Sales company in Hong Kong, without employees.

**Mecanova Inc (150214900)**

MD: Ulla Lahdenperä-Koski

Dormant company.

**AQts Property LLC (11835688)**

MD: Dan Day

The company manages an industrial property of approximately 7,981 m<sup>2</sup> in Wytheville, USA, where AQ Transformer Solutions, Inc operates.

### Financial calendar 2026

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# WE ARE RELIABLE

## Customer Focus

**Customers always come first.** By making our customers' life easy and by giving the "little extra" we will create a long term partnership.

## Simplicity

We do our daily work without complexity and bureaucracy. Everything we do adds customer value.

## Entre- preneurial business

Companies within the AQ Group shall, based on AQ core values, run their business as entrepreneurs and strive for profitability and growth.

## Courage and Respect

We have the courage to go our own way, we stand up for our positions, are prepared to make tough decisions, give constructive feedback and admit own mistakes. We treat others as we like to be treated ourselves.

## Cost Efficiency

We use the most cost efficient way to fulfill our customers' demands and work with continuous improvements. Our business is production, we have a long term view and we fully commit ourselves to live up to customer expectations for quality, delivery performance, technological development and service.



• Countries where AQ Groups has operations:

- |               |         |           |        |            |         |
|---------------|---------|-----------|--------|------------|---------|
| Brazil        | Estonia | Finland   | Mexico | Sweden     | Hungary |
| Bulgaria      | India   | China     | Poland | Czech Rep. | USA     |
| Great Britain | Italy   | Lithuania | Canada | Germany    |         |