



BRIDGING



SPACE

OUR VISION

TO DELIVER HIGH QUALITY, TIMELY DATA FROM SPACE FOR A BETTER LIFE ON EARTH

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SMARTER, SAFER, SUSTAINABLE SHIPPING



BETTER FORESTRY MANAGEMENT



STRENGTHEN RESILIENCE



IMPROVE AGRICULTURAL MANAGEMENT



MONITOR WEATHER AND CLIMATE

2024 HIGHLIGHTS

FINANCIAL PERFORMANCE 2024

(2023 comparison)

Net sales increased by 28% to

SEK 352.9 M

(276.6)

Our order backlog

SEK 541.1 M

(630.3)

Earnings before interest, tax, depreciation and amortisation (EBITDA)

SEK 46.7 M

(1.0)

and to

SEK 49.2 M

(1.0)

excluding acquisition cost of SEK 2.6 M (0)

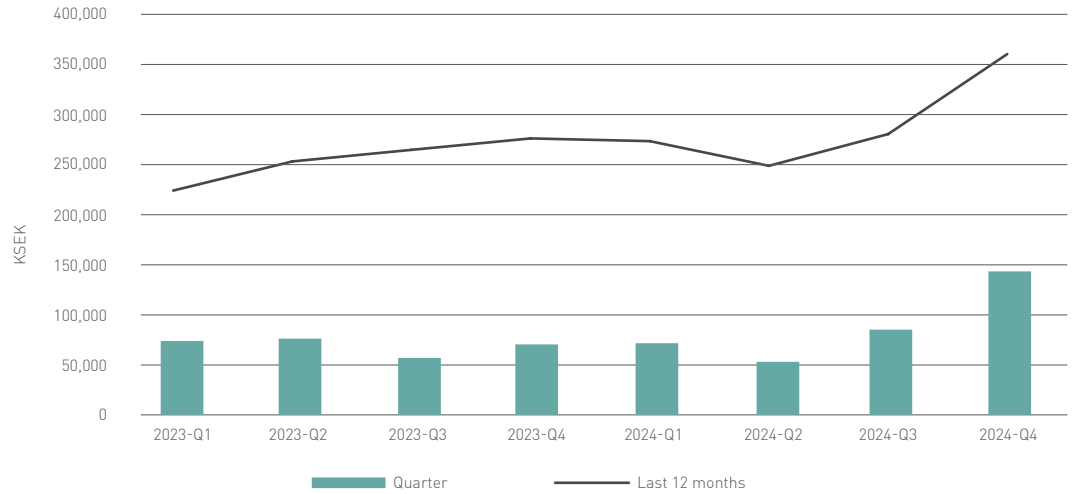
The net effect from the license deal with a US based supplier of space solutions was SEK 19.5 M (0)

Annual General Meeting

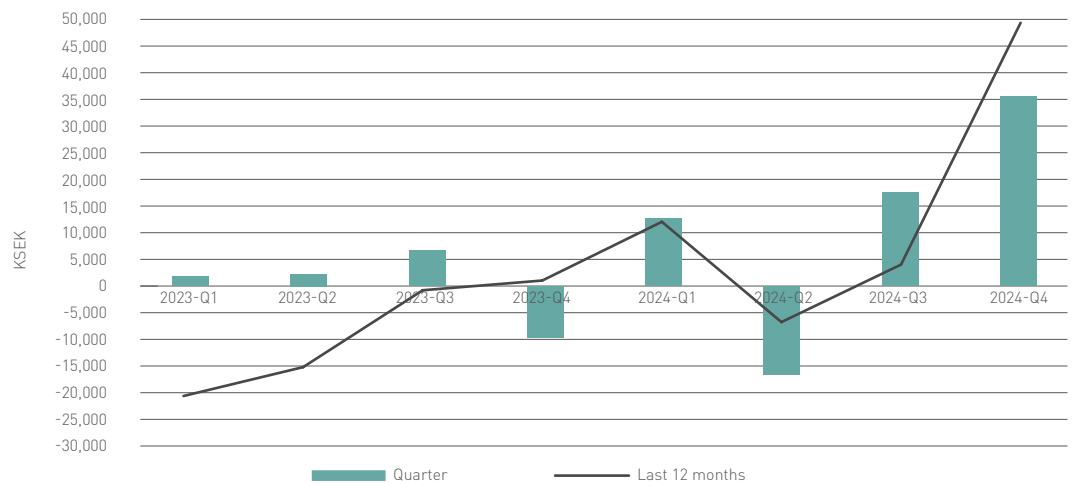
The Annual General Meeting will be held in Uppsala at 17:00 p.m. CEST on 22 May 2025. Notice convening the meeting was sent on 10 April 2025.

The English version of the Annual Report is a translation from the Swedish version of the Annual Report. If there are any differences between the version, the Swedish version should prevail since it has been subject to audit.

NET SALES PER QUARTER

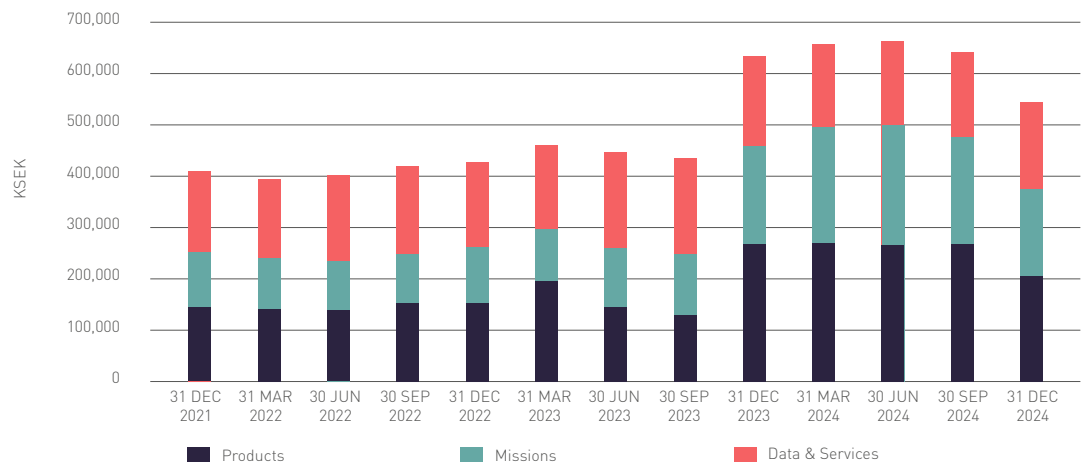


EBITDA PER QUARTER



* EBITDA 2024-Q4 excluding acquisition costs of SEK 2.6 M

ORDER BACKLOG



AT A GLANCE

WHO WE ARE

AAC Clyde Space is a leader in small satellite technologies and space-based data services. We build satellites. We deliver data. We create insights.

Real-time data is key to tackling global challenges. We design and operate small satellites that provide critical intelligence for businesses and governments worldwide. From forests to oceans, from farms to defence – we deliver space-based intelligence that protects ecosystems, enhances security, optimises agriculture, and monitors climate.

The demand for space-based data is surging, fuelled by technological advances and the need for better intelligence. Our end-to-end capabilities position us to lead the next wave of space-based intelligence. Our strength lies in mastering the full value chain: from high-performance satellite components to mission execution and data services.

Our reliability has earned the trust from a large number of customers like ORBCOMM, Wyvern, Eutelsat, OHB, Intuitive Machines, Orbital Micro Systems, the UK Space Agency, the European Space Agency, and multiple NASA programmes.

In a rapidly growing market, our experience and full-stack capabilities make us the partner of choice. We turn space-based intelligence into real-world impact.

>20

years' operational experience

>15

years of delivering data services

38

satellites designed, manufactured and launched to date

78

countries have received our satellite products

10

satellites currently (April 2025) in orbit for providing Space Data as a Service (SDaaS)

OUR BRANDS



The Group's main operations are located in Sweden, the United Kingdom, the Netherlands, the USA and South Africa, with partner networks in Japan and South Korea. Shares of the Group's Swedish Parent Company, AAC Clyde Space AB, are traded on Nasdaq First North Premier Growth Market in Stockholm and on the OTCQX Market in the US.

BUSINESS MODEL

AAC Clyde Space provides space-based intelligence through a vertically integrated model combining satellite technology, mission services and data delivery.

Our operations span the full space value chain – from subsystems and platforms to mission operations and data services. This integrated approach ensures quality, efficiency and control, supporting everything from standalone deliveries to recurring, fully managed services.



PRODUCTS & MISSIONS

We design, build and operate small satellites for commercial, scientific and institutional use. Our modular subsystems and platforms are available as standalone products or as part of complete missions. Revenues are primarily generated through product sales and project-based contracts.



DATA & SERVICES

We operate our own satellite constellations and deliver high-quality, decision-ready data. Used in Earth observation, maritime, weather, security and defence, our services typically generate recurring revenues, though other models may apply depending on customer needs.

OUR CUSTOMERS

MARKING 20 YEARS

WE BEGAN IN UPPSALA AND GLASGOW 20 YEARS AGO. TODAY, WE'RE A SPACE FAMILY ACROSS FIVE COUNTRIES AND THREE CONTINENTS – READY FOR THE FUTURE.

2005

Ångström Aerospace Corporation, later ÅAC Microtec, is founded in Uppsala as a spin-off from The Ångström Laboratory at Uppsala University. A pioneer in micro-electromechanical systems, the company developed a computer weighing just 3 grams.

2012

TechEdSat-1, launched with NASA Ames, featured ÅAC Microtec's SPA technology—first non-US company approved for the standard.

INNOSAT begins, financed by the Swedish National Space Agency, developing a cost-effective microsatellite platform for research mission. ÅAC Microtec developed the power and on-board computing systems. This work led to the creation of today's bestselling products, STARBUCK and SIRIUS. OHB developed the platform. The first mission, MATS, carried a payload from AAC Omnisys.

2016

Public listing at NASDAQ First North marks the beginning of the company's expansion into an international satellite and data provider.

2018

ACQUISITION OF CLYDE SPACE

UPPSALA

GLASGOW

2005

Clyde Space, Scotland's first satellite company, is founded by Craig Clark. Specialising in small satellite solutions and CubeSats for global customers, it quickly became a leader in the CubeSat market and a pioneer in the "New Space" movement.

2008

Collaboration with University of Strathclyde begins

2014

Ukube-1, Scotland's first Satellite, made by Clyde Space, is launched. The size of a whisky box, it revolutionised Scotland's space industry. In the following decade, Scotland went from never having launched a satellite to building more than anywhere else in Europe. It transformed the company from a subsystems provider to a market leader in end-to-end space solutions.

2020



Acquisition of Hyperion Technologies in Delft, Netherlands, specialising in attitude control and laser communication.

Acquisition of SpaceQuest, based in Fairfax, Virginia, USA. Founded in 1994, it has launched over 20 satellites, operates a constellation and ground station network, delivering global data and communication services.

xSPANCION project begins with ESA and UK Space Agency.



2023

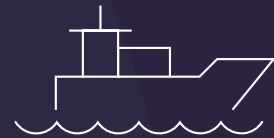
First launch of the EPIC satellite, AAC Clyde Space's flexible and high-performance small satellite platform.

2025

OUR JOURNEY CONTINUES

Launching VIREON-1, the first satellite in our own Earth Observation constellation.

The INFLECIION project is born, a game-changer in maritime security, using advanced satellite technology to monitor threats and protect critical infrastructure in real time.



2019



AAC CLYDE SPACE TAKES OFF, UNITING SWEDISH AND SCOTTISH EXPERTISE

2021

Acquisition of Gothenburg company Omnisys Instruments, specialist in developing high-performance microwave sensors, radiometers, and spectrometers for weather and climate research.

2024

Spacemetric, based in Sollentuna, Sweden, joins the AAC family. Spacemetric specialises in geospatial image processing, transforming raw sensor data into analysis-ready imagery for AI and decision-making.

Arctic Weather Satellite is launched as a prototype for the EPS-Sterna constellation, delivering frequent data to meteorologists and researchers.

AAC Clyde Space celebrates its strongest financial year to date.

MARITIME COMMUNICATIONS

YMIR-1 BRIDGING SPACE FOR A SMARTER MARITIME FUTURE





90%

OF EVERYTHING WE CONSUME
IS TRANSPORTED BY SEA

FACING MARITIME'S CHALLENGES

90% of everything we consume is transported by sea. The oceans are not only the arteries of global trade but also the backbone of our planet's ecosystems, regulating climate, producing oxygen, and sustaining billions of people. However, maritime infrastructure faces growing challenges, from environmental pressures and congested traffic to security threats such as smuggling and sabotage. For AAC Clyde Space, bridging space means harnessing satellite technology to address real and pressing challenges on Earth, transforming data into actionable insights that drive smarter decisions.

In November 2023, AAC Clyde Space, in collaboration with Saab TransponderTech and ORBCOMM, launched Ymir-1, the world's first operational VDES (VHF Data Exchange System) satellite. Ymir-1 is built in Sweden on AAC Clyde Space's proven EPIC LINK CubeSat platform, designed specifically for VDES technology. AAC Clyde Space designed and built the entire satellite, integrating the VDES payload developed by Saab TransponderTech. This satellite is part of the AOS project, a joint initiative between AAC Clyde Space, ORBCOMM and Saab TransponderTech, to advance space-based VDES technology. While 2023 marked the launch, it was in 2024 that Ymir-1 demonstrated its full potential, successfully enabling two-way communication over VDES for the first time.



MARITIME COMMUNICATIONS

TWO WAY COMMUNICATION

» VDES is a major step forward in maritime connectivity. It builds on AIS (Automatic Identification System), which AAC Clyde Space already provides via satellites, but extends its capabilities significantly.

Johanna Gustafsson, CEO of Saab TransponderTech, explains: "This technology not only supports all AIS messages but also enables two-way communication, paving the way for safer and more reliable maritime operations and sets a new global standard for maritime communication."

Unlike AIS, which transmits limited data in one direction, VDES enables secure, two-way, high-bandwidth communication. The increasing strain on AIS, due to rising maritime traffic and security risks, has made the transition to VDES essential.

This allows ships to receive real-time navigation and weather updates, optimise routes to reduce fuel consumption, and enhance safety through improved situational awareness. Increased transparency

also helps prevent illegal fishing, shadow fleets, and cable tampering. It also helps coast guards monitor vessel activity within their jurisdictions.

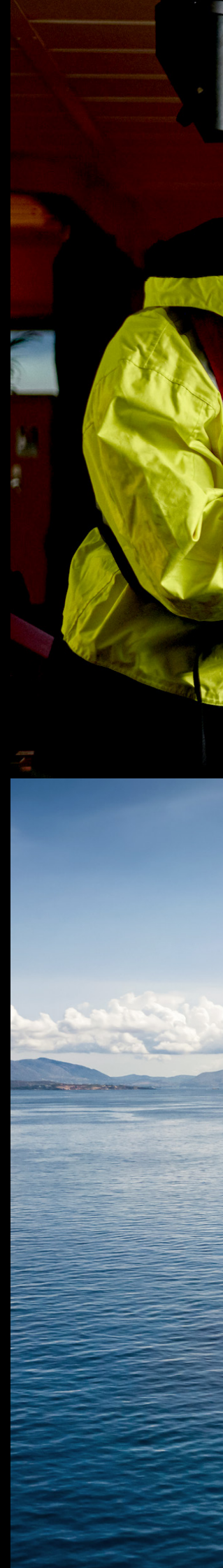
The ability to exchange larger volumes of data in real time strengthens global maritime operations and reduces environmental impact.

Consistently detecting over 60,000 unique vessels per day, the satellite has demonstrated its ability to monitor maritime traffic on an unprecedented scale.

Ymir-1 has turned VDES from concept into reality. In November 2024, the satellite completed the first-ever successful two-way VDES communication, proving that real-time ship-to-shore messaging from space is now operational. Additionally, its capability to send navigational warning alarms to vessels paves the way for a more connected and secure maritime industry, allowing vessels, authorities, and regulators to communicate in ways never before possible. ■

"THIS IS THE FIRST TIME THAT VDES HAS BEEN DEMONSTRATED IN SPACE, MAKING IT THE BIGGEST DEVELOPMENT IN MARITIME COMMUNICATION IN DECADES. THIS WILL TRANSFORM HOW THE WORLD'S OCEANS ARE MONITORED AND MANAGED."

Andrew Carrel, President Data & Services at AAC Clyde Space





REAL-TIME INTELLIGENCE

The success of Ymir-1 has set the stage for the future. At the beginning of 2025, AAC Clyde Space launched INFLECIION, a project that takes VDES beyond communication and into Maritime Domain Awareness (MDA). With INFLECIION, VDES technology is being used not just for ship-to-ship and ship-to-shore messaging but for real-time intelligence, enabling authorities to detect anomalies and enhance security at sea. This marks a shift to a game-changing system that boosts situational awareness, strengthens security, and revolutionises decision-making at sea.



CEO LETTER LUIS GOMES

READY, RELEVANT, RESILIENT

Global trade tensions and rising geopolitical instability are redrawing the landscape of international security and supply. As governments and businesses rethink resilience, demand for space-based capabilities is accelerating. As global stability erodes, AAC Clyde Space equips governments and businesses with the space-based tools to act with speed, clarity and resilience.



“OUR ABILITY TO GENERATE GROWTH AND PROFITABILITY IN A VOLATILE ENVIRONMENT CONFIRMS THE STRENGTH OF OUR MODEL — AND THE RELEVANCE OF OUR MISSION.”

Luis Gomes, CEO

In the beginning of April 2025, global trade was abruptly disrupted by new tariffs introduced by the United States, quickly followed by retaliatory measures from China. The resulting market volatility, combined with the already existing geopolitical instability, has heightened awareness of the vulnerabilities in global infrastructure and supply chains. As security and resilience move to the top of the global agenda, demand for space-based solutions is accelerating across both public and commercial sectors.

Our satellites provide critical tools needed to monitor, connect and understand a rapidly changing world. Whether it's delivering Earth observation, enhancing maritime safety, supporting weather forecasting, or strengthening security and defence, our role has never been more critical. With European roots and a transatlantic operational footprint, we are well equipped to serve clients across sectors and geographies.

Profitable growth through focus and execution

2024 confirmed our ability to combine execution with profitable growth. Net sales grew by 28% to SEK 353 M, reinforcing our strong position. Unlike many in our industry, we demonstrate profitably at the EBITDA level: SEK 49 M (excluding SEK 2.6 M in acquisition costs) and a 14% margin – well above our 5–10% target. Positive cash flow from operating activities (SEK 56.8M) strengthens our financial stability and supports continued strategic investment.

Over the past five years, we have increased revenue fivefold while building a scalable, international organisation. Our ability to generate growth and profitability in a volatile environment confirms the strength of our model—and the relevance of our mission.

