

Annual Report 2022



FLEXQUBE



This is FlexQube

FlexQube is a global supplier of modular and robust industrial carts and robots for material handling. The group was founded in 2010 and has since then secured a large number of prominent companies as customers.

FlexQube is a technology company headquartered in Gothenburg, Sweden with subsidiaries in USA, Mexico, Germany and England. FlexQube offers solutions for cart-based material handling using a patented modular concept. FlexQube develops and designs customized solutions for both robotics and mechanical cart logistics. Through our own unique automation concept, FlexQube can offer robust and self-driving robotic carts. FlexQube has more than 1000 customers in 37 countries with the primary markets being North America and Europe.

FlexQube's customers can be found within the manufacturing industry, distribution- and warehousing. Some examples of major customers are Amazon, Volvo Cars, Siemens, Autoliv, Scania, Oda and Mann+Hummel. 📍



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Overview

01





Our Story – From mechanical to robotic

The FlexQube story began 30 years ago in central Sweden, with three boys who developed a love for playing with Lego®. They grew up and embarked on their professional careers, but the love of being able to build in a seemingly endless number of designs stayed with them.

While working for a global manufacturer of construction machinery, Per Augustsson (CTO, FlexQube) noticed that the material handling did not meet modern requirements. Industry standards for welded solutions were not adaptable enough to handle the constant change the industry is undergoing. Material carts used to transport items from the warehouse to the assembly area were welded together with a design adapted to the dimensions and weight of the items. When a product life-cycle changed, or a continuous improvement was to be implemented, a welded cart was not flexible enough to change.

Per Augustsson immediately realized that because the production lines changed more often, the need for adaptable material handling carts increased.

“I realized that the need for a robust and flexible concept for creating material handling carts was great. The more I looked into it, the more I realized that a concept with a few standardized building blocks was greatly needed,” says Per.

With this, the concept of FlexQube was born by the three friends, who created a professional, robust and flexible material handling concept based on standardized building blocks.

“The concept is inspired by Lego®, we use an interval of 7 cm in all components, so that you can easily design and assemble them in different solutions and regardless of how you connect our products, you get the same interface - just like with Lego® ” - Anders Fogelberg, CEO

Thanks to the modular building blocks, it is possible to quickly and efficiently create solutions for FlexQube’s customers. Since the start, FlexQube has grown and is today helping over 1000 customers in 37 countries, and the customer base is continuously increasing. These include customers in the automotive industry, the construction and agricultural machinery industry, the heavy vehicle industry (buses, trucks, trains), distribution and ware-house industries, the aerospace industry, the white goods industry, consumer goods, the energy industry, manufacturers of medical equipment and the defense industry.

During December 2017, Anders, Christian and Per reached a milestone when FlexQube was listed on Nasdaq First North in Stockholm. The first year as a listed company showed a growth of approx. 140 percent. The journey has continued, and 2022’s sales growth landed at 82 percent, with robotic carts now also contributing to a large part of the growth.

A lot has already happened in the short FlexQube history, but the modular and robust concept has a lot more to offer, and we are still only at the beginning of our journey.

In the same year that FlexQube was listed, the biggest transformation in the company’s history began. A transformation from mechanical products to products with advanced electronics and software. The project, named FlexQube 4.0, was started with the goal of offering motorized and self-driving carts to the market. We are now a few short years later ready and well-established AVG, eQart® Line, which has achieved great success on the market. In 2022, we first showcased our AMR system, the FlexQube Navigator AMR, which will be officially launched in 2023.

With our AGV and AMR system, we have created a completely new product segment within the accelerating logistics automation market. Modular and flexible trolleys, which can be obtained in different sizes and applications, and with different degrees of self-driving. With eQart® Line and FlexQube Navigator AMR, we are unique in our offer, and ready to take the next big step in FlexQube’s history.

- 2010
FlexQube is founded by Anders, Christian and Per in December 2010.
- 2011
The patent is granted.
- 2012
Sales launch.
- 2013
FlexQube Inc. is launched.
- 2014
“Made in USA”.
- 2015/2016
Ranked number one on the “33-listan” (the top 33 most innovative companies in Sweden) two years in a row and new logotype.
- 2017
Sales to 22 countries and listing on the Nasdaq First North.
- 2018
Sales to a total of 25 countries and growth of around 140%. FlexQube GmbH is launched and carries out a targeted new share issue of MSEK 62.7.
- 2019
Expansion to the UK, cooperation with LR Intralogistik GmbH and launch of eQart®.
- 2019
Relocation of head office in Sweden.
- 2020
Initiated cooperation with 9 distributors in seven different countries. Increased sales and further development of eQart.
- 2021
Order intake growth of 98%.
- 2022
A recognized robotics company.
- 2023
Launch of FlexQube Navigator AMR.
- 2024
Order intake of robot-concept exceeds 50% of total volume.

The year in brief

- Order intake increased by 14.9 percent to MSEK 178.4 (155.3). Adjusted for foreign exchange rate effects between the comparative periods, orders received increased by 3 percent.
- Net sales increased by 81.7 percent to MSEK 204.6 (112.6). Adjusted for foreign exchange effects between the comparison periods, net sales increased by 65.4 percent.
- Operating profit before depreciation (EBITDA) amounted to MSEK -1.5 (-17.4) and operating profit before financial items (EBIT) amounted to MSEK -6.4 (-22.0).
- Profit before tax amounted to MSEK -7.0 (-22.5).
- Earnings per share amounted to SEK -0.9 (-2.7).
- Cash flow amounted to SEK -5.6 (21.5), of which MSEK -22.0 (-29.3) from operating activities MSEK -8.1 (-2.8) from investment activities and MSEK 24.5 (53.7) from financing activities.
- Cash equivalents amounted to MSEK 30.5 (34.9) at the end of the period.

Total number of customers accumulated since 2010:

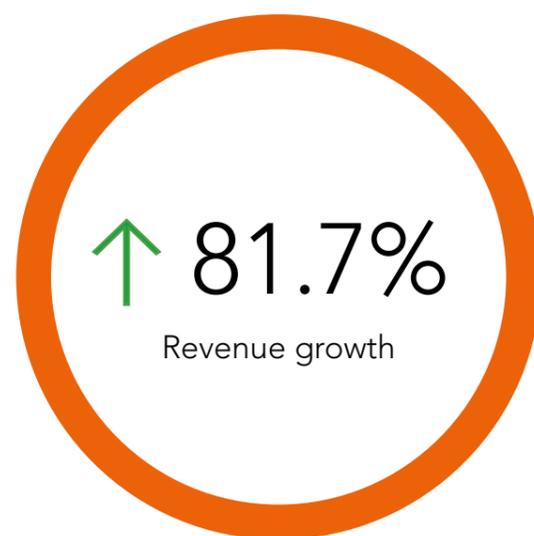
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Number of countries FlexQube has sold to:

37

Number of new customers 2022:

96



Q1

March:

- FlexQube Navigator AMR is showcased for the first time at the Modex tradeshow in Atlanta.
- Receives order from Siemens Mobility worth MSEK 5.
- The company receives eQart® Line order value MSEK 5.

Q2

April:

- FlexQube receives a follow-up order worth MSEK 3.7 from existing customer in North America.
- FlexQube Navigator AMR wins Robotics Innovation Award.

May:

- L'Oréal orders eQart® Line from FlexQube worth MSEK 2.9.

June:

- Amazon places orders for additional robots and carts worth MSEK 15.
- FlexQube shows a new record quarter for incoming orders (MSEK 54.9) and sales (MSEK 56.1).

Q3

July:

- International car manufacturer places orders worth MSEK 5.

September:

- Order of 8 eQart® Line to an existing larger customer.
- FlexQube receives an eQart® Line order to customer in China.
- FlexQube shows a new record quarter in terms of sales (MSEK 56.4) and is profitable at EBITDA-level for the first time since the company was listed.

Q4

November:

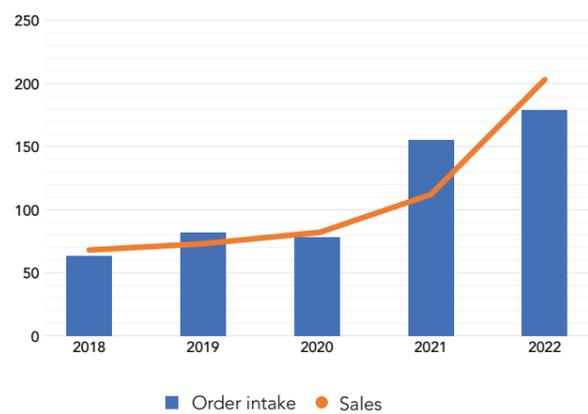
- FlexQube receives orders worth MSEK 6.4 in Mexico.
- Moving to new headquarters in Mölndal which was double the size of previous headquarters.

December:

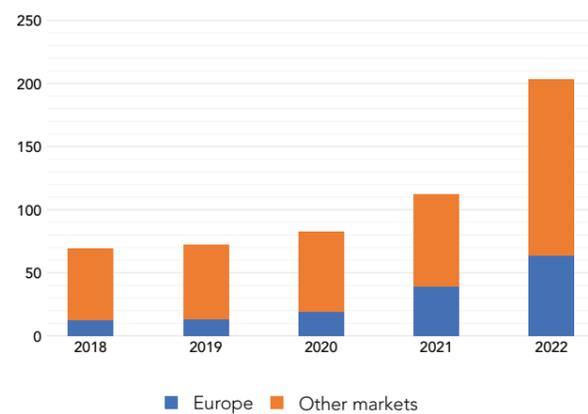
- FlexQube receives eQart® Line orders worth MSEK 3.
- FlexQube receives orders worth MSEK 3.6 to a space and defense company.
- Mårten Frostne appointed new CEO at FlexQube.
- For the first time, FlexQube reports turnover over MSEK 200 in a full year.

Key Ratios

Order intake and net sales (MSEK)



Net sales per region (MSEK)



Order intake per market 2022

North America
60%

Mexico
19%

UK
4%

Rest of Europe
7%

DACH*
10%

*Germany, Austria and Switzerland

Multi-year overview and KPIs

	Unit	2022	2021	2020	2019	2018
Order intake	KSEK	178 428	155 282	78 369	81 208	63 743
Net sales	KSEK	204 594	112 630	82 163	72 561	68 901
Group's sales growth	%	82%	37%	13%	5%	138%
Operating profit before depreciation (EBITDA)	KSEK	-1 514	-17 362	-15 303	-20 522	-5 971
Operating profit (EBIT)	KSEK	-6 365	-21 995	-19 979	-21 722	-6 714
Operating margin	%	-3%	-20%	-24%	-30%	-10%
Profit/loss before tax	KSEK	-6 997	-22 533	-20 124	-21 801	-6 901
Profit margin	%	-3%	-20%	-25%	-30%	-10%
Earnings per share before and after dilution	SEK	-0.9	-2.7	-2.7	-2.9	-1.1
FINANCIAL POSITION						
Equity/assets ratio	%	45%	55%	56%	74%	81%
Net debt including shareholder loans	KSEK	-44 935	-54 373	-23 711	-45 175	-78 565
Working Capital	KSEK	73 135	39 350	27 547	32 989	24 496
Current ratio	%	168%	225%	240%	311%	502%
Working capital as a percentage of net sales	%	36%	35%	34%	45%	36%
Quick ratio including unused part of overdraft facilities	%	102%	163%	170%	205%	406%
Equity per share before and after dilution	SEK	8.4	8.8	5.7	8.9	11.7
CASH FLOW						
Cash flow from operating activities	KSEK	-21 964	-29 323	-11 379	-28 474	-23 541
Cash flow from investing activities	KSEK	-8 087	-2 834	-2 957	-13 496	-5 278
Cash flow from financing activities	KSEK	24 451	53 678	9 778	-316	54 781
KEY RATIOS PER SHARE						
Number of shares	KNo.	8 233	8 233	7 433	7 433	7 433
Average number of shares before and after dilution	KNo.	8 233	8 233	7 433	7 433	6 385
EMPLOYEES						
Average number of employees	No.	60	39	30	24	17
Number of employees at the end of the period	No.	58	44	36	32	21

For definitions of key ratios, see note 1 on page 65.



Anders Fogelberg,
CEO

CEO LETTER

A record year with significant and major milestones

DEAR SHAREHOLDERS, after our very strong 2021 with approximately 100 percent order intake growth, we were able to enter 2022 with a stable order book and continue to work in line with our strategy to become a recognized robotics company and further accelerate sales. I am pleased to conclude a very successful year for all product areas in all our main markets. From the start in 2010, we have come to serve more than 1000 customers in a total of 37 countries. Fantastic!

The need for our solutions is growing, especially when we now see the automation trend gaining momentum for material handling in the manufacturing industry. As the robotic concept will become an increasingly significant part of our product portfolio in the coming years, I am still very pleased to see that our mechanical concept also showed a solid growth of 76 percent in 2022. The customer journey often starts with mechanical carts and they are an important part of all companies' logistics processes in manufacturing or distribution. Robotics and automation are still uncommon in our customers' internal logistics processes, but the outlook for the next decade looks very positive.

From the start, our focus has been to target the most prominent companies within the respective industry with a strong focus on manufacturing. Behind the 1000 customers I mentioned earlier are hundreds of well-known, global and successful companies in their respective fields of activity, all of whom have chosen to work with state-of-the-art material handling carts and robots from FlexQube. These customers are the core of our business and the real inspiration behind our innovative products.

Working with this type of company contributes in many ways to long-term development for FlexQube as a company. Firstly, we are challenged by the most demanding customers on the market in finding optimal solutions for their processes and products. Second, we create a strong pool of reference projects that will increase our credibility with other potential clients. Thirdly, these companies hire talented employees who develop their careers quickly, and often move on to new businesses within a relatively short time, where they then take us on for a second or third time. These areas together with many other positive aspects creates a ripple effect that help us grow in the long term.

In 2022, we continued to reach new milestones for our AGV system called the eQart® Line. Order intake continued to increase throughout the year with a record level for order intake in the fourth quarter. This was our first automation product we developed and started selling, and we've learned a lot along the way. Automation products and projects require more time from start to finish, both internally but also in the sales process with our customers. Therefore, I can still state that we are only at the beginning of our sales journey for our AGV system, while launching a new robot called FlexQube Navigator AMR in our new product category AMR system. The freedom to create customized AGVs based on our modular and mechanical cart concept is very attractive to our customers. It concentrates the focus on the material presentation instead of the material transportation, which is also what we call user-friendly automation. Simple to understand, easy to install and fast delivery time. A unique value proposition in an otherwise non-diversified market with many companies offering more or less the same products.

In June 2023, I will hand over the CEO role to our new CEO Mårten Frostne. I am extremely proud of my 11 years as CEO, all the fantastic employees and the record year, 2022. The timing feels just right for a new experienced leader who will take us towards new well-defined goals and I look forward to being part of the team focusing on our big customers and business development. We will continue on the set path for FlexQube with a focus on automation and building a strong global brand in internal logistics. We have the big journey for our robot carts ahead of us and I feel

very confident that Mårten is the right person to lead us forward.

This year we continued to make significant progress towards our goal of being a leading provider of innovative and automated material handling solutions. Automation is not just a way to reduce costs or improve efficiency; it is an essential part for our customers to remain competitive and grow their business. Looking at the diversification of our customer base and the spread of the geographic footprint, the growth opportunities are significant. The market for material handling carts as well as for robots is still very fragmented and we can say with confidence that we want to be the market leader in both of these. We continue to work committedly in line with our strategy and look with great confidence at the opportunities that lie ahead.

Thank you for your continued support!

Anders Fogelberg
CEO FlexQube AB (publ)



"This year we continued to make significant progress towards our goal of being a leading provider of innovative and automated material handling solutions"

Anders Fogelberg, CEO

Strategy

02





Market and Trends

As a global supplier of modular and robust industrial carts and robots, FlexQube has helped customers for over ten years to solve their internal logistics problems. During this time it has given us great insight into the changes in the industry and our customers' needs.

The demands placed on FlexQube's customers to manufacture customized and personalized products are very significant. The challenges are greatest in the manufacturing industry, where companies choose to manufacture many different products on the same assembly line in order to achieve a high degree of flexibility to quickly adapt their production to customer demand. The pandemic further exacerbated this, adding labor shortages and supply chain issues to an already complex environment.

All the major manufacturers are creating their own versions of "the factory of the future" to be able to handle the major challenges mentioned above. BMW has its "iFactory", Audi has its "360 factory" and

Hyundai-Kia has its "E-FOREST". The common denominators for all are a great focus on flexibility, efficiency and sustainability.

Assembly lines with many different products set great demands on material handling, where a large amount of articles, with a high delivery frequency, need to be transported from the warehouse to the operators who build the products, for example a car. The high delivery frequency of materials creates a great need to automate material transport from warehouse to the assembly lines. The material handling robots (AGV and AMR) market is expected to grow to USD 14 billion by 2025, representing a CAGR of 20 percent.

SMART MANUFACTURING

Advanced technology such as artificial intelligence, robotics and the Internet of Things to auto-streamline manufacturing processes.

VARIATION IN DEMANDS

One size does not fit all as more customers are looking for greater variety for their solutions.

SUSTAINABLE PRODUCTS

Sustainable initiatives are becoming more important among customers.

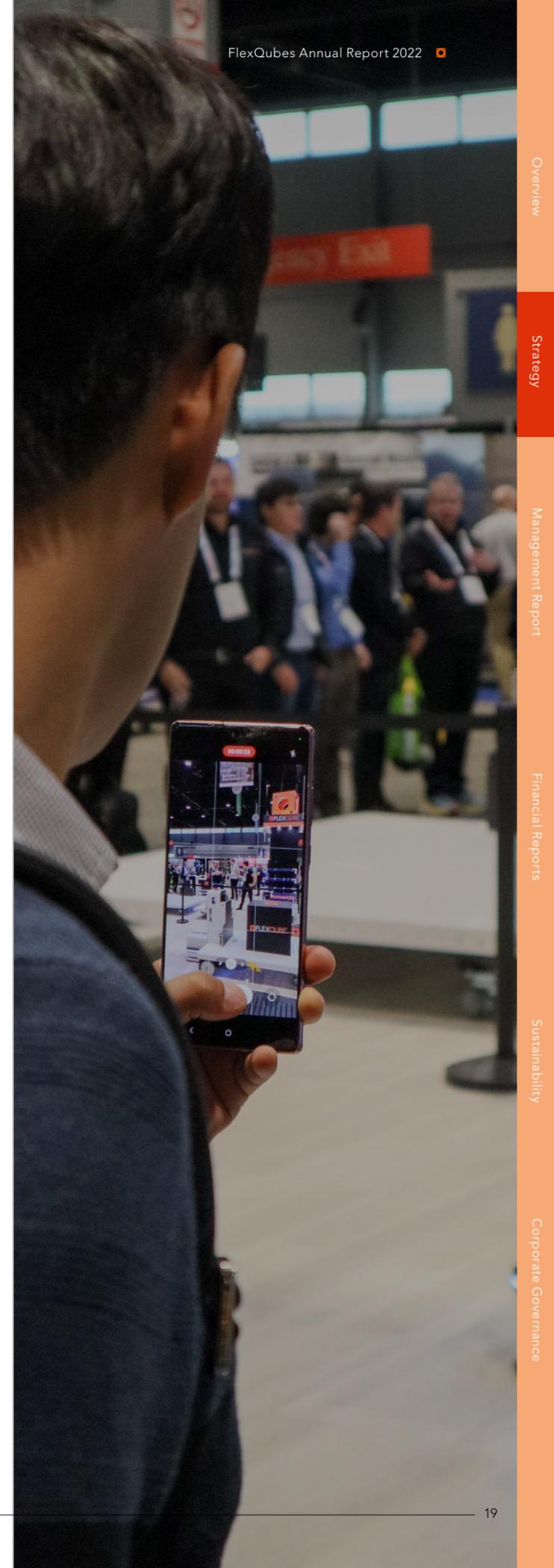
Our customers' great focus on both efficiency and flexibility gives us an ideal position as a supplier of application-specific trolley and robot solutions for customers on a large diversified market with an almost endless number of requirements.

The implementation of smart manufacturing processes for the transportation and presentation of materials within factories is more difficult than many people think, although development is progressing rapidly. The degree of maturity of our customers to implement automation varies greatly, but FlexQube has an advantage of being able to offer the customer a manual trolley system that can later be part of an AGV or AMR system.

Another major trend in the manufacturing sector is the increasing demand for sustainable products. Consumers are increasingly demanding products that are manufactured sustainably, with an emphasis on reducing waste, energy consumption and emissions. This has led to an increase in the number of companies focusing on sustainability initiatives and the development of more sustainable manufacturing processes.

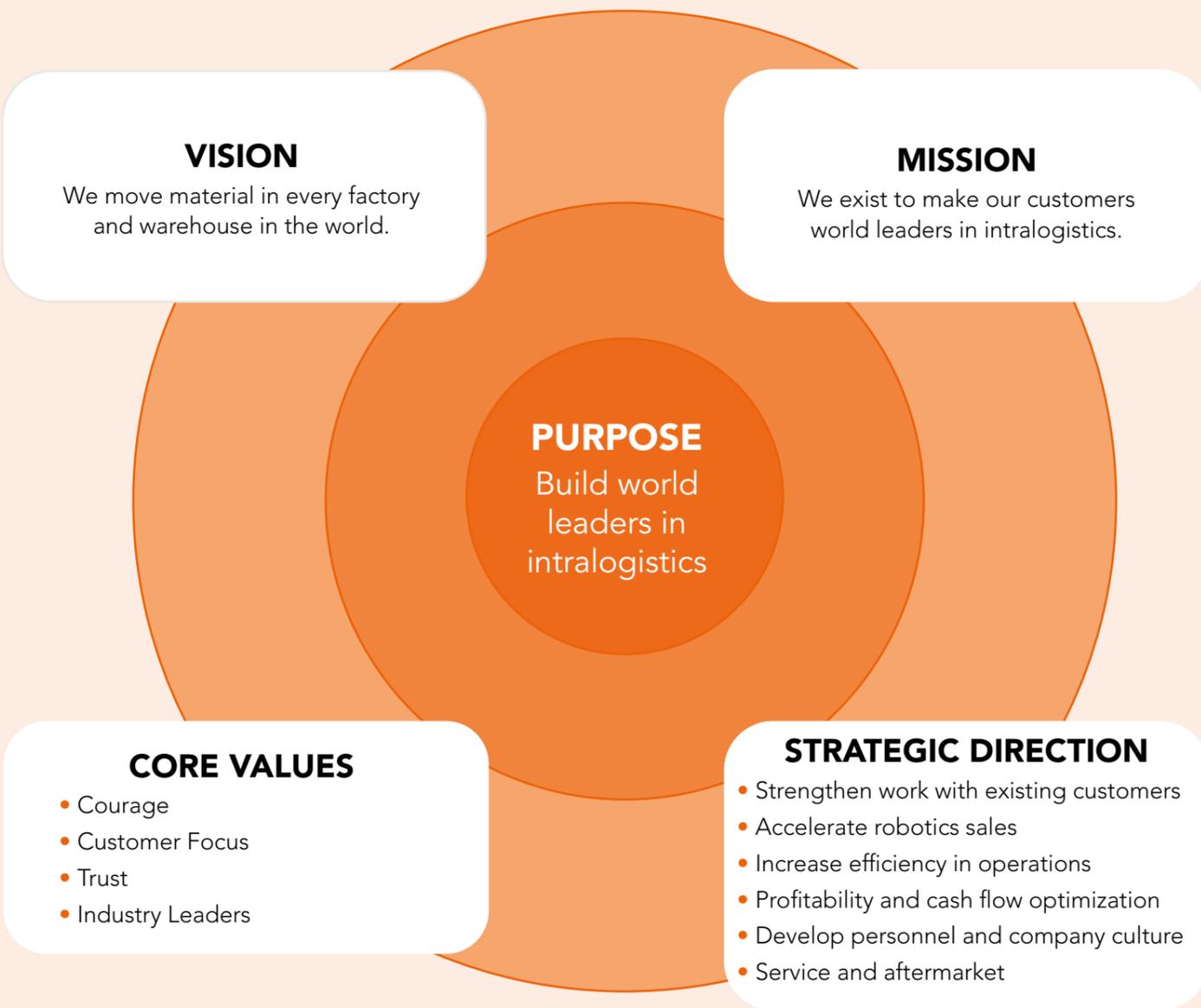
Our customers are starting to ask their suppliers about the sustainability benefits of their products. Although these questions are becoming more common, they still aren't usual. But internally, we are preparing by conducting research on the sustainability effects of the FlexQube system for our carts and robots through CO2 studies, maintenance and parts contracts and product life cycle analyses. This is an extremely exciting time to be a part of this journey in manufacturing and one that we are excited to share with our customers.

At FlexQube, we are committed to providing our customers with the best in material handling and robotics. Our products are designed to provide the highest level of efficiency and quality control, helping companies remain competitive in the market and increase their profitability. With our expertise and experience in the manufacturing industry, we are well positioned to help our customers maintain a competitive edge in their industries.



Strategic Model

Our strategy is based on four components: vision, mission, strategic goals and core values. The vision constitutes our long-term objective and the mission gives us the opportunity to understand why we exist. Strategic objectives define the areas we will focus on to achieve our vision. Finally, our core values help us understand how to achieve our goals.



WHY

We believe we are a game changer, making our customers world leaders in internal logistics, with full flexibility to adapt production continuously, year after year, with minimal impact on the production and maintaining highest level of sustainability.

HOW

We are constantly developing and adapting our patented modular concept for best utilization and efficiency. Easy to design, rebuild and automate for ideal internal logistics solutions.

WHAT

We offer modular and standardized building blocks to create future-proof and sustainable internal logistics solutions. Together with our databases, customized solutions and comprehensive Solutions Library™, create the best opportunities to make our customers world leaders in internal logistics.

