



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

The Board of AQ Group AB (publ.) proposes that the AGM on 21 April 2021 resolves on the following guidelines for determining salary and other remuneration to senior executives to be applicable until the end of the 2022 AGM.

These proposed guidelines essentially correspond to common practice within the AQ Group for many years. The guidelines are suggested to be applied to the Group Management of the Group in which the company is the parent company as well as for the managing directors of the company's subsidiaries. In addition, the guidelines are meant to be used whenever a board member is entitled to compensation for work which is not related to the board assignment.

General

AQ Group shall maintain the remuneration levels and other employment conditions that are (1) necessary to ensure that the company can have access to competent executives who have the capacity to achieve the company goals, and that are (2) well balanced in relation to the costs of the company as a whole. That is to say, salary and other remunerations to senior executives are to be competitive as well as in line with the company's cost framework.

Fixed salary

As a starting point, senior executives shall have a competitive, fixed salary which is individually determined and that is based on the criteria mentioned above as well as on every individual's position, experience, and specific competence.

Variable remuneration

When applicable, variable remuneration shall be offered in addition to the fixed salary and be linked to predetermined and measurable targets that are set with the aim to promote the company's long-term business strategy, sustainability and value creation. Criteria for variable remuneration include profit as well as cash flow parameters. The remuneration may be paid in cash or through additional pension insurance payments. The total amount of variable remuneration shall not exceed 100% of the fixed salary paid to the senior executive in question.

Pension benefits

The senior executives' pension benefits shall be competitive and established in relation to what benefits are generally applied for comparable executives for this particular market, as well as individually adjusted according to each executive's specific competence. Furthermore, the benefits shall be adapted to the company's cost framework. Pension provisions shall be in the form of **defined contribution** and shall not exceed 35% of the fixed salary paid to the executive in question. In exceptional cases this can be exceeded if a person has a pension within ITP2 (Sweden only).

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 reasonable in relation to general market practice.

Termination and severance pay

Not in any case shall the termination pay exceed the equivalence of 12 months' fixed salary for the senior executive in question. No severance pay shall be paid.

Share and share price-based incentive programs

Any share or share price-based incentive program is to be decided by the General Meeting.

Deviations

The Board may deviate from the guidelines in individual cases if special reasons would occur.

Västerås, Sweden, March 26nd 2021

AQ Group AB (publ.)
Board of Directors