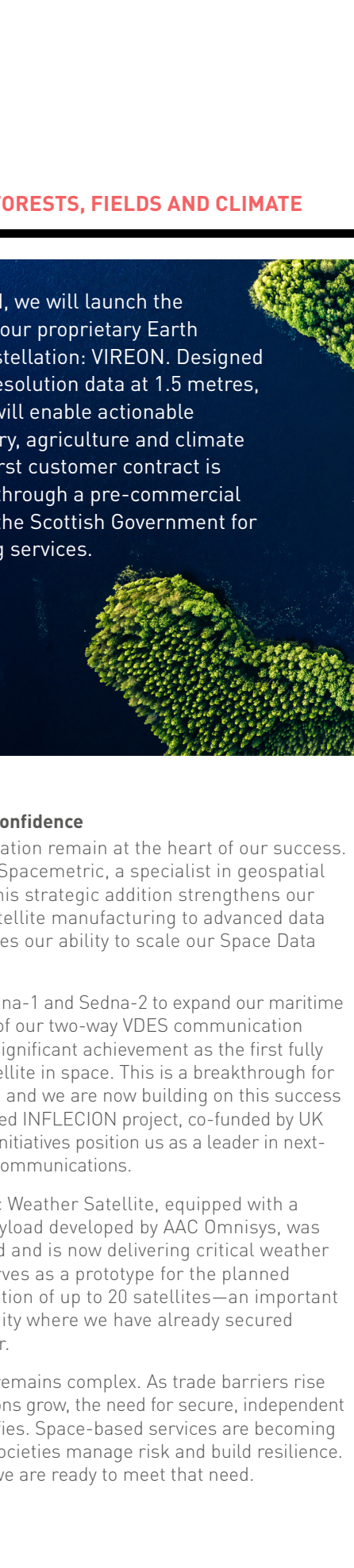
Aligned and gaining speed

With end-to-end capabilities, we bring agility and efficiency to customers navigating complexity and rapid change.

Our performance in 2024 was driven by progress across all business lines. Data & Services increased revenue by over 50% and delivered a healthy EBITDA margin, as we continue to invest in future growth and open a new office in London. Missions, after years of investment and development, nearly quadrupled revenue and reached profitability. Products, our largest business line, maintained stable revenues at SEK 231.7 million while growing EBITDA by 31%, demonstrating improved operational efficiency and margin strength.

With strong results across all business lines, we are set to streamline operations further. In 2025, we will consolidate into two segments: Products & Missions and Data & Services. This evolution will enhance collaboration, sharpen focus, and unlock new synergies.

SPACE DATA FOR FORESTS, FIELDS AND CLIMATE



In the year ahead, we will launch the first satellites in our proprietary Earth Observation constellation: VIREON. Designed to deliver high-resolution data at 1.5 metres, these satellites will enable actionable insights in forestry, agriculture and climate resilience. The first customer contract is already in place through a pre-commercial agreement with the Scottish Government for forest monitoring services.

Looking ahead with confidence

Technology and innovation remain at the heart of our success. In 2024, we acquired Spacemetric, a specialist in geospatial data management. This strategic addition strengthens our value chain—from satellite manufacturing to advanced data delivery—and enhances our ability to scale our Space Data as a Service offering.

We have launched Sedna-1 and Sedna-2 to expand our maritime services. The testing of our two-way VDES communication with Ymir-1 marks a significant achievement as the first fully operational VDES satellite in space. This is a breakthrough for maritime connectivity, and we are now building on this success through the ESA-backed INFLECIION project, co-funded by UK Space Agency. These initiatives position us as a leader in next-generation maritime communications.

Meanwhile, the Arctic Weather Satellite, equipped with a high-performance payload developed by AAC Omnisys, was successfully launched and is now delivering critical weather data. The mission serves as a prototype for the planned EPS-Sterna constellation of up to 20 satellites—an important commercial opportunity where we have already secured a long lead item order.

The outlook for 2025 remains complex. As trade barriers rise and geopolitical tensions grow, the need for secure, independent infrastructure intensifies. Space-based services are becoming foundational to how societies manage risk and build resilience. At AAC Clyde Space, we are ready to meet that need.

Built for resilience

2024 was not only our best financial year to date—it was proof that we are prepared for the world as it is. Through focused execution, technological leadership, and a clear strategy, we are building space-based infrastructure that helps societies adapt, respond and thrive.

As we mark 20 years since the formation of our core operations in Uppsala and Glasgow, we look ahead with purpose. The work we do matters more than ever—and I am deeply grateful to our teams across the world for their commitment, skill and ambition.

Luis Gomes
CEO

STRATEGIC ACQUISITION

SPACEMETRIC STRENGTHENS AAC CLYDE SPACE

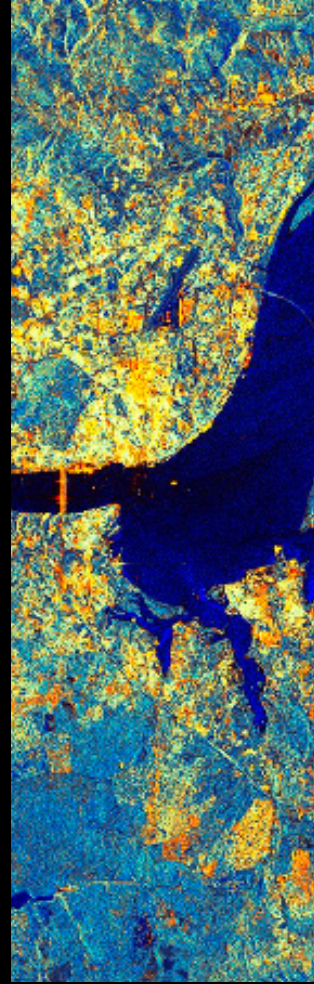
In 2024, AAC Clyde Space acquired Spacemetric, a world leader in geospatial image management and data analysis, based in Sollentuna, Sweden. This acquisition enhances our ability to transform space data into actionable insights and accelerates our transition to becoming a full-service provider of space-based intelligence.

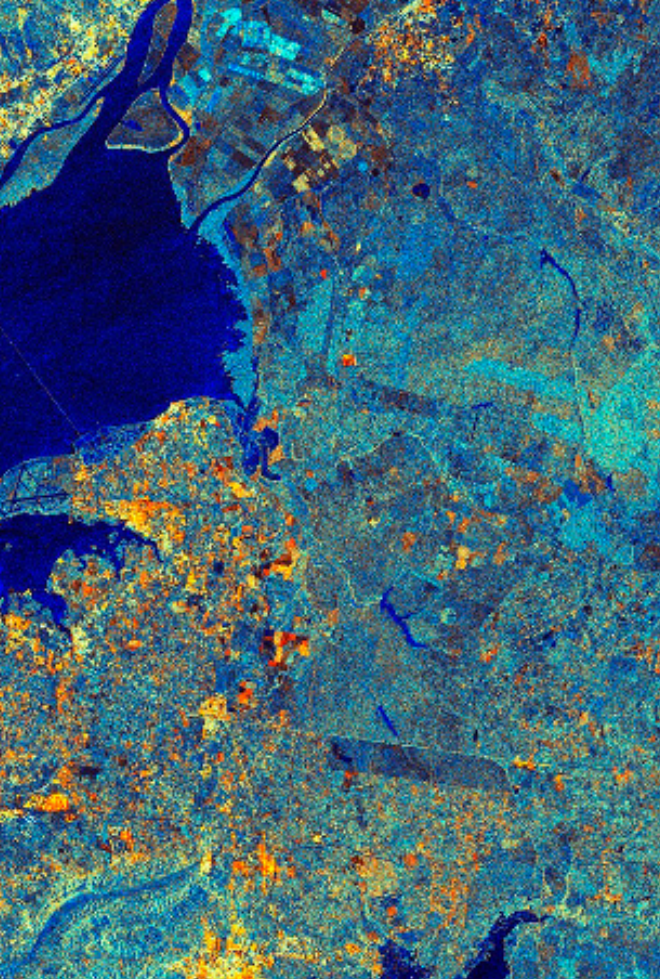
For over two decades, Spacemetric has developed innovative systems for image and video management, with particular expertise in AI-driven analysis and real-time processing of satellite and airborne data. The company has delivered advanced solutions to the defense sector, including systems for managing reconnaissance data from UAVs and combat aircraft. Their Keystone platform has played a central role in the Swedish Armed Forces' handling of image data from the JAS 39 Gripen and has also been used for UAV video analysis in intelligence operations.

Spacemetric has also been part of international defense initiatives. As part of the European PEONEER project, Spacemetric's Bluestone technology enhances intelligence gathering using AI and satellite data. It was also tested for real-time airborne analysis with the Dutch Armed Forces during NATO's Unified Vision.

Spacemetric's technology improves satellite image processing for Earth observation, supporting continuous monitoring of natural resources and early detection of environmental change. In maritime applications, their solutions enhance real-time analysis of VDES data in the INFLECIION project, boosting anomaly detection and maritime security.

By integrating Spacemetric's advanced analytical capabilities with our existing satellite technology, we improve our capacity for space-based data collection and analysis. It is not just about delivering data—but about creating insights that enhance security, optimise decision-making, and contribute to a more connected and informed world. ■





“THE SPACEMETRIC ACQUISITION ENHANCES OUR ABILITY TO TRANSFORM SPACE DATA INTO ACTIONABLE INSIGHTS AND WILL ACCELERATE OUR TRANSITION TO BECOMING A FULL-SERVICE PROVIDER OF SPACE-BASED INTELLIGENCE.”

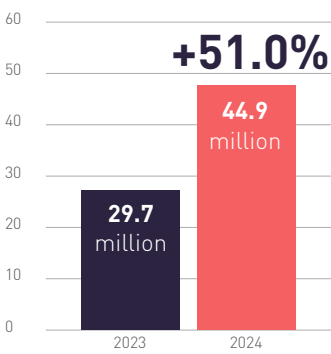
Luis Gomes, CEO



DATA & SERVICES



REVENUE GREW TO SEK 44.9 M IN 2024



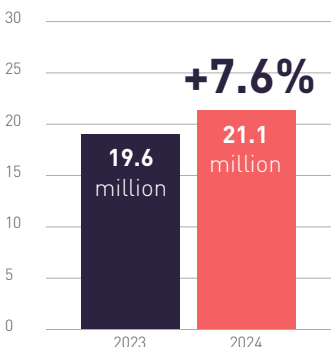
DATA DELIVERY

CUSTOMER PORTAL

PROTECTED DATA

Data & Services provides customers with access to high-quality space-based data as part of our Space Data as a Service (SDaaS). We offer both tailored solutions and access to our existing satellite assets, serving key sectors such as agriculture, forestry, and maritime services. We own and operate a constellation collecting Automatic Identification System (AIS) from both sides of the Atlantic to deliver a highly successful service and have added an Earth Observation (EO) constellation capturing hyperspectral imagery.

EBITDA GREW TO SEK 21.1 M IN 2024



PERFORMANCE IN 2024

In 2024, Data & Services grew revenues by 51% and increased EBITDA by 7.6%. Margins remain healthy as we continue to invest in future growth, including the opening of a new office in London and the expansion of our commercial team. These investments, which temporarily affect EBITDA growth, prepare us for the upcoming launches of our satellite missions and strengthen our long-term revenue capacity. Expansion in AIS, Earth Observation, and maritime surveillance strengthened our market position.

We increased satellite capacity and enhanced our service offerings, enabling new high-value data products for customers in critical industries. By focusing on high-value sectors where space data creates tangible benefits, we have demonstrated the real-world impact of our services.

xSPANCION: MAKING SPACE DATA MORE ACCESSIBLE

Our transformational xSPANCION project is developing a total of 10 CubeSats to make space data more accessible and lower cost. The EUR 19.7 M project, co-funded by the UK Space Agency and ESA, is progressing well.

Following the successful completion of Phase 2 in 2022, we are presently advancing through the final third phase. The production of the first two satellites in our dedicated Earth Observation constellation, VIREON, which will eventually consist of four satellites, is well underway. The first is scheduled for launch in Q4 2025, followed by the second in Q1 2026.

These launches represent a major step in making space data more accessible and cost-efficient for commercial and institutional users alike. The remaining six satellites have been aligned to a customer programme, benefiting from advancements in volume production.

VIREON: NEW NAME FOR OUR EO CONSTELLATION

VIREON is the name of our proprietary Earth Observation constellation. By controlling the full value chain – from satellite to delivery of data and services – we strengthen our ability to offer relevant and accessible space-based insights. The name comes from the Latin vireo, meaning “I am green”, reflecting our focus on solutions that support a better life on Earth.

The previous working name, CYCLOPS, was replaced following a trademark-related request. We took the opportunity to give the constellation a name that better reflects its purpose and value.

MARITIME COMMUNICATIONS

We continue to enhance maritime services by providing AIS data and developing next-generation VDES communication. Ymir-1, the first ever operational satellite with VDES capabilities, successfully tested two-way communication – delivering 32 times greater bandwidth than AIS. Sedna-1 and Sedna-2 were launched in late 2024 and early 2025, further strengthening our maritime services.

These satellites, currently undergoing in-orbit testing, are set to expand AIS data capacity and advance VDES technology validation, paving the way for our next major milestone in maritime connectivity, INFLECION.

In early 2025, we secured a new contract with ESA for the INFLECION project, valued at approximately SEK 9.5 M. The EUR 30,7 M project (approximately SEK 350 M) is 50% co-funded by ESA, led by AAC Clyde Space, and brings together a broad consortium of industry and institutional partners to advance maritime connectivity. This initiative aligns with our commitment to safer oceans, smarter shipping, and a greener future, and contributes to the long-term expansion of our SDaaS offering. The project represents a crucial step toward deploying a fully operational satellite constellation by 2028.

EARTH OBSERVATION

In November 2023, AAC Clyde Space launched the third and final satellite for a constellation to provide Hyperspectral imaging to Wyvern, expanding the SDaaS fleet into Earth Observation. The constellation has successfully delivered data during 2024. The acquisition of Spacemetric strengthens our geospatial data processing capabilities, enhancing our new xSPANCION-enabled Earth Observation constellation Vireon.

Beyond providing data, we continue to expand our service-oriented approach. In Q3 2024, AAC Clyde Space secured its first order for our proprietary Earth Observation constellation Vireon under a SEK 8.3 M pre-commercial agreement with the Scottish Government. In collaboration with Scottish Forestry, the project supports forest monitoring by mapping diseased trees. Following successful initial surveys, we are now applying similar methods to assess forest health in Canada.

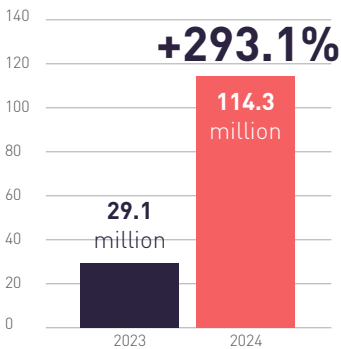
PRIORITIES FOR 2025

In 2025, we will continue expanding SDaaS for AIS and Earth Observation, accelerate VDES development, and advance both xSPANCION and INFLECION. By investing in next-generation data solutions, Data & Services is well-positioned to drive innovation and deliver superior space-based insights to a growing global market.

MISSIONS



REVENUE GREW TO SEK 114.3 M IN 2024



LAUNCH SERVICES

BROKERAGE

LICENSING

INSURANCE

INTEGRATION

GROUND SERVICES

FREQUENCY FILING

DAILY TMTC

PLANNING

EPIC SPACECRAFT

EPIC-3U

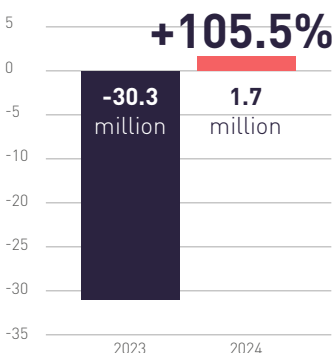
EPIC-6U

EPIC-12U

EPIC-16U

We offer turnkey solutions that empower customers to streamline their space missions. We operate in the premium segment of the 1-50kg satellite market, manufacturing fully assembled satellite platforms for direct sale or as a comprehensive mission package. Packages include mission design, manufacturing and integration of components, launch and ground services.

EBITDA GREW TO SEK 1.7 M IN 2024



PERFORMANCE IN 2024

Missions delivered a significantly improved performance in 2024, growing revenues almost fourfold and moving into profitability. The business celebrated significant in-orbit successes, with the start of data transmission from new satellites on multiple missions. It also advanced automation capabilities in satellite operations, significantly decreasing message latency and reducing manual intervention during nominal operations, resulting in increased productivity. Additionally, 2024 saw the conclusion of several customer missions, including NSL, ELO3, and Seahawk.

Unlocking internal capabilities across our global operations has enabled a step change in knowledge sharing and multi-site collaboration. As a result, enhanced engineering and manufacturing processes have led to improved product quality and greater operational efficiencies. Further, targeted investments in technology and production capacity are driving transformational change to support future growth.

EPIC SPACECRAFT

AAC Clyde Space continues to enhance its EPIC spacecraft range, a standardised satellite platform designed for constellation users. These platforms are available in a range of standard sizes, with 8U and 16U being the most popular at present. We also see stronger demand for sizes larger than 16U, where we deliver customised structures built using the same components.

EPIC spacecraft is provided to customers as a fully integrated platform, with optional services available, including launch, operations, and data delivery. Our next-generation technology and flight-proven avionics ensure unparalleled reliability for customer missions. Over the past few years, we have expanded our ability to develop pioneering payloads to meet customers' evolving needs.

PRIORITIES FOR 2025

In the second quarter of 2025, AAC Clyde Space will merge its Missions and Products segments into a single business line. This strategic step reflects the growing integration of platforms and subsystems, and aims to strengthen delivery, increase efficiency, and accelerate development.

Bringing teams together under one structure will streamline operations, improve coordination across sites, and support scalable manufacturing. It also allows us to better align mission design with subsystem innovation, enhancing our platform offering.

With this new setup, we are well positioned to meet growing demand, respond faster to customers, and drive long-term profitability.

SOLUTIONS

EPIC MISSIONS AND SERVICES

Comprehensive mission & services programme. Launch & operation services available.

GET ON ORBIT FAST

Designed for manufacture. Multi Launch vehicle compatible.

FLEXIBLE FORM FACTOR

Available in 1-16U.

OPTIMISED OPERATIONS

Heritage of more than 5 years in orbit performance.