Strategic Direction

The company is in an exciting phase with high growth, which permeates the group's main strategic areas for the coming years. Launch of the FlexQube Navigator AMR is the main target for 2023 and together with the continued rollout of the eQart® Line, we aim to become a market leading supplier of material handling carts and robots for internal logistics. Continued development of product concepts, our customer offering, margins and our employees are all important factors in the way forward.

Our 6 strategic objectives

 <p>Strengthen work with existing customers</p>	 <p>Accelerate robotics sales</p>
 <p>Increase efficiency in operations</p>	 <p>Profitability & cash flow optimization</p>
 <p>Develop personnel & company culture</p>	 <p>Service & aftermarket</p>

Our journey continues...



Goals

In the short run, FlexQube's goals are to:

- Continue active sales efforts to drive growth and increase market share for relevant markets, with a focus on robotics sales.
- Expand the sales organization and strengthen the customer and sales cooperation through the addition of partners, with a focus on the robotics concept, while also continuing to develop the internal sales processes to improve conversion.
- Continued focus throughout the organization on the launch of the FlexQube Navigator AMR as well as strengthening the continue rollout of the eQart Line. Included in this work is strengthening our cooperation with partners such as integrators and resellers to get one optimized offer to our customers.
- Expand the customer base, enabling increased penetration into other industries with the mechanical concept. While we remain focused on our existing large customer groups, we prioritize processing and implementation of the robot concept, specifically the FlexQube Navigator AMR.
- Launch a completely new organization for service and aftermarket in both North America and Europe with a focus on both robot installations but also service for the mechanical concept where the company now has a large active fleet in all markets.
- Strengthen margin and cash flow through a high focus on robot sales, implementation of the service and aftermarket organization and optimization of the Supply Chain.

In the medium term, FlexQube's goals are to:

- Continue the strong increase in market share in our main markets North America, Mexico, Germany and England with a heavy focus on robotics sales.
- Strengthen our market position by expanding our customer base through outreach and establishing ourselves in new markets. Additionally, we will focus on recurring sales to existing customers, ensuring continued growth and widening our market presence.
- Attract, develop and retain talent to build a strong team for the future. A competitive and coaching company culture. Promote future leaders in every area of the company to secure an organization that can handle future growth.

In the long term, FlexQube's goals are to:

- To become the leading supplier of material handling carts and robots for internal logistics, ensuring that FlexQube offers the best solutions for tomorrow's production, warehouse, and distribution logistics. By enabling our customers to become world leaders in intralogistics, we recognize the importance of establishing a global presence and infrastructure in sales, manufacturing, and distribution across all relevant parts of the world.

Customer Base

FlexQube's customers can be found in various segments and regions. As of the 31st of December 2022, FlexQube has sold to over 1,000 customers in 37 different countries. We are seeing more and more requests from customers in new business segments. An example of a growing segment is food distribution, which has been very strong in 2022. For FlexQube as a company, we aim to be present in multiple segments to reduce exposure to individual segments and share knowledge between segments to help our customers become more competitive in a challenging market.

Below are segments in which FlexQube operates:

-  Manufacturing of commercial vehicles such as trucks, buses and trains
-  Manufacturing of cars
-  Tier 1 suppliers to the automotive industry
-  Manufacturing of construction and industrial machinery
-  Manufacturing of wind turbines and other energy-related products
-  Manufacturing of defense materials
-  Manufacturing of white goods and electronics
-  Stock and distribution of goods
-  Manufacturing of medical equipment

Information about order intake:

Order intake for the full year 2022 increased by 14.9 percent compared to 2021 to MSEK 178.4. During the second quarter of 2022, the group set a new record for incoming orders in a single quarter with MSEK 56.4.

96

Number of new customers in 2022:



The customer in focus



Modular concept

The FlexQube concept offers standardized building blocks specifically designed with material handling carts and robotics in mind. This ensures that function and performance are optimized for the tough environments to which the carts are exposed.



Autonomous carts

FlexQube's offering in autonomous solutions takes the modular concept to the next level and creates a fully customized automation solution, where customers can combine standardized building blocks with intelligent functions to achieve optimal efficiency and flexibility in their operations. FlexQube's AGV system suits more standardized automation scenarios, while our FlexQube AMR system can be programmed and controlled down to the smallest detail. Both systems fully support the modular concept and the load carrier can be physically configured in an almost unlimited number of different configurations based on the customer's needs. By integrating our AGV or AMR systems into their workflows, companies can adapt their solutions to specific needs and quickly adapt to changing requirements or working conditions. This enables a smooth and cost-effective changeover and promotes a more sustainable and competitive production.



Design standard

FlexQube's carts and robots are designed according to a step-by-step process with standardized choices in each step. This makes it easy to develop quality-assured solutions, even if all the carts that are created look different and have different functions.



Expert in material handling

Because FlexQube works with many different customers in different industries and regions, a large knowledge base is built up. FlexQube collects all solutions in the SolutionsLibrary™, which is available to all customers via FlexQube's website. The more solutions that are generated, the larger the knowledge base and the greater the probability of finding an already designed cart and robot to solve a customer need. In addition to SolutionsLibrary™, FlexQube has a high level of knowledge about logistics development, the strategies for this and what the future trends are.



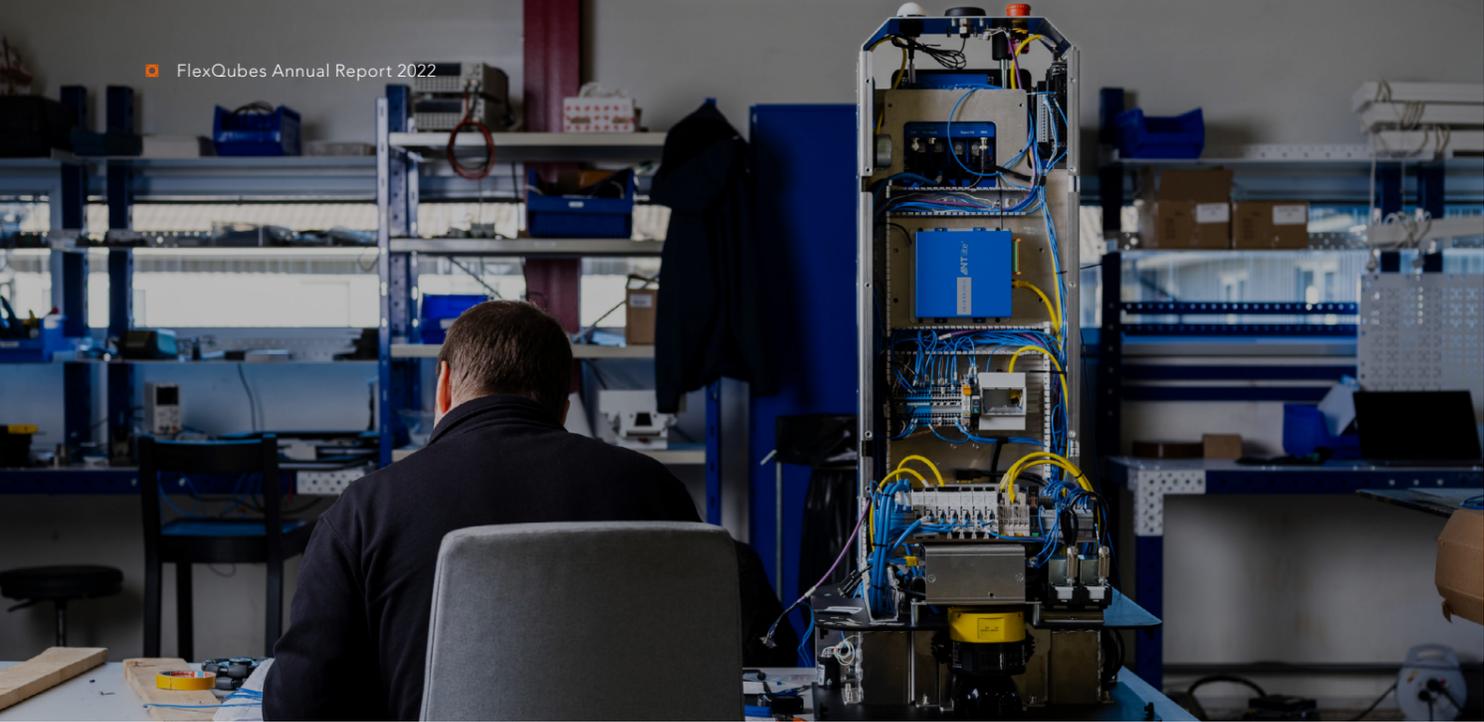
Scalable and global concept

Thanks to FlexQube's standardized building blocks and standardized design process, sales can be quickly established in new markets. A design can be created for the customer regardless of geographical location and the concept makes it possible to send FlexQube's products unassembled for quick and cheap transport. Manufacturing and assembly can also be quickly established if necessary.



Simple integration

The factories of the future require interaction between different processes and equipment to create efficient material flows. Thanks to its flexibility, FlexQube can easily create carts and robots that can be integrated with third-party equipment. This primarily applies to towing vehicles, mother/daughter trains and solutions for automatic material robots, which are the most common integrations.



Innovation and Product development

Innovation and product development is an important area for FlexQube to help customers with their major challenges in material handling.

The challenges are greatest in the manufacturing industry, where companies choose to manufacture many different products on the same assembly line in order to achieve a high degree of flexibility to be able to quickly adapt their production to customer demand.

Assembly lines with many different products place great demands on material handling, where a large number of articles, with a high delivery frequency, need to be transported from the warehouse to the assemblers who build the products, for example a car.

The FlexQube concept helps customers to both streamlining the transport of the material, as well as creating ergonomic, cost-effective and safe material presentation for the installers.

FlexQube continues to develop innovative products, and has simplified the development of the product segments by renaming our manual and autonomous solutions. We develop and sell three product families with a large number of different variants. Together, they provide the customer with a unique and complete system for material presentation and transport.

- Cart-system**
Mechanical carts and LiftRunner tugger cart solutions.
- AGV-system**
eQart® Line.
- AMR-system**
FlexQube Navigator AMR.

Cart-system



AGV-System



AMR-System



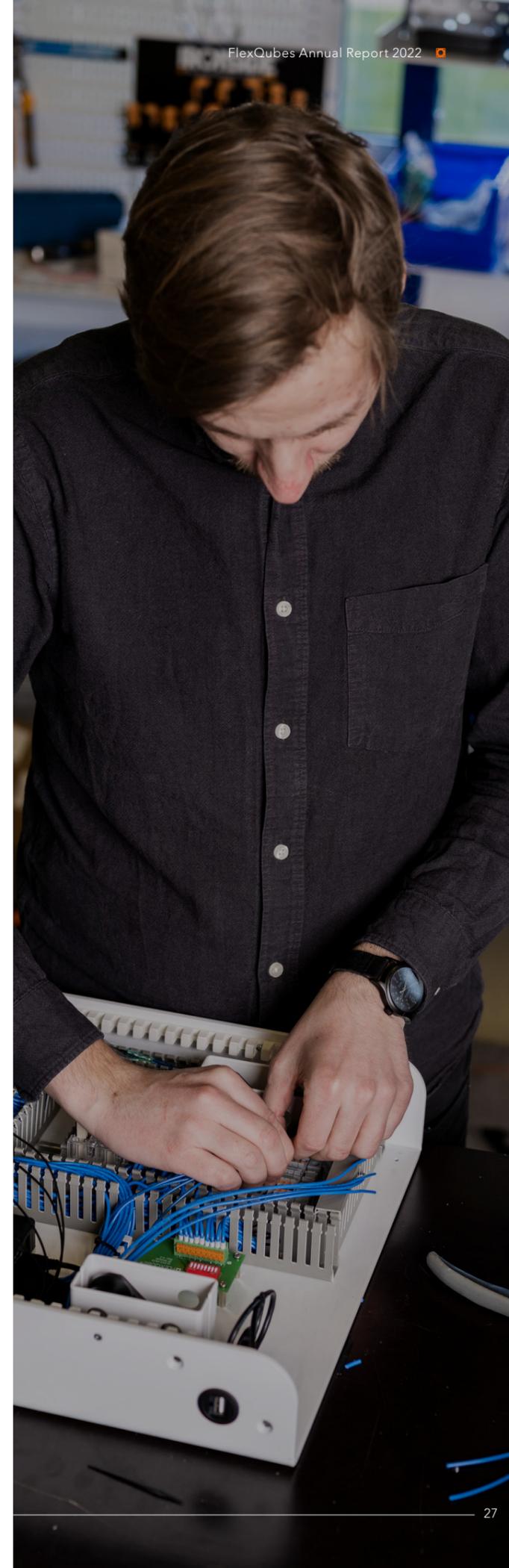
FlexQube's development has a great width, and we focus our development within each product where it creates the most value for our customers.

For our cart-system, the sales and design team focuses a lot on the applications we create and how we can combine our mechanical building blocks to solve customers' transport and material presentation challenges. Even the mechanical building blocks are optimized based on manufacturing and assembly ability. We evaluate flexible concepts for manufacturing that enables a greater degree of customer order-driven manufacturing with reduced inventory and faster delivery times as a result.

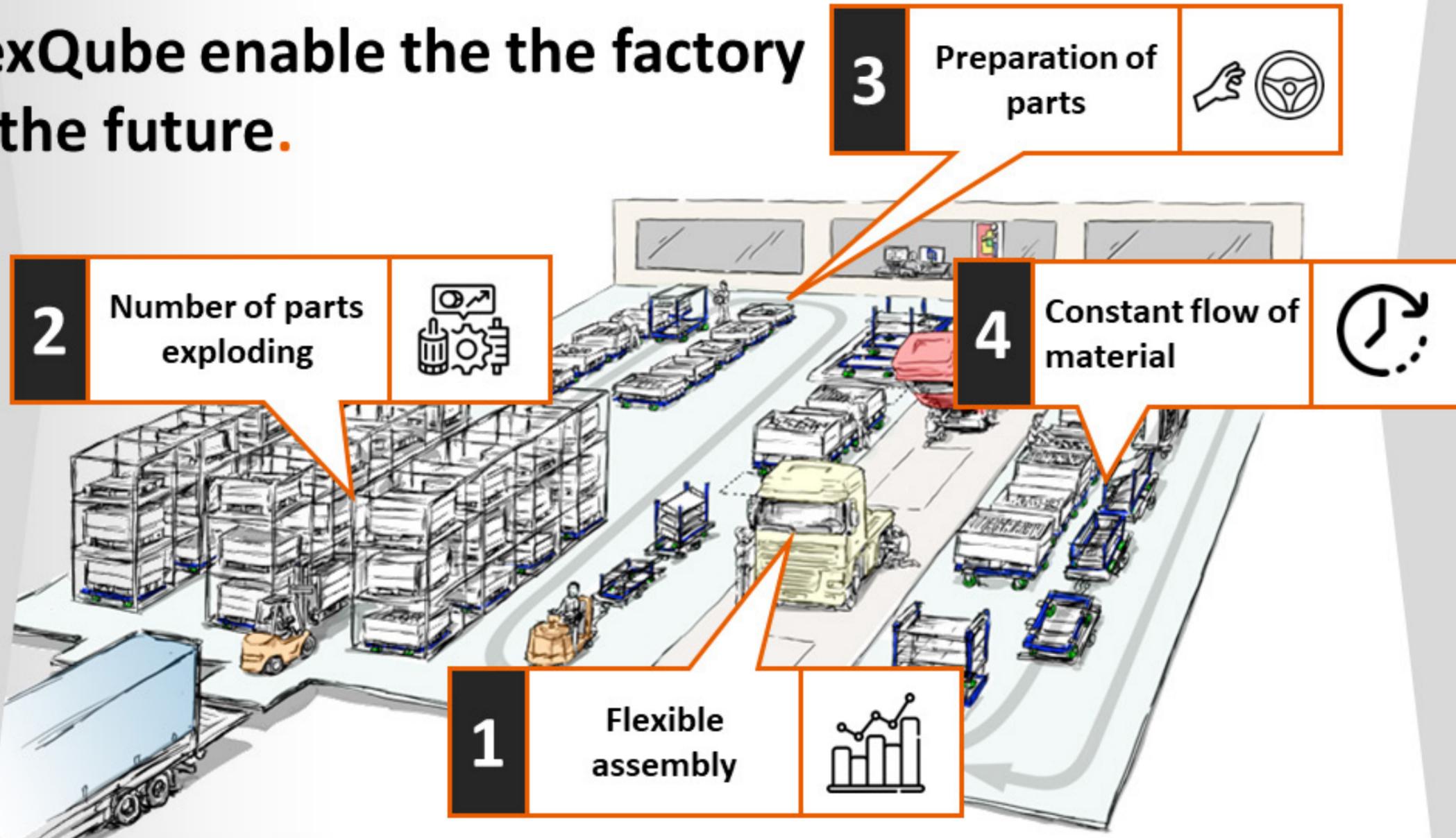
Automated Guided Vehicles (AGV) and Autonomous Mobile Robots (AMR) are mobile robots used to transport materials in production facilities, warehouses and distribution centers. AGV-systems follow predetermined routes using fixed guidance systems, while AMR-systems navigate autonomously with advanced sensors and software, making them more adaptable and suitable for dynamic work environments.

For our line-following AGV system, technology and building modules are developed in-house. It includes everything from the design and manufacture of circuit boards, the development of python software for camera-based navigation, to the development of Android that the customer uses to interact with the robot. Own technology development is necessary to be able to achieve our goal, to offer the world's simplest AGV system that can be implemented by the customer themselves and sold directly to the customer without integrators or intermediaries.

For our autonomous AMR system, there is existing technology that meets our requirements. Thus, we do not keep all technology development in-house, but chose to partner with the most distinguished companies in the relevant technology field. For example, we have partnered with BlueBotics for autonomous navigation, and with Wiferion for batteries and wireless charging. This allows us to have a strong focus on how the robot and its application should be designed, with customer benefit as the highest priority. Our technical collaborations have made it possible for us to develop the world's first "non-load-carrying" AMR in a short time, which gives our customers completely new opportunities where one and the same AMR can move a large variety of different load carriers.



FlexQube enable the the factory of the future.



WORLD



PEOPLE



TECHNOLOGY

Constant change.

KEY ENABLERS

1. CART SYSTEM
(Material presentation)

2. AGV / AMR system
(Transport)

3. Flexibility





DEEP DIVE / PRODUCT

FlexQube AMR-System: Robotics that delivers

The focus market for FlexQube Navigator AMR is in manufacturing as there is a large gap between customers' actual needs and what is available in the automation market today. Many companies have automation high on the agenda, but the implementation of robots in logistics has barely begun, and there are unique challenges related to manufacturing that need to be addressed.

To simplify implementation of automation in factories, we are launching our AMR system which is the next step in FlexQube's automation journey. A modular robotics concept where a standardized robot can move many different types of motorized load carriers.

FlexQube's AMR system development is an important step towards FlexQube's long-term vision where most carts in a factory are flexible and self-driving.

FlexQube AMR systems reduce many of the challenges related to automation in manufacturing. We call it "Robotics that delivers", which indicates two clear goals with the system.

Deliver material to people

Firstly, the focus is to "deliver" material to people who assemble products, where ergonomics, efficiency and safety become extra important.

Deliver as promised

Second, a system that delivers as it promises, i.e. that it makes it easy for the customer to install and use the AMR system.

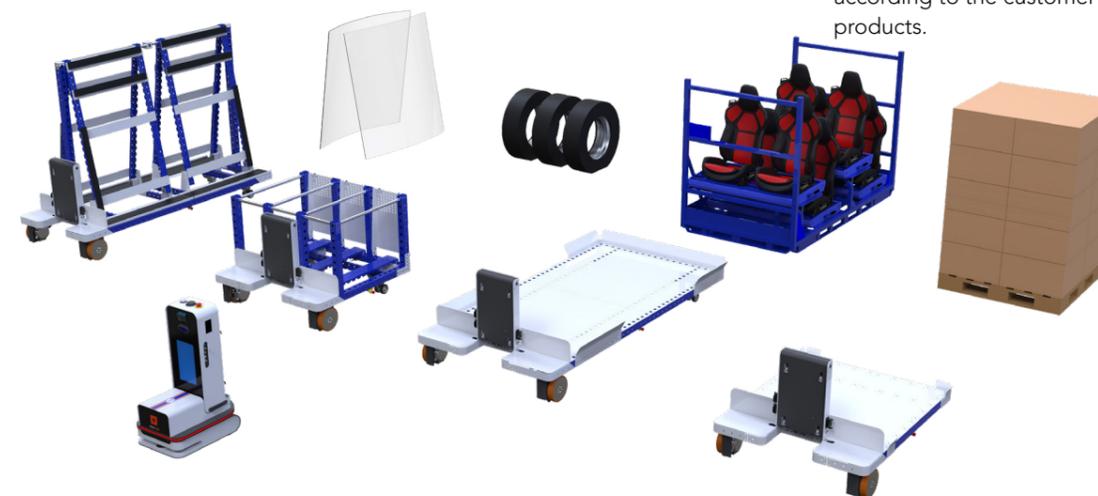
FlexQubes AMR-System consists of:

- **FlexQube Navigator AMR**
Standardized robot to navigate motorized load-carriers.
- **FlexQubePLAY Coupling**
Smart and standardized interface between robot and motorized load carrier.
- **FlexQube load carriers**
Motorized load carrier configured to transport specific material for a "user case" in the factory, e.g. move seats, wheels or dashboards.

Robotics that delivers.

3. Material

Meets the need with custom solution according to the customer's specific products.



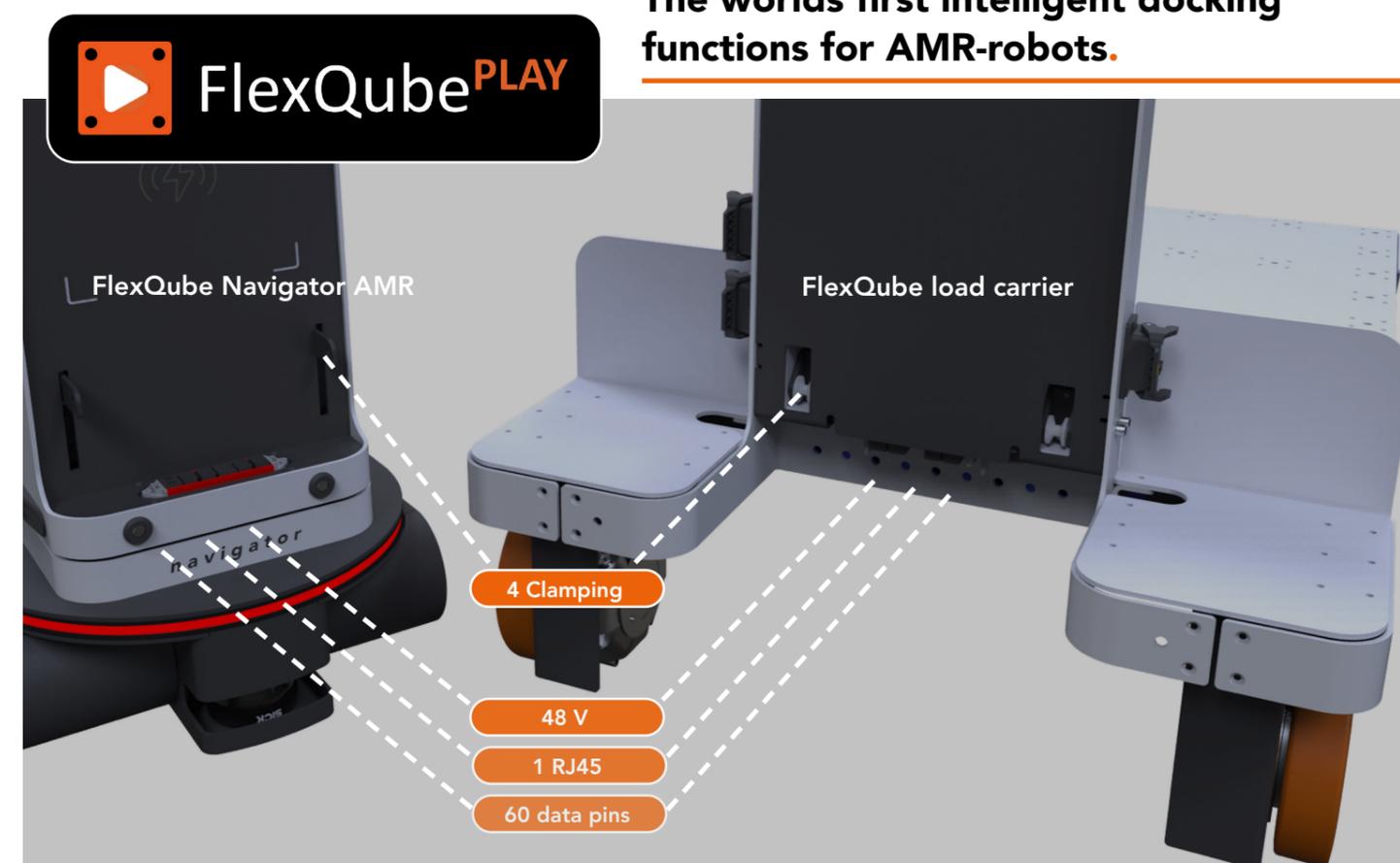
1. FlexQube Navigator AMR

Standardized robot that manages navigation of our motorized load carrier.

2. Load carriers

Load-carrying and motorized carts that is configured according to the customer's needs according to FlexQube's modular concept.

The worlds first intelligent docking functions for AMR-robots.





