

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.



James Ahrgren
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, technical development and support that strengthens our customers' competitiveness.

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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