

core values

**dq**

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.

The AQ business concept is to develop, manufacture and assemble components and systems for demanding industrial customers and leverage our commitment to Total Quality to ensure our customers become long-term business partners.

We target customers who are world leading in their respective niches, such as power transmission, telecommunication, trains, food, trucks etc. To be a world leading company, they have to work with world leading suppliers!

AQ aims to be a world leader in cost effectiveness, quality, security of supply, alertness and service. In a word 'reliable'.

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.

It's a strength for AQ to have clear and well documented core values. Each of us is an ambassador for our company and affect how we are perceived by our customers. On paper, anyone can write fancy values. I want our values to provide practical support in our everyday work and that help steer us in the right direction.



Photo: Kenneth Hudd/MLT

Anders Carlsson  
Group CEO

**WE ARE  
RELIABLE**

Customer  
Focus

Simplicity

Entre-  
preneurial  
business

Cost  
Efficiency

Courage  
and  
Respect

Together we are going to be the world's best supplier!

# 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.

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### **Love your demanding customers**

Demanding customers are difficult to please, only few suppliers can do it. We are proud to be a long-term partner to our customers.

### **Be available for customers. The customer is always first**

Internal issues shall not restrict us from serving the customer; customers should always find it easy to come in contact with us.

### **Quality and On Time Delivery is a mindset**

Our performance is the key to success. Our ability to deliver required quality on time is our first priority.

### **Know your customer**

Know and understand your customer's intentions and business. Always live up to your commitments and promises and ask for feed-back. Be quick and flexible to adjust to new demands and report problems without delays.

### **Act as one team towards customers**

Promote and benefit from the overall strength of our unique existing customer base and supply chains within the Group.

# simplicity

We do our daily work  
without complexity  
and bureaucracy.

**Everything we do  
adds customer value.**

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### **Simple is beautiful**

Do not make things complicated.

### **Few objectives**

Use few operational objectives that all personnel understands.

### **Right from me**

Keep your promises. Do things right from the beginning, make sure what you hand over is correct.

### **Clean and well organized workshops and offices**

In order to be lean and maintain efficiency and quality, good order is one of the foundations in our organization.

### **Gut feeling can be enough for decision**

### **We believe differences can make us more efficient**

We complement each other through our diversity as companies and individuals.

### **Be responsible for your development**

You know yourself best, take responsibility for your professional development. Managers shall encourage and support training according to the planned long term need in the company.

# entrepreneurial business

Companies within the AQ Group shall, based on AQ core values, run their business as entrepreneurs and strive for profitability and growth.

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### **Production is what we sell**

AQ sells a combination of efficient global manufacturing, technological development and support in our customers' ability to be competitive.

### **Every AQ company is driven like an entrepreneurial company**

A small number of things are centralized such as financing and insurance. Specialist competencies are available for all. AQ companies like to cooperate and help each other.

### **Continuously work with improvements**

New competitors enters the scene and existing competitors develop, we have to always improve, if you stand still you will go backwards.

### **Profitable growth, both organically and through acquisitions**

Economic growth gives us strength to continue developing the business.

### **First we make money then we invest**

AQ should not be dependent on creditors.

# cost efficiency

We use the most cost efficient way to fulfill our customers' demands and work with continuous improvements.

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### **Financial result is the measurement**

All business has to be profitable and as the price pressure from our customers is hard, cost efficiency is the only option to reach acceptable margins.

### **When you see something that needs to be done, do it now**

### **Be proud to be cost-efficient also with small expenses**

Cost efficiency in big and small things, air tickets, office and workshop supplies, hotels, conferences etc- it is a culture, "walk the talk".

### **Ask yourself: is our customer interested in paying for what I do now?**

### **Competitive and reliable suppliers are vital**

Make use of our total purchasing power and create and respect group purchasing agreements. Secure mutually beneficial relationships with our suppliers but continuously challenge existing supplier base and search for new, more competitive suppliers.

### **Cut waste**

Eliminate waste (scrap, poor quality, over production, not needed areas, stock, extra transports etc.) in order to increase profitability and show environmental concerns.

### **Question the need for external help**

Dare to say no to consultants, reports, advertisement, meetings with vendors etc. Rely on your own ability and use internal help where possible.

# courage and respect

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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.**

### **Being upright is good**

Give constructive feedback to your co-workers and managers. Accept feedback without going on the defensive and encourage people to be upright and honest.

### **Enjoy open communication and opposition**

Things that are hidden or simply unspoken waste personal energy and money. We communicate clearly and react quickly, say what we mean and mean what we say. We welcome opposition and ideas how to improve our work.

### **Be not afraid to stand up for our position**

Being a world class supplier means in every aspect taking full responsibility for our own business. We work actively with our customers as well as suppliers and we are not afraid to stand up for what we need in order to achieve a world class result.

### **Fun at work**

Be proud of your work and show appreciation to your colleagues. We help each other to achieve good results. World class production is about team work.

### **Every employee has the same status**

When in Rome do as the Romans. Every staff member in AQ is equally important. Employees that believe they are too “important” to be flexible in the team do not fit in. Every employee can freely communicate with every other employee.

### **Report bad news quickly**

Staying silent is not an option.

### **Call a mistake for a mistake**

Use your energy for actions, not for explanations.

### **Dare to be unconventional**

Try to find the best solution in every specific situation, unconventional thinking can contribute to ground-breaking solutions.

# If you are a manager:

Be available  
and lead by example.

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**Be available and lead by example**

**Share information generously and encourage open communication**

**Have the courage to make tough decisions, wait and see is not allowed**

**Support employees that try their best**

We feel safe in trying new ways of doing things. Employees that try hard but fail should be given a second chance.

**Be highly professional and thorough when recruiting and promoting people**

A solid process is a key to secure a competitive and stable organization.

**Go and see!**

Go and see for yourself, make sure you have first hand information.

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The logo consists of the lowercase letters 'a' and 'q' in a bold, white, sans-serif font. The 'a' is a simple circle with a vertical stem. The 'q' is a circle with a vertical stem and a small tail at the bottom right.