



The Board's proposed guidelines for remuneration to senior executives.

The Board of AQ Group AB (publ.) proposes that the AGM on 27 April 2017 resolves on the following guidelines for determining salary and other remuneration to senior executives to be applicable until the end of the 2018 AGM. The proposed guidelines for remuneration to senior executives essentially correspond to what has been the norm in AQ Group for many years. The guidelines apply to Group Management of the Group in which the company is the parent company as well as for managing directors of the company's subsidiaries. The guidelines also apply to remuneration received for assignments alongside the directorship; to the extent a board member receives such remuneration.

General

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 the goals set for adapted expenses of the company. The starting point for salary and other remuneration to senior executives of AQ Group AB is that they will be competitive and adapted to the company's costs.

Fixed salary

The starting point for remuneration to senior executives is that remuneration is paid in the form of a competitive fixed salary, individually determined based on the above criteria and each executive's position, experience, and specific competence.

Variable remuneration

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.

Pension benefits

The senior executives' pension benefits shall be competitive in relation to what generally applies for comparable executives in the market, as well as individually adjusted according to each executive's specific competence and adapted to the company's costs.

Pension provisions shall be defined-contribution.

Non-monetary benefits

The senior executives' non-monetary benefits (such as mobile phones and computers) shall facilitate the execution of the work and correspond to what is considered fair in relation to general market practice.

Termination and severance pay

Termination pay shall not in any case exceed the equivalence of 12 months' salary for the executive concerned. No severance is paid.

Share and share price based incentive programs

All share and share price based incentive programs shall be decided by the General Meeting.

Deviations

The Board may deviate from the guidelines in individual cases should special reasons exist.

Västerås, Sweden
March 2017 AQ
Group AB (publ.)
Board of Directors