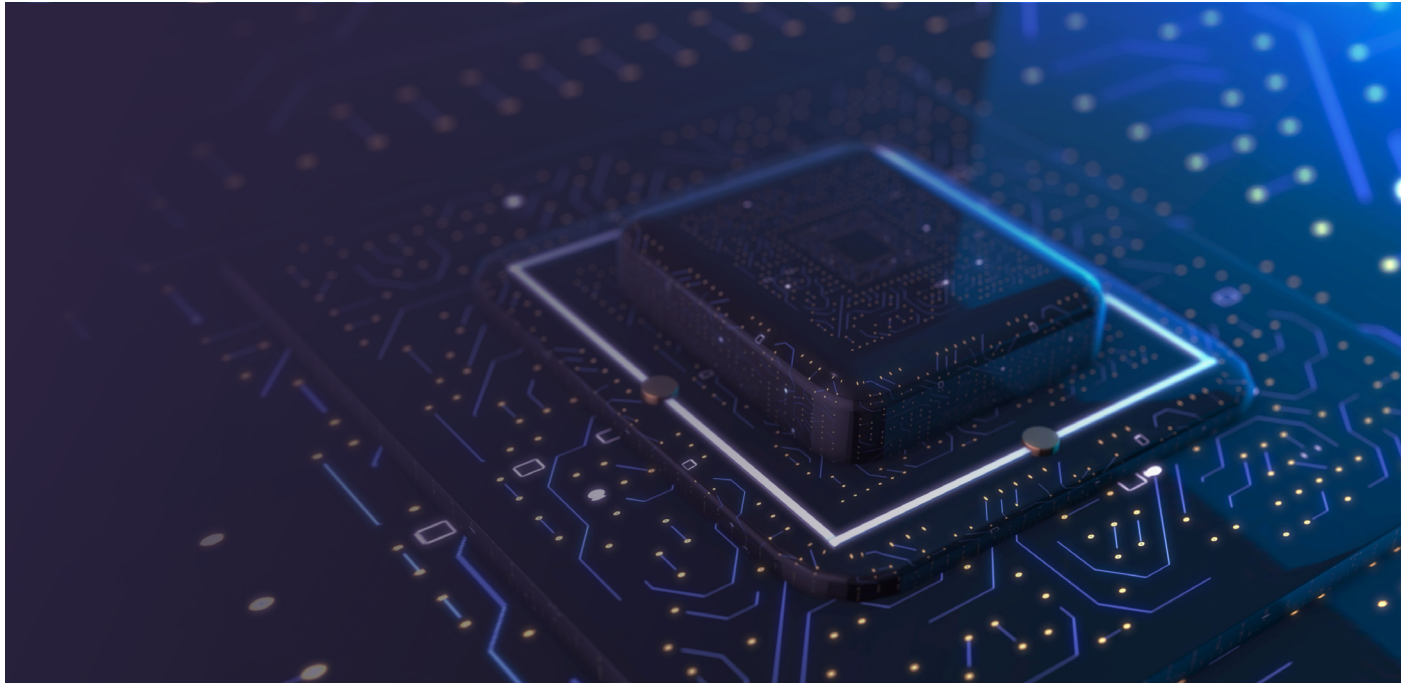
MULTI-MISSION

Application and orbit configurable.

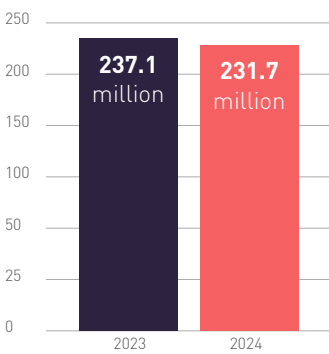
EPIC-SAFE

Always on 'operation capable'.

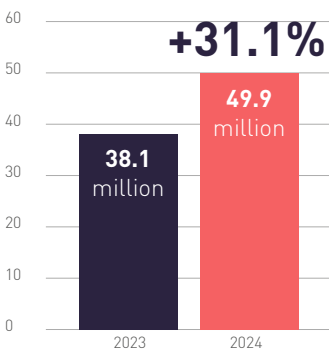
PRODUCTS



REVENUE 2024 (2023)



EBITDA GREW TO SEK 50.0 M IN 2024



CUBESAT TECHNOLOGY

- BATTERIES
- POWER SYSTEMS
- COMMUNICATIONS
- SOLAR ARRAYS
- STRUCTURES
- PAYLOADS
- ADCS STEERING SYSTEM
- COMMAND AND DATA HANDLING
- SMALLSAT TECHNOLOGY

Market-leading technology is the bedrock of our business. We manufacture standardised and miniaturised advanced subsystems and components for cube and small satellites (up to 500kg), for use in our own platforms and missions and for direct sale.

We have supplied thousands of subsystems for a range of successful space missions. Our off-the-shelf subsystem range includes power, ADCS and on-board data handling solutions which can be customised to meet the demands of specific missions. We also supply communication systems – both traditional radio frequency-based systems and cutting-edge laser communication terminals.

PERFORMANCE IN 2024

Products achieved a 31% EBITDA increase in 2024, with revenues reaching SEK 231.7 M. Demand for our SIRIUS and STARBUCK products remains strong, with record sales of STARBUCK power systems. The restructuring into three business lines improved efficiency, competitiveness, and customer satisfaction.

Cross-selling across production sites has strengthened our ability to provide comprehensive, compatible solutions for diverse customer needs. We have enhanced our ability to deliver more products by focusing on production efficiencies and parallel test capabilities, leading to record sales of our STARBUCK power systems.

INTUITIVE MACHINES: LUNAR MISSION

In February 2024, our STARBUCK Mini power system enabled the successful IM-1 lunar mission aboard Intuitive Machines' Nova C lander – the first US spacecraft to soft-land on the Moon since 1972.

STARBUCK Mini, known for its efficiency and modularity, performed flawlessly in the harsh lunar environment, reinforcing its value for deep space and commercial constellation missions. We are particularly encouraged to see this new product coming online and working so perfectly in the harsh Moon environment.

ADVANCED SCIENCE INSTRUMENTATION

In 2024, AAC Clyde Space contributed advanced instruments to two flagship science missions. AAC Omnisys secured a contract to supply 80 high-performance receivers for the SKA Observatory's radio telescope in South Africa—one of the world's most ambitious astronomy projects.

The Company also delivered a cutting-edge microwave radiometer for ESA's Arctic Weather Satellite, launched in August 2024. Operating at 325 GHz, the instrument is the first of its kind on a weather satellite, enabling more accurate forecasting in the Arctic and beyond.

LASER COMMUNICATIONS

Products advanced its laser communications programme in 2024, successfully testing CubeCAT's link with multiple optical ground stations. This led to our first CubeCAT order from EMTECH SPACE S.A. and expanded trials in France, where CubeCAT achieved three optical linkages in December.

Additionally, we launched a Netherlands-based initiative to establish a European hub for laser satellite communication, strengthening our long-term industry positioning. As a result, AAC Hyperion is leading a SEK 40.4 M project to commercialise the CubeCAT V1 system with FSO Instruments, reinforcing our leadership in space-based laser communication.

PRIORITIES FOR 2025

We will continue to develop and deliver innovative space products that meet our customers' evolving needs. In Q2 2025, our Products and Missions segments will be merged into a single business line – a strategic step that deepens our ability to optimise and integrate subsystems into complete space missions.

Alongside product innovation, we will focus on expanding sales to existing customers and broadening our international customer base. Building on our 2024 success, we will drive further production efficiencies through test automation and simplified processes. We also aim to deliver the first version of our hardware-based encryption solution for SIRIUS, while defining requirements for the next-generation SIRIUS OBC.

SOLUTIONS

COMMAND AND DATA HANDLING

- KRYTEN series: a powerful computer, popular for CubeSat missions
- SIRIUS series: on-board computers and data storage subsystems, idea for advanced missions

BATTERIES

- CubeSat battery

POWER SYSTEMS

- STARBUCK electrical power systems

COMMUNICATIONS

- Hyperion CubeCAT lasercomm module
- Hyperion gigabit detector
- PULSAR-DATA series: compact transmitter solutions designed for advanced missions
- PULSAR-TMTC series: compact telemetry and command radio solutions
- SpaceQuest AIS receiver
- SpaceQuest & Hyperion satellite GNSS receivers

SOLAR ARRAYS

- Photon CubeSat Solar Arrays

STRUCTURES

- LIGHTWEIGHT, ROBUST & ADAPTABLE CubeSat Structures (ZAPHOD structure range)

PAYLOADS

- Payload Processor module
- Hyperion Optical Imager
- SpaceQuest AIS receiver/decoder (Ship Tracking System)

ADCS STEERING SYSTEM

- Hyperion Integrated ADCS
- Hyperion Star Tracker
- Hyperion Sun Sensor
- SpaceQuest Horizon sensor
- Reaction wheels
- GNSS Receiver

SMALLSAT TECHNOLOGY

- PCPU
- ACDS
- Command & data handling
- Payloads
- Communications

FINANCIAL REVIEW

OUTSTANDING FINANCIAL PERFORMANCE

AAC Clyde Space delivered outstanding financial results in 2024, building on the strength of our performance in 2023. Over the past few years, we have been concentrating on increasing our sales; this year, we have shifted our attention to the delivery of sustainable, profitable growth.

Net sales amounted to SEK 352.9 M (276.6), an increase of 28%. Total revenue, including work performed by the Company for its own use and capitalised, amounted to SEK 408.8 M (325.5). Gross margin improved to 64% (62). EBITDA amounted to SEK 46.7 M (1.0) and to SEK 49.2 M (1.0), excluding acquisition costs of SEK 2.6 M (0). Cash flow from operating activities totalled SEK 56.8 M (4.8). Demand for our products has been excellent throughout 2024, and we closed the year with a backlog of SEK 541.1 M.

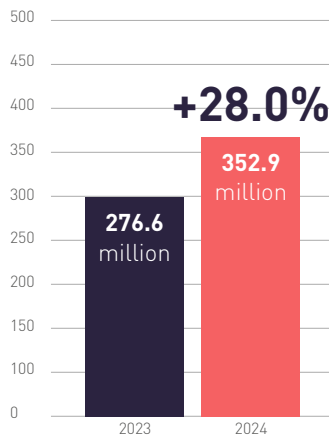
The year has seen progress in all business lines. Revenues in Data & Services grew by 51% and EBITDA by 7.6%, aided by investments in AIS and Earth Observation satellite missions and the acquisition of Spacemetric. While there is further progress to be made in Missions, the business has overcome previous operational challenges and increased revenues nearly fourfold in 2024 and moved into profitability.

Our largest segment, Products, delivered a 31% increase in EBITDA on revenues of SEK 231.7 M. The business has also improved its capacity to offer more products to consumers by prioritising manufacturing efficiency. Our priority in the coming year is to continue to deliver on our promises to customers and shareholders.

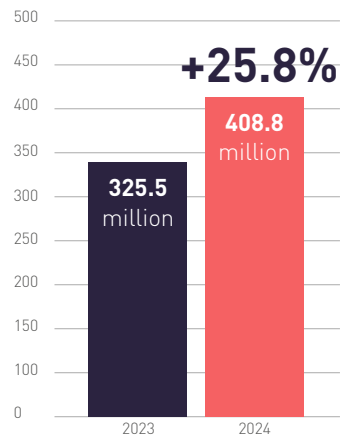
For 2025, we anticipate double-digit growth in net sales, continued positive EBITDA and sustained positive cash flow from operating activities. Growing demand for our products, data services and missions, combined with the experience and expertise of our team, means we are confident in delivering another good performance in 2025.

FINANCIAL PERFORMANCE 2024 (2023 comparison)

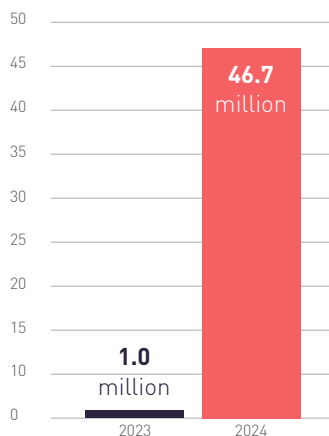
NET SALES GREW BY SEK 76.3 M IN 2024



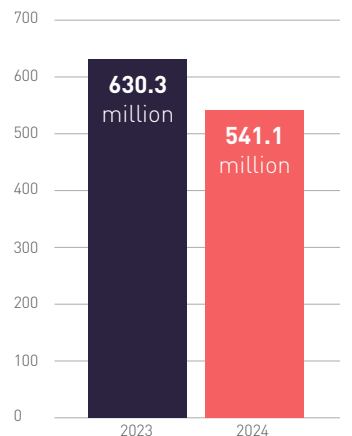
TOTAL REVENUE INCLUDING CAPITALISED WORK GREW BY SEK 83.3 M IN 2024



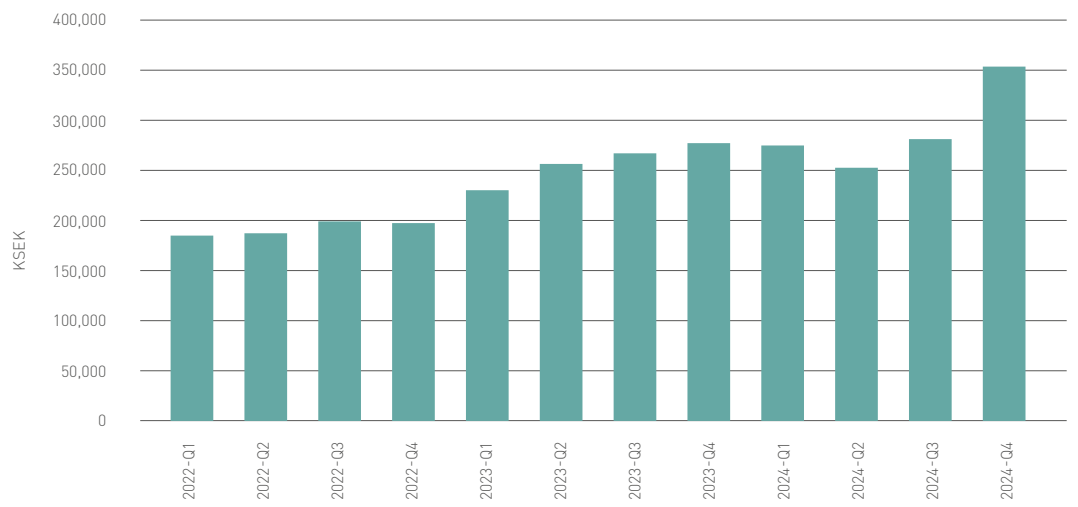
EBITDA



ORDER BACKLOG TOTAL



NET SALES - ROLLING 12 MONTHS



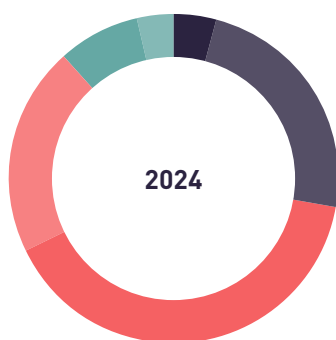
FINANCIAL REVIEW

YEAR-ON-YEAR COMPARISON

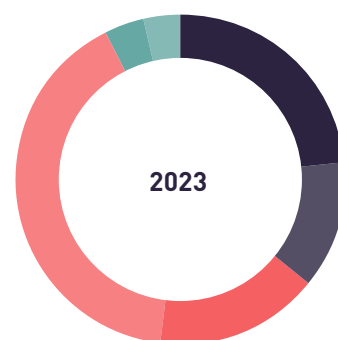
kSEK	Full-Year 2024	Full-Year 2023
Net sales	352,857	276,605
EBITDA	46,694	980
EBIT	-4,022	-36,832
Basic and diluted earnings per share, SEK*	-1.00	-8.73
Equity ratio	71%	71%
Cash flow from operating activities	56,790	4,883
Cash flow for the period	-10,850	7,824
Cash and cash equivalents	49,676	59,546
Order backlog	541,114	630,322

*Basic and diluted earnings per share has been recalculated after the consolidation of shares in November 2023.

NET SALES BY GEOGRAPHY

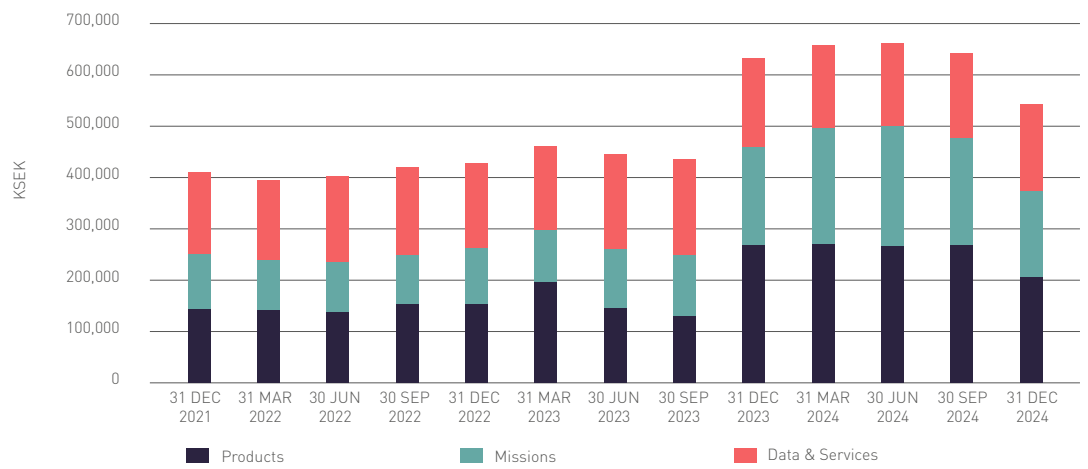


SWEDEN	14,800
UK	84,088
REST OF EUROPE	140,890
USA	72,639
ASIA	27,774
REST OF THE WORLD	12,664
TOTAL	352,857

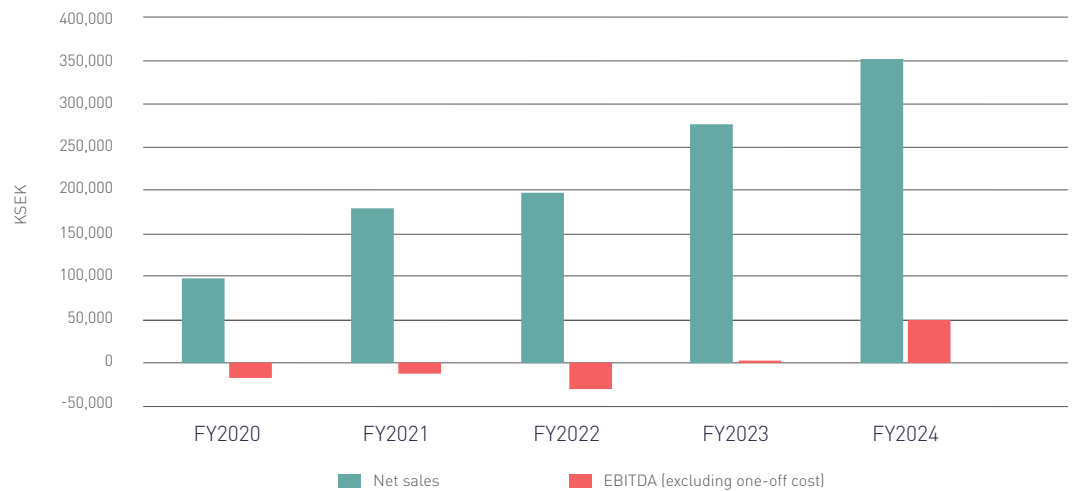


SWEDEN	64,851
UK	34,565
REST OF EUROPE	44,446
USA	112,403
ASIA	10,873
REST OF THE WORLD	9,467
TOTAL	276,605

ORDER BACKLOG



NET SALES AND EBITDA



OUR PEOPLE

EMPOWERING OUR PEOPLE AND TRANSFORMING OUR COMPANY

We are navigating a dynamic, evolving industry with both opportunities and challenges. We foster diversity, inclusivity, and flexibility, ensuring our people have autonomy to balance professional and personal lives in a supportive environment.