1. Function.

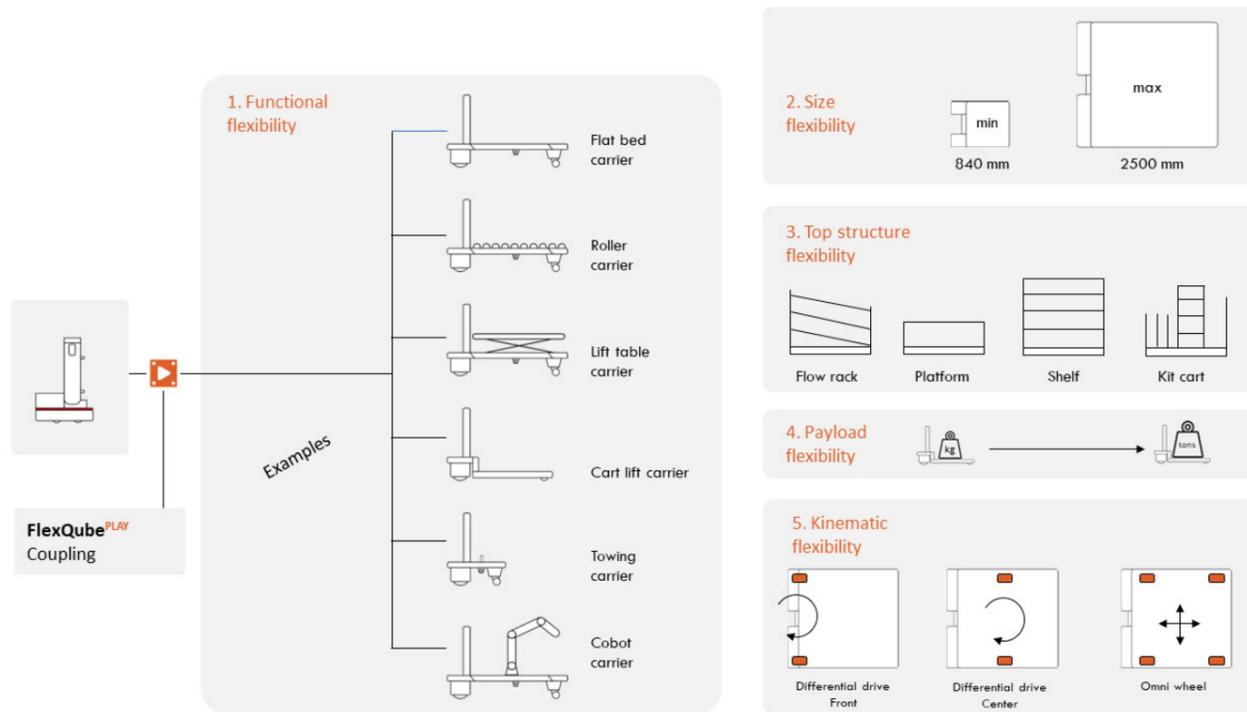
The platform is built according to FlexQube's modular and flexible concept allowing it be completely adapted to the customer's needs.

2. Size.

The variation in size of our load carriers enable a large scale portability and easy adaptation to different factories and processes.

3. Storage.

The top structure of our load carriers can be easily adapted. Many of our customers transport materials of great variety and the top structure can be adjusted to their needs.



4

Weight.

The platform and heavy-duty capabilities are adapted to the weight of the material the customer needs to be transported.

5

Movement.

Our load carriers have high mobility functionality, which enables them to transport material with high flexibility and in different directions.

The core values for the AMR system are important cornerstones that summarize the value basis for the system and are the driving force for new development opportunities. The established core values of the system are based on four pillars: Smart, Secure, Scalable and Successful.

Smart

The world's first non-load-carrying robot enables a generic AMR to move many different types of load carriers of varying size and shape. This is made possible by a standardized connection that we call FlexQube PLAY. The connection enables an ecosystem where even partners of FlexQube can develop different types of load carriers for different applications in a factory.

Safe

Through the smart interface, FlexQube Navigator AMR can identify how big the load carrier is, and adapt the safety system's laser zones. This allows the load carriers to vary in size, while maintaining safety. The smart interface also enables the load carrier to be equipped with an emergency stop, which is unique in the industry.

Scalable

The standardized coupling interface makes it easy to add more robots and load carriers to the system. Integration between AMR and load carriers is already developed and tested by FlexQube, making it easy for the customer to scale up the system. In addition, the load carriers can be adapted and rebuilt when the factory or the products need to change, which requires a different material presentation.

Successful

The focus is to work with projects where the AMR system creates great value for the customer. This means that those who work with and around the robot should feel safe and experience the robot as an aid rather than a threat. This means that we can demonstrate factory management a considerable improvement in efficiency, and this means that those who have to pick material at the line have the best ergonomics.





DEEP DIVE/CUSTOMER PROJECT

Signify eliminates foot-traffic with automation

Signify is a global market leader in the lighting industry with a focus on both consumer and industrial products. The company focuses on developing energy-efficient and innovative lighting solutions for both individuals and companies. To streamline the transport process, the FlexQube's autonomous solutions was introduced. This resulted in reduced manual transport time by up to two and a half hours per day. In this way, Signify has been able to streamline its operations and eliminate unnecessary pedestrian traffic.

CHALLENGE

Signify was looking for a way to eliminate much of the transportation that takes place by foot in warehouses and the manufacturing floor. This included, among other things, the process for operators to leave their position to transport parts to final destination, or to move material from the external to the internal warehouse. The overall challenge was to remove as much of the individual part transport as possible.

SOLUTION

Signify started by renting two AGV systems, two flatbed tigger carts and two shelf carts. Our eQart® Line robots offered Signify an automated solution that could help eliminate pedestrian traffic. The solution ensured that they could transport larger volumes of carts during the same occasion. The end result gave a positive effect on the original problem as the employees could prioritize their time on other tasks.

"On average, this means that about 10-15 minutes can be saved per day for each completed transport. As we have ten transport lines, this means that we can save up to two and a half hours. When you start adding up all the minutes over the course of a week, you realize how an operator's expertise is not being utilized to its full potential."

- Sturgis Kyle, Engineering Manager Signify, PA, USA.





Production

During 2020-2021, FlexQube took important strategic steps forward by starting production in its own factories. We now have production in Mölndal, Sweden, serving the European market and in Duncan, South Carolina, which delivers to all of North America and Mexico. Previously, FlexQube had outsourced its production, but with the new change we have been able to improve our product quality and delivery reliability.

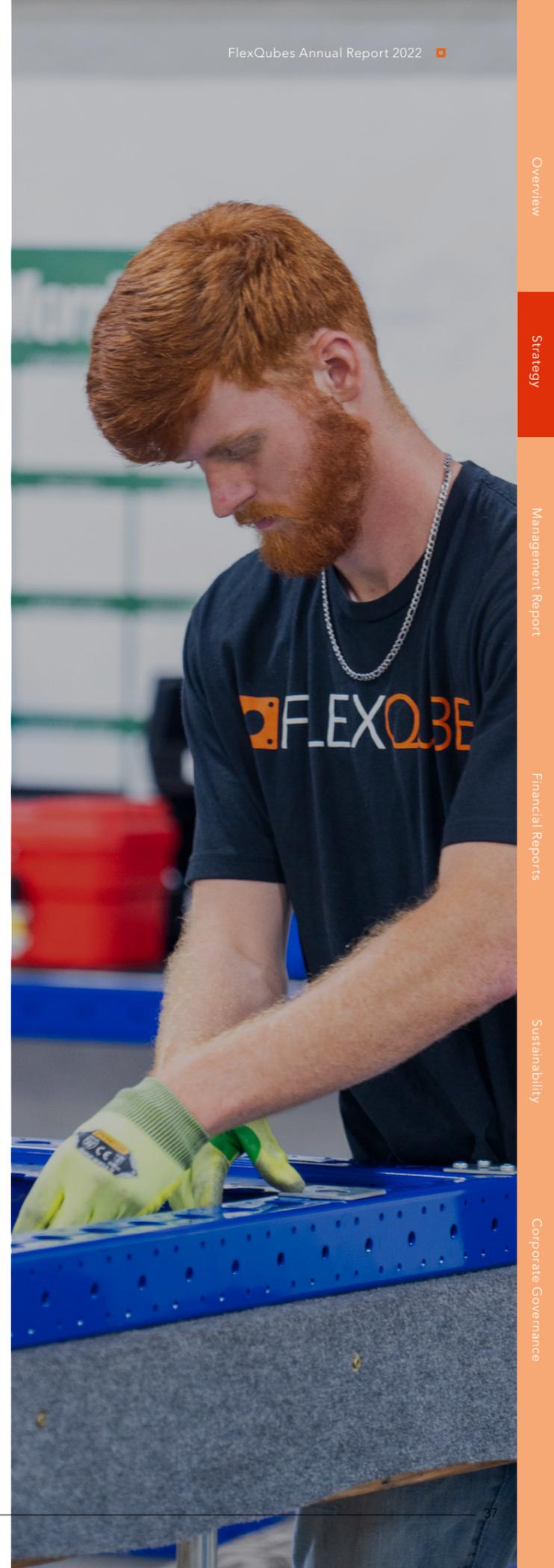
With storage, assembly and distribution in our own factories, we have the opportunity to increase the quality of our material management and automation solutions. It has previously been difficult to have full control of the manufacturing process and ensuring highest product standards. We now have full transparency over all elements of the production process, allowing us to ensure that every item is produced in accordance with its specifications and meets the highest quality standards. This change has also made it possible to test new concepts in a simpler and more efficient way. We can now experiment with different materials and constructions and quickly see how they work in practice.

With complete control over the manufacturing process, we can quickly make adjustments to designs and optimize products to meet customer needs. With greater control over the production process, FlexQube can now also deliver products faster than ever before. This is a great advantage for companies that need fast and reliable material handling solutions. The advantages of production in own factories are not only limited to quality and speed. We also have the opportunity to streamline our production process by optimizing the flow of materials and reducing waste which contributes to increased sustainability.



Having complete control over production allows us to ensure that the workers are safe and that working conditions are good. In 2022, we started a satellite location for assembly in Poland according to the same concept and processes such as our existing production facilities in Sweden and the USA. This enables faster deliveries to central Europe and increases our total production capacity for the European market. The work has turned out well and we will continue to optimize the collaboration in 2023 by also involving these resources for service out with our customers, which we believe is a big growth opportunity for the group. In 2023, our focus is to continue developing our internal processes and invest more in the form of increased resources for both Supply Chain and service concept for our customers.

In summary, investment in production within our own factories led to increased quality of the products, the possibility to test new concepts more easily, as well as the possibility to make quick adjustments on designs to optimize the products. Production in our own factories is a great advantage for both FlexQube and our customers, and will ensure that the company continues to be a leading player in material handling and automation solutions in the future.



FlexQubes Distributors

Since 2020, the number of distributors has grown. We sell the FlexQube concept through a total of 16 international distributors in 9 different countries. We offer our distributors a unique concept with our cart and robot system which in turn gives them the opportunity to grow, expand their customer base and give them a first step in industrial automation with our AMR and AGV Systems. We have seen significant progress in both Europe and North America in our distributor development.

NORTH AMERICA

UTAH
SynerTech Automation, LLC

MINNESOTA
Process Logic

GEORGIA
McGee Storage & Handling
Air Specialists

WISCONSIN
Wolter Group LLC

MEXICO
Inter Price Logística

NORTH CAROLINA
Carson Material Handling

TEXAS
AGV America

CANADA
RI-GO Lift Truck
Elevex

EUROPE

POLAND
IntraLogix

FRANCE
Ethic'Opex

SPAIN
DID Automation

ITALY
BG Log

BELGIUM
LeanFlow

AFRICA

SOUTH AFRICA
Lazar Robotic Welding

Share capital, the share and ownership

FlexQube shares

The company's share has been listed on Nasdaq Stockholm First North under the symbol FLEXQ since 14 December 2017. FlexQube had a turnover during the period 1 January to 31 December 2022 of 1.2 million shares. This gave an average turnover of approx. 4.768 shares per trading day to a value of SEK 290.534. The average share price during the period was approximately SEK 61.7. The latest close at the end of the period was SEK 54.8, representing an increase of approximately 83 percent from the subscription price in connection with the listing on December 14, 2017, or a decrease of approximately 31 percent from the closing price on December 31, 2021.

Share capital

FlexQube's share capital amounts to MSEK 0.8 distributed over 8,233,333 shares. According to FlexQube's corporate order, the share capital must amount to a minimum of MSEK 0.5 and a maximum of MSEK 2.0 and the number of shares to a minimum of 5,000,000 and a maximum of 20,000,000. The quota value of the shares is SEK 0.1. The shares in FlexQube are not, and have not been, subject to an offer as a result of an obligation to bid, right of redemption or obligation to resolve. The shares have also not been the subject of any public takeover offer. The shares have been issued in accordance with Swedish legislation and are denominated in Swedish kronor. There are no restrictions on the right to freely transfer shares.

Shareholders in FlexQube

As of December 31, 2022 FlexQube had approximately 1,900 shareholders. The table below shows the company's largest shareholders as of December 31, 2022.

Shareholders	Shares (K)	Capital and votes %
Christian Thiel by Feldthusen Invest AB	1 945	23.6%
Per Augustsson by Augutech AB	1 458	17.7%
Roosgruppen AB	1 432	17.4%
Anders Fogelberg by Birdmountain Invest AB	946	11.5%
Nils-Robert Persson	515	6.3%
FCG Fonder	200	2.4%
Brofund Equity AB	184	2.2%
Swedia Capital	138	1.7%
Other	1 415	17.2%
Total	8 233	100%

Certain rights associated with the shares

FlexQube has only one type of share. All rights associated with a share are assigned to the person registered in the share register maintained by Euroclear Sweden. The rights associated with shares issued by the company, including those following from the Articles of Association, can only be changed in accordance with the procedures laid down in the Swedish Companies Act (2005: 551).

Voting rights

Each share entitles the holder to one vote at general meetings of shareholders. Each shareholder is entitled to vote for the number of votes corresponding to the shareholder's total number of shares in FlexQube.

Entitlement to dividend and balance in the event of liquidation

The shares give equal rights to a share in the company's assets, earnings and any surplus in the event of liquidation. If FlexQube decides to issue new shares, warrants or convertibles through a cash or set-off issue, the shareholders have preferential subscription rights in proportion to the number of shares they already hold. There are, however, no provisions in the company's Articles of Association that limit the possibility of issuing new shares, warrants or convertibles, in accordance with the provisions of the Companies Act, with a deviation from the shareholders' preferential rights.

Dividend and dividend policy

FlexQube's strategy is continued international expansion and strong organic growth of sales over the next three to five years.

In line with the company's strategy, growth will be prioritized over dividends over the next few years, and future decisions on dividends will be taken with regard to FlexQube's development and opportunities for growth. Decisions concerning dividends are made by the annual general meeting, and dividends are paid via Euroclear Sweden. Payment of dividends will be made in SEK. A dividend may only be paid to such an amount that, after the dividend, there is full coverage for the company's restricted equity, and only if the dividend appears justified with regard to

- the requirements that the nature, scope and risks of the business place on the size of its equity; and
- the company's requirements for consolidation, liquidity and position in other respects (the so-called precautionary rule).

The right to dividend is assigned to the person who is registered as a holder of shares in the share register maintained by Euroclear Sweden on the record day set for the dividend by the annual general meeting. If a shareholder cannot be reached through Euroclear Sweden, the shareholder's claim on the company remains with respect to the amount of the dividend and is limited in time only by rules on ten-year limitation. In the event of limitation, the amount of the dividend accrues to the company. Neither the Companies Act nor FlexQube's Articles of Association contain any restrictions on the right to dividend of shareholders outside Sweden. Apart from any restrictions imposed by banking or clearing systems in the jurisdictions concerned, payment is made to such shareholders in the same way as to shareholders resident in Sweden.

Central safekeeping of securities

FlexQube's shares are registered in a central security deposit register in accordance with the Swedish Central Securities Depository and Financial Instruments Accounts Act (1998:1479). The account operator is Euroclear Sweden AB, Box 7822, 103 97 Stockholm, Sweden. No share certificates have been issued for the company's shares. The ISIN code for FlexQube's shares is SE0010547075.

Development of share capital

Since the company was formed in October 2012, the share capital in FlexQube has changed as shown in the following table.

Year	Event	Number of shares (T)		Share capital (KSEK)	
		Change	Total	Change (KSEK)	Total
2012	Start-up	50	50	50	50
2017	Bonus issue	-	50	450	500
2017	Share split 100:1	4 950	5 000	-	500
2017	New issue	1 333	6 333	133	633
2018	New issue	1 100	7 433	110	743
2021	New issue	800	8 233	80	823

Convertibles, warrants, etc.

FlexQube has a total of 201.850 outstanding warrants issued as of balance sheet day 31 December 2022.

Agreements with current shareholders

As far as the Board of Directors of FlexQube is aware, there are no agreements or the equivalent between shareholders that aim at joint influence over FlexQube or that may later lead to a change in the control of FlexQube.

Incentive program

FlexQube has per balance day two active warrant program for board, leading executives and other employees within the company.

The warrant series 2021-2024 runs for three years and each warrant gives the right to subscribe for one share at a subscription price of SEK 56.43. In total, this program has 84.000 warrants issued.

The warrant series 2022-2025 runs for three years and each warrant gives the right to subscribe for one share at a subscription price of SEK 109.6. In total, this program has 117.850 warrants issued.



Management Report

03

The board and CEO of FlexQube AB (publ), org. no. 556905-3944, with registered office in Mölndal, hereby submits annual and consolidated accounts for the financial year 2022.

General information about the company

FlexQube is a technology company that specializes in cart-based material handling through a patented module concept. Our core competence is to develop and design customized solutions for both robotic and mechanical cart logistics. We are proud to be able to offer self-driving robot carts, thanks to our self-developed automation concept.

FlexQube is a global supplier of modular and robust mechanical carts and robotics solutions for material handling. We were founded in 2010 with sales starting in the second half of 2012, and have since then gained a large number of prominent companies as customers. Today, FlexQube has a sales organization that focuses on Europe and North America with manufacturing in Gothenburg, Sweden for the European market and in South Carolina, USA for the North American and Mexican markets.

FlexQube offers solutions for cart-based material handling, based on a patented module concept. With an increasing need for customizable offerings and higher expectations from consumers, the company has developed and designed customized solutions for both robotics and mechanical cart logistics.

FlexQube's own developed and unique automation concepts provide robust and self-driving robot carts that handle uncertainty, rapid volume and mix changes, and rapid technological development. With over 1000 customers in 37 countries, primarily in North America and Europe, FlexQube offers configurable carts that meet customers' needs for reliable and frequent logistics solutions.

Our goal is to help our customers improve their internal logistics and achieve this by creating unique material carts and robots with modular building blocks, an innovative design process and a high level of knowledge of internal logistics. We always strive to be a leading player in the market and we look forward to continuing to grow and develop our business.



Employees

The number of employees reflects the scalable business model the group actively works with in order to use economies of scale in the longer term whilst limiting the risk. The number of employees per 31 December 2022 amounted to 58 people (44), of which 15 were women (11). The average number of employees during the period January to December 2022 amounted to 60 people (39), of which 15 were women (9). Due to the company's organizational structure, the company has an additional 20-30 people with suppliers and external consultants.

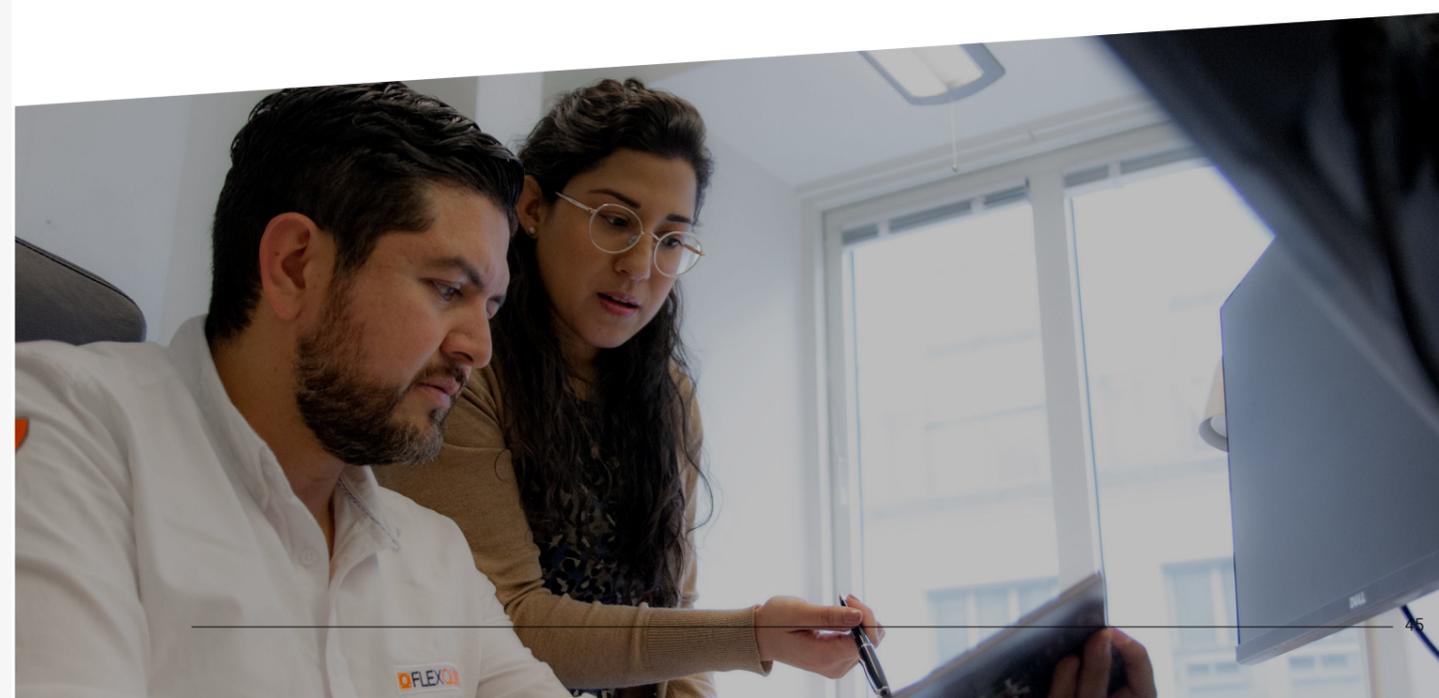
Despite the fact that the number of employees in the company is relatively small, the company nevertheless has a broad competence in relevant areas due to the employees' background, education and experience.

Furthermore, the company also uses the necessary expertise as needed and cooperates extensively with its suppliers.

Multi-year overview

For definitions of key ratios, see Note 1 on page 65.

Results	Unit	2022	2021	2020	2019	2018
Order intake	KSEK	178 428	155 282	78 369	81 208	63 743
Net sales	KSEK	204 594	112 630	82 163	72 561	68 901
Operating profit before depreciation (EBITDA)	KSEK	-1 514	-17 362	-15 303	-20 522	-5 971
Operating profit (EBIT)	KSEK	-6 365	-21 995	-19 979	-21 722	-6 714
FINANCIAL POSITION						
Solidity	%	45%	55%	56%	74%	81%
Working capital	KSEK	73 135	39 350	27 547	32 989	24 496
Current ratio	%	168%	225%	240%	311%	502%
Quick ratio including unused part of overdraft facility	%	102%	163%	170%	205%	406%



Comments on 2022 years financial development

Revenues, expenses and profit

FlexQube has had its most successful year with record levels of both order intake and sales. The robot products have had strong growth during the year and the company has made great progress towards a full-scale launch of FlexQube Navigator AMR. In addition, the company has experienced great growth as a brand for traditional mechanical carts and achieved new record volumes for the Lifrunner concept, which is an excellent complement to the mechanical carts.

Net sales increased by 81.7 percent to MSEK 204.6 (112.6). Adjusted for exchange rate effects, net sales increased by 65.4 percent. Operating profit before depreciation and amortization (EBITDA) amounted to MSEK -1.5 (-17.4) while operating profit before financial items (EBIT) amounted to MSEK -6.4 (-22.0). The operating margin has improved compared with the previous year, which is partly due to price increases and a more favorable product mix.

Personnel costs have increased by 56.4 per cent over the previous period due to several changes in Sweden and North America. Other external costs have increased by 61.5 percent, which includes higher premise costs to adapt to the larger volumes and a move to a new head quarter in Sweden. Marketing costs have increased by almost 60 per cent compared to the previous year because the company has participated in more trade shows in 2022 and increased its marketing activity in general after the pandemic. Due to the higher order intake and the increased number of employees, the cost of travel has more than doubled compared to the previous year.

The result before tax amounted to MSEK -7.0 (-22.5) and earnings per share amounted to SEK -0.9 (-2.7).

Cash flow and financial position

Cash flow for the period amounted to MSEK -5.6 (21.5). Cash flow from the operating activities was MSEK -22.0 (-29.3), which is mainly due to the improved result. On the balance sheet date, current assets amounted to MSEK 131.6 (112.3), of which inventories accounted for MSEK 51.4 (33.4), trade receivables amounted to MSEK 43.6 (32.6) and cash and cash equivalents amounted to MSEK 30.4 (34.9).

Cash flow from investing activities amounted to MSEK -8.1 (-2.8). The change is partly due to increased investments in connection with the change of premises in Sweden and product development of FlexQube Navigator AMR. Intangible assets amounted to MSEK 17.5 (14.8), mainly consisting of development costs for FlexQube's robot systems and other expenses for IT and software solutions, patents, trademarks, and conceptual development of FlexQube's mechanical building blocks.

Cash flow from financing activities amounted to MSEK 24.5 (53.7). The change is mainly due to last year's new share issue. During the period, we continued invoice factoring with financing partners, which is recognized as a financial liability for the US operations and has a positive impact on this part of the cash flow.

Equity amounted to MSEK 69.3 (72.1) at the end of the period, and the Group's solidity ratio amounted to 45 percent (55 percent).



Expectations on future development

We expect continued improvement in profitability and cash flow by continuing to expand the product portfolio and increase sales of existing products. The company will continue to invest in the development of new products, such as the FlexQube Navigator AMR, to meet market needs. However, it is important to note that FlexQube does not provide forecasts and that expectations are based on current knowledge and the market conditions.

Risks and uncertainties

All business activities involve a certain risk, and it is therefore important to systematically assess and manage risks. FlexQube works continuously to evaluate and manage its risks by assessing preventive measures and having relevant policies and guidelines in place. The parent company FlexQube AB (publ) has a limited risk exposure, which means that the description mainly refers to the group as a whole.

Financial risks

FlexQube is exposed to market- and financial risks such as currency, liquidity and credit risks. It is FlexQube's board that is ultimately responsible for handling and monitoring the group's financial risks. Currency and liquidity risk constitute the most significant financial risks, while interest rate, financing and credit risk can be assigned a lower risk.

The company works actively to identify and reduce the risks through various measures, such as ensuring a satisfactory cash flow and cooperating with lenders

and financial partners. There is an overall financial policy that aims to identify and minimize the effects of the financial risks. The practical management is carried out by the finance function in the group according to the financial policy which is determined by the board every year. The board receives on-going reports on e.g. cash flow, debt levels and profit development where outcomes are compared against budget and forecast.

Market risk

The group is exposed to currency risks which arise from various currency exposures, but above all regarding euros (EUR), dollars (USD) and pounds (GBP).

The currency risk is due to the fact that part of the group's income is in EUR for the European market, while the operating costs are mainly in SEK. The American unit has local manufacturing and supply chain in the USA where only limited purchases are made in currencies other than USD. Thus, the currency risk is limited for its US unit, excluding any intra-group transactions.

Interest rate risk

FlexQube's interest rate risk arises primarily through long-term borrowing and available overdrafts and invoice credit. FlexQube continuously monitors interest rate changes in the market.

Credit risk

As in all businesses, there is a credit risk regarding the customers' ability to pay, especially when sales take place in different geographical markets. FlexQube tries to minimize this risk by actively working to reduce the credit period and in some cases requiring advance payments from customers. The provision for bad debts is based on historical losses and is deemed to be sufficient.

Liquidity risk

FlexQube's liquidity risk is above all related to the fact that the group's larger customers require long payment periods and that the company is in an expansive phase. To manage this risk, FlexQube ensures that sufficient liquid funds are available through prudent liquidity management, where management follows ongoing forecasts for the group's liquidity reserve including unused credit facilities and expected cash flows.

FlexQube works actively to reduce risk through existing global financing agreements that ensure a satisfactory cash flow. Also handled the liquidity risk on an ongoing basis in collaboration with the group's so-called lenders and other financial partners. In this way, FlexQube

ensures that its liquidity risk is effectively managed and that the company has sufficient liquid funds to maintain its operations and meet its obligations, despite the challenges that may arise due to its business model and expansive growth phase.

Competition

FlexQube is an international company that faces risks related to the market and competition. Competition in the market can increase and negatively affect sales, which in turn can decrease the company's profitability. FlexQube works actively to be a leader in its area of operation by investing in product development and diversification of its product offering.

Competence and key persons

Considerable experience and competence is available within FlexQube in the capacity of senior executives and other key personnel. FlexQube depends on retaining and recruiting the right competence to complete its expansion plans and to be able to continue developing new products. If FlexQube lacks sufficient resources, it may lead to the company's future expansion and growth goals having to be suspended or reduced in scope, which would be able to influence the company's competitiveness and profitability in the long term.

Covid-19

A risk for the company from 2020 is the spread of the coronavirus. It is difficult to overestimate the potential consequences of the pandemic. But the pandemic can both directly and indirectly have a tangible effect on the company's business in form. Examples could be production difficulties due to sickness absence, problems with component deliveries from external suppliers, reduced demand for the group's products in event of economic downturn or closed operations of customers. It can also mean difficulties in managing the company if senior executives or other key people have longer sick leave, credit losses on accounts receivable, authority exercises and the like.

Parent Company

FlexQube AB (publ) in Mölndal with corporate no. 556905-3944 is the group's parent company. In connection with the company's IPO, the parent company has established a management function for the group, within the framework of business management and governance. All other business-related transactions that do not concern group administration, with external and/or group-internal parties are primarily transacted by the subsidiaries.

Significant events during the financial year

FlexQube's automation concept

During the year, the company continued to invest in the automation concept. FlexQube's AGV system, the eQart® Line has shown high growth in both number of orders, average order size and we have also developed the installation concept at our customers sites. Increasing numbers of the eQart® Line is delivered to customers who get immediate value. This as the AGV enables operators to spend more time on manual transportation of materials, giving them more time to focus on other more valuable tasks.

We have multiple installations running in all our markets - Europe, USA and Mexico, with up to eight eQart® Line running simultaneously. We have launched several software updates during the year, giving customers more features OTA (over the air) to improve the value created even after initial start-up. During the year, a major upgrade of the eQart® Line control computer was also carried out with a more powerful processor, better camera and completely new possibilities for integration with other systems such as rolling tables and other equipment with sensors.

During the year, FlexQube showcased its new AMR system, the FlexQube Navigator AMR, at the Modex show in Atlanta. The product was named one of the winners in the Robotics Innovation Award. FlexQube Navigator AMR won the award in the category Technology, Product and Service Innovation where the criterion was: "New commercial solution that has the potential to positively influence the market or the entire robotics sector". The product will be officially launched in 2023.

Sales and marketing

The company shows a new record year in terms of sales with a net turnover of MSEK 204.6, which is a growth of 82% compared to 2021. Goals have been high and we are growing in all markets. The effects of the corona pandemic are ebbing, which has enabled significantly more customer visits and we have also participated in several fairs during the year. The company continues to increase its investments in both marketing and an expanded sales force to support the increased volumes.

Organization and capacity

FlexQube has continued to grow during 2022 and has expanded the organization in all areas, both through its own employees but also increased resources with our external partners.

Since 2020, the company has assembled in-house. We clearly noticed increased efficiency and cost savings from the decision to insource assembly and distribution. During the fall of 2022, the company moved to our new premises in Mölndal, outside Gothenburg, Sweden. We now have co-located warehouse, assembly, robot development and other services at our head office, which has already generated additional positive energy for the entire organization.

Anders Fogelberg has, after eleven years as CEO, in agreement with the board, decided to leave the role of CEO and instead further strengthen FlexQube's continued expansion, with a focus on global strategy, sales and business development. The company has recruited a new CEO, Mårten Frostne, who will take up his role in the summer of 2023.

Significant events after the end of the financial year

FlexQube has entered into a new credit facility agreement with Danske Bank A/S and ALMI for a total of MSEK 45. MSEK 5 refers to a long-term loan and MSEK 40 is made available via a current overdraft. The new resources shall primarily be used to finance an ongoing need for increased working capital for the launch of the company's new automation product, FlexQube Navigator AMR in 2023. During the additional general meeting, a decision was made, among other things, on a new incentive program for the company's future CEO. The company's future CEO signed up for 110.000 warrants, which brought the company around MSEK 1.5.

Proposal for profit distribution

Given that the Group is in an expansion and growth phase, the company's Board of Directors proposes the profit to be carried forward and that no dividend should be paid to the shareholders. With regard to the Group's and the Parent Company's earnings and position in general, reference is made to subsequent balance sheets and income statements, changes in equity and cash flow statements and related notes. The Corporate Governance Report can be found on pages 116-122.

The following funds are at the disposal of the Annual General Meeting in the Parent Company (KSEK):

Retained earnings	2 793
Additional paid in capital	144 979
Income for the period	59
	147 831

The board of Directors proposes the following to be carried forward: **147 831**

The share

FlexQube's share has been listed on Nasdaq First North Stockholm since 14 December 2017 under the ticker FLEXQ. FlexQube's share capital on December 31, 2022 amounted to MSEK 0.8, divided into 8,233,333 outstanding shares with equal rights. For more information about the share, see Share capital, share and ownership structure on pages 39-41.



Financial Reports

04



Consolidated income statement

KSEK	Notes	2022	2021
Net sales	2	204 594	112 630
Capitalised work on own account		1 453	769
Other operating income*	3	3 499	681
Total operating revenue		209 547	114 080
OPERATING EXPENSES			
Goods for resale		-98 096	-60 362
Other external costs	5	-63 362	-39 238
Personnel costs	4	-49 604	-31 707
Other operating expenses*	7	-	-136
EBITDA		-1 514	-17 362
Depreciation of fixed assets	6	-4 851	-4 633
Total operating expenses		-215 912	-136 076
Operating income (EBIT)		-6 365	-21 995
FINANCIAL INCOME AND EXPENSES			
Interest income and similar credits	9	24	-
Interest expenses and similar charges	9	-656	-538
Total financial items		-632	-538
Income after financial items		-6 997	-22 533
Income taxes	10	-71	-26
Income for the period		-7 068	-22 559
ATTRIBUTABLE TO:			
Owner of the parent company		-7 068	-22 559
Earnings per share attributable to owners of the Parent Company		-0.9	-2.7

* Includes exchange rate changes of operating items

Consolidated balance sheet

Assets

KSEK	Notes	2022-12-31	2021-12-31
ASSETS			
Fixed assets			
Intangible fixed assets	11		
Capitized development expenses		14 664	11 985
Concessions, patents, licenses, trademarks		2 790	2 562
Other intangible assets		-	239
Total intangible fixed assets		17 454	14 787
Tangible fixed assets			
Property, plant and equipment	12	2 301	1 890
Inventories, tools and installations		2 335	1 066
Total tangible fixed assets		4 636	2 956
Total fixed assets		22 089	17 743
Current assets			
Inventories	15	51 430	33 407
Total inventories etc.		51 430	33 407
Current receivables			
Accounts receivable		43 601	32 634
Other receivables		1 641	5 247
Prepaid expenses and accrued income	16	4 487	6 049
Total current receivables		49 729	43 931
Cash and cash equivalents	24	30 452	34 925
Total current assets		131 612	112 262
TOTAL ASSETS		153 701	130 005

Consolidated balance sheet

Equity and liabilities

KSEK	Notes	2022-12-31	2021-12-31
EQUITY			
Capital stock	17	823	823
Additional paid in capital		148 232	147 589
Retained earnings etc.		-72 655	-53 737
Income for the period		-7 068	-22 559
Total equity		69 332	72 116
Non-current liabilities			
Liabilities to credit institutions	19	4 344	6 656
Other non-current liabilities		1 547	1 329
Total non-current liabilities		5 892	7 985
Current liabilities			
Accounts payable		21 896	26 692
Overdraft facility**	20	2 308	-
Liabilities to credit institutions	19	22 007	6 741
Current tax liability		5	5
Other current liabilities		15 052	5 517
Accrued expenses and deferred income	21	17 208	10 950
Total current liabilities		78 477	49 904
TOTAL EQUITY AND LIABILITIES		153 701	130 005

**Specification of overdraft limit and unused portion of check for each period is given:

Specification of overdraft limit and unused part of check:	2022-12-31	2021-12-31
Overdraft limit (KSEK)	2 300	2 300
Unused part of overdraft facility (KSEK)	-	2 300

Consolidated changes in equity

KSEK	Capital stock	Additional paid in capital	Retained earnings etc.	Total equity
Opening balance 2021-01-01	743	97 069	-55 345	42 468
Income for the period			-22 559	-22 559
Exchange rate difference when converting foreign subsidiaries			1 608	1 608
Premium paid when issuing warrant		439		439
Issue of shares	80	55 920		56 000
Issuing expenses		-5 839		-5 839
OUTGOING BALANCE 2021-12-31	823	147 589	-76 296	72 116
Opening balance 2022-01-01	823	147 589	-76 296	72 116
Income for the period			-7 068	-7 068
Exchange rate difference when converting foreign subsidiaries			3 641	3 641
Premium paid when issuing warrant		643		643
OUTGOING BALANCE 2022-12-31	823	148 232	-79 723	69 332

Consolidated cash flow statement

KSEK	Notes	2022	2021
OPERATING ACTIVITIES			
Operating income before financial items		-6 365	-21 995
Adjustments for items not included in cash flow			
Depreciation		4 851	4 633
Other items not included in cash flow	23	5 664	1 744
Received interest		24	-
Interest paid		-656	-538
Income tax paid		-70	-25
Cash flow from operating activities before changes in working capital		3 448	-16 182
Cash flow from changes in working capital			
Changes in inventories		-21 831	-14 584
Changes in operating receivables		-1 058	-19 561
Changes in operating liabilities		-2 523	21 003
Cash flow from operating activities		-21 964	-29 323
INVESTMENT ACTIVITIES			
Acquisition of intangible fixed assets		-6 012	-2 089
Acquisition of tangible fixed assets		-2 075	-745
Cash flow from investments activities		-8 087	-2 834
FINANCING ACTIVITIES			
New issues of shares		-	56 000
Issuing expenses		-	-5 839
Warrant program		643	439
Change in non-current financial liabilities		17 573	4 430
New borrowings		9 000	11 500
Amortization of loans		-2 311	-12 533
Amortization of financial leasing liabilities		-454	-319
Cash flow from financing activities		24 451	53 678
CASH FLOW FOR THE PERIOD			
Cash and cash equivalents at the beginning of the period		34 925	13 389
Exchange difference in cash and cash equivalents		1 128	15
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		30 452	34 925

Parent company's income statement

KSEK	Notes	2022	2021
Net sales	2	-	2 419
Other operating income	3	3 865	1 797
Total operating income		3 865	4 216
OPERATING EXPENSES			
Other external costs	5	-2 211	-1 724
Personnel costs	4	-685	-695
Other operating expenses	7	-	-
Total operating expenses		-2 896	-2 419
EBITDA		969	1 797
Operating income (EBIT)		969	1 797
FINANCIAL INCOME AND EXPENSES			
Interest income and similar credits	9	2 505	1 389
Interest expenses and similar charges	9	-15	-77
Total financial items		2 490	1 312
Income after financial items		3 459	3 109
Appropriations	8	-3 400	-1 797
Income tax for the period	10	-	-
INCOME FOR THE PERIOD		59	1 312

Parent company's balance sheet

KSEK	Notes	2022-12-31	2021-12-31
ASSETS			
Fixed assets			
Financial assets			
Shares in subsidiaries	14	85 570	76 405
Receivables from subsidiaries	13	65 583	40 389
Total financial assets		151 153	116 794
Total fixed assets		151 153	116 794
Current assets			
Current receivables			
Receivables from subsidiaries		2 155	4 266
Other receivables		100	-
Prepaid expenses and accrued income	16	59	50
Total current receivables		2 314	4 316
Cash and cash equivalents	24	9 172	30 119
Total current assets		11 486	34 435
TOTAL ASSETS		162 639	151 229
EQUITY			
Capital stock	17	823	823
Total restricted equity		823	823
Capital surplus		144 979	144 336
Retained earnings		2 793	1 481
Income for the period		59	1 312
Total non-restricted equity		147 831	147 130
Total equity		148 655	147 953
CURRENT LIABILITIES			
Accounts payable		1	-
Liabilities to subsidiaries		3 400	1 958
Other current liabilities		9 978	572
Accrued expenses and deferred income	21	605	746
Total current liabilities		13 984	3 276
TOTAL EQUITY AND LIABILITIES		162 639	151 229

Company's consolidated changes in equity

KSEK	Capital stock	Additional paid in capital	Retained earnings etc.	Total equity
Opening balance 2021-01-01	743	93 816	1 481	96 041
Income for the period			1 312	1 312
Exchange rate difference when converting foreign subsidiaries		439		439
New issues of shares	80	55 920		56 000
Issuing expenses		-5 839		-5 839
OUTGOING BALANCE 2021-12-31	823	144 336	2 794	147 953
Opening balance 2022-01-01	823	144 336	2 794	147 953
Income for the period			59	59
Premium paid when issuing warrant		643		643
OUTGOING BALANCE 2022-12-31	823	144 979	2 853	148 655

Parent company's consolidated cash flow statement

KSEK	Notes	2022	2021
OPERATING ACTIVITIES			
Operating income before financial items		969	1 797
Adjustments for items not included in cash flow			
Other items not included in cash flow	23	-1 699	-2 622
Received interest		2 505	1 389
Interest paid		-15	-77
Cash flow from operating activities before changes in working capital		1 760	487
Cash flow from changes in working capital			
Changes in operating receivables		2 002	-3 472
Changes in operating liabilities		105	334
Cash flow from operating activities		3 867	-2 651
INVESTMENT ACTIVITIES			
Capital contribution		-9 165	-19 097
Loans granted to Group companies		-69 972	-45 900
Repayments received from Group companies		46 478	39 493
Cash flow from investments activities		-32 660	-25 504
FINANCING ACTIVITIES			
New issues of shares		-	56 000
Issuing expenses		-	-5 839
Warrant program		643	439
New borrowings		9 000	11 500
Amortization of loans		-	-11 500
Group contribution		-1 797	-
Cash flow from financing activities		7 846	50 600
CASH FLOW FOR THE PERIOD		-20 947	22 445
Cash and cash equivalents at the beginning of the period		30 119	7 674
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		9 172	30 119

NOTES Applies to both the Group and the Parent company

Notes 1 ACCOUNTING AND VALUATION PRINCIPLES

The current financial information has been prepared in accordance with the Annual Accounts Act and the Swedish Accounting Board's BFAR 2012:1 Annual Report and Consolidated Financial Statements (K3). The accounting principles have not changed from the previous year.

CONSOLIDATED FINANCIAL STATEMENTS

Companies in which FlexQube holds the majority of votes at the Annual General Meeting are classified as subsidiaries and consolidated in the consolidated financial statements. Subsidiaries are included in the consolidated financial statements from the date on which the controlling influence is transferred to the Group. They are excluded from the consolidated financial statements from the date on which the controlling influence ceases. The consolidated financial statements have been prepared in accordance with the acquisition method. The acquisition date is the date on which the controlling influence is obtained. Identifiable assets and liabilities are initially valued at fair value on the acquisition date. Goodwill/Negative goodwill is the difference between the acquired identifiable net assets at the acquisition date and the acquisition value including the value of the minority interest, and is initially valued at the acquisition value. The Group has never reported any goodwill.

Transactions between Group companies have been eliminated in their entirety

Subsidiaries in other countries prepare their annual reports in foreign currency. Upon consolidation, the items in these subsidiaries' balance sheets and income statements are translated at the exchange rate on the balance sheet date or the spot rate on the day each transaction took place. The exchange rate differences arising from the translation of the balance sheet for foreign subsidiaries are reported as accumulated exchange rate differences under consolidated equity.

Foreign currency

Monetary assets and liabilities denominated in foreign currencies are measured at the spot rate on the balance sheet date. Transactions in foreign currency are translated in accordance with the spot rate on the date of the transaction.

Revenue

Sales of goods are recognized when significant risks and benefits are transferred from sellers to buyers in accordance with the terms of sale. Sales are recognized after deduction of VAT and discounts. Sales of services are reported when the service in question has been carried out under the agreed terms.

Leases

Leases that essentially transfer the economic risks and benefits of owning an asset from the lessor to the lessee are classified in the consolidated financial statements as financial leases. Financial leases entail that rights and obligations are recognized in the balance sheet as assets and liabilities, respectively. The asset and liability is initially measured at the lower of the asset's fair value and the present value of the minimum lease payments. Expenses directly attributable to the lease are added to the value of the asset. Leasing fees are allocated on interest and amortization according to the effective interest rate method. Variable fees are

recognized as an expense in the period they arise. The leased asset is depreciated on a straightline basis over the estimated service life. Leases where the economic benefits and risks that are attributable to the leasehold item remain in essence with the lessor are classified as operating leases. Payments, including a first increased rent, under these agreements are recognized on a straight-line basis over the term of the lease.

Employee benefits (short-term benefits)

Short-term benefits in the Group consist of salary, social security contributions, paid vacation, paid sick leave, health care and bonuses. Short-term benefits are reported as an expense and a liability when there is a legal or informal obligation to pay compensation.

Compensation after termination of employment

The Group only has defined contribution plans. In defined contribution plans, the company pays fixed fees to another company and has no legal or informal obligation to pay anything further even if the other company cannot fulfill its commitment. The Group's profit/loss is charged for expenses as employees' pensionable services are performed.

Income tax

Current taxes are measured based on the tax rates and tax rules applicable on the balance sheet date. Deferred taxes are measured based on the tax rates and tax rules determined prior to the balance sheet date.

Intangible fixed assets

Intangible fixed assets are recognized at cost less accumulated amortization and impairment losses. The capitalization model for internally generated intangible fixed assets is applied in the consolidated financial statements, which means that:

Development expenditure directly attributable to the development and testing of identifiable, unique software products controlled by the Group is reported as intangible fixed assets when the following criteria are met:

- it is technically possible to complete the software so that it may be used,
- the company's intention is to complete the software and to use or sell it,
- there are conditions for using or selling the software,
- it can be shown how the software generates likely future financial benefits,
- adequate technical, financial and other resources for completing the development and for using or selling the software are available, and
- the expenses attributable to the software during its development can be calculated in a reliable manner.

Directly attributable expenses capitalized as part of a development program include expenses for employees and a reasonable

proportion of indirect costs. Capitalized development expenditure is reported as intangible assets and amortized from the time when the asset is ready to be used. Amortization is carried out on a straight-line basis over the estimated useful life. The amortization period for internally generated intangible fixed assets is from three to ten years.

Tangible fixed assets

Tangible fixed assets are reported at cost less depreciation. Cost includes expenses directly attributable to the acquisition of the asset. Expenses for ongoing repairs and maintenance are reported as expenses. Capital gains and losses on the disposal of capital assets are reported as Other operating income and Other operating expenses respectively. The following depreciation periods are applied:

- Inventories, 2 to 5 years.
- Cars, 3 to 6 years.

Financial instruments

Financial instruments are reported in accordance with the rules in Chapter 11 of K3, which means that valuation is based on cost. Financial instruments recognized in the balance sheet include accounts receivable and other receivables, accounts payables and loan liabilities. The instruments are recognized in the balance sheet when FlexQube becomes party to the instrument's contractual terms. Financial assets are derecognized from the balance sheet when the right to receive cash flows from the instrument has expired or been transferred and the Group has transferred virtually all risks and benefits associated with ownership. Financial liabilities are derecognized from the balance sheet when the obligations have been canceled or otherwise terminated.

Accounts receivable and other receivables

Receivables are reported as current assets with the exception of items with a due date more than 12 months after the balance sheet date, which are classified as fixed assets. Receivables are taken up to the amount expected to be paid after deduction for individually assessed bad debts.

Impairment of non-financial assets

When there is an indication that an asset's value has decreased, an impairment test is carried out. If the asset has a recovery value that is lower than the reported value, it is written down to the recovery value. When assessing the need for impairment, the assets are grouped at the lowest levels where there are separate identifiable cash flows (cash-generating units). For assets, other than goodwill, which have previously been written down, an assessment is made on each balance sheet day as to whether a reversal should be made. In the income statement, write-downs and reversals of write-downs are reported in the function where the asset is used.

Inventories

Inventories are valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method (FIFO). The reported value of stock includes a deduction for obsolescence in accordance with phased obsolescence which has been defined for the Group. Phasing means that on the basis of a consistent equation, write-down is calculated at different intervals, based on the turnover rate of the individual product. This write-down rule is also supplemented by an assessment of the individual product group.

Cash flow statement

The cash flow statement has been prepared using the indirect method. The reported cash flow only includes transactions that have resulted in incoming or outgoing payments. The company classifies cash as cash and cash equivalents.

PARENT COMPANY ACCOUNTING AND VALUATION PRINCIPLES

The same accounting and valuation principles apply to the Parent Company as to the Group, except in the cases listed below:

Shares and shares in subsidiaries

Shares and shares in subsidiaries are reported at cost less any impairment losses. Cost includes the purchase price paid for the shares as well as acquisition costs. Any capital contributions are added to cost when they are paid. Dividends from subsidiaries are reported as income.

Group contributions

Group contributions from the Parent Company to subsidiaries and Group contributions received by the Parent Company from subsidiaries are reported as appropriations

Equity

Equity is divided into restricted and unrestricted equity, in accordance with the Annual Accounts Act.

Impairment testing of financial fixed assets

At each balance sheet date, the company assesses whether there is any indication of impairment in any of the financial fixed assets. Impairment occurs if the decrease in value is deemed to be permanent. Impairment is reported in the income statement item. Results from other securities and receivables which are fixed assets. The need for impairment is tested individually for shares and other individual financial fixed assets that are material.

Settlement of financial claim and financial debt

A financial asset and a financial liability are set off and reported with a net amount in the balance sheet only when a legal right of set-off exists and when a settlement with a net amount is intended to take place or when a simultaneous disposal of the asset and settlement of the liability is intended to take place.

ITEMS AFFECTING COPMARABILITY

Items affecting comparability are accounted for separately where necessary to explain the Group's results. Items affecting comparability are substantial income or expense items that should be noted because of the importance of their nature or amount.

ASSESSMENT AND ESTIMATES

The Group makes estimates and assumptions about the future of the accounts in accordance with good accounting practices. Estimates and assessments are based on historical outcomes and others factors that are evaluated on an ongoing basis. Therefore, the actual outcome may differ from the assumptions and estimates made

Intangible assets

The carrying amount depends on the future market for the products and expected cash flows. The Group tests each year whether there is a need for impairment, and the assessment as of December 31, 2022, is that the carrying amount does not exceed fair value.

Inventories

The inventory value is dependent on assessments regarding the calculation of the inventory's net sales value. These assessments may lead to write-downs of the inventory value. The risk that the net sales value is lower than the acquisition value is considered low, as the majority of the products are insensitive to trends and have a long shelf life. No significant obsolescence is judged to exist in the inventory

DEFINITIONS OF KEY RATIOS

Current ratio: Current assets as a percentage of current liabilities.

EBIT: Earnings before interest and tax.

EBITDA: Earnings before interest, tax, and depreciation and amortization.

Equity per share: Equity at the end of the period divided by the adjusted number of shares at the end of the financial period.

Sales growth: The difference in net sales between two periods, divided by net sales during the first period.