High-performance culture

We are lucky to have a professional and passionate team who really care about what we do. That is a key asset for our Company's success.

In 2024, we focused on learning, simplification, and empowerment. By applying past insights, we streamlined operations, enhanced collaboration, and improved customer service through continuous improvement and greater flexibility.

The company's restructuring has played a central role in this. In 2024, we were organised into three business areas: Data & Services, Missions, and Products. In the second quarter of 2025, Products and Missions will be merged. This structure enables our colleagues to focus on their specialist areas while fostering collaboration across the business and sharing best practices between sites and offices. While we will continue to make further improvements, we are already seeing tangible progress in our operational and financial performance.

Consistency and stability

Stability and consistency remain paramount to AAC Clyde Space. The appointment of our new Head of Communications in January 2025 and the development of our Company intranet will further enhance our engagement with employees.

In 2024, we implemented actions from the 2023 employee survey, improving processes, teamwork, and meeting structures to foster ownership. Our latest survey also saw strong participation and feedback.

We continue to actively engage with our colleagues, understand their concerns so we can look for solutions and incorporate feedback into business decisions. The feedback and engagement we have from our colleagues provides leadership with direct insight into daily operations, strategy, and workplace improvements.

As part of our continued growth, we are introducing new systems and policies to future-proof our business. In 2024, we implemented Company policies on hybrid working, anti-corruption, and whistleblowing. We continue to improve our overall employee experience. Retaining talent is crucial to maintaining stability, preserving industry knowledge and experience, and strengthening customer loyalty.

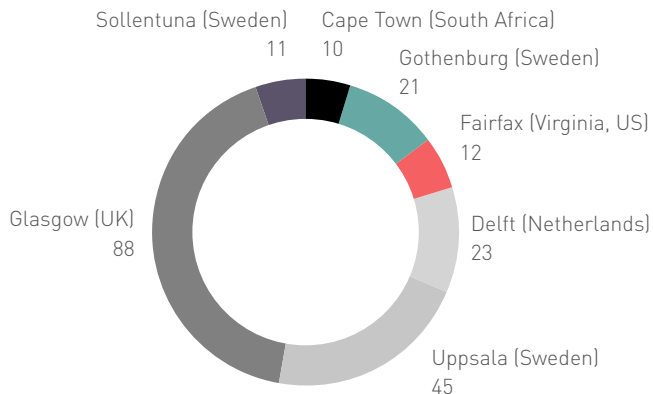
Priorities for 2025

In 2025, we will build on the successes of 2024. Our priorities include conducting our annual employee survey and implementing post-survey action plans. We will also introduce a new e-learning platform, which will include training such as compliance, anti-corruption, and bribery.

This year, we mark 20 years since the founding of our Parent Company in Uppsala and Clyde Space in Glasgow – an important milestone in the journey of our growing AAC Clyde Space family. Throughout the year, we will recognise this achievement with a clear focus on the future, continuing our development and growth.

EMPLOYEES

In 2024, our headcount grew from 188 to 210.



30%

We have 30% female / 70% male gender split

4%

Staff attrition rate fell by 4%



“OVER THE LAST FEW YEARS, WE HAVE INVESTED SIGNIFICANT TIME IN ENGAGING IN FOCUSED CONVERSATIONS WITH OUR COLLEAGUES, AND IT’S REALLY HELPED US TRANSFORM OUR BUSINESS. UNDERSTANDING EXACTLY WHAT PEOPLE NEED TO PERFORM IN THEIR ROLE TO THE BEST OF THEIR ABILITIES, AS WELL AS PROVIDING CLEAR MESSAGES ABOUT WHAT WE WANT TO ACHIEVE AS A COMPANY, ENSURES WE CAN FOCUS ON WHAT WORKS BEST IN DELIVERING OUR CORPORATE PLAN.”

Kulwinder Bhumbra, Chief People Officer

SUSTAINABILITY

CREATING SOLUTIONS THAT IMPROVE THE SUSTAINABILITY AND PRODUCTIVITY OF LIFE ON EARTH

Sustainability is closely linked to AAC Clyde Space's core mission: to use space-based technologies and services that support better decisions and more efficient use of resources on Earth. Our most significant contribution lies in what we enable for others – whether it is supporting more sustainable agriculture, improving maritime safety, or helping authorities monitor forests and weather patterns through space-based data and systems.

In 2024, we focused on bringing new data service products to market. This is where we believe our greatest impact can be achieved. Alongside this, we continued to build the foundations for stronger internal practices. To ensure a responsible and transparent working environment, we introduced policies and internal processes in key areas such as anti-corruption, whistleblowing and supplier responsibility.

We recognise that the satellite industry faces several sustainability challenges. These include the growing issue of space debris, the need to better understand the life-cycle emissions of satellite systems, and the importance of demonstrating real societal value beyond technical achievement. We are committed to addressing these challenges as part of our ongoing development. While we approach them with care and realism, we also believe that our work already contributes meaningfully in areas where space-based solutions make a difference on Earth.

We continue to build our sustainability efforts around the practical ways we support employees, operate with integrity, and help others make more informed and sustainable decisions through space-based solutions.



PEOPLE

Create a workplace where everyone can thrive.



POLICY

Play our part in developing a sector that benefits life on Earth.



OFFERING

Help our clients create change that benefits society.



**TALENT
ENABLEMENT**

Identify colleagues' potential and help them reach it.

**SAFETY AND
WELLBEING**

Put employee safety and wellbeing at the centre, helping our colleagues feel happy and valued at work.

**DIVERSITY EQUITY
AND INCLUSION**

Treat everyone with respect and value individual differences to create a more diverse, equal and inclusive workplace.



SPACE POLICY

Be part of shaping space industry sustainability and regulation.

BUSINESS ETHICS

Take a consistent, active, and robust approach to being an ethical business.

**FAIR TREATMENT
OF SUPPLIERS AND
HUMAN RIGHTS**

To protect human rights in our supply chain.

**DATA SECURITY
AND PRIVACY**

Ensure the security, integrity and confidentiality of Data.

GHG EMISSIONS

Pursue a fit-for-purpose approach to emissions assessment, in line with growing transparency standards.

**SPACE WASTE
MANAGEMENT**

Support sustainable space operations by keeping pace with evolving regulations and enabling safe deorbiting.



**AGRICULTURAL
EFFICIENCY**

Provide frequent, global high-resolution satellite imagery that enables more efficient use of limited agricultural land.

**MARINE
TRANSPORT
EFFICIENCY
AND SAFETY**

Create a new, low-cost satellite communications network for maritime users, aligned with international standards for navigation and safety.

**FOREST
MONITORING**

Regularly map tree health at scale and help woodland managers and national agencies protect forests.

**WEATHER
FORECAST**

Provide state-of-the-art sensors to allow better forecasting, including catastrophe prevention.

WEATHER

ARCTIC WEATHER SATELLITE BRIDGING SPACE FOR SMARTER WEATHER FORECASTING





—
325 GHz

OUR MICROWAVE RADIOMETER IS THE FIRST TO OPERATE AT 325 GHz ON A WEATHER SATELLITE

—
90%

EPS-STERNA WILL COVER 90% OF EARTH IN UNDER FIVE HOURS



TACKLING GLOBAL CHALLENGES

The Arctic faces rapid climate change, making accurate forecasting essential for safety, economy, and environment. To address this challenge, the European Space Agency (ESA) launched the Arctic Weather Satellite (AWS) in August 2024, a pioneering prototype designed to enhance short-term weather predictions in the Arctic and beyond.

Led by OHB Sweden, AWS carries a high-performance weather payload from AAC Clyde Space's subsidiary AAC Omnisys in Gothenburg. This microwave radiometer, the first to operate at 325 GHz on a weather satellite, provides highly precise atmospheric measurements.

It provides crucial data on humidity, temperature, and ice particles—key factors in weather and climate modeling. AWS also includes AAC Clyde Space's SIRIUS and STARBUCK systems, produced in Uppsala.

“Delivering this advanced instrument on time despite global supply challenges was a major achievement, demonstrating our team's efficiency and technical expertise.” says Mats Lindgren, Director of Operations, AAC Omnisys. >>

WEATHER

IMPROVED FORECASTING

» Within a month from launch, AWS captured Storm Boris, showing its capability to deliver crucial weather data for improved forecasting. The mission serves as a prototype for EPS-Sterna, a planned constellation of up to 20 satellites that will deliver near-continuous weather observations. First deliveries are expected in 2029, pending decision from EUMETSAT in 2025.

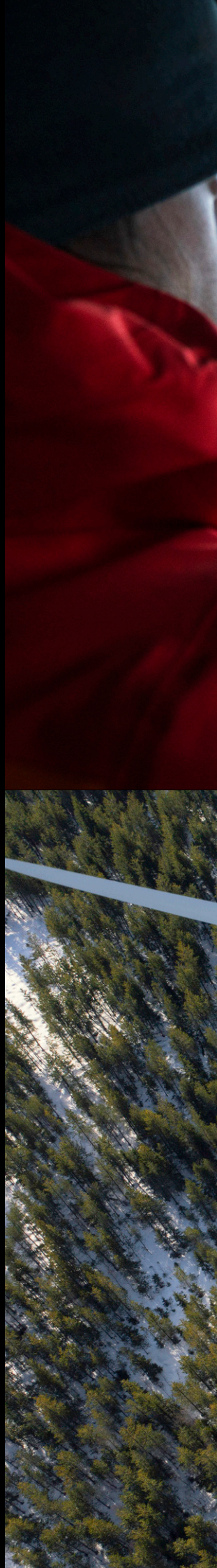
With advanced microwave sounders, EPS-Sterna will cover 90% of Earth in under five hours, boosting global forecasting. Impact studies indicate that the constellation could reduce numerical weather prediction (NWP) forecast errors by 9% in the Arctic and 6% over EUMETSAT Member States, delivering substantial socio-economic benefits.

AWS proves that high-quality instruments can be delivered at a fraction of traditional costs. “The AWS performances were confirmed to be equivalent to the ‘large’ sounder missions in general by the European Meteorological offices, including SMHI. These early results already exceeded our expectations and we expect to get even stronger positive impact from the Sterna constellation.” said ESA’s Arctic Weather Satellite project manager, Ville Kangas.

AAC Clyde Space is bridging space and Earth by transforming satellite data into practical solutions, positioning the Company for long-term opportunities in space-based weather intelligence in ways never before possible. ■

“DELIVERING THIS ADVANCED INSTRUMENT ON TIME DESPITE GLOBAL SUPPLY CHALLENGES WAS A MAJOR ACHIEVEMENT, DEMONSTRATING OUR TEAM’S EFFICIENCY AND TECHNICAL EXPERTISE.”

Mats Lindgren, Director of Operations, AAC Omnisys





TRANSFORMING SATELLITE DATA

AAC Clyde Space is bridging space and Earth by transforming satellite data into practical solutions, positioning the Company for long-term opportunities in space-based weather intelligence.



GOVERNANCE

ROLES AND RESPONSIBILITIES

CLEAR DIVISION OF RESPONSIBILITIES

Our Board is responsible for ensuring the sound running of the Group for all our stakeholders, including our shareholders, in accordance with best practice corporate governance. It monitors and reviews all significant aspects of the Group's activities, including overall internal control and risk management systems and succession planning, and oversees the executive management to ensure the Group's long-term success.

The Board's key responsibilities include:

- setting the strategic direction and governance framework of the Group;
- ensuring the Company has a business plan in accordance with the strategy;
- ensuring that the necessary financial, technical and human resources are in place;
- overseeing the Company's culture, values and ethics;
- reporting to shareholders on its stewardship of the Group.

Responsibility for developing and implementing our strategy and commercial objectives is delegated to the Chief Executive Officer who is supported by the Chief Financial Officer & Deputy CEO. They, in turn, are supported in the day-to-day management of the Group by a wider Group management team which meets regularly to consider operational matters affecting the Group as a whole.

In line with the Swedish Corporate Governance Code, the Board delegates certain responsibilities to committees, who make recommendations and report back to the Board on decisions and actions taken. Based on its size and composition, the Board has appointed a Remuneration Committee (Rolf Hallencreutz and Stuart Martin) and an Audit Committee (Rolf Hallencreutz, Per Aniansson and Michael Mattsson).

The Nomination Committee evaluates the characteristics and performance of Board members and is responsible for selecting the best candidates for each seat on the Board. AAC Clyde Space's Nomination Committee for the 2025 Annual General Meeting consists of:

- Dino Lorenzini, representing himself as single largest shareholder in AAC Clyde Space
- Mathias Dittrich, appointed by Soltorpet AB
- Lars Edgardh
- Steven Engelen
- Rolf Hallencreutz, Chair of the Board of AAC Clyde Space AB

KEY RESPONSIBILITIES

Chair of the Board

- leads the Board and ensures efficient and effective work
- sets the agendas for Board meetings
- ensures effective communication with our shareholders

Chief Executive Officer

- is responsible for the Group strategic objectives
- develops and implements Group strategy as approved by the Board

Chief Financial Officer & Deputy CEO

- manages the Group's financial affairs
- supports the Chief Executive Officer in the implementation and delivery of Group strategy

Board members

- uses respective knowledge base to contribute to the work of the Board
- constructively challenge the Executive Directors in all areas and help develop proposals on strategy
- monitor delivery of the strategy within the risk and control framework set by the Board
- satisfy themselves on the integrity of the financial information and the effectiveness of financial controls and risk management systems
- determine appropriate levels of remuneration for the Executive Directors

14

Board meetings in 2024

SWEDISH COMPANIES ACT

AAC Clyde Space complies with the Swedish Companies Act's rules on corporate governance. In doing so, the Board has drawn up rules of procedure for its work, instructions regarding the division of work between the Board and the CEO, which deals with its duties and reporting obligations, and has established instructions for the financial reporting. The rules of procedure are reviewed annually.

AUDITOR

Öhrlings PricewaterhouseCoopers AB is the elected auditor with the Chief Auditor Johan Engstam.

CALENDAR OF EVENTS

15 INTERIM REPORT Q1 2025

MAY

22 ANNUAL GENERAL MEETING

MAY

14 INTERIM REPORT Q2 2025

AUG

13 INTERIM REPORT Q3 2025

NOV

19 INTERIM REPORT Q4 2025

FEB

ANNUAL GENERAL MEETING

Annual General Meeting of AAC Clyde Space AB (publ) takes place on Thursday, May 22nd 2025 at 17.00 CEST at Clarion Hotel Gillet, Dragarbrunnsgatan 23, in Uppsala.

Notification

Shareholders who wish to participate in the General Meeting must be registered in the shareholders' register maintained by Euroclear Sweden AB on Wednesday, May 14th 2025 and give notice of attendance so that it is the Company at hand no later than 16.00 CEST on May 16th 2025 by post under the address AAC Clyde Space AB, Uppsala Science Park, 751 83 Uppsala, or by email to finance@aac-clydespace.com.

The notification of attendance shall include name, personal identification number or corporate registration number, address and telephone number and registered shareholding. A notification form is available at the Company's website, www.aac-clydespace.com. If the shareholder intends to bring one or two representatives to the General Meeting, such participation is to be reported to the Company as above.

Nominee registered shares

Shareholders who have their shares registered in the name of a nominee must request temporary entry in the transcription of the register of shareholders kept by Euroclear Sweden AB in order to be entitled to participate and vote for their shares at the meeting. The shareholder must inform the nominee well in advance of May 14th 2025, at which time the register entry must have been made.

Proxy

Shareholders who intend to attend by proxy must issue a dated power of attorney for the proxy. If the power of attorney is issued by a legal entity, it must be accompanied by a copy of registration certificate or equivalent. Validity of power of attorney may be specified for a maximum of five years from its issuance. The original version of the power of attorney as well as any registration certificate should well in advance be sent to the Company at the address above.

The Company keeps authorisation forms available on the Company's website www.aac-clydespace.com.

BOARD AND EXECUTIVE MANAGEMENT

EXPERIENCED LEADERSHIP WITH PROVEN CAPABILITES

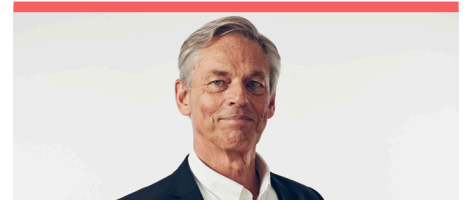
Our Board and Executive Management team brings a wide range of business and sector-specific expertise to support the long-term success of the Group.

According to the Articles of Association, AAC Clyde Space's Board of Directors shall consist of at least three and no more than seven Board members with no more than three deputies. The assignment for all Board members is valid until the end of the next Annual General Meeting.

Group management consists of CEO Luis Gomes, CFO & Deputy CEO Mats Thideman, CCO Peter Andersson, CTO Andrew Strain, President of Data & Services Dr Andrew Carrel, CSO Dr Dino Lorenzini, CPO Kulwinder Bhumbra, Director of Finance UK and Deputy CFO Ross Lang, and President of Products & Missions Richard McKay.

The Group management combines entrepreneurial leadership experience with solid engineering expertise.

BOARD OF DIRECTORS

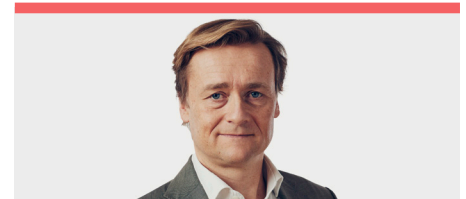


ROLF HALLENCREUTZ

Chairman of the Board since 2014

M.Sc., Logistics and Finance, Chalmers University of Technology

Rolf Hallencreutz has experience from start-up and major multinational companies within IT, industrial companies, life science and shipping. Rolf's experiences range from Chairman of the Board, CEO to Sales Manager within, among other, fast-growing companies as well as an extensive experience from M&A and financing.