Quick ratio: Current assets excluding inventories and including unused overdraft facilities as a percentage of current liabilities.

Net debt: Gross debt, i.e. total non-current and current borrowings, including any used part of the overdraft facilities, minus cash and cash equivalents, current receivables and easily realized assets.

Order intake: Value of orders received during the specified period.

Earnings per share: Earnings for the period in relation to the adjusted average number of shares during the financial period.

Working capital: Inventories and accounts receivable less accounts payable.

Operating margin: Operating profit/loss after depreciation/amortization as a percentage of net sales.

Equity/assets ratio: The ratio of the company's equity to the total assets in the company's balance sheet.

Profit margin: Profit before tax as a percentage of net sales.

Definitions of alternative key ratios

Quick ratio including unused part of overdraft facilities: Current assets excluding inventories plus unused overdraft facilities as a percentage of current liabilities.

Working capital as a percentage of net sales: Total current assets less current liabilities in relation to net sales in percent.

Note 2	BREAKDOWN OF NET SALES	2022	2021
DISTRIBUTION OF NET SALES, GROUP			
	Sweden	8 543	3 426
	Europe	47 670	32 216
	North America	113 033	58 018
	U.K	6 738	2 054
	Rest of the world	28 610	16 916
	Total distribution of net sales, Group	204 594	112 630
DISTRIBUTION OF NET SALES, PARENT COMPANY			
	Sweden	-	2 419
	Rest of the world	-	-
	Total distribution of net sales, Parent Company	-	2 419
Note 3	OTHER OPERATING INCOME	2022	2021
OTHER OPERATING INCOME, GROUP			
	Other income	263	140
	Grants received*	163	57
	Exchange gains (net)	3 073	483
	Total other operating income, Group	3 499	680
OTHER OPERATING INCOME, PARENT COMPANY			
	Exchange gains on receivables from Group companies	3 865	1 797
	Total other operating income, Parent Company	3 865	1 797
Note 4	PERSONNEL	2022	2021
AVERAGE NUMBER OF EMPLOYEES IN THE GROUP			
	The average number of employees was:	60	39
	- of whom women	15	9
	Hired staff	12	30
GENDER DISTRIBUTION ON BOARD AND MANAGEMENT AS AT THE BALANCE SHEET DAY			
	Number of board members	4	4
	- of whom women	-	-
	Number of other senior executives, incl. CEO	8	8
	- of whom women	2	1
SALARIES, REMUNERATION, ETC. TO BOARD, PARENT COMPANY			
	Christian Thiel, Chairman of the Board	242	195
	Anders Ströby	145	135
	Ulf Ivarsson	-	75
	Mikael Bluhme	145	135
	Per Augustsson	-	-
	Total salaries, remuneration etc. to Board	532	540
	Total social security contributions	138	141

The board has not received any variable remuneration, pension or other benefits.

Note 4	PERSONNEL (CONTINUED)	2022	2021
SALARIES, REMUNERATION, ETC. TO EMPLOYEES, SUBSIDIARIES			
	Anders Fogelberg (CEO)*	1 579	1 226
	Other senior executives (7)	6 843	4 882
	Other employees	30 612	19 235
	Total salaries, remuneration, etc. to employees	39 034	25 343
	Total social security contributions	6 554	3 842

*Benefits in addition to salary and pension have been awarded to the CEO in the amount of 96 KSEK (92 KSEK)

PENSION COSTS, SUBSIDIARIES*			
	Anders Fogelberg (CEO)	378	113
	Other senior executives (7)	1 050	460
	Other employees	774	640
	Total pensions to employees	2 202	1 213
	Total special payroll tax on pension costs	347	220

* Pension costs consist of contract premiums paid during the year in accordance with defined contribution pension plans. No pension was paid by the Parent Company in 2022 or 2021.

Note 5	REMUNERATION TO THE AUDITORS	2022	2021
REMUNERATION TO AUDITORS, GROUP			
	Audit, PwC	350	250
	Other assignments, PwC	70	58
	Tax advice, PwC	-	-
	Total remuneration to auditors, Group	420	308
REMUNERATION TO AUDITORS, PARENT COMPANY			
	Audit, PwC	350	250
	Other assignments, PwC	70	58
	Tax advice, PwC	-	-
	Total remuneration to auditors, Group	420	308

Note 6	DEPRECIATION/AMORTIZATION
	Amortization of intangible fixed assets in the Group amounts to MSEK 3.3 (3.6). Depreciation of property, plant and equipment in the Group amounts to MSEK 1.5 (1.1). No depreciation has been carried out in the parent company.

Note 7	OTHER OPERATING COSTS	2022	2021
	OTHER OPERATING COSTS, GROUP		
	Exchange loss from operating activities (net)	-	136
	Total other operating costs, Group	-	136
	OTHER OPERATING COSTS, PARENT COMPANY		
	Exchange loss from operating activities (net)	-	-
	Total other operating costs, Parent Company	-	-
Note 8	APPROPRIATIONS	2022	2021
	APPROPRIATIONS, PARENT COMPANY		
	Group contributions paid	3 400	1 797
	Total appropriations, Parent Company	3 400	1 797
Note 9	INTEREST INCOME AND EXPENSE	2022	2021
	INTEREST INCOME AND EXPENSES, GROUP		
	Interest income	24	-
	Total interest income, Group	24	-
	Interest expenses	656	538
	Total interest expenses, Group	656	538
	INTEREST INCOME AND EXPENSES, PARENT COMPANY		
	Interest income	2 505	1 389
	Total interest income, Parent Company	2 505	1 389
	Of which intra-group interest income	2 505	1 389
	Interest expenses	15	77
	Total interest expenses, Parent Company	15	77
	Of which intra-group interest income	-	-

Note 10	INCOME TAX	2022	2021
	INCOME TAX, GROUP		
	Current tax	-71	-26
	Deferred tax	-	-
	Tax on profit for the year	-71	-26
	Reported profit before tax	-6 997	-22 533
	Tax calculated at the applicable rate	1 441	4 642
	Effect of non-deductible costs	-76	-15
	During the year, the use of loss carryforwards in previous years, the tax value of which was not recognised as an asset	888	272
	Increase in loss carryforwards without corresponding capitalization of deferred tax	-2 254	-4 899
	Effect of foreign tax rates	-71	-26
	Reported tax expense	-71	-26
	Deferred tax assets for carry-backs in 2022 or 2021 have not been recognised, the deficit on the balance sheet date amounts to MSEK 83.3 (76.3) in the Group.		
	INCOME TAX, PARENT COMPANY		
	Current tax	-	-
	Deferred tax	-	-
	Tax on profit for the year, Parent Company	-	-
	Reported profit before tax	59	1 312
	Tax calculated at the applicable rate	-12	-270
	Effect of non-deductible costs	-3	-2
	During the year, the use of loss carry forward in previous years, the tax value of which was not recognised as an asset	15	272
	Reported tax expense	-	-

Note 11	INTANGIBLE ASSETS, GROUP	2022	2021
	CAPITALIZED EXPENDITURE FOR DEVELOPMENT WORK		
	Opening cost	17 207	15 290
	Cost for the year	5 343	1 917
	Disposals	-11	-
	Closing book value	22 540	17 207
	Opening depreciation	-5 223	-2 657
	Depreciation/amortization for the year	-2 664	-2 566
	Disposals	11	-
	Closing depreciation	-7 876	-5 223
	Closing book value	14 664	11 985
	OTHER INTELLECTUAL PROPERTY RIGHTS		
	Opening cost	2 268	2 268
	Disposals	-2 268	-
	Closing depreciation	-	2 268
	Opening depreciation	-2 028	-1 398
	Depreciation/amortization for the year	-258	-630
	Disposals	2 268	-
	Reclassifications	18	-
	Closing accumulated depreciation	-	-2 028
	Closing book value	-	239
Note 11	INTANGIBLE ASSETS, GROUP (CONTINUED)	2022	2021
	CONCESSIONS, PATENTS, LICENSES AND TRADEMARKS		
	Opening cost	3 995	3 824
	Cost for the year	669	172
	Closing cumulative cost	4 664	3 995
	Opening depreciation	-1 433	-1 057
	Depreciation/amortization for the year	-424	-376
	Reclassifications	-18	-
	Closing accumulated depreciation	-1 875	-1 433
	Closing book value	2 790	2 562

Note 12	TANGIBLE FIXED ASSETS, GROUP	2022	2021
	MACHINERY AND OTHER TECHNICAL FACILITIES		
	Opening cost	2 426	1 702
	Cost for the year	548	642
	Disposal	-109	-
	Translation differences for the year	17	82
	Closing cumulative cost	2 882	2 426
	Opening depreciation	-536	-313
	Depreciation/amortization for the year	-597	-223
	Disposal	109	-
	Translation differences for the year	443	-
	Closing accumulated depreciation	-581	-536
	Closing cumulative cost	2 301	1 890
	MSEK 2.1 (1.6) of this item relates to fixed assets relating to company cars that have been included in the consolidated balance sheet as a result of financial leasing.		
	INVENTORIES, TOOLS AND INSTALLATIONS		
	Opening cost	3 274	2 467
	Cost for the year	2 075	745
	Disposal	-1 683	-
	Translation differences for the year	101	61
	Closing cumulative cost	3 767	3 274
	Opening depreciation	-2 208	-1 369
	Depreciation/amortization for the year	-909	-839
	Disposal	1 683	-
	Translation differences for the year	1	-
	Closing accumulated depreciation	-1 433	-2 208
	Closing book value	2 335	1 066
Note 13	RECEIVABLES FROM GROUP COMPANIES	2022	2021
	RECEIVABLES FROM GROUP COMPANIES, PARENT COMPANIES		
	The beginning of the year	40 389	31 360
	Additional receivables	69 972	45 900
	Amortizations for the year	-37 312	-20 374
	Shareholder contributions	-9 165	-19 097
	Currency effects	1 699	2 600
	Total receivables from group companies, parent companies	65 583	40 389

Note 14 SHARES IN GROUP COMPANIES

FlexQube AB (publ) with org.nr. 556905-3944, is the parent company of the FlexQube Group. The table below shows all wholly-owned subsidiaries with information on company name, corporate registration number, registered office and book value as of 31 December 2022.

Group Companies	CIN	Registered office	Number of shares	Book value 2022	Book value 2021	Change
FlexQube Europe AB	556823-6078	Möln dal, Sweden	50 000	38 973	38 973	-
FlexQube GmbH	HRB 110829	Frankfurt am Main, Germany	25 000	8 485	8 485	-
FlexQube Inc	90-0998273	Delaware, USA	1 000	33 838	25 290	8 548
FlexQube Ltd	11917032	London, United Kingdom	1 000	3 989	3 371	618
FQ IP AB	556905-4017	Möln dal, Sweden	50 000	285	285	-
Total			127 000	85 570	76 405	9 165

This year's change in shares in Group companies refers to shareholder contributions of SEK 9,165 thousand.

Note 15	INVENTORIES, GROUP	2022	2021
	Work in progress	1 111	2 371
	Finished goods	1 599	411
	Goods for resale	47 856	26 564
	Goods on the move	864	4 060
	Total inventories, Group	51 430	33 407

Note 16	ACCRUED EXPENSES AND DEFERRED INCOME	2022	2021
	ACCRUED EXPENSES AND DEFERRED INCOME, GROUP		
	Accrued income	16	2 780
	Prepaid rents	1 183	568
	Other prepaid expenses	3 288	2 700
	Total prepaid expenses and accrued income, Group	4 487	6 049
	ACCRUED EXPENSES AND DEFERRED INCOME, PARENT COMPANY		
	Other prepaid expenses	59	-
	Other interim receivables	-	50
	Total prepayments and accrued income, Parent Company	59	50

Note 17	SHARE CAPITAL	Share	Value per share
	FlexQube has only one class of shares, the shares give equal rights to share in the company's assets, earnings and possibly surplus in case of liquidation.		
	Quantity/value at the beginning of the year	8 233 333	0,1
	Quantity/value at year-end	8 233 333	0,1

Note 18	LONG-TERM LIABILITIES	2022	2021
	LONG-TERM LIABILITIES, GROUP		
	Liabilities maturing between one and five years from balance sheet date:	5 892	7 985
	Liabilities maturing later than five years from the balance sheet date:	-	-
	Total long-term liabilities, Group	5 892	7 985
	Other long-term liabilities have been included in the balance sheet as a result of financial leasing and consists as of the current balance sheet date only of finance leases.		

Note 19	LIABILITIES TO CREDIT INSTITUTIONS	2022	2021
	AMOUNTS OWED TO CREDIT INSTITUTIONS, GROUP		
	Long-term liabilities		
	Amounts owed to credit institutions	4 344	6 656
	Current liabilities		
	Amounts owed to credit institutions	22 007	6 741
	Total amounts owed to credit institutions	26 351	13 397

Note 20	OVERDRAFT FACILITIES, GROUP	2022	2021
	Used overdraft facility	2 308	-
	Unused overdraft facility	-	2 300
	Total limit	2 308	2 300

Note 21	ACCRUALS AND DEFERRED INCOME	2022	2021
	ACCRUALS AND DEFERRED INCOME, GROUP		
	Accrued wages and holiday pay	3 953	3 509
	Social security contributions	767	630
	Deferred earnings	8 964	3 701
	Other accrued expenses	3 524	3 110
	Total accruals and deferred income, Group	17 208	10 950
	ACCRUALS AND DEFERRED INCOME, PARENT COMPANY		
	Social security contributions	95	-
	Other accrued expenses	510	746
	Total accruals and deferred income, Parent Company	605	746

Note 22	PLEGGED ASSETS	2022	2021
	PLEGGED ASSETS, GROUP		
	Floating charge	12 300	12 300
	Shares in subsidiaries	226	234
	PLEGGED SECURITIES, PARENT COMPANY		
	Floating charge	12 300	12 300
	Pledged shares in subsidiarie	285	285

Note 23	CASH FLOW STATEMENT, GROUP	2022	2021
	OTHER NON-CASH ITEMS, GROUP		
	Exchange rate differences	-1 288	1 521
	Obsolescence in inventory	7 284	-82
	Other items not affecting cash flow	-333	304
	Total non-cash items, Group	5 664	1 744
	OTHER NON-CASH ITEMS, PARENT COMPANY		
	Exchange difference on foreign currency loans	-1 699	-2 622
	Total non-cash items, Parent company	-1 699	-2 622

Note 24	CASH AND CASH EQUIVALENTS	2022	2021
	Cash and cash equivalents available, bank accounts with the Group	30 452	34 925
	-Of which cash and cash equivalents of parent companies	9 172	30 119

Note 25 RELATED PARTY TRANSACTIONS

Transactions with related parties

The Parent Company has taken a loan from the company's Chairman and CEO of MSEK 4.5 each, the interest rate has been set at 9% on an annual basis. All transactions with related parties have been made on market terms.

Purchases and sales between Group companies

For the Parent Company, 0 percent (100) of sales for the year and 0 percent (0) of purchases for the year refer to own subsidiaries. The sale in the Parent Company relates to Group Management. Other sales and purchases between subsidiaries are eliminated from the Group's accounts in their entirety.

Note 26	PROPOSAL FOR PROFIT DISTRIBUTION	2022
	THE FOLLOWING FUNDS ARE AT THE DISPOSAL OF THE PARENT COMPANY (SEK)	
	Profit carried forward	2 793
	Share premium reserve	144 979
	Profit for the year	59
	The following funds are at the disposal of the parent company	147 831
	THE BOARD OF DIRECTORS PROPOSES THAT:	
	The following amount to be carried forward on new account	147 831

Note 27 EVENTS AFTER THE BALANCE SHEET DATE

FlexQube has entered into a new credit facility agreement with Danske Bank A/S and ALMI totaling MSEK 45. MSEK 5 refers to long-term loans and MSEK 40 is made available through an ongoing overdraft facility. The facilities shall primarily be used to finance an ongoing need for increased working capital at the launch of the company's new automation product FlexQube Navigator AMR in 2023.

At the Extraordinary General Meeting, it was resolved, among other things, on a new incentive program for the future CEO of Company. The company's future CEO subscribes for 110,000 warrants, which provided the company with approximately MSEK 1.5.

Certifications & signatures

Income statements and balance sheets will be submitted to the Annual General Meeting on May 15, 2023 for resolution.

The undersigned confirm that the consolidated financial statements and Annual Report have been drawn up in accordance with the Annual Accounts Act and the Swedish Accounting Standards Board's general advice BFNAR 2012:1 Annual Report and Consolidated Financial Statements (K3), respectively, and with generally accepted accounting practice, and provide a fair and accurate view of the Group's and the

Parent Company's operations, position and results. The Report of the Board of Directors for the Group and the Parent Company provides a fair and accurate view of the development of the Group's and the company's operations, position and results, and describes significant risks and uncertainties faced by the Parent Company and the companies in the Group

Gothenburg on the day shown by our electronic signature.

Christian Thiel
CHAIRMAN OF THE BOARD

Anders Ströby
MEMBER OF THE BOARD

Mikael Bluhme
MEMBER OF THE BOARD

Per Augustsson
MEMBER OF THE BOARD

Anders Fogelberg
CEO

Our audit report has been submitted on the date indicated our electronic signature.

PricewaterhouseCoopers AB

Johan Palmgren
AUTHORIZED PUBLIC ACCOUNTANT

Auditor's report

To the General Meeting of FlexQube AB (publ), CIN 556905-3944

Report on the Annual Report and consolidated financial statements

Statements

We have carried out an audit of the annual accounts and consolidated accounts of FlexQube AB (publ) for the year 2022. The company's Annual Report and consolidated financial statements are included in pages 42-76 of this document.

In our opinion, the Annual Report and consolidated financial statements have been drawn up in accordance with the Annual Accounts Act and give, in all important respects, a true overview of the parent company's and the Group's financial position as of December 31, 2022 and of their financial results and cash flow for the year in accordance with the Annual Accounts Act.

The Report of the Board of Directors is consistent with other parts of the Annual Report and consolidated financial statements. We therefore recommend that the annual general meeting adopt the income statement and balance sheet of the Parent Company and the Group.

Basis for statements

We have carried out the audit in accordance with the International Standards on Auditing (ISA) and with generally accepted auditing practice in Sweden. Our responsibilities with respect to these standards are described in greater detail in the section "Auditor's responsibility". We are independent of the Parent Company and the Group, as required by generally accepted auditing standards in Sweden, and have in other respects fulfilled our professional ethical responsibilities in accordance with these requirements. We consider that the audit evidence we have obtained is sufficient and appropriate as a basis for our statements.

Information other than the Annual Report and consolidated financial statements

This document also includes information other than the Annual Report and consolidated financial statements; this information can be found on pages 1 - 41, 80 - 115 and 124 - 133. The Board and the CEO are responsible for this additional information.

Our statement concerning the Annual Report and consolidated financial statements does not cover this information, and we make no statement confirming this additional information.

In conjunction with our audit of the Annual Report and consolidated financial statements, it is our responsibility to read the information identified above and to consider whether the information is, to a substantial extent, incompatible with the Annual Report and consolidated financial statements. In this review, we also consider the knowledge we have otherwise obtained during the audit and assess whether the information appears, in other respects, to contain substantial inaccuracies.

If, on the basis of the work carried out concerning this information, we conclude that the additional information contains a substantial inaccuracy, we are obliged to report this. We have nothing to report in this respect.

Responsibility of the Board and CEO

It is the Board and CEO who are responsible for ensuring that the Annual Report and consolidated financial statements are drawn up and that they give a true overview in accordance with the Annual Accounts Act. The Board and CEO are also responsible for the internal checks they judge to be necessary in order to draw up an annual report and consolidated financial statements which do not contain any significant inaccuracies, whether these result from irregularity or error.

In drawing up the Annual Report and consolidated financial statements, the Board and CEO are responsible for assessing the company's and the Group's ability to continue operations. They report, when appropriate, on conditions that may affect the ability to continue operations and to use the assumption of continued operation. However, the assumption of continued operation is not applied if the Board and the CEO intend to liquidate the company, to cease operations, or have no realistic alternative to doing either of these.

Auditor's responsibility

Our goals are to achieve a reasonable degree of certainty as to whether the Annual Report and consolidated financial statements as a whole do not contain any significant inaccuracies, whether due to irregularities or errors, and to submit an audit report containing our statements. Reasonable certainty is a high degree of certainty, but is not a guarantee that an audit carried out in accordance with ISA and good auditing practice in Sweden will always detect a significant inaccuracy if one exists. Inaccuracies may arise as a result of irregularities or errors, and are deemed to be significant if they, individually or collectively, can reasonably be expected to affect the financial decisions that users make on the basis of the Annual Report and consolidated financial statements.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts can be found on the Auditor's Inspectorate's website:

www.revisorsinspektionen.se/revisornsansvar.

This description is a part of the audit report.

Report on other requirements in accordance with laws and other ordinances

Statements

In addition to our audit of the annual accounts and consolidated accounts, we have also carried out an audit of the management of FlexQube AB (publ) by the Board of Directors and the CEO for 2022 and of the proposed appropriation of the company's profit or loss. We advise the annual general meeting to dispose of the profit in accordance with the proposal in the report of the Board of Directors, and to grant the members of the Board and the CEO discharge from liability for the financial year.

Basis for statements

We have carried out the audit in accordance with generally accepted auditing practice in Sweden. Our responsibilities in this respect are described in greater detail in the section "Auditor's responsibility". We are independent of the Parent Company and the Group, as required by generally accepted auditing standards in Sweden, and have in other respects fulfilled our professional ethical responsibilities in accordance with these requirements. We consider that the audit evidence we have obtained is sufficient and appropriate as a basis for our statements.

Responsibility of the Board and CEO

It is the Board that is responsible for the proposal for appropriation of the company's profit or loss. In the case of a proposed dividend this includes, among other things, an assessment of whether the dividend is justifiable in view of the requirements that the company's and the Group's type of business, scope and risks impose on the size of the parent company's and the Group's equity, consolidation requirements, liquidity and position in other respects. The Board is responsible for the company's organization and the administration of the company's affairs. This includes, among other things, a continuous assessment of the company's and the Group's financial situation,

and ensuring that the company's organization is designed so that accounting, fund management and the company's other financial affairs are monitored in a satisfactory manner. The CEO must take care of the day-to-day administration in accordance with the Board's guidelines and instructions and, inter alia, take the necessary measures to ensure that the company's accounting is carried out in accordance with the law and that the funds are managed in a satisfactory manner.

Auditor's responsibility

Our goal regarding the audit of the administration, and thus our statement concerning discharge from liability, is to obtain audit evidence in order to be able to assess, with a reasonable degree of certainty, whether any board member or the CEO has in any material respect:

- taken any action or been guilty of any negligence that may cause liability to the company;
- acted in any other way in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our goal regarding the audit of the proposal for appropriation of the company's profit or loss, and thus our statement concerning this, is to assess with a reasonable degree of certainty whether the proposal is compatible with the Companies Act. A reasonable degree of certainty is a high degree of certainty, but no guarantee that an audit carried out in accordance with generally accepted auditing standards in Sweden will always detect measures or omissions that may result in liability to the company, or that a proposal for disposals of the company's profit or loss is not compatible with the Companies Act.

A further description of our responsibility for the audit of the administration may be found on the website of the Swedish Inspectorate of Auditors: www.revisorsinspektionen.se/revisornsansvar.

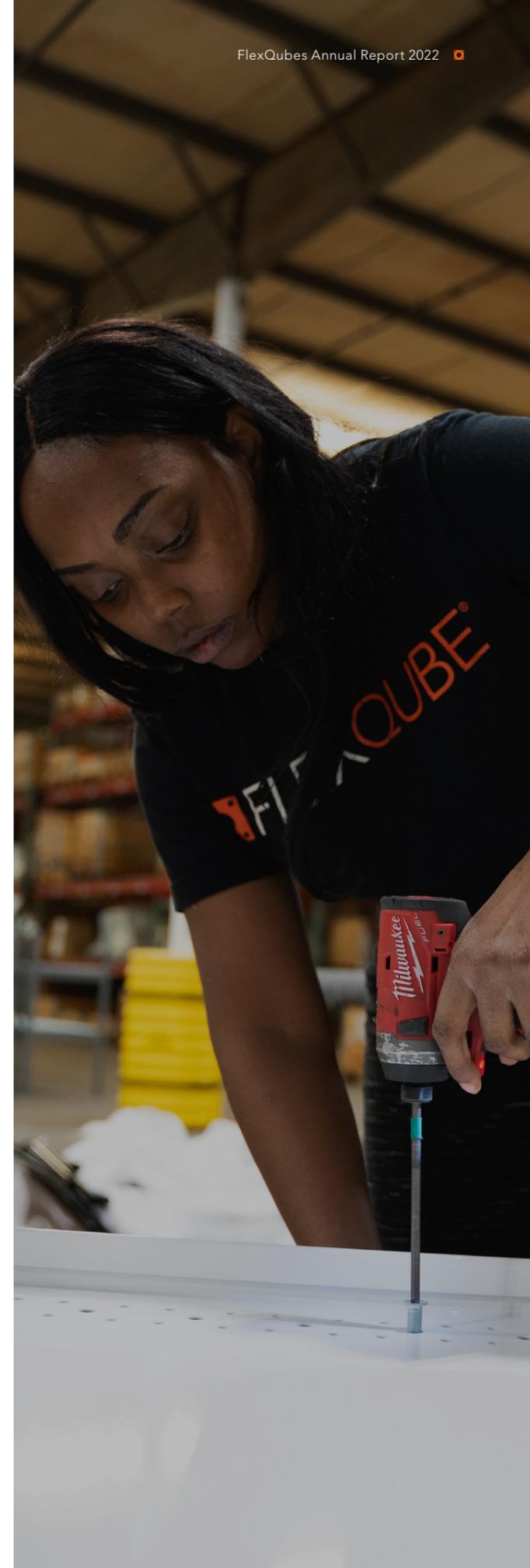
This description is a part of the audit report.

Gothenburg on the day shown by our electronic signature.

PricewaterhouseCoopers AB

Johan Palmgren

AUTHORIZED PUBLIC ACCOUNTANT



Sustainability

05



Sustainable Development Goals

In this report, we will describe our efforts to reduce our environmental impact, promote social justice and increase our sustainability in the long term. We hope that this report will give a clear picture of our progress and our ambition to contribute to a more sustainable future.

At FlexQube, over the past year we have continued to get closer to our pursuit of a sustainable future. Having identified six relevant goals for sustainable development last year together with Almi, we have now continued to investigate possible measures to integrate these goals into our operations. We have investigated the possibility of updating our product development process to include a more accurate assessment of products' life cycle and environmental impact.

We have also continued to work together with our partners and suppliers to ensure they share our commitment to sustainability. We want to prioritize suppliers with sustainable methods and materials, in order to reduce our impact on the environment and at the same time improve our quality and efficiency.

We continue to strive for a sustainable future for FlexQube and for the world. We look forward to continue to implement our sustainability goals in our strategy and policy and to continue to contribute to a positive change.

• **Goal 13**
Take immediate action to combat climate change and its consequences

• **Goal 12**
Ensuring sustainable consumption and production patterns

• **Goal 9**
Build resilient infrastructure, work for an inclusive and sustainable industrialization and promote innovation

• **Goal 8**
Work for lasting, inclusive and sustainable economic growth, full and productive employment with decent working conditions for all

• **Goal 5**
Achieve gender equality and the empowerment of all women and girls

• **Goal 3**
Ensuring healthy lives and promote well-being for everyone, in all ages



Our Sustainability Strategy

Sustainability remains an important issue for FlexQube. We have continued to adopt environmental-, social- and governance sustainable criterias as part of our sustainability strategy. Our sustainability work is an ongoing process and we strive to make improvements every day. Our sustainability reporting for 2022 will cover the results for the year and we continue to use the best available information and data to ensure accurate reporting.

The six UN Sustainable Development Goals we have chosen continue to be a central part of our sustainability strategy and we strive to do business sustainably across our business model. We continue to work hard to reduce our environmental impact and contribute to a more sustainable future.

OUR GOALS

Environmental Sustainability

- Continue the development of ergonomic, innovative and sustainable material management for manufacturers and warehouses and reduce the life cycle impact.
- Develop and implement aftermarket services to maintain a responsible supply chain and evaluate key suppliers against our judgement.
- Continue to reduce our carbon dioxide emissions.
- Continue to map our energy consumption throughout the business.
- Continue to reduce our waste from our manufacturing sites.



Social Responsibility

- Help our customers achieve better safety on the shop floor.
- Work actively with personal development and knowledge transfer through training, workshops and seminars.
- Strive for gender equality within the organization.
- Achieve a diversified workforce that represents the communities in which we live and work.
- Work actively with organizational development by measuring eNPS.



Governance

- Promote sustainability through education, partnerships and our code of conduct.



Environmental Sustainability

Climate change is real and it is our job to contribute to a sustainable future through sustainable material handling and innovation. We remain committed to reducing our impact on the environment. By integrating sustainability strategies into our operations, we hope to have a positive impact on the environment while continuing to deliver high quality products and services to our customers.

OUR GOALS

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Governance

- Promote sustainability through education, partnerships and our code of conduct.



ENVIRONMENTAL SUSTAINABILITY

Industry, Innovation & Infrastructure

Building an innovative industrial sector is pivotal to ensuring that products are offered to consumers with sustainability in mind. Many of FlexQube's customers are large international companies with world-class products, manufacturing capabilities and operate globally. The requirements for their suppliers in terms of sustainability are growing and is a role FlexQube is happy to take on.

While we are only at the beginning of our journey towards creating a sustainability strategy, we are keeping focused on building sustainable industrial products. We strive to do this through fostering innovation, which helps FlexQube to continue to create industry leading industrial robots & material handling solutions that provide our customers a sustainable alternative they can be proud of. Our team of mechanical and mechatronics engineers are focused on one of our key strategic directions: Become a Recognized Robotics Company, in support of addressing current megatrends of mass customization. We design with the product life-cycle in mind and we continue to make improvements to improve quality and efficiency. We invest in new technology to create a quicker and safer product for our customers.

In our design process, safety is an important aspect. We are dedicated to designing safe solutions for our customers. Therefore our industrial robots are certified according to the Machinery Directive 2006/42/EG, ISO 3691-4 and ANSI B56-5.



6000+
Delivered
Cart-systems



39+
Active and pending
patents worldwide



ENVIRONMENTAL SUSTAINABILITY

Responsible consumption & production

Our contribution to UN Sustainable Development Goals, Responsible Consumption & Production, and Climate Action is through the FlexQube core business itself.

Consumption

Our commitment to reduce climate emissions through upcycling and reuse of existing material handling carts has continued in 2022. During the year, we have developed goals for our aftermarket service. This is to help companies increase sustainability by providing advice on maintenance, optimizing equipment for efficiency, using sustainable materials and ensuring compliance with environmental regulations.

With FlexQube's patented modular concept, and aftermarket service, we help customers repair and modify their existing carts when processes and materials change. In this way, the lifespan of products is extended, which reduces waste, and carbon dioxide emissions.

We have also continued our goal to offer a recycling program for our existing customers, where basic building blocks can be refurbished and repainted before being used by other customers or in other projects. We continue to work with our customers to find new ways to reduce our environmental impact and do business in a more sustainable way.

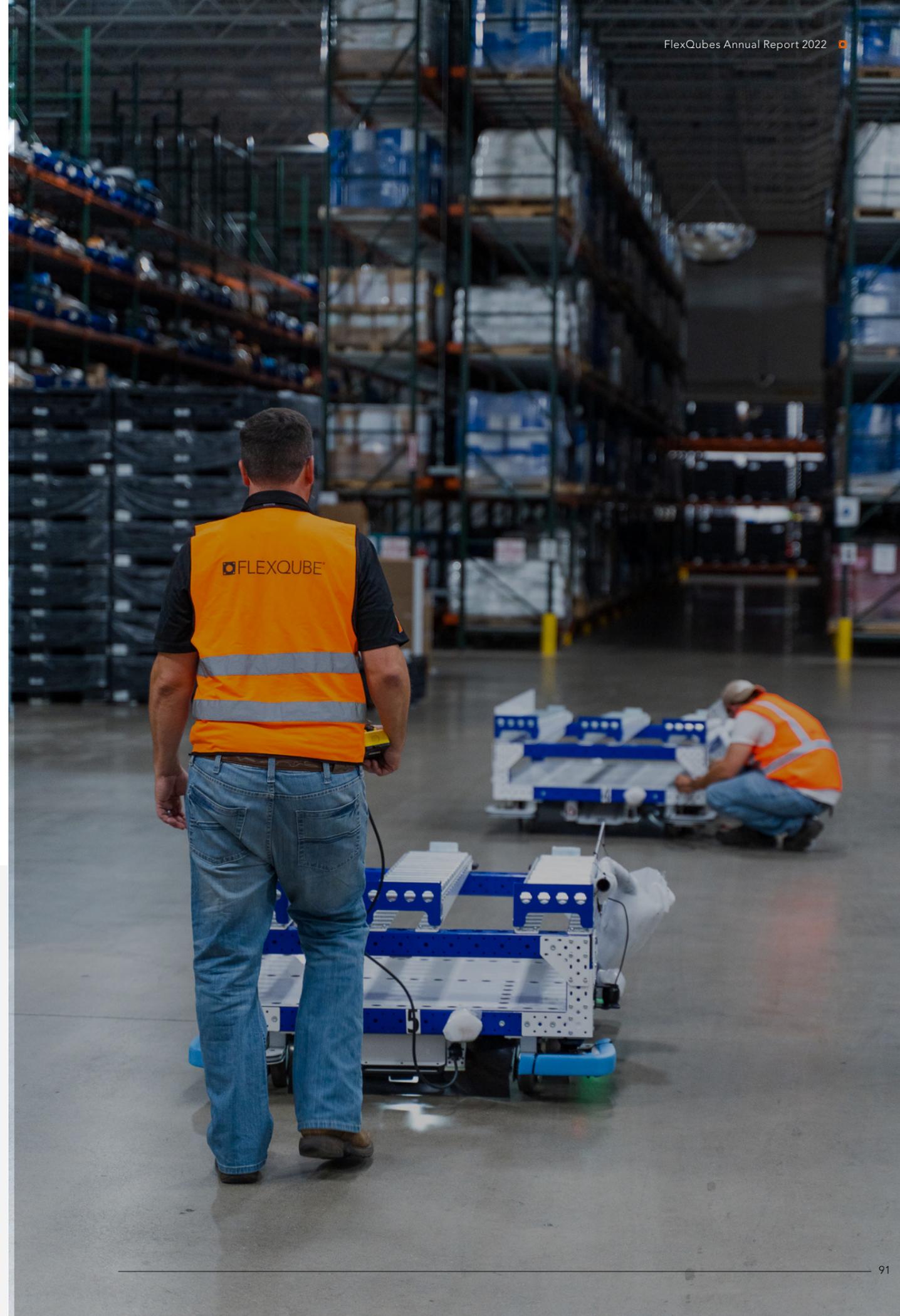
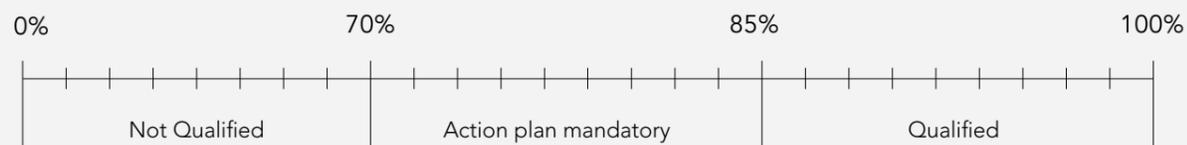
Suppliers

We have identified new business goals that we will continuously implement throughout our organization going forward. One of these business goals is to innovate and scale up the business. This year we have had a significant increase in sales. In Europe, sales increased by over 200 percent, resulting in a challenging situation. During 2022, we were committed to strengthening our relationships with suppliers who share similar values as us in terms of safety and environmental responsibility. It's critical for us to find new suppliers that can meet the volume growth we have seen this year and what can be expected in the coming years. That is why we are working on developing supplier and partnership policies. These criterias will be crucial when evaluating new partnerships and will help us ensure a more sustainable supply chain.

We are currently surveying existing suppliers and will continuously evaluate them to ensure we are on the same track and plan to introduce a code of conduct for our suppliers.

The purpose of our Supplier Assessment, is to score:

- ✓ **Quality and delivery performance**
- ✓ **Environmental aspects**
- ✓ **Health and safety**
- ✓ **Human rights**
- ✓ **Evaluation method**
- ✓ **Business ethics**



ENVIRONMENTAL SUSTAINABILITY

Climate action

At FlexQube, we are committed to developing our sustainability strategy. We are aware that it is important to understand our impact on the climate and we continue to work to obtain a complete overview of our operations. We are continuing with the mapping that we started last year and are looking for ways to improve our sustainability in all areas, in order to develop and complete our sustainability strategy.

Material

We are committed to the responsible sourcing of all raw materials used to manufacture our basic building blocks. As we continue to develop our sustainability policy, it will be an essential factor when selecting new suppliers.

Our core material is high-grade steel. This ensures robust and durable solutions, guaranteeing high quality products that will last. In addition, we are engaged in using raw materials with a long product lifecycle, that can be recycled or reused at the end of their lifecycle. We have carefully selected a steel supplier located close to our HQ in Sweden, and that is ISO 14001 certified.

Custom designs

We see many sustainable improvements throughout our organization, one of them being that we will continue to improve our products' environmental impact by designing improved eco-friendly products.

Over the years, we have designed more than 6 000 carts for customers worldwide. We always try to keep sustainability top of mind when designing new solutions. For example, only use necessary parts, and be more strategic when adding screws and bolts without compromising safety and durability. By designing carts with sustainability in mind, we will also create better conditions for our supply chain.

Emissions/Transportation

We remain committed to reducing our carbon dioxide emissions both in absolute terms and in relation to sales, throughout our value chain. In 2021, we identified three scopes. Scope 1: inbound transport for production, Scope 2: outbound transport to customers and Scope 3: in use of sold products, focusing on our eQarts powered by lithium ion batteries. We have continued the dialogue with our carriers to increase the use of carbon dioxide-efficient modes of transport and reduce unnecessary transport.

Over the past year, we have continued to develop our modular FlexQube concept, which allows carts

to be shipped as "flat packages" to be assembled on site. Our patented concept, where everything is bolted together, means that the equipment for the new facilities can be delivered unassembled and then assembled at the customer's location. This reduces the need for transport by 70 percent, which results in a greatly reduced environmental impact.

Although we have made some progress, we are aware that we are still at the beginning of our journey and there is much more to be done. We continue to map where we can have an impact and by how much we would reduce our carbon dioxide emissions. We will continuously continue to search for new and innovative solutions to reduce our environmental impact.

Electricity

In 2022, we changed premises in Sweden. Electricity consumption in the former premises was a total of 53.503 kWh during the period measured January-September, an average of 5.945 kWh per month. During the period August-December, we had a total consumption of 33.772 kWh, an average of 6.754 kWh per month. In our facility in Duncan, USA, consumption averaged 8.567 kWh per month, with a total consumption in 2022 of 102.802 kWh. We will continue to measure consumption in our facilities in order to be able to follow developments and produce reliable KPIs.

Water

We are still looking into the feasibility of gauging the amount of water our business consumes in Sweden, and currently, there is no method of doing so. Despite this, we continue to strive to reduce the amount of water needed to produce our products by evaluating current technology, suppliers and improvement actions. In our US facility, we have better opportunities to measure water consumption in the business, which we aim to continue with in the future. In 2022 FlexQube used an average of 4.764 Gallons of water per month, with a total usage of 57.163 Gallons. This corresponds to 216.385 litres.

Waste

To reduce the environmental impact of our products we are investigating the possibility of starting a recycling program for our customers. In addition, the project would create the opportunity to renovate the used building blocks. This reduces the demand for new materials while creating a more durable product to monitor development.

During the period January 1 to December 31, 2022, we had a total recovery of 27.350 kg that was not hazardous waste, sent from Sweden. We continue to work towards mapping and reviewing the waste management at our facility in the USA for a better overall picture of the operations.



 **190 MWh**
Total energy consumption in 2022

 **1.2 %**
hazardous waste 2022
(2% in 2021)

 **27 tonnes**
Recycled waste at our assembly site in Sweden

Social Responsibility

Our employees are the key to our success, and we believe that diversity, equality and inclusion drive progress. We are a team of innovative, committed professionals united by our mission; to make our customers world leaders in intralogistics.

OUR GOALS

Environmental Sustainability

- Continue the development of ergonomic, innovative and sustainable material management for manufacturers and warehouses and reduce the life cycle impact.
- Develop and implement aftermarket services to maintain a responsible supply chain and evaluate key suppliers against our judgement.
- Continue to reduce our carbon dioxide emissions.
- Continue to map our energy consumption throughout the business.
- Continue to reduce our waste from our manufacturing sites.



Social Responsibility

- Help our customers achieve better safety on the shop floor.
- Work actively with personal development and knowledge transfer through training, workshops and seminars.
- Strive for gender equality within the organization.
- Achieve a diversified workforce that represents the communities in which we live and work.
- Work actively with organizational development by measuring eNPS.



Governance

- Promote sustainability through education, partnerships and our code of conduct.



SOCIAL RESPONSIBILITY

Good health and well-being

Many of the movements in a warehouse or factory are to lift and transport heavy material from one point to another. If this is not done with the right equipment and from an ergonomic point of view it will cause injury to staff. By using custom material handling carts, specially developed with the operators, process and the material in mind, more staff can be spared from these types of injuries. Small changes in the design of the carts, such as choosing a more ergonomic towbar or a handle that eliminates the need to bend down can have a significant impact on the work environment and reduce the number of injuries.



<10
Minor Accidents

Health and safety

We strive to create a good working environment that is crucial to improving the well-being of our employees. We are committed to addressing any drug abuse that occurs and are constantly working to ensure a safe and healthy environment.

We follow the ISO 45001 standard to ensure that our security procedures are up to date. We follow up on the number of reported injuries that occur on site and have less than 10 reported injuries, none of which required absence from work. We also conduct regular fire and safety drills to ensure our employees are well prepared to act correctly in emergency situations.



29
Learnifier-courses

Training and education

FlexQube has an onboarding program for new employees covering all aspects of the company, including offerings, values, customers and sustainability work. Each manager has annual P&D discussions with their employees to set goals, assess competencies and identify training needs. To further improve the use of our internal knowledge we will invest more in continuous development and offer courses, workshops, seminars and conferences.

We use Learnifier to track employee participation in skills development, and on average, 92% of all employees have participated in 3.5 training hours per employee. We value and encourage all forms of knowledge development, encouraging employees to share their knowledge and learn from each other. For us, our employees are the greatest asset and we see great value in investing in our staff and benefiting from the knowledge within the company.



3.5 h
Education in Learnifier per employee



SOCIAL RESPONSIBILITY

Gender Equality ♀♂

Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. Our aim to achieve this is through equal opportunities for women, as well as through a diverse and inclusive culture.

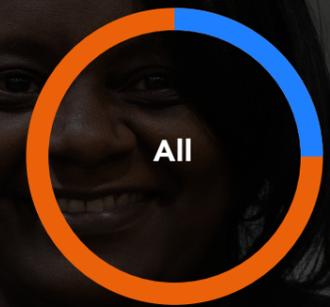
We believe that diversity, equality and inclusion drive real progress. We are also convinced that this affects profitability and results. We want to offer equal opportunities for women and men in our organization, and work actively for a diverse and inclusive culture.

The number of employees as of 31 December 2022 amounted to 58 people, of which 15 are women. We are represented in 5 different countries. The tables show employees as of 31 December 2022.



2022

2021



2022



USA	47%
Sweden	40%
Mexico	9%
UK	2%
Germany	2%

2021



Sweden	46%
USA	42%
Mexico	8%
UK	2%
Germany	2%

Employee engagement

We continuously measure the well-being and trust of our employees through our Employee Net Promoter Score (eNPS) survey. This survey is sent to all employees to get their opinions about the company and suggestions for improvements. We believe that our employees are the foundation of FlexQube's success and our top priority is to make sure that they are happy and well. By quickly taking advantage of the feedback and implementing improvements, we ended the year with a very positive result that indicates that confidence in the management is strong and that the future looks bright.

Non-discrimination

At FlexQube, we take all forms of bullying very seriously. To ensure this, we have established routines for reporting incidents that must be followed up by a responsible manager with the support of HR. We do not have any known cases that are still subject to action and all matters are handled with absolute confidentiality.

Developing our core values

At FlexQube, our greatest asset is our employees. Our core values are of the utmost importance and were essential in setting our new strategic direction for 2023-2026.



INDUSTRY LEADERS



TRUST



COURAGE



CUSTOMER FOCUSED

Governance

For over a decade, we have helped our customers create a more sustainable and safe working environment. We are committed to reducing our footprint and making investments that have a positive impact on society.

OUR GOALS

Environmental Sustainability

- Continue the development of ergonomic, innovative and sustainable material management for manufacturers and warehouses and reduce the life cycle impact.
- Develop and implement aftermarket services to maintain a responsible supply chain and evaluate key suppliers against our judgement.
- Continue to reduce our carbon dioxide emissions.
- Continue to map our energy consumption throughout the business.
- Continue to reduce our waste from our manufacturing sites.



Social Responsibility

- Help our customers achieve better safety on the shop floor.
- Work actively with personal development and knowledge transfer through training, workshops and seminars.
- Strive for gender equality within the organization.
- Achieve a diversified workforce that represents the communities in which we live and work.
- Work actively with organizational development by measuring eNPS.



Governance

- Promote sustainability through education, partnerships and our code of conduct.



GOVERNANCE

Decent work and economic growth



Management

Since 2021, FlexQube has integrated sustainability into the business model and strategic direction 2022-2026. Our strategy has six directions: Strengthen work with existing customers, accelerate robot sales, increase efficiency in operations, profitability and cash flow optimization, developing personnel and corporate culture, as well as service and after-market. Environment, social responsibility and financial sustainability are a natural part of these directions. Within the framework of the innovation and scale-up activities, we have subgroup "Go Green" and "Scale".

Our sustainability strategy oversees our business model and value chain. Sustainability is part of all employees daily work, where caring for our employees is an important success factor for achieving sustainability.



Our stakeholders

- 
Employees
 We encourage feedback from our employees through regular company meetings, employee surveys, and development conversations. We've also established practices for employees to raise more sensitive issues, seek guidance, and report misconduct
- 
Customers
 We seek customer feedback through continuous dialogue, product training, distributor meetings and follow-ups, and various customer surveys with the aim to improve our products and processes.
- 
Suppliers
 We work closely with our suppliers to improve our performance and create a more sustainable value chain.
- 
Investors
 We believe in open and straightforward communication with our investors. We are open about our financial performance, governance, and strategies.
- 
Government
 Our government relations initiatives aim to educate and inform officials on a range of public policy issues important to our business.
- 
Communities
 We try to impact the local communities where our facilities are located positively.

Human rights

FlexQube is committed to good citizenship and the promotion of better working conditions for all. We also encourage our business partners and communities to respect human rights.

In 2022, our team in Mexico gave back to their community with a donation of toys to a local orphanage. The team spent time playing together with the children. An additional donation was to give diapers, toiletries and other hygiene items to a nursing home and to repair damaged roads in Mexico.

To provide support to the affected residents during the war in Ukraine, FlexQube also donated a sum to USSSE (United Students Stockholm School of Economics) to support their initiative to help the affected residents.

These donations were a step towards helping the community and improving the quality of life for those who need it most. FlexQube is proud to have been part of this important work. We understand that this work is of great importance to the local community and we strive constantly towards continuing to be engaged in promoting social work.

Our Code of Conduct reflects our commitment to respect human rights. Through these documents and in our supplier evaluations, we describe zero tolerance for all forms of modern slavery and child labor. Code of conduct training has been carried out.

Respect data privacy

We respect the privacy of people from whom we collect personal information and we have taken measures in 2022 to properly protect our data.

Equal pay

Equal pay for equal work. In our annual salary review, we assess whether there are differences between salary levels. We have 3 levels of career steps: contribute independently, contribute through others and contribute strategically. Within each level, we can monitor and ensure that no injustice occurs.

We invite students to write their thesis together with us. Students learn about our industry-leading products and gain hands-on experience in creating innovative solutions by working with more experienced employees and leaders.

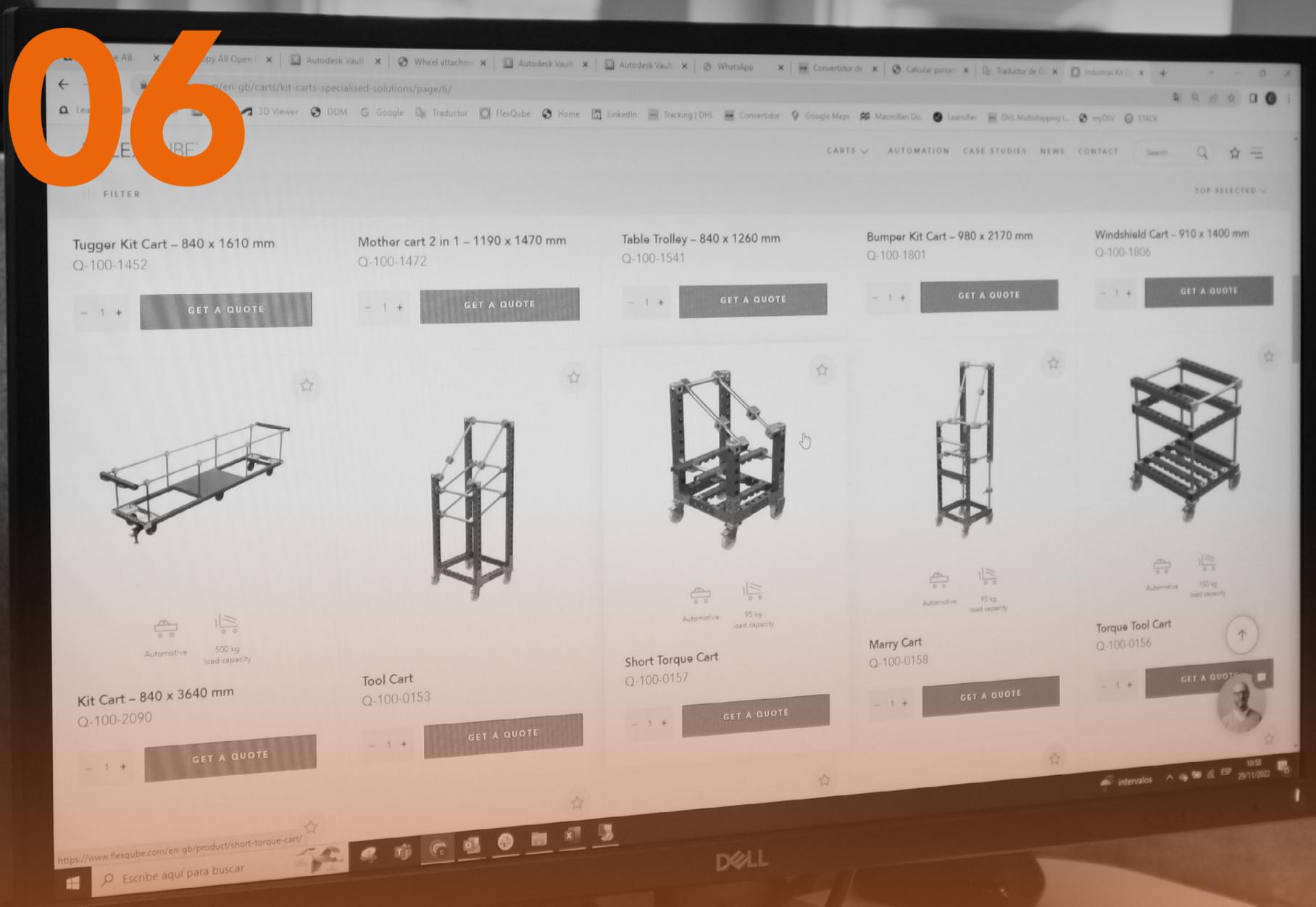
Anti-corruption

Our code of conduct defines the framework for our business ethics and our expectations of employees, partners and suppliers. It describes how we act and do business. We have zero tolerance for any type of corruption and have internal control measures to prevent and identify should it occur. Our commitment to anti-corruption includes: training of employees, detailed reporting and investigations, preventing corrupt payments and maintaining correct register. We have no cases of corruption among employees or suppliers, but we plan to implement a whistleblower reporting service.