PER ANIANSSON

Board member since 2014

M.Sc., Engineering Physics, Chalmers University of Technology; MBA, Finance and Entrepreneurship, INSEAD Business School

Per Aniansson is an Investment Director at Karolinska Development and has previously held leading roles within venture capital for the last 20 years. He has also been CEO and CFO in several venture capital-owned companies. He is currently also Chairman at Colorifix Ltd and Turnpike Group Ltd, and a Board member in PharmNovo AB.

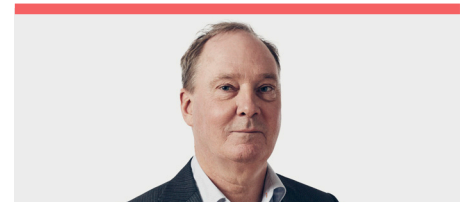


DR. DINO LORENZINI

Board member since 2023

B.Sc., USAF Academy; S.M, Astronautical Engineering, MIT; ScD, Astronautical Engineering, MIT; MBA, Auburn University

Dino, a retired US Air Force Colonel, brings a wealth of space programme know-how and industry experience spanning over six decades. He tested the Apollo Lunar Module navigation system, early GPS development, DARPA Space-Based Laser, and the Strategic Defense Initiative. An entrepreneur at heart, Dino founded the Eytel IoT system, Ellipso Mobile Satellite System, Aprize Satellite and SpaceQuest (now AAC SpaceQuest), where he served as CEO for 27 years from 1994 to 2021.



PER DANIELSSON

Board member since 2014

M.Sc., Chalmers University of Technology

Per Danielsson, expert in evaluating European Union (EU) applications, carries out assignments for the EU as a business coach for small businesses. His business experience encapsulates everything from organisational development, strategy, international business and financing, through to executing company sales to large global groups.



STUART MARTIN

Board member since 2024

B.Sc., Physics (First Class), Imperial College

Stuart Martin has 20 years experience as a space industry leader and executive, working at the intersection of the public and private sector. 10 years as CEO of Satellite Applications Catapult, driving innovation and growth across the space ecosystem. Chair, NED and advisor to several early-stage companies. He is also a Non-Exec Member of the Board at the UK Space Agency and Visiting Professor at Imperial College.



MICHAEL MATTSSON

Board member since 2024

M.Sc., in Business Administration, Stockholm School of Economics

Michael Mattsson has vast experience from Corporate Finance in Sweden (e.g. Enskilda Securities) and in the US (the Blackstone Group in New York), specialising in driving small cap growth through M&A. In addition, Michael has experience from Board work at Nasdaq-listed companies.

BOARD AND EXECUTIVE MANAGEMENT

The Group management combines entrepreneurial leadership experience with solid engineering expertise.

EXECUTIVE MANAGEMENT



LUIS GOMES

CEO since 2019

*M.Sc., Satellite Technology, University of Surrey;
B.Sc., Applied Physics, University of Lisbon*

Luis has more than 25 years of experience in the space industry, specialising in the small satellite field. He most recently comes from the British SSTL, where he was CTO and Executive Director with responsibility for defining and conducting technical and commercial strategies.



MATS THIDEMAN

CFO and Deputy CEO since 2014

M.Sc., Industrial Economics, Linköping Institute of Technology

Mats is responsible for finance. Mats has a long experience as CFO within growing industrial companies, as well as public and venture capital owners, such as Åkerströms, Image Systems (publ.), TracTechnology (publ.), and most recently, Cortus Energy AB (publ.).



ANDREW STRAIN

CTO, employed since 2006

M.Eng., Electrical and Electronic Engineering with Business Studies, University of Strathclyde

Andrew has over a decade of experience in developing and delivering small satellites. In his role as CTO, Andrew contributes a wide range of relevant skills such as systems engineering knowledge, product development, manufacturing, project management, quality and business development.



PETER ANDERSON

CCO, employed since 2015

B.Eng., Mechanical Engineering, University of Glasgow; PgDip., Computer Aided Engineering and Analysis, University of West Scotland

Peter is responsible for the commercial strategy and development of the business through marketing, sales, product development and customer service activities to drive business growth and market share. Peter brings over 17 years' experience across a variety of engineering and management roles.



RICHARD MCKAY

President of Products & Missions, employed since 2022

Executive Management Development Programme, University of Bath

Richard is responsible for the Missions Business Line of AAC Clyde Space. He has over 25 years' experience in electronic subsystems, components, safety & mission critical electromechanical product design and manufacturing. He is an experienced global executive with a successful track record of growth, transformation and leadership of business units within the Aerospace and Defence sector.



DR. ANDREW CARREL

President of Data & Services since 2021

BA, M.Sc., Natural Sciences, University of Cambridge; M.Sc., Astronautics & Space Engineering, Cranfield University; PhD Electronic Engineering, University of Surrey Space Centre

Andrew is responsible for the Data and Services business line, which brings the benefits of space data to industries operating on land and at sea. His technical background includes space missions and artificial intelligence, with over 20 years of experience spanning the satellite manufacture and downstream application sectors.



DR. DINO LORENZINI

CSO since 2021

B.Sc., USAF Academy; S.M., Astronautical Engineering, MIT; ScD, Astronautical Engineering, MIT; MBA, Auburn University

Dino, a retired US Air Force Colonel, brings a wealth of space programme know-how and industry experience spanning over six decades. He tested the Apollo Lunar Module navigation system, early GPS development, DARPA Space-Based Laser, and the Strategic Defense Initiative. An entrepreneur at heart, Dino founded the Eyetel IoT system, Ellipso Mobile Satellite System, Aprize Satellite and SpaceQuest (now AAC SpaceQuest), where he served as CEO for 27 years from 1994 to 2021.



ROSS LANG

Director of Finance UK and Deputy CFO, employed since 2014

FCCA, Fellow of the Association of Chartered and Certified Accountants

In addition to deputising for the CFO, Ross is responsible for Group's Cyber policy and strategy. Following 15 years in professional services providing outsourced financial management support to SMEs, Ross now has over a decade of experience in the space sector.



KULWINDER BHUMBRA

CPO, employed since 2021

M.Sc., Human Resource Management, University of Strathclyde

Kulwinder has been in the Group for more than 3 years, engaging with the Executive Leadership Team on our People Strategy to support our long-term business plan. She holds nearly 20 years' experience as a HR professional and leads our people function. Her previous experience is with private and not-for-profit companies where she partnered with various business leaders at strategic, operational and tactical levels to understand how to improve the employee experience. Her contributions have driven positive changes to our people processes, employee engagement activities, retention and generally supporting our people in line with our values.

RISK

EXPERIENCED LEADERSHIP WITH PROVEN CAPABILITES

RISK
<p>Geopolitics Increasing geopolitical tensions impact government priorities and introduce new security requirements. New tariffs and trade restrictions may affect access to critical components and may cause delays and increased costs.</p>
<p>Regulation AAC Clyde Space operates in a regulated environment. Any non-compliance could result in fines and/or effect on the ability to perform AAC Clyde Space services.</p>
<p>Customers The New Space market has attracted many new start-ups with limited funding. There could be a financial risk that these companies are not able to fulfil contractual obligations.</p>
<p>Supplier insolvency/delays Disruptions to our supply chain could have knock-on effects on our production lines and our ability to deliver contracts. Delays from major suppliers has a direct impact on the Group's ability to recognise revenues and thereby the financial targets.</p>
<p>New technology New innovations in technology could result in current products and satellites being less competitive.</p>
<p>Market The New Space market is a competitive market where established and new companies offer competitive solutions.</p>
<p>Sales cycle The sales cycles are long and require considerable efforts from AAC Clyde Space business development team. The long sales cycle makes it difficult to forecast when an order is won and it can be challenging to foresee capacity needs and predict cash flows.</p>
<p>In-orbit failure of Space Data as a Service satellites Satellites in orbit may fail before they reach their expected lifetime. This can be due to a faulty part, radiation damage, design fault, etc. The fault can be caused by an AAC Clyde Space-designed unit or on one supplied by a third-party.</p>
<p>Launch of satellites Failure of the rocket or deployer carrying a satellite to orbit is possible.</p>
<p>Personnel New Space is a competitive market. The Company is depending on attracting and retaining skilled employees.</p>

MITIGATING ACTIVITY

AAC Clyde Space mitigates this risk through supplier diversification, compliance with international regulations, and adapting its business model to evolving customer needs.

AAC Clyde Space closely follows current and coming regulations and adopts to follow them.

AAC Clyde Space undertakes a “Know Your Customer” activity when working with new customers, including a credit check of selected customers to minimise potential customer losses.

AAC Clyde Space manage the suppliers regularly to mitigate effects of delays.

AAC Clyde Space continuously invests in the technology road-map in order to be able to offer state-of-the-art offerings to the market.

AAC Clyde Space closely follows what competitors do and proactively responds to customer demands and what competitors offer.

AAC Clyde Space goes through a bid/no-bid process before investing in preparing a proposal for a new customer opportunity. Operations are involved during the sales cycle in order to secure/plan for capacity in case the opportunity is won.

AAC Clyde Space satellites undergo extensive testing before launch, going through a rigorous programme of reviews. AAC Clyde Space also normally insures the satellites it owns to cover losses associated with the loss of the satellite.

AAC Clyde Space chooses reliable launch providers and insures the satellite to cover losses associated with the loss of the satellite.

AAC Clyde Space offers an inclusive and attractive work environment with competitive remuneration terms and incentive programmes for all employees.

EARTH OBSERVATION

CANOPY BRIDGING SPACE FOR A SMARTER FORESTRY FUTURE





31%

FORESTS COVER 31%
OF EARTH'S LAND

USD
700 M

VALUATION FOR THE
AGRICULTURE AND FORESTRY
EARTH OBSERVATION MARKET

TACKLING GLOBAL CHALLENGES

Forests cover 31% of Earth's land, but ten million hectares disappear each year due to fire, pests, and deforestation. Protecting forests is critical for biodiversity, climate, and livelihoods.

AAC Clyde Space uses satellites to tackle global challenges, delivering critical data for smarter decisions. Canopy is an Earth Observation service helping Scottish Forestry improve monitoring and detecting threats such as pests, diseases or canopy loss.

Canopy analyses high-resolution multispectral imagery, enabling early intervention and providing a cost-effective alternative to helicopter surveys.

In 2024, we secured a two-year contract with the government agency Scottish Forestry, delivering a fully managed service for early threat detection. "Teaming up with Scotland's government early on has allowed us to develop data services that meet the high requirements of public organisations," says AAC Clyde Space CEO Luis Gomes. >>



EARTH OBSERVATION

FORESTRY MONITORING

» The agriculture and forestry segment of the Earth Observation market is valued at USD 700 million. Our Earth Observation constellation VIREON positions us as a leader in forestry and environmental monitoring, with Canopy as a strong early example. Our 1.5-metre resolution fills a market gap, enabling individual tree identification and advancing sustainable forestry. With global coverage and daily revisit rates powered by multiple satellites in space, our flexible delivery models make this a scalable, long-term revenue opportunity.

In late 2025, we plan to launch VIREON-1, the first satellite in our Earth Observation constellation, followed by three more. “Our experiences from the xSPANCION project have prepared us well to build and complete the satellites,” says Richard McKay, President of Products & Missions at AAC Clyde Space. This strengthens our data capabilities, enabling more frequent updates and deeper insights into forest health. ■

“OUR EXPERIENCES FROM THE XSPANCION PROJECT HAVE PREPARED US WELL TO BUILD AND COMPLETE THE SATELLITES”

Richard McKay, President of Products & Missions at AAC Clyde Space





ACTIONABLE INTELLIGENCE

The acquisition of Spacemetric strengthens our ability to turn raw satellite data into actionable intelligence, reinforcing our shift from data provider to full-service intelligence supplier. Canopy is a strong example of how we are establishing our position in the Earth Observation market—integrating satellite technology, data delivery, and analytics to drive real-world impact.



BOARD OF DIRECTORS' REPORT

The Board of Directors and the CEO of AAC Clyde Space AB (publ), corporate registration number 556677-0599, hereby submit the annual report and consolidated accounts for the financial year from 1 January 2024 to 31 December 2024.

The results of the year's operations are presented in subsequent financial reports, which shall be adopted at the Annual General Meeting.

Operations

AAC Clyde Space provides small satellite technologies and services that enable governments, businesses and institutions to access space-based, application-ready data. With proprietary components, satellite solutions and data services, we deliver complete offerings - from design and operations to valuable space-based data.

Registered office of Parent Company

AAC Clyde Space AB (publ)'s registered office is in Uppsala, Sweden, at Uppsala Science Park, SE-751 83, which is also the company's head office.

Significant events during the year

AAC Clyde Space acquired Spacemetric AB for approximately SEK 22 M with potential earn-outs of up to SEK 7 M. As part of the transaction, 188,000 new shares were issued to the previous shareholders of Spacemetric, increasing the total number of shares to 5,891,835. The acquisition was completed on 1 October.

AAC Clyde Space with its partner TNO, successfully transferred data from a compact laser satellite communications terminal, called SmallCAT, onboard a spacecraft in Low Earth Orbit (LEO) to Earth, thereby demonstrating that the laser satellite communication technology works under spaceflight conditions. AAC has contributed electronics and firmware to the laser communication terminal.

AAC Clyde Space received payment for an insurance claim on the satellite Kelpie-1 valued at approximately SEK 13.5 M. The claim was triggered by the satellite payload delivering less data than expected, not meeting key performance indicators.

AAC Clyde Space won a GBP 4.3 M (approx. SEK 56.2 M) order for 11 satellite kits from Portuguese company LusoSpace that was delivered in the fourth quarter of 2024. The EPIC 8U variant was co-designed by AAC Clyde Space and LusoSpace, and was built in Portugal.

Anita Bernie stepped down from the Board due to conflicting assignments which limit her in her Board Director role.

AAC Clyde Space was appointed to lead a consortium to develop laser communication system valued at SEK 40.4 M. AAC Hyperion will develop the existing 1 Gbps system into a production-ready version. This will also expand CubeCat's capacity to 10 Gbps to generate a next generation terminal to enable space-to-ground communication between small satellites and optical ground stations.

AAC Clyde Space won its first order for its 16U EPIC satellite to be delivered and commissioned by June 2026. The total order value was EUR 2.3 M (approx. SEK 27.0 M). The satellite will be part of the ESA OPS-SAT VOLT mission and will be capable of hosting multiple payloads. The mission, led by Craft Prospect Ltd. (CPL) is part of ESA's ARTES Scylight programme. It aims to test and evaluate groundbreaking real-time techniques and technologies with a focus on optical and quantum direct to earth communication.

AAC Clyde Space won its first order for its Earth observation satellite constellation by entering into a pre-commercial agreement valued at GBP 612,000 (approx. SEK 8.3 M) with the Scottish Government. The project started in Q3 2024 and continue until Q3 2026.

AAC Clyde Space granted an existing customer, a US-based supplier of space solutions, a license to manufacture its power and data handling systems. In return, AAC Clyde Space received a one-off payment of USD 2.0 M (approx. SEK 20.4 M) from the customer. The license replaced an existing royalty agreement.

The AOS collaborative, including AAC Clyde Space, Saab and ORBCOMM, announced successful two-way VDES communications through the Satellite Ymir-1, built and operated by AAC Clyde Space. This is an important milestone towards strengthening the communication and navigation infrastructure within the maritime domain.

Significant events after the end of the year

AAC Clyde Space was delighted to announce the start of the INFLECIION project, a transformative initiative made possible by a newly signed EUR 0.85 M (approx. SEK 9.5 M) contract with the European Space Agency (ESA). This order covers the first phase, which will be completed by the end of 2025. This marks the beginning of a project that will transform maritime domain awareness (MDA) through advanced satellite technology. INFLECIION is a game changer for global maritime operations, addressing critical challenges and significantly enhancing safety, efficiency, compliance, and environmental sustainability. The total value of the INFLECIION project is estimated at EUR 30.7 M (approx. SEK 350 M) and is co-funded at 50% by the UK Space Agency through an ESA Advanced Research in Telecommunications Systems (ARTES) Partnership Project within ESA's Connectivity and Secure Communications

AAC Clyde Space won a EUR 1.0 M (SEK 11.8 M) order from OHB Sweden for components for the planned EPS-Sterna constellation, with delivery scheduled by the end of 2025. EPS-Sterna is a satellite programme by EUMETSAT to improve weather forecasts and climate monitoring, based on the Arctic Weather Satellite (AWS) prototype launched in August 2024. It plans to launch 6 satellites by 2029 and grow to 20 satellites by 2042. A decision on the programme's approval is planned for mid-2025.

Group structure

As of 31 December 2024, the Group consisted of the Parent company AAC Clyde Space AB, with its registered office in Uppsala, and six operational subsidiaries, refer to Note 14.

Profit and loss and financial position

Group

Sales and earnings

Net sales increased by 28% to SEK 352.9 M (276.6). Total revenue amounted to SEK 408.8 M (325.5). EBITDA amounted to SEK 46.7 M (1.0). Operating result after depreciation and impairment of intangible non-current assets amounted to SEK -4.0 M (-36.8). The loss after tax amounted to SEK -5.7 M (-41.6).

Investments

The Group's investments in fixed assets amounted to SEK 44.6 M (51.0), of which SEK 17.9 M (33.8) pertained to intangible non-current assets.

Cash flow, liquidity and financial position

Available cash and cash equivalents on 31 December 2024 amounted to SEK 49.7 M (59.5). The total available overdraft facility amounts to SEK 30.0 M (30.0). Total available cash, including bank overdraft facility, amounted to SEK 70.8 M (64.3). The Board's assessment is that the operations are financed for the next twelve months.

Other receivables decreased to SEK 46.7 M (87.0) mainly due to accrued royalties being paid. Other liabilities decreased to SEK 207.5 (213.0).

As of 31 December 2024, the equity to assets ratio was 71 % (71).

Staff

At year-end there were 210 (188) employees.

Parent Company

The Parent Company's net sales amounted to SEK 102.8 M (108.3). The result after tax, before impairment of shares in subsidiary Clyde Space Ltd was SEK 7.2 M (7.5) and after impairment SEK -19.9 M (7.5). Investments in fixed assets amounted to SEK 4.9 M (1.6).

The equity to assets ratio was 87 % (87).

Corporate responsibility

The Group does not conduct operations that require a permit according to the Swedish Environmental code. For information about the Group's sustainability initiatives, see page 30-31.

Risks and uncertainties in the business

The Board decides on the level of risk-taking in the business and makes final decisions based on proposals from the CEO. The company continuously collaborates with suppliers to secure deliveries as far as possible. The management team maintains an internal Business Continuity Plan on an ongoing basis to ensure that products and services are delivered as expected. AAC Clyde Space closely monitors geopolitical developments and takes proactive measures to mitigate the impact of trade restrictions, new security requirements, and shifting government priorities.