Corporate Governance

06



LETTER FROM THE CHAIRMAN

The journey continues – FlexQube is showing strong sales growth and an established position as a robotics company

Clear goals, continued focus, sharp sales strategies, increased investments and time spent on our robotics result in our ambitions for growth succeeding in 2022 as well. Our sales grew by approx. 82 percent and we added about MSEK 92 to our sales compared to the year before. Our direction is clear, and with each passing day we are consolidating our position as an innovative and leading internal logistics company with a highly relevant product portfolio. I dare to say that we are the only company with a product portfolio that can fully offer solutions for material presentation and transport regardless of the customer's level of maturity.

It has been a eventful year to say the least, especially in terms of the sales development, but also considering it being the first time in the company's history that the work with a change of CEO began, which successfully led to the recruitment of Märten Frostne. He will take over from Anders Fogelberg, who has maneuvered FlexQube with greatness since its inception.

Strongly increasing sales volumes and even greater customer focus

In 2022, FlexQube's sales volumes developed even stronger than in 2021 thanks to our unique concept, customer focus and hard work. During the first nine months of the year, we were profitable, despite aggressive growth and costs that were necessary in order to accelerate the company's robotic development. We are pleased to see profitability-development, but there

is still a lot to work on to further strengthen the operating margin as we grow. Although the focus on developing our margins is great, profitability on the bottom line is not the primary focus for the next 2 years. The alternative-cost is still deemed too great not to invest as much as possible in ourselves and our development in the market.

In the future, we value building long-term and partnership-like relationships with our customers, especially with those customers of a strategic nature where the benefits of staying close to us are both great and many. Working as a partner will become even more relevant in line with the company's increasing robotisation. For example, we are very much looking forward to working with a customer in their new factory in Mexico, where we have a sales office only 45 minutes away. We predict that our robot products will



Christian Thiel
Chairman of the Board

form an even larger part of our project inflow in connection with us getting more and more robots out to customers where its unique ability being proven in more sharp situations. The market for automation and robotics is increasing at a rapid pace, and our overall concept continues to spread across industries. This accelerates our intelligence and understanding of different types of customer needs and drives us to be more diversified in our offer and development.

The increasing inflow of eQart® Line AGV projects boosts our self-confidence as a robotics company. The faith in FlexQube's future is unwavering, but just like many others, we too sense the uncertainties that prevail globally. In the last months of 2022, a general delay in the sales process from quote to order could be identified, which is most likely based on external uncertainties. It is essential that we find a balance and remain attentive to changes in order to make sound decisions about how we should progress our business. The momentum that has been built up in the company's robot sales is something we want to use to the highest degree, but this cannot be at the expense of other things that are a priority for the company as a whole.

In the first months of 2023, however, we have noticed an overall sharp increase in project inflow. Although there are uncertainties in the market, our customers have incredible investment needs to improve their logistics. We still come from comparatively low numbers and with the right and forward-leaning focus, we should be able to grow our business despite external uncertainties.

Big steps for the company's robot development

Robot development is now part of FlexQube's DNA. We have passed the breaking point from being a mechanical internal logistics company to being a robotics company for internal logistics, regardless of the customer's level of maturity. Our direction in which we steer the company is clear, without renouncing our flexible and adaptable overall concept. Our current and next year's focus on FlexQube Navigator AMR is the next big step in our robot journey, after eQart® Line. FlexQube Navigator AMR fills a clear gap in the

market and it is a product that allows us to work in an integrated and extremely customer-oriented manner while simultaneously making maximum use of the FlexQube concept. We can differentiate ourselves in a way that is not possible to the same extent with traditional products and we are convinced that we have succeeded in creating an automation product for internal logistics in the manufacturing industry. Something that no one has succeeded with before.

At the beginning of 2023, we will install our first FlexQube Navigator AMR in a pilot project with one of the largest car manufacturers and we look with excitement forward with excitement to what it will lead to. Further pilot projects are planned from the second quarter onwards but the real sales volumes are not calculated until the fourth quarter of 2023 at the earliest. It is easy to underestimate the time it takes to build real volumes with high-tech robots, starting from the technology having to work at 100 percent to getting the right resources in place internally for volume production or service and aftermarket. Therefore, our focus is to get all the parts in place in order to be able to scale up the volumes fully.

With each passing day, our faith in our first robotic product, eQart® Line, is strengthened. The offer and the problems it solves in a unique, simple and cost-efficient way is better than we had hoped for. The eQart® Line, together with the FlexQube Navigator AMR, will be a big focus for us in the coming years.

An organizationally eventful time

An increased demand for our robots and carts leads to an internally increased need for resources, which means that our organization is growing. A growing organization, especially a rapidly growing one, places higher demands on strategic management as well as standardized routines and processes in order to be able to act optimally and create as much value as possible all the time.

Already in the previous year, it was clear that we had a new type of organizational work ahead of outlining FlexQube to act as a larger company, where culture building and even more streamlined processes were some of the priorities. However, culture building is an

ongoing process, one that can't be completed in a single year, but is dynamic and continues constantly in step with growth.

One of the key activities during the past year has been to strengthen the HR department which together with the management must drive the internal work forward in a well-planned and result-oriented manner. It is a group of driven people with high ambitions who work for us and it is gratifying that they want to invest their career in FlexQube. More and more employees sign options in the company, which is proof that they really believe in what we do and in the journey we have ahead of us. This is extremely inspiring for me and the rest of the board.

The forward strategy for the business also includes adapting the organization to accommodate the increased sales we achieve through robotics. Today, our remarkable success is primarily attributed to our substantial reliance on technology, which has been indispensable in propelling us to our current level of accomplishment in both our products and offerings. As a result, we must continue to grow our sales, production, and aftermarket capabilities in order to meet the demands of the future. This should be taken into account when planning our future growth and development.

An organizationally eventful time, as the title of this section reads, also refers to the recruitment of a new CEO for FlexQube. It is the first time in the company's history the baton for the position is handed over. Taking the step from a CEO who was part of the founding of the company to an external asset means of course changes for the organization as a whole but also a great opportunity for further development. The forthcoming structure presents a unique opportunity to approach FlexQube's challenges and opportunities with a fresh perspective, liberated from the constraints of the company's history, and enriched by diverse experiences and qualifications. Retaining Anders' expertise and knowledge in the company, along with this, creates a very advantageous situation for a CEO transition.

The entry will take place in June 2023 and the handover started in February to optimize the



conditions for the shift. I, along with the rest of the board, eagerly anticipate working with a resolute focus on achieving results in the new structure.

Continued strength and dedicated collaboration of the board in close partnership with the CEO and management

I firmly believe that the benefits of reinforcing the connection between the board, CEO and their management team are immense. As a board chairman, my primary responsibility is to bring out and make the most of the combined strength that comes from working together. The board discusses and makes strategic decisions and then supports management in implementing them operationally. This gives the company the opportunity to be proactive and goal-oriented when it comes to management.

The underlying shared objective is to consistently create maximum value and drive growth for the company and its shareholders. This requires providing each individual with the necessary support while holding them accountable for meeting the set expectations and goals. It also requires that there is a plan and strategy to reach our goals and respond to situations we can foresee, but above all else to deal with the situations we cannot foresee. The joint work is characterized by a clear future focus, with frequent meetings to discuss and decide how the business can be taken forward strategically.

It is essential for the board, CEO, and management to cooperate purposefully, and each group places this as a top priority. In the past year, the successful recruitment of a new CEO demonstrated the effectiveness of the board, which is comprised of individuals with diverse backgrounds, skills, and personalities working in harmony. As a board member, recruiting a new CEO is one of the most vital tasks you must undertake, and the recruitment process demonstrated a lively collaboration between the group members. All have contributed with relevant expertise to ensure the quality of the process leading to the best possible results. Although our new CEO is not yet in place, there is consensus that he is the right person for the job.

The board and Mårten have a very strong belief in each other and what we will be able to achieve together in the future.

As with all CEO changes, this means that a new interaction must take hold, both within the management team and together with the board. We look with bright faith in the future and are confident that new dynamic relationships will be created. Having that said, on behalf of the board, I would like to thank Anders Fogelberg for everything he has accomplished in his role as CEO of FlexQube and for the fine collaboration that has been conducted. Under the leadership of Anders Fogelberg, FlexQube has attained remarkable success within a few short years, and he has undoubtedly been a major factor in the company's growth.

There are many fantastic stories with Anders through the years which today is part of the company's DNA. I will always remember the courageous decision that Anders and his family made to move to the USA in 2014. We knew that North America was the best place to maximize our resources, and they were willing to take the risk without hesitation. This event will stay with me forever. Without any social platform, he moved with his wife and their newborn son to start building our sales volumes from 0 to now representing approx. MSEK 150 and where our brand grew very strongly. As much as I want to thank Anders for his incredible work, I also want to thank Anders' wife Carolina Fogelberg for the amazing work she has put in to make everything work over the years. Many thanks Anders and Carolina!

Even though the CEO has changed, Anders will continue to work in the company and reach new heights with his expertise and skills. With this new addition to the team, the company is now better equipped to move forward into the next phase.

The future is ours

Even though we had a fantastic development in 2022, we have still only scratched the surface in terms of size and market potential. There are tremendous investment needs out there for optimized logistics that meet ever-changing variables. We are confident that our innovative and flexible solutions will help us succeed in a rapidly changing market. We have the resources and

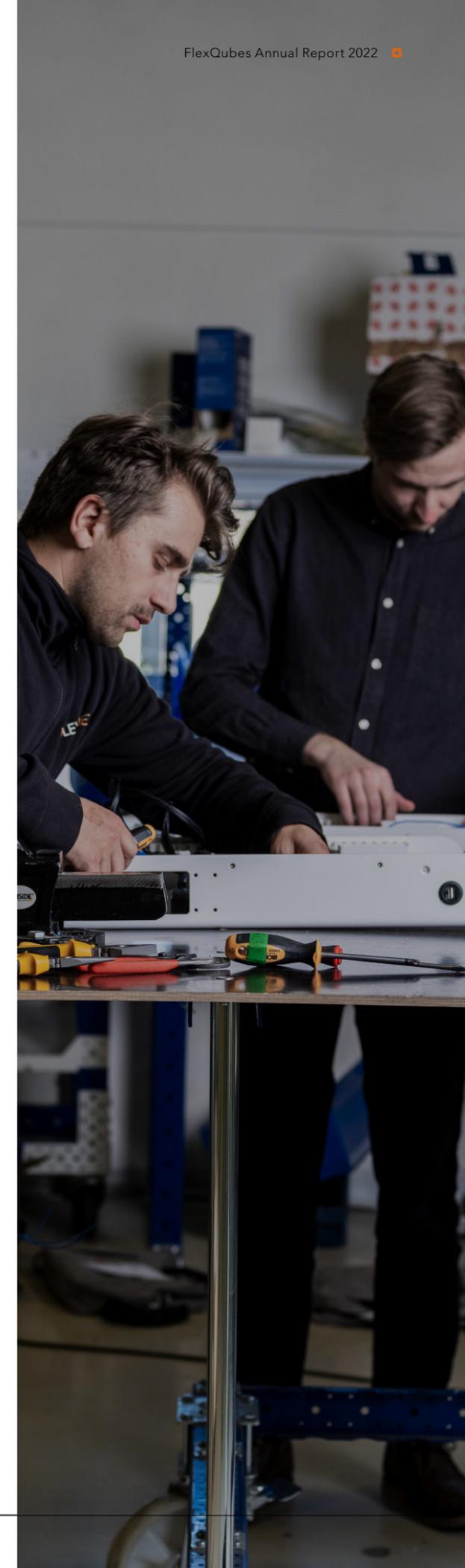
tools necessary to make our business grow to its full potential. Despite the challenges we may face, we see them as opportunities to develop and strengthen our company.

With optimism for the future, we look forward to expanding our reach and making a lasting impact. A cornerstone of FlexQube's existence is to strive to be better each day than we were the day before. This requires dedication, determination, and self-assurance, which I have seen demonstrated on a daily basis throughout our organization. I've said it before and I'll say it again – we stand ready with our sleeves rolled up to take on the journey ahead, ready to create maximum value development for our shareholders.

Göteborg, 24 april, 2023

Christian Thiel

CHAIRMAN OF THE BOARD, FLEXQUBE AB (PUBL)



Corporate governance report

FlexQube AB (publ) is a public Swedish company whose shares are listed on Nasdaq First North Stockholm. The company is a global supplier of flexible and robust industrial carts and robots in material handling. Standardized interfaces and modular building blocks enable a unique, efficient and scalable design process where customers get access to unique solutions.

FlexQube's corporate governance describes how the owners, through the general meeting, and the board govern the company and ensure that the CEO and company management create value and manage the risks in the business.

Shareholders

The FlexQube group consists of five companies. Parent company in the group is the Swedish public limited company FlexQube AB (publ), whose shares are listed on Nasdaq First North Stockholm.

The share capital in FlexQube is represented by ordinary shares. Each share entitles to one vote. All shares carry the same right to a share of the company's assets and profits. The number of shares amounts to 8,233,333. As of 31 December 2022, the number of shareholders was approximately 1,900.

For further information on ownership structure, trading and price development, see pages 39-41 of the annual report. The larger main shareholders in FlexQube exercise an active ownership role. The board and group management control a total of 71.5 percent of the capital and votes in the company. The articles of association do not contain any stipulations about voting rights limitation.

Corporate Governance

The basis for the governance of FlexQube is the Swedish Companies Act, the articles of association, Nasdaq First North's regulations, internal rules and regulations, as well as other applicable Swedish and foreign laws and regulations.

Articles of Association

According to the Articles of Association, the company's name is FlexQube AB (publ) and the company is public. The Board has its registered office in Gothenburg municipality, Västra Götaland County, Sweden. The company shall, directly or indirectly, develop, manufacture and market material racks and locking and coupling devices for the manufacturing and construction industry and the retail trade. The company shall also perform consultancy services in production and product development with a focus on mechanical engineering, as well as conduct related operations.

General Meeting

The right of the shareholders to make decisions concerning FlexQube's affairs is exercised through the highest decision-making body, the annual general meeting or an extraordinary general meeting. For example, the general meeting makes decisions concerning amendments to the Articles of Association, election of the Board of Directors and auditors,

Name	Number of Shares (KNo.)	Attendance at board meetings	Independence from owners or company
Christian Thiel	1 945	18/18	No
Per Augustsson	1 458	18/18	No
Anders Ströby	70	18/18	Yes
Mikael Bluhme	31	18/18	Yes

BOARDS ANNUAL PLANNING

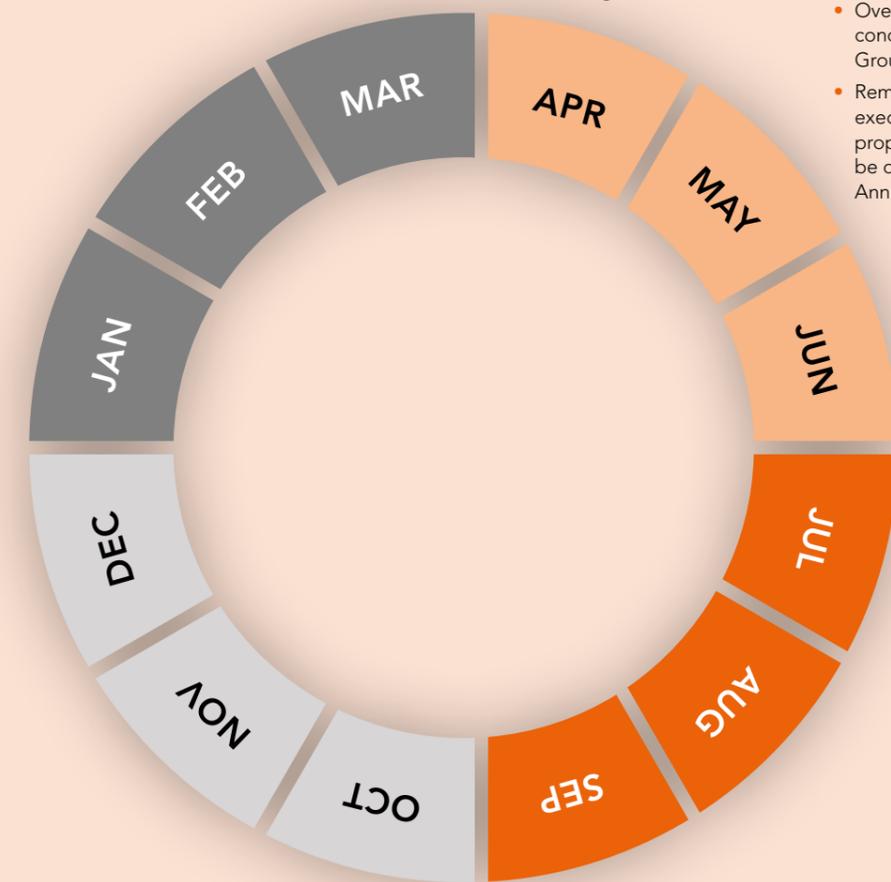
The Board's work follows a structure with fixed and recurrent tasks, primarily as in the following plan

FEBRUARY

- Board
- Year-end report
 - Annual Report
 - Proposed dividend
 - Preparations for Annual General Meeting
 - Corporate Governance Report
 - Board evaluation
 - Audit status Annual Report
 - Evaluation auditors

APRIL/MAY

- Board
- Quarterly report first quarter
 - Audit plan
 - Evaluation of incentive program and need for new programs to be presented at the Annual General Meeting
- Constituent board meeting
- Board's and committees' rules of procedure, CEO's instructions
 - Members for audit or remuneration committee
- Remuneration committee
- Overall salary and conditions policy for the Group
 - Remuneration to senior executives, including proposals for guidelines to be decided on at the Annual General Meeting



DECEMBER

- Board
- Budget and business targets
 - Corporate governance
 - Follow-up and evaluation of Board's work
- Remuneration committee
- Evaluation of CEO's work and management group, and planning for future needs

SEPTEMBER-NOVEMBER

- Board
- Quarterly report third quarter
 - Strategic development, evaluation, strategic focus and targets
- Audit committee
- Audit planning annual accounts
 - Evaluation of internal monitoring and risk assessment

AUGUST

- Board
- Quarterly report second quarter

adoption of the income statement and balance sheet, discharge from liability for the Board of Directors and the CEO, and the appropriation of profit or loss. In accordance with FlexQube AB's Articles of Association, notice of the general meeting shall be made through advertisement in the Post- och Inrikes Tidningar official journal and on the Company's website. The fact that notice has been given shall at the same time be advertised in Dagens Industri.

Right to attend general meeting

In order to participate in the general meeting, shareholders must register with FlexQube no later than the day specified in the notice of the general meeting. This day must not be a Sunday, another public holiday, Saturday, Midsummer Eve, Christmas Eve or New Year's Eve, nor earlier than the fifth weekday prior to the meeting.

Initiatives from shareholders

Shareholders who wish to have a matter dealt with at the general meeting must submit a written request to the company's board. Such a request must normally reach the board no later than four weeks before the general meeting.

Annual General Meeting 2022

The 2022 annual general meeting was held on May 12 by postal voting. In total, 72.8 percent of the total number of shares and votes were present. The accounts for 2022 were approved and the board members and CEO were granted discharge. Decisions were also made on the election of board members, chairman of the board and auditors as well as fees for the board and auditors. It was also decided to update the articles of association and authorize the board to decide on a new issue of up to 10 percent.

Annual General Meeting 2023

The annual general meeting will be held on 15 May 2023 at the company's head office in Mölndal. For information about the annual general meeting, see page 133.

Nomination Committee

The FlexQube general meeting currently has no nomination committee.

Board of directors

The Board of directors, after the general meeting, is FlexQube's highest decision-making body. It is the Board of Directors that is responsible for the company's organization and the administration of the company's affairs, for example by setting goals and strategy, ensuring procedures and systems for monitoring the goals set, continuously assessing FlexQube's financial situation and evaluating the operational management. It is also the responsibility of the Board to ensure that correct information is given to the company's stakeholders, that the company complies with laws and regulations and that the company develops and implements internal policies and ethical guidelines. The Board also appoints FlexQube's CEO and determines the CEO's salary and other remuneration on the basis of relevant guidelines.

Composition of the Board of Directors

The board members elected by the annual general meeting are elected annually by the annual general meeting for the period until the next annual general meeting is held. According to the articles of association, the board must consist of a minimum of three and a maximum of six ordinary members elected by the general meeting without deputies. In 2022, the board has consisted of four members who are elected for one year by the annual general meeting. Currently, the company's board consists of the ordinary general meeting-elected members Christian Thiel, chairman of the board, Per Augustsson, Mikael Bluhme and Anders Ströby. CEO Anders Fogelberg is not part of the board, but participates as presenter at all meetings. The members of the board are presented in more detail on pages 126-127.

Chairman of the board

The Chairman of the Board has the task of ensuring that the work of the Board is carried out efficiently and that the Board fulfills its obligations. In particular, the Chairman shall organize and lead the work of the Board in order to create the best possible conditions for the Board's work. It is the task of the Chairman to ensure that a new Board member undergoes the necessary induction and other training that the Chairman and member together judge appropriate,

to ensure that the Board continuously updates and deepens its knowledge of the company, to ensure that the Board receives adequate information and decision support for its work, to determine proposals for the agenda for the Board's meetings after consultation with the CEO, to verify that the Board's decisions are implemented, and to ensure that the work of the Board is evaluated annually.

The Chairman of the Board is responsible for contacts with the owners concerning ownership matters and communicating views from the owners to the Board. The Chairman does not take part in the operational work of the company; nor is the Chairman a member of the Group management.

The work of the board

The Board of Directors follow written rules of procedure that are reviewed annually and adopted at the constituent Board meeting. The rules of procedure regulate, inter alia, the working methods of the Board, its tasks, the decision-making procedure in the company, the procedure for the Board's meetings, the Chairman's duties and an appropriate division of work between the Board and the CEO. Instructions concerning financial reporting and instructions to the CEO are also established in conjunction with the constituent Board meeting. The work of the Board is also conducted on the basis of an annual meeting plan that satisfies the Board's need for information. The meeting plan should be drawn up so that the meetings coincide with the presentation of quarterly reports, financial statements and the end-of-year report. Requests for confirmation addressed to the Board are handled by the Board as a whole. In addition to the Board meetings, the Chairman of the Board and the CEO have an ongoing dialog concerning the management of FlexQube. The Board meets in accordance with a predetermined meeting plan, and should hold at least five ordinary Board meetings between each Annual General Meeting. In addition to these meetings, extra meetings may be arranged to deal with matters that cannot be postponed until one of the ordinary meetings. During the financial year 2021, the Board held 19 minuted meetings, including a constituent meeting. In addition, the Board of

Directors and management have held a number of working meetings for updating taking into account the challenging situation. Above is a list of the members with their shareholdings, attendance at meetings and their independence to owners and the company respectively.

Committees

The Board has appointed an audit committee and a remuneration committee.

Audit committee

The Board of Directors constitutes the audit committee, with Christian Thiel as Chairman. The principal tasks of the audit committee are to monitor FlexQube's financial reporting, monitor the effectiveness of the company's internal monitoring, internal auditing and risk management with respect to financial reporting, and to make recommendations and proposals for ensuring the reliability of the reporting. The audit committee shall, in collaboration with FlexQube's auditor, ensure audit planning, follow-up and audit status in advance of the annual report and consolidated accounts, and the conclusions of the Swedish Inspectorate of Auditor's quality control.

In addition, the audit committee shall oversee the auditor's impartiality and independence and, in particular, if necessary, give approval in advance for the auditor to provide the company with services other than audit services.

Remuneration committee

The Remuneration Committee consists of Anders Ströby (Chairman), Christian Thiel and Mikael Bluhme. The CEO acts as rapporteur in matters that do not concern the CEO's terms and conditions. The task of the remuneration committee is to review and give the Board recommendations concerning the principles for terms and conditions and remuneration to the company's senior executives. The remuneration committee shall assess the work of the CEO annually. Matters concerning the CEO's terms and conditions of employment, remuneration and benefits are prepared by the remuneration committee and decided on by the Board.