Guidelines for remuneration to senior executives

Information regarding the guidelines can be found in Note 8.

The share

AAC Clyde Space's shares are traded under the ticker AAC on Nasdaq First North Premier Growth Market. The share is also traded on the US OTCQX market under the symbol ACCMF. On 31 December 2024, 5,891,835 shares were issued with a quotient value of SEK 2.0. All shares have equal rights to the company's profits and assets. The number of shareholders at 31 December 2024 was 10,445. The largest single owners on 31 December 2024 were AAC SpaceQuest founder Dino Lorenzini with 624,000 shares corresponding to 10.6 % of votes and capital. For more information about AAC Clyde Spaces shares and shareholders, see the Share section on page 120.

Incentive scheme

An Extraordinary General Meeting on 1 November 2023 resolved to consolidate shares, combining 50 shares into 1 new share. Fifty (50) warrants are now required to subscribe for one (1) share in the 2022 and 2023 programmes, previously one (1) warrant was required to subscribe for one (1) share. The subscription prices have also been recalculated following the consolidation.

The Annual General Meeting of AAC Clyde Space in May 2022 resolved on a directed issue of warrants to the Board and to all employees. Fifty (50) warrants entitle the holder to subscribe for one (1) new share at the subscription price of SEK 94.65 per share. The warrants can be exercised during the period through 1 July 2025 until 31 December 2025:

- As of 31 December 2024, Board members had subscribed for 241,667 warrants (incentive scheme 2022/2025:C)
- As of 31 December 2024, employees in Sweden had subscribed for 1,199,999 warrants (incentive scheme 2022/2025:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,596,666 warrants (incentive scheme 2022/2025:B)

A total of 3,038,332 warrants have been subscribed for, which entails a potential dilution effect of around 1% and that AAC Clyde Space will potentially raise approximately SEK 5.8 M.

The Annual General Meeting of AAC Clyde Space in May 2023 resolved on a directed issue of warrants to the Board and to all employees. Fifty (50) warrants entitle the holder to subscribe for one (1) new share at a subscription price of SEK 37.66 per share. The warrants can be exercised during the period through 1 July 2026 until 31 December 2026:

- As of 31 December 2024, Board members had subscribed for 203,350 warrants (incentive scheme 2023/2026:C)
- As of 31 December 2024, employees in Sweden had subscribed for 760,142 warrants (incentive scheme 2023/2026:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,631,642 warrants (incentive scheme 2023/2026:B)

A total of 2,595,134 warrants have been subscribed for, which entails a potential dilution effect of around 0,9 % and that AAC Clyde Space will potentially raise approximately SEK 2.0 M.

The Annual General Meeting of AAC Clyde Space in May 2024 resolved on a directed issue of warrants to the Board and to all employees. One (1) warrant entitle the holder to subscribe for one (1) new share at a subscription price of SEK 44,72 per share. The warrants can be exercised during the period through 1 July 2027 until 31 December 2027:

- As of 31 December 2024, Board members had subscribed for 5,629 warrants (incentive scheme 2024/2027:C)
- As of 31 December 2024, employees in Sweden had subscribed for 25,847 warrants (incentive scheme 2024/2027:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 45,465 warrants (incentive scheme 2024/2027:B)

A total of 76,941 warrants have been subscribed for, which entails a potential dilution effect of around 1,3 % and that AAC Clyde Space will potentially raise approximately SEK 3,5 M.

Proposed appropriation of earnings

At the disposal of the Annual General Meeting (SEK):

Share premium reserve 937,018,606
Loss brought forward - 371,967,861
Loss for the year - 19,885,161
Total 545,165,584

The Board of Directors proposes that no dividend be paid and that the retained earnings of SEK 545,165,584 be carried forward.

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

kSEK	Note	Full-year 2024	Full-year 2023
Net sales	6	352,857	276,605
Work performed by the Company for its own use and capitalised		22,703	29,349
Other operating income	9	33,190	19,500
TOTAL		408,750	325,454
Raw materials and subcontractors		-128,096	-105,005
Personnel costs	8	-178,874	-163,463
Other external expenses		-46,172	-44,517
Other operating expenses	10	-8,915	-11,489
EBITDA		46,964	980
Depreciation/amortisation and impairment of tangible and intangible assets	15, 16, 29	-50,716	-37,812
EBIT		-4,022	-36,832
Financial income	11	5,006	4,414
Financial expenses	11	-6,327	-8,640
Net financial items		-1,321	-4,226
Income tax	13	-403	-504
PROFIT/LOSS FOR THE PERIOD		-5,746	-41,562
PROFIT/LOSS FOR THE PERIOD ATTRIBUTED TO:			
Parent Company Shareholders		-5,582	-41,363
Results attributable to minority interests		-163	-199
Other comprehensive income:			
<i>Items that may be transferred to profit or loss</i>			
Exchange-rate differences		37,282	2,031
Other comprehensive income for the period		37,282	2,031
Other comprehensive income for the period attributable to:			
Parent Company Shareholders		37,347	1,965
Results attributable to minority interests		-65	66
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		31,537	-39,531
Earnings per share, based on profit for the period attributable to Parent Company shareholders*			
kSEK		Full-year 2024	Full-year 2023
Earnings per share, before and after dilution		-1,00	-8,73

*A consolidation of shares 1:50 took place in November 2023. Historical earnings per share have been recalculated to have a fair comparison.

CONSOLIDATED BALANCE SHEET

kSEK	Note	31 Dec 2024	31 Dec 2023
ASSETS			
Non-current assets			
Intangible assets			
	16		
Goodwill		557,953	511,487
Brands		28,379	23,186
Customer relationships		4,584	3,550
Technology		45,384	48,633
Capitalised expenditure for development		95,593	84,177
Other intangible assets		727	1,573
Total intangible assets		732,620	672,606
Tangible assets			
Plant and equipment	15	69,028	56,665
Inventories	15	1,265	1,112
Right-of-use assets	29	12,200	15,790
Total tangible assets		82,493	73,567
Financial assets			
Other long-term securities holdings		333	-
Total financial assets		333	0
Total non-current assets		815,446	746,173
Current assets			
Inventories			
Raw materials and consumables	20	21,550	20,088
Current receivables			
Accounts receivable	19	55,267	23,513
Current tax assets	21	7,140	8,191
Contract assets	27	26,078	34,608
Other receivables	21	6,660	1,710
Prepaid expenses and accrued income	22	6,796	42,543
Cash and cash equivalents	23	49,676	59,546
Total current assets		173,165	192,197
TOTAL ASSETS		988,611	938,370

kSEK	Note	31 Dec 2024	31 Dec 2023
EQUITY AND LIABILITIES			
Equity attributable to Parent Company shareholders			
Share capital	24	11,784	11,408
Other contributed capital		937,001	928,670
Reserves		105,773	68,427
Retained earnings (including earnings for the year)		-350,533	-344,939
Total equity attributable to Parent Company shareholders		704,025	663,565
Non-Controlling Interest		-1,033	-813
Total equity		702,992	662,753
Non-current liabilities			
Additional purchase consideration	17, 35	4,627	-
Other non-current liabilities		-	354
Lease liability		5,492	10,150
Deferred tax liabilities	26	15,665	15,724
Total non-current liabilities		25,784	26,228
Current liabilities			
Accounts payable	17	52,290	36,412
Liabilities to credit institutions	25	8,864	25,152
Lease liability	29	6,683	5,501
Other liabilities		30,695	30,433
Contract liabilities	27	97,928	122,676
Additional purchase consideration	17, 35	10,674	8,506
Accrued expenses and deferred income	28	52,700	20,708
Total current liabilities		259,835	249,389
Total liabilities		285,619	275,617
TOTAL EQUITY AND LIABILITIES		988,611	938,370

CONSOLIDATED CHANGES IN EQUITY

kSEK	Share capital	Other contributed capital	Reserves	Retained earnings incl. profit/loss for the period	Total equity attributable to shareholders	Non-controlling interests	Total equity
Opening balance, 1 January 2023	8,192	892,848	66,462	-303,996	663,506	0	663,506
Profit/loss for the period	-	-	-	-41,364	-41,364	-199	-41,563
Other comprehensive income	-	-	1,965	-	1,965	66	2,031
Total comprehensive income	0	0	1,965	-41,364	-39,399	-133	-39,532
Transactions with shareholders							
Correction of conversion differences OB	-	32	-	-	32	-	32
Reclassifications	-	-	-	-259	-259	-	-259
Transactions between owners	-	-	-	680	680	-680	0
New share issue	3,176	44,467	-	-	47,643	-	47,643
Issue expenses	-	-10,083	-	-	-10,083	-	-10,083
Directed new share issue	18	142	-	-	160	-	160
Non-cash issue - acquisition of Omnisys	22	285	-	-	307	-	307
Warrants T02020/2023	-	84	-	-	84	-	84
Warrants T02022/2025	-	711	-	-	711	-	711
Warrants T02023/2026	-	182	-	-	182	-	182
Closing balance, 31 December 2023	11,408	928,671	68,427	-344,939	663,565	-813	662,752
Opening balance, 1 January 2024	11,408	928,671	68,427	-344,939	663,565	-813	662,752
Profit/loss for the period	-	-	-	-5,582	-5,582	-163	-5,745
Other comprehensive income	-	-	37,347	-	37,347	-65	37,282
Total comprehensive income	0	0	37,347	-5,582	31,765	-228	31,537
Transactions with shareholders							
Transactions between owners	-	-	-	-8	-8	8	0
Non-cash issue - acquisition of Spacemetric	376	7,484	-	-	7,860	-	7,860
Warrants T02022/2022	-	320	-	-	320	-	320
Warrants T02023/2026	-	264	-	-	264	-	264
Warrants T02024/2027	-	261	-	-	261	-	261
Closing balance, 31 December 2024	11,784	937,000	105,773	-350,532	704,024	-1,033	702,992

CONSOLIDATED STATEMENT OF CASH FLOWS

kSEK	Note	2024	2023
Cash flow from operating activities			
EBIT		-4,022	-36,832
Adjustments for non-cash items	34	50,873	35,547
Interest received		500	467
Interest paid		-2,603	-3,324
Income taxes paid		-2,936	-1,338
Cash flow from operating activities before changes in working capital		41,814	-5,481
Cash flow from changes in working capital			
Change in inventory		1,661	-1,841
Change in operating receivables		20,915	-27,570
Change in operating liabilities		-7,600	39,777
Total changes in working capital		14,976	10,366
Cash flow from operating activities		56,789	4,883
Cash flow from investing activities			
Investments in tangible assets		-22,159	-17,105
Investments in intangible assets		-17,894	-33,866
Acquisition of shares in subsidiaries, after deductions for acquired cash and cash equivalents		-4,590	-
Cash flow from investing activities		-44,643	-50,971
Cash flow from financing activities			
New share issue		-	47,643
Issue expenses		-	-10,083
Cash payment for Earn-Out Omnisys	3	-	-2,500
Outgoing repayments of lease liabilities	33	-6,708	-5,613
Utilised credit facility	25, 33	-16,288	25,152
Repayments of borrowings	33	-	-686
Cash flow from financing activities		-22,996	53,913
Cash flow of the year		-10,850	7,825
Decrease/increase in cash and cash equivalents			
Cash and cash equivalents at start of period		59,546	52,100
Exchange-rate differences in cash and cash equivalents		980	-378
CASH AND CASH EQUIVALENTS AT END OF PERIOD		49,676	59,546

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Note 1 General information

AAC Clyde Space AB (publ) ("AAC") Corp. Reg. No. 556677-0599 is the Parent Company registered in Sweden with its registered office in Uppsala at Uppsala Science Park, Dag Hammarskjölds väg 48, SE-751 83 Uppsala, Sweden.

The financial statements were authorised for issue by the Board of Directors on 24 April 2025.

Unless otherwise stated, all amounts are in thousands of SEK (kSEK). Data in parentheses pertain to the comparative year.

Note 2 Summary of significant accounting policies

This note provides a list of the significant accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated. The consolidated financial statements pertain to the Parent Company AAC Clyde Space AB (publ.) and its subsidiaries.

Basis of preparation

The consolidated financial statements for AAC Clyde Space AB have been prepared in accordance with the Swedish Annual Accounts Act, RFR 1 Supplementary rules for corporate groups, International Financial Reporting Standards (IFRS) and interpretations issued by the IFRS Interpretations Committee (IFRS IC) as adopted by the EU. They have been prepared under the historical cost convention, as modified by the revaluation of financial liabilities measured at fair value through the statement of comprehensive income.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

New and changed standards

The following amendments to standards are applied by the Group for the first time for financial years beginning 1 January 2023:

- Information on accounting principles - changes in IAS 1 Design of financial reports

New and amended standards not yet adopted by the Group

IFRS 18 will replace IAS 1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability in the reporting of results of similar entities and provide users with more relevant information and transparency. Although IFRS 18 will not affect the recognition or measurement of items in the financial statements, its effects on presentation and disclosures are expected to be pervasive, in particular those related to the income statement and to management-defined performance measures.

A number of new accounting standards and interpretations have been published by the IASB that do not enter force until financial years starting 1 January 2025 or later and were not applied in advance by the Group. These standards are not expected to have any material impact on the Group's financial reporting in current or future reporting periods nor on predictable future transactions.

Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its influence over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the carrying amount of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred and are reported in the item "Other operating expenses" in the consolidated statement of comprehensive income.

2.1 Foreign currency translation

Functional and presentation currency

Entities in the Group use the local currency as their functional currency, where the local currency is defined as the currency of the primary economic environment in which the entity operates. The consolidated financial statements are presented in Swedish kronor (SEK), which is the Parent Company's functional currency and the Group's presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year-end exchange rates are generally recognised in the statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are recognised in the statement of comprehensive income as financial income or expenses. All other foreign exchange gains and losses are presented in the item "Other operating expenses" and "Other operating income" in the statement of comprehensive income.

Foreign subsidiary translation

The results and financial positions of foreign operations that have a functional currency different from the presentation currency are translated into the Group's presentation currency. Assets and liabilities for each statement of financial position presented are translated from the foreign operations' functional currency to the Group's presentation currency, SEK, at the closing rate at the balance sheet date. Income and expenses for each statement of profit or loss are translated into SEK at the average rate per each transaction date. All resulting exchange differences from foreign currency translation are recognised in other comprehensive income.

2.2 Revenue recognition

Revenue is measured at the fair value of what has been or will be received, and is equivalent to the amount received for goods and services sold less discounts and VAT.

The Group recognises revenue when the amount can be reliably measured, when it is likely to lead to financial advantages for the Company in the future and when the below criteria have been met for each of the Group's operations.

Sale of goods

The Group develops, manufactures and sells satellite platforms and subsystems. Product sales are reported as revenue when control of the goods is transferred, which happens when they are delivered to the customer. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

Income from the sale of customised satellite platforms and subsystems is recognised based on the price in the contract and degree of completion. Revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made.

Sales of services

The Group provides services at fixed and variable prices in the form of consulting and project fees for launching and operating satellites in orbit. Revenue from providing services is recognised in the accounting period in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the financial year as a proportion of the total services to be provided because the customer receives and uses the benefits simultaneously. This is determined based on the actual labour hours spent relative to the total expected labour hours.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenue or costs are reflected in the statement of comprehensive income in the period in which the circumstances that gave rise to the revision become known by management.

In the case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered by AAC Clyde Space exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

If the contract includes an hourly fee, revenue is recognised based on the hours expended. Customers are invoiced on a monthly basis and the consideration is payable when invoiced.

Sales of data

The Group delivers data from its own satellites to customers. The scale of the revenue depends on the quantity of data delivered and is normally recognised in the delivery month.

Sales of licences

The Group licences IP rights [technology and manufacturing licences] for components of AAC Clyde Space's technology to help customers manufacture products they then utilise for their own use, and sometimes can then sell to external customers. Compensation covers the licence as well as consulting services related to adapting technology for customers. The transaction price includes fixed portions and portions dependent on future events. The portion of compensation dependent on future events is recognised as variable under revenue recognition and only when AAC Clyde Space deems it likely that the compensation will be received and the conditions for receiving remuneration have been met.

The Group decides if a licence is distinct from the consulting services that will be rendered and thereby constitutes a separate performance obligation in the contract. A licence is considered a separate performance obligation when it can be used without additional consulting services from AAC Clyde Space. If a licence is considered distinct, this means that the contract includes two obligations: a licence and consulting services. These are recognised separately.

The transaction price is allocated to the licence and to the consulting services at an amount that reflects the compensation the Group expects to have a right to in exchange for transferring the licence and consulting services to the customer. This is added to an allocated transaction price for the undertaking recognised as revenue either at a specific date or over time.

Licences identified as separate performance obligations are either "right-to-access" or "right-to-use." A "right-to-access" licence includes access to AAC Clyde Spaces IP rights over the term of the licence, meaning the IP rights in question change over time as AAC Clyde Space conducts operations that significantly affect the value of the intangible asset the customer has a right to. A "right-to-use" licence includes the right to use AAC Clyde Space IP rights as they stood at the time the licence was granted. Right-to-access licences are recognised over the period when the customer has right to exercise the licence, while right-to-use licences are recognised at a specific point in time (that is, when the customer is given control over the licence).

If consulting services are considered a separate and distinct commitment, their revenue is recognised over the period according to the accounting policies given above in "Sales of services".

If the licence is not distinct from the consulting services provided to the customer, the two items are recognised as a single performance commitment. An assessment is made of whether income for the combined performance commitment is reported at a certain date or over time, depending on when control of both the licence and the consulting services were transferred to the customer.

Sales-based royalties

Revenue from sales-based royalties pledged in exchange for a licence for an intangible fixed asset is only recognised after the later of the following events:

- Subsequent sale
- The performance commitment pertaining to the sales-based royalty has been fulfilled.

Interest income

Interest income is recognised as income using the effective interest method.

2.3 Leases

The Group's leases consist largely of premises and equipment. Leases are normally signed for fixed periods of one to five years, but may have extension options, as described below. The terms are negotiated separately for each lease, and contain a large number of differing conditions.

Leases are recognised as right-of-use assets, and a corresponding liability is recognised on the day the leased asset becomes available for use by the Group. Every lease payment is distributed between repayment of the liability and financial expenses. The financial expense is allocated across the lease term so that each reporting period is charged an amount equivalent to a fixed interest rate for the liabilities recognised in each period. The right-of-use asset is depreciated on a straight-line basis over the shorter of the useful life of the asset and the term of the lease.

Assets and liabilities arising from leases are initially recognised at present value.

The lease liabilities include the present value of the following lease payments:

- Fixed fees
- Variable lease payments dependent on an index or an interest

The lease payments are discounted using the incremental borrowing rate.

Right-of-use assets are measured at cost and include the following:

- The initial measurement of the lease liability; and
- Payments made on or before the point in time when the leased asset is made available to the lessee

For low-value leases, the practical exemption in IFRS 16 applies, which means that lease payments are expensed on a straight-line basis in profit or loss over the term of the lease and no right-of-use asset or lease liability is recognised in the statement of financial position.

Options for extending and cancelling leases

Options for extending or cancelling leases are included in the asset and the liability where it is judged reasonably certain that they will be utilised.

2.4 Employee benefits

Post-employment benefit plans

Group companies only have defined contribution pension plans. In a defined contribution pension plan, the Group makes fixed payments to a separate legal entity.

The Group does not have any legal or informal obligations to pay additional fees if the legal entity does not have sufficient assets to pay the entire vested benefit accrued during the current or previous periods. Payments are recognised as a cost in profit or loss for the period as vested through services performed for the Company by employees during the period.

Share-based payments

The Group has several employee warrant programmes. The fair value of the service that entitles employees to allotment of warrants through the Group's employee warrant programme is recognised as a personnel cost with a corresponding increase in equity.

The total sum expensed is based on the fair value of the warrants allotted: including all market-related terms and conditions (e.g., share target price), excluding any impact from terms of employment and non-market-related vesting conditions (e.g., profitability targets for sales increases and the employee remaining in the Company's employ for a set period of time) and including the impact of non-vesting conditions (e.g., any requirement for employees to save or retain the shares for a set period of time).

The total expense is recognised over the vesting period, that is the period in which all the specified vesting terms and conditions are to be fulfilled. At the end of each reporting period, the Group reviews its assessments of the number of shares expected to vest based on the non-market-related vesting conditions and the terms of employment. Any deviation compared with the initial assessments that results from the review is recognised in the income statement and corresponding adjustments are made in equity.

Social security contributions that arise from the allotment of warrants are considered an integral component of the allotment and the cost is treated as a cash-regulated share-based payment.

2.5 Deferred income tax

Deferred tax assets are recognised only if it is probable that future taxable surpluses will be available against which to utilise those temporary differences.

2.6 Intangible assets

Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration, any non-controlling interest in the acquiree and the fair value at the acquisition date of pre-existing equity interests in the acquiree over the fair value of identifiable acquired net assets.

For the purpose of testing for any impairment requirement, acquired goodwill is allocated to those cash-generating units or groups of cash-generating units that are expected to benefit from the acquisition synergies. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Capitalised expenditure for development

Costs associated with maintenance are recognised as an expense as incurred. Development expenses that are directly attributable to the design of satellite platforms and subsystems controlled by the Group are recognised as intangible assets when the criteria in IAS 38p. 57 are met.

Directly attributable costs that are capitalised as part of development include employee and external consultant costs. Other development expenses that do not meet these criteria are recognised as an expense as incurred. Development expenses previously recognised as an expense are not recognised as an asset in a subsequent period. Capitalised development expenses are recognised as intangible assets and amortised from the point at which the asset is ready for use.

Customer relationships

Customer relationships acquired as part of a business combination are recognised at their fair value at the date of acquisition and are subsequently amortised on a straight-line basis over their estimated useful lives. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment. The estimated useful life amounts to three to five years, which reflects the estimated time it will generate cash flow.

Brand

Trademarks/brands acquired in a business combination are recognised at fair value at the acquisition date. As long as brands are used, maintained and invested, they are deemed to have an indefinite useful life and are carried at cost and tested annually for impairment according to the method described for goodwill above.

Other intangible assets

Other intangible assets include patents, software and technology. Accounting policies for these items are described below.

Patents

Separately acquired patents are shown at historical cost. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses. The estimated useful life amounts to 10 years, which reflects the estimated time they will generate cash flow.

Software

Software acquired as part of a business combination is recognised at its fair value at the date of acquisition and is subsequently amortised on a straight-line basis over its estimated useful life. It has a finite useful life and is subsequently carried at cost less accumulated amortisation and impairment. The estimated useful life amounts to three years, which reflects the estimated time it will generate cash flow.

Technology

Technology acquired as part of a business combination is recognised at its fair value at the date of acquisition and is subsequently amortised on a straight-line basis over its estimated useful life. It has a finite useful life and is subsequently carried at cost less accumulated amortisation and impairment. The estimated useful life amounts to five to seven years, which reflects the estimated time it will generate cash flow.

Useful lives for the Group's intangible assets

Capitalised expenditure for development	3–5 years
Patents	10 years
Customer relationships	3–5 years
Technology	5–7 years
Software	3 years

2.7 Tangible assets

The accounting policies below pertain to owned assets.

Depreciation on assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Plant and equipment	3–5 years
Inventories	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposal of a tangible asset are determined by comparing the proceeds with the carrying amount and are recognised within "Other operating income" and "Other operating expenses", respectively, in the statement of comprehensive income.

2.8 Impairment of non-financial assets

Intangible assets that have an indefinite useful life (goodwill and brands) or intangible assets not ready to use (capitalised expenditure for development) are not subject to amortisation and are tested annually for impairment. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash flows from other assets or groups of assets (cash-generating units). Nonfinancial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

2.9 Financial instruments – general

Financial instruments occur in several balances and are described below.

Classification

The Group classifies its financial assets and liabilities in the category amortised cost and financial liabilities measured at fair value through profit or loss. The classification depends on the purpose for which the financial assets or liabilities were acquired.

Financial assets at amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit losses recognised (see impairment below). Interest income from these financial assets is included in financial income using the effective interest method. The Group's financial assets at amortised cost include the items accounts receivable, other receivables, and cash and cash equivalents.

Financial liabilities measured at fair value through profit or loss

Financial liabilities at fair value through profit or loss are financial liabilities held for trading or contingent considerations for business combinations. Derivatives are also categorised as held for trading unless they are designated as hedges. The Group has financial liabilities in the form of foreign currency forwards and contingent additional purchase considerations. Financial liabilities measured at fair value through profit or loss are also recognised in subsequent periods at fair value and the change in value is recognised in the statement of comprehensive income.

Financial liabilities at amortised cost

The Group's other financial liabilities are subsequently classified as carried at amortised cost using the effective interest method. Other financial liabilities consist of liabilities to credit institutions, accounts payable and current liabilities.

Impairment of financial assets

Assets carried at amortised cost

The Group assesses the future expected credit losses (ECLs) pertaining to assets carried at amortised cost. The Group recognises a loss allowance for ECLs at every reporting date. For accounts receivable, the Group applies the simplified approach to measuring loss allowances, meaning that the allowance will reflect the expected loss across the entire life of the receivable.

To measure ECLs, accounts receivable are categorised based on credit risk and days past due. The Group uses forward-looking variables for ECLs. ECLs are recognised in the item Other external expenses in the consolidated statement of comprehensive income.

2.10 Inventories

Inventory is stated at the lower of cost and net realisable value using the average-price principle.

2.11 Cash and cash equivalents

For the purpose of presentation in the statement of financial position and cash flow statement, cash and cash equivalents includes cash on hand and bank deposits.

2.12 Share capital

Ordinary shares are classified as equity. Transaction costs directly attributable to the issue of new ordinary shares are shown in equity as a deduction, net of tax, from the proceeds.

2.13 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

2.14 Government grants

Grants from the Government are recognised at fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions. Grants accepted before the terms for recognition as revenue have been fulfilled are recognised as liabilities. This also applies to grants in the form of tax deductions.

Government assistance related to development that is capitalised as an intangible asset is recognised through the asset's carrying amount less the grant, which is recognised in profit or loss for the year under the depreciable asset's useful life in the form of lower depreciation.

Note 3 Financial risk management

Financial risk factors

The goals of the Group's financial activities are to:

- ensure that the Group can fulfil its payment obligations;
- manage financial risks;
- ensure access to sufficient funding; and
- optimise the Group's net finances.

Credit risk is managed by the Group management. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control is made assessing the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. Compliance with credit limits is regularly monitored by the Group Management.

Market risk

Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk, primarily the US dollar (USD), the British pound (GBP) and the euro (EUR).

Foreign exchange risks arise from future commercial transactions or recognised assets or liabilities denominated in a currency that is not the functional currency of the relevant Group entity. The Group encounters foreign exchange risk in payment flows in foreign currency ("transaction exposure"), in restating balances in foreign currencies and in restating foreign subsidiaries' statements of profit or loss and statements of financial position in the Group's presentation currency (Swedish krona, SEK) ("balance exposure").

The Group has no external borrowing in any currencies other than each entity's functional currency. However, there is inter-company borrowing in currencies other than the functional currency, which exposes the Group to a certain amount of foreign exchange risk in inter-company eliminations.

Sensitivity analysis – transaction exposure

Sensitivity in earnings pertaining to currency changes is primarily in EUR, USD and GBP and the risk primarily occurs through cross-boundary transactions where purchasing and invoicing are conducted in these currencies.

Accounts payable and receivable include significant balances in foreign currencies.

Accounts receivable in foreign currencies amounted to kSEK 33,744 on 31 December 2024 (31 December 2023: kSEK 12,952). Accounts payable in foreign currencies amounted to kSEK 44,881 on 31 December 2024 (31 December 2023: kSEK 15,378).

The Group uses derivatives such as foreign currency forwards to hedge large future cash flows. The Group does not meet the requirements for applying hedge accounting in accordance with IFRS 9. Change in fair value is thus recognised in other operating income or other operating expenses.

If the Swedish krona had grown weaker/stronger by 10% in relation to the euro, with all other variables remaining the same, the restated earnings after tax for the 2024 financial year would have been kSEK 373 (2023: kSEK 334) lower/higher.

If the Swedish krona had grown weaker/stronger by 10% in relation to the US dollar, with all other variables remaining the same, the restated earnings after

tax for the 2024 financial year would have been kSEK 349 (2023: kSEK 228) lower/higher.

If the Swedish krona had grown weaker/stronger by 10% in relation to the British pound, with all other variables remaining the same, the restated earnings after tax for the 2024 financial year would have been kSEK 147 (2023: kSEK 93) lower/higher.

This is primarily the result of gains/losses when translating accounts receivable and payable.

Sensitivity analysis – translation exposure

The Group is exposed to foreign exchange risk on consolidation of subsidiaries abroad with a functional currency other than SEK. This applies primarily to GBP, EUR and USD. The Group's policy is not to hedge translation exposure attributable to net assets abroad to mitigate translation risk in the financial statements.

Interest rate risk

AAC Clyde Space AB had on 31 December 2024 a utilised credit facility of kSEK 8,864.

Credit risk

Credit risk arises from cash and cash equivalents, deposits with banks and credit institutions, as well as credit exposures, including outstanding receivables.

The Group's operations are exposed to several financial risks related to accounts receivable and payable, loans and derivatives such as market risk (including primarily foreign exchange risk but also interest-rate risk), credit risk, liquidity risk and refinancing risk. The Group strives to minimise potentially unfavourable effects on the Group's financial earnings.

Historically, the Group has had low credit losses since customers are, to a great extent, public bodies or authorities, or otherwise major and well-known.

Liquidity risk

Through prudent liquidity risk management the Group maintains sufficient cash and marketable securities to meet the needs of operating activities and the Group also ensures the availability of sufficient cash and cash equivalents to meet obligations when due.

The Group management actively works with continuously preparing funding and cash flow forecasts. The Group management monitors rolling forecasts of the Group's liquidity reserve to ensure that the Company has the necessary cash for operating activities.

The tables below analyse the Group's non-derivative financial liabilities and derivatives (foreign currency forwards), including financial liabilities, allocated by relevant maturity groupings based on their contractual maturities. The amounts included in the maturity tables are the contractual undiscounted cash flows, excluding foreign currency forwards.

Future cash flows in foreign currencies or pertaining to variable interest rates have been calculated based on the exchange and interest rates on the balance sheet date.

Foreign currency forwards that include financial liabilities are included in the interval with their fair value because the contractual maturities are not essential for an understanding of the timing of the cash flows.

As of 31 December 2023	Less than 3 months	Between 3 months and 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total contracted cash flows	Carrying amount
Financial liabilities (excluding derivatives)							
Liabilities to credit institutions	-	25,152	-	-	-	25,152	25,152
Lease liability	1,593	4,779	6,372	5,080	-	17,824	15,651
Additional purchase consideration	-	8,506	-	-	-	8,506	8,506
Accounts payable	36,412	-	-	-	-	36,412	36,412
Total Financial liabilities (excluding derivatives)	38,005	38,437	6,372	5,080	0	87,894	85,721
Foreign currency forwards	-	-	-	-	-	-	-
Total	38,005	38,437	6,372	5,080	0	87,894	85,721
As of 31 December 2024	Less than 3 months	Between 3 months and 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total contracted cash flows	Carrying amount
Financial liabilities (excluding derivatives)							
Liabilities to credit institutions	-	8,864	-	-	-	8,864	8,864
Lease liability	1,762	5,286	4,967	1,737	-	13,752	12,175
Additional purchase consideration	-	12,152	2,071	2,071	-	16,294	15,301
Accounts payable	52,290	-	-	-	-	52,290	52,290
Total Financial liabilities (excluding derivatives)	54,052	26,302	7,038	3,808	0	91,200	88,630
Foreign currency forwards	-	-	-	-	-	-	-
Total	54,052	26,302	7,038	3,808	0	91,200	88,630

Capital management

The Group's goal for capital structure is to secure the Group's ability to continue its operations so it can generate returns for shareholders and maintain an optimal capital structure that keeps capital expenses to a minimum.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends distributed to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital on the basis of the equity ratio, which is a key performance indicator equal to equity in relation to total assets. During 2024, the Group's strategy, which was unchanged from 2023, was to maintain an equity ratio within 60% to 95%. The equity ratio for each accounting year was as follows:

31 Dec 2024 71%
31 Dec 2023 71%

Fair value measurements

The different levels of financial instruments measured at fair value have been defined as follows:

Level 1 financial instruments

Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 financial instruments

Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as price listings) or indirectly (i.e. derived from price listings).

Level 3 financial instruments

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

The Group has no financial assets measured at fair value.

As of 31 December 2024, the Group had financial liabilities measured at fair value in the form of contingent additional purchase considerations.

On 31 December 2024, the fair value for foreign currency forwards amounted to kSEK 0 (31 December 2023: kSEK 0). Fair values for foreign currency forwards are found in Level 2 of the fair value hierarchy.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

On 31 December 2024, the fair value for contingent purchase considerations amounted to kSEK 15,301 and was recognised under short-term liabilities in the balance sheet. Changes in value were recognised in financial expenses in the statement of comprehensive income. Fair values for contingent purchase considerations are found in level 3 of the fair value hierarchy. The fair values of contingent purchase considerations are based on management's assessment of the likelihood of the payment being disbursed pursuant to the conditions in the share transfer agreement. The management's assessment is that the amount stated will be disbursed in full.

There were no transfers between levels for recurring fair value measurements during the year.

The following table illustrates the changes for level 3 instruments in 2024:

Contingent purchase considerations in conjunction with business combinations	
Opening balance, 1 Jan 2024	8,506
Acquisition of Spacemetric AB	6,660
Total gains and losses during the period are recognised in the statement of comprehensive income for liabilities held at the end of the reporting period:	135
Closing balance 31 Dec 2024	15,301

Note 4 Disclosures regarding significant estimates and judgements

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Impairment tests for goodwill and brands with indefinite useful lives

The Group tests annually whether goodwill and brands with indefinite useful lives have suffered any impairment, in accordance with the accounting policy stated in Note 2. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates [see Note 16].

Measurement of loss carry-forwards

Taxable loss carry-forwards have no final exercise date. The Group have not reported any value for loss carry-forwards. Deferred tax assets are recognised only for loss carry-forwards that are likely to be recoverable using trough offsetting against future taxable surpluses and against taxable temporary differences. For further details on loss carry-forwards and deferred tax benefits see Note 26.

Contingent purchase considerations

Pursuant to the agreements on contingent purchase considerations in conjunction with the acquisitions of Omnisys and Spacemetric the Group will disburse additional purchase considerations on fulfilment of the set performance targets. The fair values of the agreed contingent purchase considerations are based on management's assessment of the likelihood of the payment being disbursed pursuant to the conditions in the share transfer agreement. The management's assessment is that the amount stated will be disbursed in full, see Note 3.

Revenue recognition

The Group applies Revenue recognition. Recorded revenue achieved in project is calculated as the period's accumulated costs in relation to the project's forecasted total costs times the order value. The project total forecasted costs may be too low or too high, which in turn may mean that achieved book revenues may be too high or, too low.

Note 5 Segment information

Description of segments and primary activities

AAC Clyde Space's group management, during 2024 consisted of its Chief Executive Officer, Chief Financial Officer, Chief Technology Officer, Chief Commercial Officer, President of Data & Services, President of Missions, President of Products, Deputy CFO & Director of Finance UK, Chief People Officer and Chief Scientific Officer, corresponds to the chief operating decision-maker (CODM) for the AAC Clyde Space Group and evaluates the Group's financial position and performance as well as makes strategic decisions. Group management has determined the operating segments based on the information reviewed by the board for the purposes of allocating resources and assessing performance.

AAC Clyde Space was organised into three operating segments: Data & Services, Missions and Products. This structure supports the Group's strategic and operational focus.

Data & Services

Data & Services provides Space Data as a Service (SDaaS), delivering high-quality, space-based data that helps customers improve decision-making and operations on Earth. Our services allow customers to subscribe to our data for a fixed period, with the option of longer durations. We also work together with clients to define and deliver custom data sets tailored to specific needs. Data can be provided via individual, customer-specific missions – where AAC Clyde Space builds, owns and operates the satellite – or through access to existing in-orbit assets that serve multiple customers. These assets support a wide range of applications, including Automatic Identification System (AIS) data collection and Earth Observation (EO) with hyper-spectral imagery.

Missions

Missions offers turnkey satellite solutions that enable customers to streamline their space missions. We operate in the premium segment of the 1–50 kg satellite market and manufacture fully assembled satellite platforms. These are available either as stand-alone products or as part of a comprehensive mission package. The offering includes mission design,

manufacturing and integration of components, launch and ground services. Customers can select from ready-to-fly platforms or customised end-to-end solutions depending on their mission requirements.

Products

Products designs, manufactures and delivers standardised, miniaturised and ad-vanced instruments, subsystems and components for cube and small satellites (up to 500 kg). Our products are used both in AAC Clyde Space's own platforms and missions, and are available for direct sale to customers. We offer an off-the-shelf subsystem range including power, attitude determination and con-trol systems (ADCS), and on-board data handling solutions. These can be customised to meet mission-specific demands. We also provide communication systems – both traditional radio frequency (RF)-based sys-tems and advanced laser communication terminals. Licences and royalties are included in the segment.

The strategic steering group primarily uses adjusted earnings before interest, tax, depreciation and amortisation (EBITDA, see below) in assessing the operating segments' performance. Other segments include costs related to Group management and finance, stock exchange and Board of Directors.