Chief Executive Officer and Management

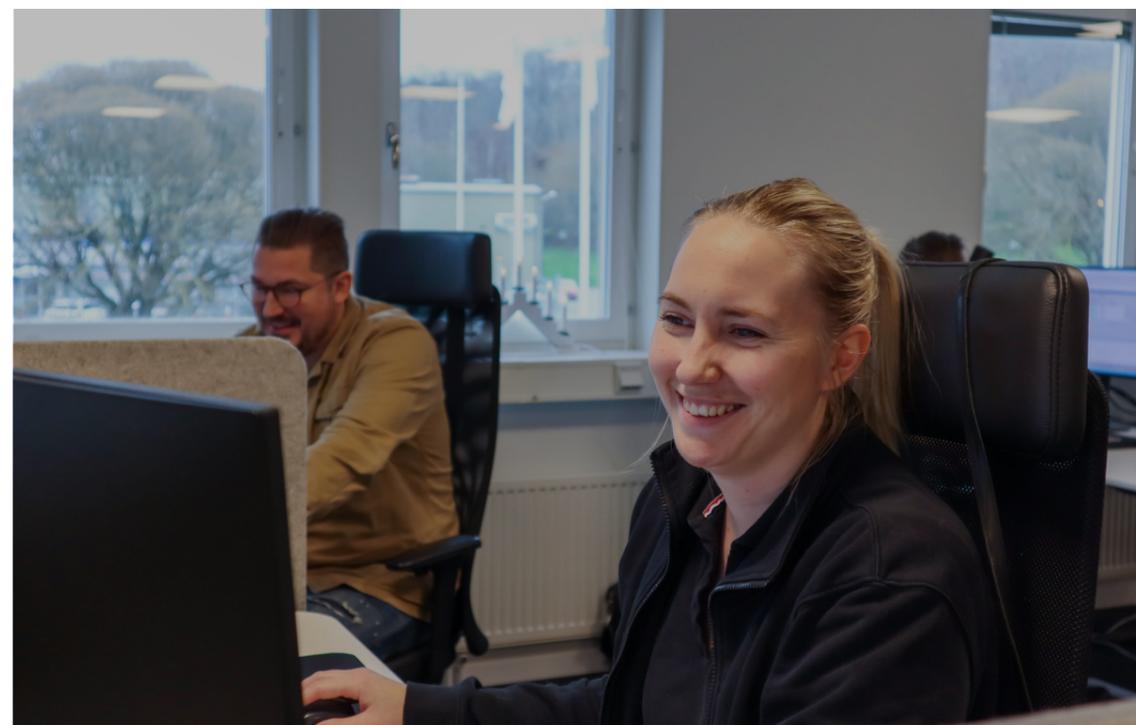
The CEO is, in his/her role, subordinate to the Board, and has the principal task of managing FlexQube's day-to-day administration and daily operations. The Board's rules of procedure and the instructions for the CEO state which matters the Board of Directors of FlexQube shall decide on, and which decisions fall to the CEO. The CEO also produces reports and necessary supporting documentation in advance of Board meetings, and acts as rapporteur of the material at Board meetings. In addition to the CEO, FlexQube has seven senior executives, see pages 128-131.

Other information concerning the Board and Management

The members Mikael Bluhme and Anders Ströby are independent in relation to FlexQube and the company's management. Anders Ströby is also independent in relation to the principal owners. Anders Fogelberg, CEO, Christian Thiel, The Chairman of the Board and Per Augustsson, CTO, hold more

than 10 percent of the capital and votes in FlexQube AB, and are thus considered to be dependent in relation to major shareholders and the company. None of the Board members or members of the Group management has any family relationship with any other Board member or member of the Group management in FlexQube. None of the Board members or members of the Group management has, during the past five years

- been convicted in a case related to fraud,
- been a representative of any company that has been declared bankrupt or liquidated, with the exception of what is stated in the compilation of ongoing and previous assignments of each person under the heading "Board" on page 125, or
- been forbidden by a court to act as a board member or senior executive or in any other way pursue business activities, and none of the Board members or members of the Group management has been subject to official charges or sanctions by authorities authorized by law or regulation.



Nor are there any conflicts of interest through which the private interests of Board members or members of the Group management would be in conflict with the company's interests.

Related party transactions

No company in the Group has entered into an agreement that entitles Board members or members of the management group to benefits after their assignment has been completed. Persons in the management group are entitled to salary during the notice period.

Internal monitoring

The Board's responsibility for internal monitoring is regulated in the Swedish Companies Act and the Annual Accounts Act, which include requirements that information concerning the most important elements of FlexQube's internal monitoring and risk management systems in connection with financial reporting be included each year in the corporate governance report. The Board shall, inter alia, ensure that FlexQube has good internal monitoring and formalized procedures to ensure that established principles for financial reporting and internal monitoring are complied with, and that there are appropriate systems for monitoring and checking the company's operations and the risks associated with FlexQube and its operations.

The purpose of the internal monitoring is to ensure to a reasonable extent that the Group's operational strategies and goals are followed up and that the owners' investment is protected. The internal monitoring shall also ensure to a reasonable extent that the external financial reporting is reliable and drawn up in accordance with generally accepted accounting principles, that applicable laws and regulations are complied with and that requirements for listed companies are complied with.

Monitoring environment

The Board has the overall responsibility for the internal monitoring of financial reporting. In order to create and maintain a functional monitoring environment, the Board has adopted a number of policies and governing documents that regulate financial reporting.

These consist primarily of the Board's rules of procedure, the CEO's instructions and the instructions for financial reporting. The Board has also adopted a special certification scheme and a risk and finance policy. The Board continuously follows the company's financial position and the effectiveness of the company's internal monitoring and risk management, and keeps itself informed of the audit of the annual accounts and consolidated accounts. The Board also reviews and monitors the auditor's impartiality and independence. The Board also receives reports from FlexQube's auditor.

Risk assessment

The Board receives additional information concerning risk management, internal monitoring and financial reporting from the auditor via the audit committee or at Board meetings with the auditor present.

Monitoring activities

Monitoring activities limit risks identified and ensure accurate and reliable financial reporting. The Board is responsible for the internal monitoring and follow-up of the company management. This takes place by means of both internal and external monitoring activities and by means of review and follow-up of the company's governing documents. An important part of FlexQube's monitoring activities are standardized reporting procedures and clear documented rules of procedure and divisions of responsibility.

Governance and follow-up

Monitoring activities limit risks identified and ensure accurate and reliable financial reporting. The Board is responsible for the internal monitoring and follow-up of the company management. This takes place by means of both internal and external monitoring activities and by means of review and follow-up of the company's governing documents. An important part of FlexQube's monitoring activities are standardized reporting procedures and clear documented rules of procedure and divisions of responsibility. Governance and follow-up Continuous follow-up of earnings outcomes takes place at a number of levels in the Group, both at company level and at Group level.

Follow-up takes place in relation to budget and forecasts. Reporting takes place to the CEO and Board.

According to the Board's instructions to the audit committee, the committee must hold at least one meeting per year in which the company's auditors participate without the presence of FlexQube employees. The auditors must report on the focus and scope of the audit, the auditors' observations made during the audit and their observations concerning the internal monitoring. The audit committee's meetings are minuted and the minutes are provided to the Board.

Need for internal auditing

The effectiveness of internal auditing is largely dependent on the company's organizational structure and the size of the organization. FlexQube has a relatively small organization, with finance and other administration managed from the company's office in Gothenburg. Follow-up of results and balance sheet is done on a monthly basis by the various functions in the company and by the company management and Board. As a result, a special unit for internal auditing is not considered to be necessary.

Information and communication

The company has information and communication paths that are intended to promote the accuracy of financial reporting and to enable reporting and feedback from the operations to the Board and management, for example by making governing documents in the form of internal policies, guidelines and instructions concerning financial reporting available and known to relevant employees. The company has also drawn up policies and instructions with the purpose of informing employees and other interested parties in FlexQube of the laws that apply to the company's information disclosure and the specific requirements for persons who are active in a listed company in situations such as the management of insider information. In connection with this, FlexQube has drawn up procedures for handling and limiting the dissemination of information that has not yet been published, so-called deferred publication.

The Board has adopted a communication policy and insider policy that regulates the Group's disclosure of information.

Follow-up

Compliance and effectiveness of the internal monitoring are followed up continuously. The CEO ensures that the Board receives on-going reporting on the development of the company's operations, including the development of FlexQube's earnings and position, and information about important events.

Remuneration to the Board and Senior Executives

Remuneration to the Board

The annual general meeting, on May 12, 2022, decided that remuneration to the board would be paid in a total of SEK 550.000, of which SEK 250.000 to the chairman of the board and SEK 150.000 to each member who is not employed by the company.

Remuneration to senior executives

The total expensed gross compensation to the CEO and group management, including basic salary, pension payment and car and health insurance benefits amounted to MSEK 9.9 in 2022, of which MSEK 2.0 constituted compensation to the CEO.

Revision

FlexQube's auditors review the annual accounts and the annual report as well as the company's ongoing operations and routines and then express an opinion on the accounts and the administration of the board and the managing director. The auditors must submit an audit report to the general meeting after each financial year. The company's auditors report to the board each year personally their findings from the review and their assessments of the company's internal control.

At the annual general meeting on May 12, 2022, Pricewaterhousecoopers AB was elected as the auditing company, with Johan Palmgren as the principal auditor, and that remuneration to the auditor shall be paid according to an approved bill. For information on remuneration to the auditor, see note 5.

Auditor's statement concerning the Corporate Governance Report

To the General Meeting of FlexQube AB (publ), CIN 556905-3944

TASKS AND DIVISION OF RESPONSIBILITY

It is the Board of Directors that is responsible for the Corporate Governance Report on pages 116-122 and for ensuring that it has been prepared in accordance with the Annual Accounts Act.

FOCUS AND SCOPE OF THE REVIEW

Our review has been carried out in accordance with FAR's statement RevU 16 Auditor's review of the corporate governance report. This means that our review of the corporate governance report has a different focus and a considerably narrower scope than the focus and scope of an audit carried out in accordance with the International Standards on Auditing and good auditing standards in Sweden. We consider that this review gives us a sufficient basis for our statements.

STATEMENT

A corporate governance report has been drawn up. Information in accordance with Ch. 6 § 6, second paragraph, points 2-6 of the Annual Accounts Act and Ch. 7 § 31 second paragraph of the same act are compatible with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

Gothenburg on the day shown by our electronic signature.

PricewaterhouseCoopers AB

Johan Palmgren
Authorized Public Accountant





Board of directors

In accordance with FlexQube's Articles of Association, the Board of Directors shall consist of at least three and no more than six members, without deputies.

FlexQube's Board of Directors currently consists of five members, including the Chairman of the Board, who have been appointed until the end of the 2022 annual general meeting. The following is a list of information concerning the independence of each Board member in relation to the company and its management, and to

the company's major shareholders, as well as a presentation of the respective Board member with information including name, year of birth, year of election to the Board, education and experience, ongoing and completed assignments in the past five years and shareholding in the company. Shareholdings in the company include own, direct and indirect holdings and related party holdings. Other or previous assignments in the FlexQube Group are not stated.

Name	Post	Member since	Independence in relation to:	
			The company and its management	Major shareholders
Christian Thiel	Chairman of the Board	2012	No	No
Per Augustsson	Member of the Board	2012	No	No
Anders Ströby	Member of the Board	2017	Yes	Yes
Mikael Bluhme	Member of the Board	2020	Yes	Yes





Christian Thiel

Co-founder and Board member since 2012, born 1981.

Education

Master of Laws, LL.M. from the School of Business, University of Gothenburg and Bachelor's degree in Industrial and Financial Economics from the School of Business, University of Gothenburg.

Ongoing assignments

Chairman of the Board of Svensk Tillgångsutveckling AB, Feldthusen Invest AB, Lithium Capital Investment, and F&T Equity AB

Background

Christian founded FlexQube AB (publ) in 2012 (the subsidiary FlexQube Europe AB was founded in 2010) jointly with Per Augustsson and Anders Fogelberg, and has previously worked, inter alia, as CEO of Svensk Tillgångsutveckling, Head of investment at F&T Equity AB and lawyer at Mannheimer Swartling Advokatbyrå, with focus on M&As and commercial law. Christian has several years' experience of starting and running companies in a number of industries.

Holding in the company

Christian Thiel holds, through company, 1 945 000 shares in the company.

Per Augustsson

Co-founder and Board member since 2012, born 1981.

Education

Master of Mechanical Engineering at Chalmers University of Technology.

Ongoing assignments

Board member of AuguTech AB and FlexQube subsidiary and deputy board member of Mostly AB.

Background

Per founded FlexQube AB (publ) in 2012 (the subsidiary FlexQube Europe AB was founded in 2010) jointly with Christian Thiel and Anders Fogelberg, and has previously worked at Volvo CE as a project manager with a focus on product development and investments.

Holdings in the company

Per Augustsson holds, through company, 1 458 443 shares in the company as well as 7 000 warrants.



Anders Ströby

Board member since 2017, born 1953.

Education

Master of Mechanical Engineering, Royal Institute of Technology (KTH), economics studies at Stockholm University and studies in Business Management at the Gothenburg Management Institute

Ongoing assignments

Board member in Bravik Mgm AB and Senior Advisor in ISEA Sweden KB.

Background

Anders has extensive experience from a series of different assignments and roles in the Husqvarna Group, including work in the Group management and CEO of the Construction division (assignments as board member and chairman of Husqvarna AB subsidiaries), assignments as senior executive of Electrolux Outdoor Products Ltd, chairman of the board of Hebei Jikai Industrial co, Shijiazhuang (China). Previously, Anders worked, inter alia, as CEO of Jonsered AB.

Holdings in the company

Anders Ströby holds, through company and related parties, 70 000 shares in the company and 22 000 warrants.



Mikael Bluhme

Board member since 2020, born 1966.

Education

Studied economics at IHM Business School and Executive Foundation Lund.

Ongoing assignments

Board member of Villman & Co AB, CLAMO AB, Öresund Heavy Industrins, and Nordic Kitchen Group.

Background

Mikael Bluhme is a partner in RoosGruppen AB since 2013 and has worked for the last 30 years, with and for, contractors. Mikael has long experience from various entrepreneurial companies where his focus has been on business development, sales, marketing, change and development work, both nationally and internationally.

Holdings in the company

RoosGruppen AB holds 1 431 529 shares in the company and Mikael Bluhme personally holds 31 300 shares and 22 000 warrants.



Senior Executives

FlexQube's senior management currently consists of eight people; Anders Fogelberg, Heidi Bader, Mikael Lindbäck, Per Augustsson, Mikaela Benjaminsson, Luke Goodwin, Todd Nethery and Michael Gore. Below is a list of the senior executives' posts and employment period, year of birth, background, shareholding in the

company and ongoing assignments. Other or previous assignments in the FlexQube Group is not stated. Shareholdings in the company include own, direct and indirect holdings and related party holdings.



Anders Fogelberg

Co-founder and Group CEO since 2013, born 1981

Education

Master of Mechanical Engineering from Chalmers University of Technology and Bachelor of Science in Industrial and Financial Economics from the School of Business, Economics and Law at the University of Gothenburg.

Ongoing assignments

Board member of Birdmountain Invest AB and board member of FlexQube's subsidiary.

Background

Anders founded FlexQube AB (publ) in 2012 (the subsidiary FlexQube Europe AB was founded in 2010) jointly with Christian Thiel and Per Augustsson and has previously been, inter alia, CEO of F&T Equity AB and worked as a management consultant at Accenture with a focus on Supply Chain Management. Anders has several years' experience of running his own companies

Holdings in the company

Anders Fogelberg holds, through company, 946 483 shares in the company and 17 000 warrants.

Heidi Bader

(Parental leave)

Chief Financial Officer since 2021, born 1981.

Education

Master of Science in Management and a Bachelor's degree in Accounting from the School of Economics at the University of Gothenburg.

Background

Heidi has most recently worked at DB Schenker and previously with AB Volvo. Heidi has extensive international experience within financial reporting, business control, and business planning. Heidi has a data-driven approach and brings skills in driving change to catalyze company performance.

Holdings in company

Heidi holds 1600 shares in the company and 16 000 warrants.



Per Augustsson

Co-founder and Group Chief Technology Officer since 2013, born 1981.

Education

Master of Mechanical Engineering at Chalmers University of Technology.

Ongoing assignments

Board member of AuguTech AB and FlexQube subsidiary and deputy board member of Mostly AB.

Background

Per founded FlexQube AB (publ) in 2012 (the subsidiary FlexQube Europe AB was founded in 2010) jointly with Christian Thiel and Anders Fogelberg, and has previously worked at Volvo CE as a project manager with a focus on product development and investments.

Holdings in the company

Per Augustsson holds, through company, 1 458 443 shares in the company as well as 7 000 warrants.

Luke Goodwin

Chief Marketing Officer since 2017, born 1988.

Education

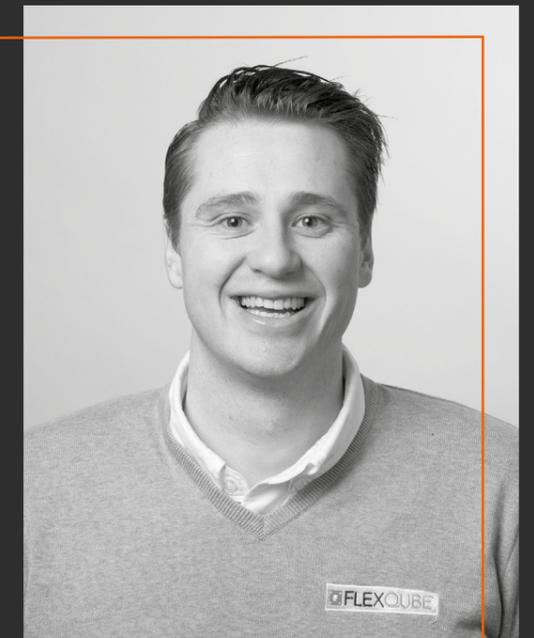
Bachelor of Business with a Major in Marketing from USC, Australia.

Background

Luke came to FlexQube with previous experience within marketing software and construction industries with a focus on digital marketing, SEO & content creation. He has been with FlexQube for over four years establishing the marketing department.

Holding in the company

Luke Goodwin holds in the company 586 shares and 15 500 warrants.





Mikaela Benjaminsson

HR Business Partner since 2022, born 1989.

Education

Master's degree in occupational science from the University of Gothenburg.

Background

Mikaela started at FlexQube in September 2022. Mikaela has previous experience from companies such as AGN, Serneke Group.

Holdings in the company

Mikaela Benjaminsson holds 7 000 warrants in the company.



Michael Gore

VP Sales North America sedan 2021, born 1962.

Education

Master of Business Administration from Virginia Commonwealth University – School of Business.

Background

Michael has most recently worked for KION North America as VP of Sales and has 35 years' experience from different sales roles. He brings skills in sales management and sales of intralogistics products.

Holding in the company

Michael Gore holds 6 000 warrants in the company.

Mikael Lindbäck

Chief Information Officer since 2021, born 1982.

Education

Masters' Degree in Accounting from the Gothenburg School of Business, Economics and Law at the University of Gothenburg.

Background

Mikael has many years' experience from various financial positions and previously worked as CFO for Gigant AB and Grunda AB in the B&B TOOLS (publ) Group. After this, Mikael worked as Head of Finance at Centiro Solutions AB before joining FlexQube.

Holdings in the company

Mikael Lindbäck holds 6 000 shares in the company and 17 000 warrants.



Todd Nethery

Plant Manager North America since 2021, born 1962.

Education

Bachelors of Science in Industrial Management from Clemson University, South Carolina.

Background

Todd has most recently worked at Bodycote as General Manager and has more than 35 year's experience from different roles within operations. He brings skills in operations management and leading people in production environment.

Holdings in the company

Todd Nethery holds 16 000 warrants in the company.



Other information concerning the Board and senior executives

All Board members and senior executives in FlexQube can be reached at the address of FlexQube's head office, Neongatan 8, 431 53 Mölndal, Sweden.

No Board member or member of the Group management has any family ties to any other Board members or members of the Group management. There are no conflicts of interest or potential conflicts of interest between the commitments of directors and senior executives to FlexQube and their private interests

Auditor

In accordance with the Articles of Association, FlexQube shall appoint one or two auditors with a maximum of two deputy auditors, or a registered auditing company. The company's auditor is appointed by the annual general meeting. The auditor shall review FlexQube's annual report and accounts, as well as the administration by the Board and the CEO. The company's auditor is continuously informed of the company's operations, including through regular meetings with the company management, distributed Board material and minutes. The auditor may submit comments and recommendations to the company's board and management at any time. After each financial year, the auditor shall submit

and/or other commitments. However, several Board members and senior executives have financial interests in FlexQube as a result of their indirect shareholdings in the company. None of the above-mentioned Board members or senior executives have entered into agreements with any Group companies regarding benefits after the completion of their assignment.

an audit report and a group audit report to the annual general meeting.

At the annual general meeting on May 12, 2022 PricewaterhouseCoopers AB was elected as the auditing company, with Johan Palmgren as auditor-in-charge. Johan Palmgren is an authorized public accountant and a member of FAR. Remuneration to the auditor is paid in accordance with an approved invoice.

Annual general meeting and financial calendar

FlexQube AB's Annual General Meeting will be held on May 15, 2023.

Attendance

The right to participate belongs to the shareholder who is entered in the share register kept by Euroclear Sweden AB on May 8, 2023, and who notifies FlexQube AB of their intention to participate in the annual general meeting by May 8, 2023 at the latest. The shareholders who have had their shares registered must, in order to have the right to participate in the annual general meeting, temporarily register the shares in their own name with Euroclear Sweden AB. Such re-registration should be requested in good time before 8 May, 2023 with the bank or fund dealer that manages the shares. The shareholder's right at the annual general meeting may be exercised by proxy. Preferential legal person, power of attorney must be signed by the signatory and a copy of a current registration certificate stating the signatory must be attached.

Registration

Registration for the annual general meeting can be done by post to FlexQube AB, Neongatan 8, 431 53 Mölndal or by e-mail: ir@flexqube.com. When registering, name, address, telephone number, social security or organization number and names of any assistants are given.

Distribution policy

The annual report is provided as a PDF at www.flexqubegroup.com and printed annual report are sent to anyone who requests it. Order sent to ir@flexqube.com or by post to FlexQube AB, Neongatan 8, 431 53 Mölndal.

Financial Calendar

Quarterly report 1, 2023	05/10/2023
Annual General Meeting 2023	05/15/2023
Quarterly report 2, 2023	08/09/2023
Quarterly report 3, 2023	11/08/2023
Quarterly report 4, 2023	02/21/2024

Contact

FlexQube AB (publ)
556905-3944
Neongatan 8
431 53 Mölndal, Sverige

Investor Relations
ir@flexqube.com
Tel +46 727-11 14 77
www.flexqubegroup.com

Anders Fogelberg
CEO
Tel +46 702-86 06 74
anders.fogelberg@flexqube.com

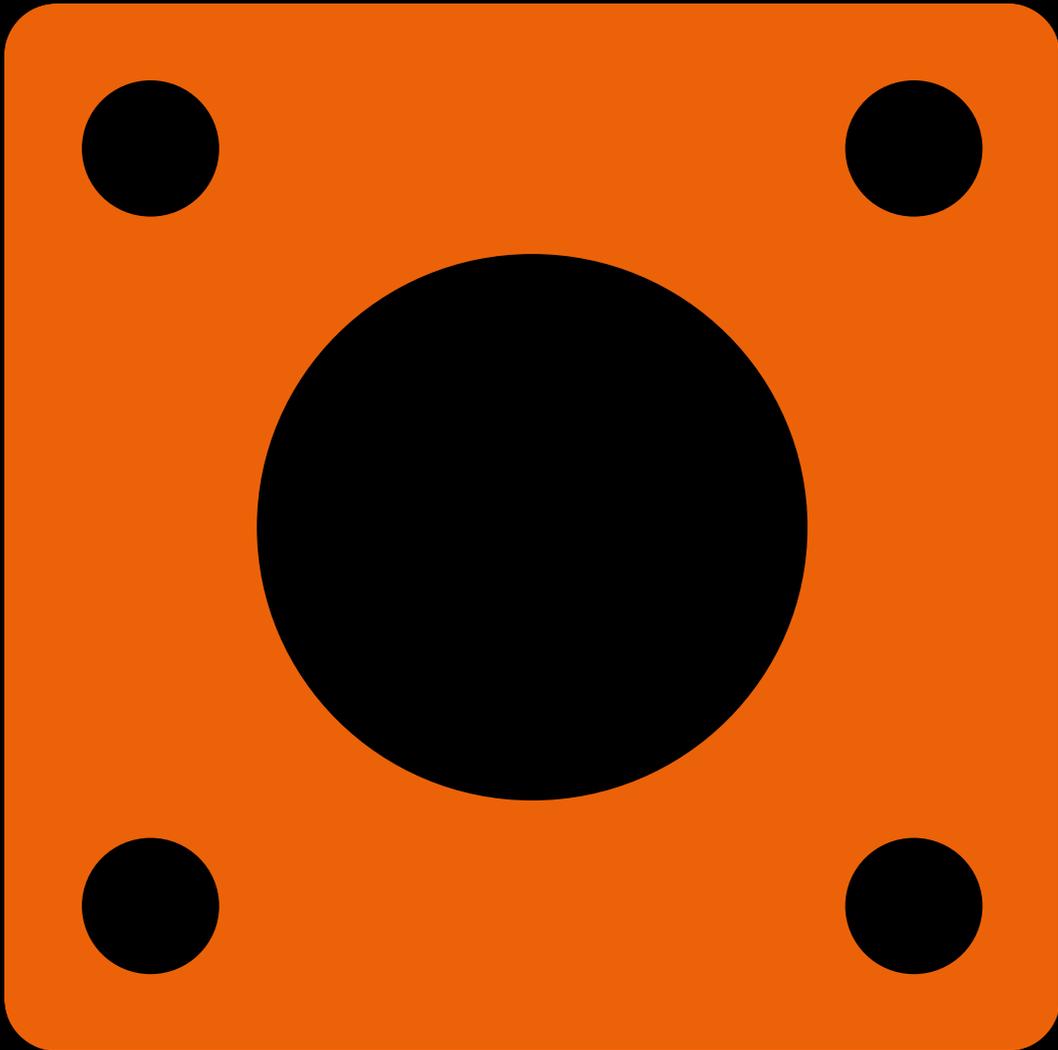
Mikael Lindbäck
CFO
Tel +46 761-04 10 28
mikael.lindback@flexqube.com

Certified Advisor
FNCA SWEDEN AB
Tel +46 8-528 00 399
info@fnca.se

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Reprinting may only be done with FlexQube's prior written consent. The report was originally written in Swedish and translated into English. In the event of any discrepancies between the two versions, the Swedish version takes precedence.