EBITDA	2024	2023
Data & Services	21,121	19,623
Missions	1,672	-30,262
Products	49,907	38,067
Other segments	-25,162	-24,087
Eliminations	-844	-2,362
Total EBITDA	46,694	980

A reconciliation of the Group's earnings before tax and EBITDA is shown below.

	2024	2023
Total EBITDA	46,694	980
Depreciation and amortisation of tangible and intangible assets	-50,716	-37,812
Net financial items	-1,321	-4,226
Earnings before tax	-5,343	-41,058

Non-current assets other than financial instruments and deferred tax assets are allocated by segment as follows:

	2024	2023
Data & Services	491,979	419,028
Missions	73,177	69,416
Products	249,957	257,729
Total	815,113	746,173

Note 6 Net sales

Income

Since income from external parties is reported to group management, it is measured in a manner consistent with that in the consolidated statement of comprehensive income. The majority of income is recognised over time.

2024	Data & Services	Missions	Products	Other segments	Eliminations	Total
Income by segment	44,887	114,309	231,689	-	-38,028	352,857
EBITDA by segments	21,121	1,672	49,907	-25,162	-844	46,694
Depreciation/amortisation and impairment of tangible and intangible assets	-	-	-	-	-	-50,716
Net financial items	-	-	-	-	-	-1,321
Net result before tax	-	-	-	-	-	-5,343

The Group has two different customers from which revenues individually amount to more than 10% of the Group's total revenues, one in the Missions segment and the other in the Products segment.

2023	Data & Services	Missions	Products	Other segments	Eliminations	Total
Income by segment	29,718	29,081	237,052	-	-19,246	276,605
EBITDA by segments	19,623	-30,262	38,067	-24,087	-2,361	980
Depreciation/amortisation and impairment of tangible and intangible assets	-	-	-	-	-	-37,812
Net financial items	-	-	-	-	-	-4,226
Net result before tax	-	-	-	-	-	-41,058

The group has one customer from which the revenue individually amounts to more than 10% of the group's total revenue. This is attributable to the Products segment.

Income from external customers broken down by location of the customers:

	2024	2023
Sweden	14,800	64,851
UK	84,088	34,565
Rest of Europe	140,890	44,446
USA	72,639	112,403
Asia	27,774	10,873
Rest of the world	12,664	9,467
Total	352,857	276,605

Note 7 Remuneration to auditors

kSEK	2024	2023	kSEK	2024	2023
PricewaterhouseCoopers AB			Other auditors		
Audit assignment	1,700	1,745	Audit assignment	579	34
Auditing services in addition to the assignment	283	143	Auditing services in addition to the assignment	54	-
Tax advice	70	21	Tax advice	202	24
Other services	-	-	Other services	241	75
Total	2,053	1,909	Total	1,076	133

kSEK	2024	2023
PricewaterhouseCoopers ROW		
Audit assignment	-	890
Auditing services in addition to the assignment	-	-
Other services	131	75
Total	131	965

Note 8 Remuneration to employees, etc.

	2024	2023
Salary and other benefits (excl. Board members)	145,638	131,835
Social security contributions	21,368	20,964
Pension costs – defined contribution plans	10,162	8,503
Total	177,168	161,302

Salary and other benefits, social security expenses	2024		2023	
	Salary and other benefits (of which bonus)	Social security expenses (of which pension expenses)	Salary and other benefits (of which bonus)	Social security expenses (of which pension expenses)
Board members, the CEO and other senior executives	17,063 (1,001)	4,229 (1,211)	13,311 (247)	3,066 (966)
Other employees	130,160 (233)	27,545 (8,951)	120,227 (149)	26,614 (7,537)
Group total	147,223 (1,234)	31,774 (10,162)	133,538 (369)	29,680 (8,503)

Average number of employees broken down by country	2024		2023	
	Total	Of whom, men	Total	Of whom, men
Sweden	68	49	64	47
UK	87	62	89	61
The Netherlands	20	13	16	10
USA	11	10	11	10
South Africa	10	9	9	8
Group total	196	143	189	136

Gender distribution in the Group (incl. subsidiaries) for Board members and other senior executives	2024		2023	
	Number at the end of the reporting period	Of whom, men	Number at the end of the reporting period	Of whom, men
Board members	6	6	6	5
CEO and other senior executives	10	9	8	6
Group total	16	15	14	11

Remuneration and other benefits to senior executives in 2023

2023	Board fees/ Base salary	Consultant fees	Variable remuneration	Other benefits	Pension expenses	Other remuneration	Total
Chairman of the Board Rolf Hallencreutz	450	438	-	26	-	5	919
Board member Per Danielsson	225	-	-	18	-	3	246
Board member Per Aniansson	225	-	-	18	-	3	246
Board member Will Whitehorn	225	200	-	18	-	3	446
Board member Anita Bernie	225	200	-	18	-	3	446
Board member Nicole Robinson	94	-	-	7	-	-	101
Board member Dino Lorenzini	131	-	-	5	-	-	136
	1,575	838	0	110	0	17	2,540
CEO Luis Gomes	2,186	-	-	42	131	-	2,359
Other senior executives (7)	8,869	-	247	253	835	10	10,214
	11,055	0	247	295	966	10	12,573
Group total	12,630	838	247	405	966	27	15,113

Bonuses were paid in 2023 to some senior executive based on personal targets.

Remuneration and other benefits to senior executives in 2024

2024	Board fees/ Base salary	Consultant fees	Variable remuneration	Other benefits	Pension expenses	Other remuneration	Total
Chairman of the Board Rolf Hallencreutz	450	652	-	21	-	5	1,128
Board member Per Danielsson	225	-	-	14	-	3	242
Board member Per Aniansson	225	-	-	14	-	3	242
Board member Will Whitehorn	94	83	-	6	-	-	183
Board member Anita Bernie	19	17	-	-	-	-	36
Board member Dino Lorenzini	225	-	-	8	-	-	233
Board member Michael Mattsson	131	-	-	3	-	3	137
Board member Stuart Martin	131	117	-	3	-	3	254
	1,500	869	0	67	0	17	2,453
CEO Luis Gomes	2,569	-	-	28	122	-	2,719
Other senior executives (9)	11,568	-	1,001	237	1,088	12	13,906
	14,137	0	1,001	265	1,210	12	16,625
Group total	15,637	869	1,001	332	1,210	29	19,078

Bonuses were paid in 2024 to some senior executives based on personal targets.

Consulting fees consist of services rendered in addition to Board assignments. Other benefits consist of leased vehicles, warrants and health insurance.

Notice periods/termination benefits

A notice period of six (6) months applies mutually between the Company and the CEO. Upon termination from the Company's side, salary is paid throughout the notice period. According to prevailing standards, a notice period of three (3) months applies mutually between the Company and other senior executives. There is no agreement between Board members or senior executives and the Company regarding benefits after assignments are completed. A non-competition clause applies for 12 months after the end of employment for the CEO and senior executives, during which the Company commits to paying the difference in salary for the subsequent new employment.

Share-based compensation

Warrant programmes

A summary follows of active warrant programmes in the Group during any of the periods encompassed by the 2024 Annual Report.

An Extraordinary General Meeting on 1 November 2023 resolved to consolidate shares, combining 50 shares into 1 new share. Fifty (50) warrants are now required to subscribe for one (1) share in the 2022 and 2023 program, previously one (1) warrant was required to subscribe for one (1) share. The subscription prices have also been recalculated following the consolidation.

Warrants TO 2020/2023

The AGM of AAC Clyde Space in June 2020 resolved on the directed issue of warrants to the Board and to employees in Sweden and the UK. Fifty (50) warrants entitled the holder to subscribe for one (1) new share at a subscription price of SEK 211.11 per share. The warrants could be exercised to subscribe for shares during the period through 1 July 2023 until 31 December 2023. The warrants were issued free of charge. The warrants were not transferable. No exercises were carried out since the subscription price were higher than the actual share price during the period:

- As of 31 December 2023, Board members had subscribed for 192,000 warrants (incentive scheme 2020/2023:C)
- As of 31 December 2023, employees in Sweden had subscribed for 365,336 warrants (incentive scheme 2020/2023:A)
- As of 31 December 2023, employees in the UK had subscribed for 1,056,000 warrants (incentive scheme 2020/2023:B)

Warrants TO 2022/2025

The AGM of AAC Clyde Space in May 2022 resolved on a directed issue of warrants to the Board and to all employees. Fifty (50) warrants entitles the holder to subscribe for one (1) new share at a subscription price of SEK 94.65 per share. The warrants were issued free of charge. The warrants are not transferable. The warrants can be exercised to subscribe for shares during the period through 1 July 2025 until 31 December 2025:

- As of 31 December 2024, Board members had subscribed for 291,677 warrants (incentive scheme 2022/2025:C)
- As of 31 December 2024, employees in Sweden had subscribed for 1,199,999 warrants (incentive scheme 2022/2025:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,596,666 warrants (incentive scheme 2022/2025:B)

A total of 3,038,332 warrants have been subscribed for, which entails a potential dilution effect of around 1% and that AAC Clyde Space will potentially raise approximately SEK 5.8 M.

Warrants outstanding at year-end had the following expiry dates and exercise prices:

	2024 Number of warrants	2023 Number of warrants
As of 1 January	3,193,333	3,425,000
Allotted	-	-
Forfeited	-155,001	-231,667
Exercised	-	-
Expired	-	-
As of 31 December	3,083,332	3,193,333

Allotment date	Contracted expiry date	Exercise price	Number of warrants
8 Jun 2022	31 Dec 2025	3,915,498	2,049,999
15 Jul 2022	31 Dec 2025	1,340,184	701,667
7 Oct 2022	31 Dec 2025	547,534	286,667
Total		5,803,216	3,083,333

Fair value of allotted warrants

The estimated fair value as per the allotment date for warrants allotted in 2022 was SEK 0.61 per warrant. Fair value on the allotment date was calculated using an adapted version of the Black-Scholes valuation model that took into consideration the warrants' exercise price, duration and dilution effect (if material) as well as the share price on the allotment date, expected share price volatility, expected dividend yield, risk-free interest rate for the warrant's duration, and the correlation and volatility for a group of comparative companies.

Input data in the model for the warrants allotted in 2022 comprised:

- Exercise price: SEK 1.91
- Allotment date: 08 June 2022
- Expiry date: 31 December 2025
- Share price on the allotment date: SEK 1.84
- Expected volatility in the Company's share price: 45%
- Expected dividend yield: 0%
- Risk-free interest rate: 1.39%

The expected share-price volatility is based on historic volatility data (based on the remaining duration of the warrant) adjusted for expected changes in future volatility as a result of publicly available information.

Warrants TO 2023/2026

The AGM of AAC Clyde Space in May 2023 resolved on a directed issue of warrants to the Board and to all employees. Fifty (50) warrants entitled the holder to subscribe for one (1) new share at a subscription price of SEK 37.66 per share. The warrants were issued free of charge. The warrants are not transferable. The warrants can be exercised to subscribe for shares during the period through 1 July 2026 until 31 December 2026:

- As of 31 December 2024, Board members had subscribed for 203,350 warrants (incentive scheme 2023/2026:C)
- As of 31 December 2024, employees in Sweden had subscribed for 760,142 warrants (incentive scheme 2023/2026:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,631,642 warrants (incentive scheme 2023/2026:B)

A total of 2,595,134 warrants have been subscribed for, which entails a potential dilution effect of around 0,9 % and that AAC Clyde Space will potentially raise approximately SEK 2.0 M.

Warrants outstanding at year-end had the following expiry dates and exercise prices:

	2024 Number of warrants	2023 Number of warrants
As of 1 January	2,875,950	0
Allotted	-	2,992,150
Forfeited	-280,816	-116,200
Exercised	-	-
Expired	-	-
As of 31 December	2,595,134	2,875,950

Allotment date	Contracted expiration date	Exercise price	Number of warrants
2023-06-30	2026-12-31	1,972,302	2,595,134
Total		1,972,302	2,595,134

Fair value of allotted warrants

The estimated fair value as per the allotment date for warrants allotted in 2023 was SEK 0.26 per warrant. Fair value on the allotment date was calculated using an adapted version of the Black-Scholes valuation model that took into consideration the warrants' exercise price, duration and dilution effect (if material) as well as the share price on the allotment date, expected share price volatility, expected dividend yield, risk-free interest rate for the warrant's duration, and the correlation and volatility for a group of comparative companies.

Input data in the model for the warrants allotted in 2023 comprised:

- Exercise price: SEK 0.76
- Allotment date: 30 June 2023
- Expiry date: 31 December 2026
- Share price on the allotment date: SEK 0.74
- Expected volatility in the Company's share price: 45%
- Expected dividend yield: 0%
- Risk-free interest rate: 2.80%

The expected share-price volatility is based on historic volatility data (based on the remaining duration of the warrant) adjusted for expected changes in future volatility as a result of publicly available information.

Warrants TO 2024/2027

The AGM of AAC Clyde Space in May 2024 resolved on a directed issue of warrants to the Board and to all employees. One warrants entitled the holder to subscribe for one (1) new share at a subscription price of SEK 44.72 per share. The warrants were issued free of charge. The warrants are not transferable. The warrants can be exercised to subscribe for shares during the period through 1 July 2027 until 31 December 2027:

- As of 31 December 2024, Board members had subscribed for 5,629 warrants (incentive scheme 2024/2027:C)
- As of 31 December 2024, employees in Sweden had subscribed for 25,847 warrants (incentive scheme 2024/2027:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 45,465 warrants (incentive scheme 2024/2027:B)

A total of 76,941 warrants have been subscribed for, which entails a potential dilution effect of around 1,3 % and that AAC Clyde Space will potentially raise approximately SEK 3.5 M.

Warrants outstanding at year-end had the following expiry dates and exercise prices:

	2024 Number of warrants
As of 1 January	0
Allotted	77,807
Forfeited	-866
Exercised	-
Expired	-
As of 31 December	76,941

Allotment date	Contracted expiration date	Exercise price	Number of warrants
2024-06-19	2027-12-31	3,034,163	67,848
2024-10-31	2027-13-31	406,639	9,093
Total		3,440,802	76,941

Fair value of allotted warrants

The estimated fair value as per the allotment date for warrants allotted in 2024 was SEK 12.69 per warrant. Fair value on the allotment date was calculated using an adapted version of the Black-Scholes valuation model that took into consideration the warrants' exercise price, duration and dilution effect (if material) as well as the share price on the allotment date, expected share price volatility, expected dividend yield, risk-free interest rate for the warrant's duration, and the correlation and volatility for a group of comparative companies.

Input data in the model for the warrants allotted in 2024 comprised:

- Exercise price: SEK 44.72
- Allotment date: 19 June 2024
- Expiry date: 31 December 2027
- Share price on the allotment date: SEK 40.00
- Expected volatility in the Company's share price: 45%
- Expected dividend yield: 0%
- Risk-free interest rate: 2.31%

The expected share-price volatility is based on historic volatility data (based on the remaining duration of the warrant) adjusted for expected changes in future volatility as a result of publicly available information.

Guidelines for remuneration to senior executives

The following guidelines are followed by the Group and has been adopted at the Annual General Meeting. This is done when necessary and at least every four years. The current guidelines were put to a vote at the AGM of 23 May 2024.

Remuneration

The main principle is that remuneration and other employment conditions for senior executives are market-based and competitive in order to ensure that the Group can attract and retain competent senior executives at a cost that is reasonable for the Company.

Total remuneration to senior executives consists of fixed salary, variable remuneration, pension and other benefits. A fundamental balance is in place between fixed and variable remuneration to avoid senior executives being encouraged to take inappropriate risks. Accordingly, fixed remuneration is set at a sufficient proportion of the senior executive's total remuneration to allow variable remuneration to be set at zero. Variable remuneration to any senior executive, whose function or total remuneration level entail that the executive could have a material impact on the Company's risk profile, is not permitted to exceed the fixed remuneration.

Fixed salary

Each senior executive is offered a market-based fixed salary based on the complexity of the work and the senior executive's experience, responsibilities, competence and performance. The fixed salary is reviewed each year.

Variable remuneration

In addition to fixed annual salary, members of senior executives may also receive variable remuneration, which is paid in cash and based on the Company's financial performance and/or on the outcome vis-à-vis performance targets within the individual's area of responsibility and is aligned with shareholders' interests. Variable remuneration is limited to a maximum of 50% of the fixed annual salary for the CEO and a maximum of 50% of the fixed annual salary for other members of Group management. In the event that variable remuneration is paid on the basis of information which subsequently proves to be evidently incorrect, the Company has the possibility to reclaim any such paid remuneration. Variable cash remuneration does not qualify for pension benefits unless otherwise agreed.

Variable remuneration is based on clear predetermined, measurable criteria and financial performance as well as on predetermined targets and operational goals. Moreover, it is designed to promote the Company's long-term value creation.

Pensions

Unless agreed otherwise, senior executives are offered pension terms which are market-based in the country in which the executive is permanently resident.

Other benefits

Other benefits such as a company car, additional health insurance and medical benefits are limited in value in relation to other remuneration and are only payable in so far as they are considered to be market-based for senior executives holding corresponding positions in the labour market where the executive in question is employed.

Long-term share- or share-price-based incentive schemes

Each year, the Board considers whether to propose that the AGM adopt a share- or share-price-based incentive scheme. Any incentive schemes proposed must contribute to long-term value growth.

Senior executives can be offered corresponding incentives to those that would have been offered under a share- or share-price-based incentive scheme, if such a scheme should prove practically impossible to implement in the senior executive's tax domicile, or if in the Company's assessment that such participation cannot be implemented at a reasonable administrative cost or financial contribution. Under such circumstances, the cost and the investment for the Company as well as the incentive and financial outcome for the senior executive in question must essentially correspond to the share- or share-price-based incentive scheme, unless the Company considers a deviation to be in line with the shareholders' interests.

Notice

In the case notice is given by the Company, the notice period is not longer than 12 months for all senior executives, with a right to redundancy payment after the expiration of the notice period corresponding to not more than 100% of the fixed salary for a maximum of 12 months, meaning that the fixed salary and redundancy payment together do not exceed 24 months' fixed salary. As a main rule, any right to redundancy payment decreases in circumstances where remuneration is received from another employer. In the event notice is given by a senior executive, the notice period is generally 6 months for the CEO and 3–6 months for other senior executives.

Remuneration of Board members

Work performed by Board members elected by the General Meeting, above and beyond the tasks incumbent on the Board, can be remunerated. Such remuneration must be market-based and approved by the Board.

Scope

These guidelines encompass those individuals that are members of the Group management during the period when the guidelines are in force. The guidelines apply for agreements entered into after resolution by the General Meeting and, as far as changes are made to existing agreements, thereafter. The Board of Directors has the right to depart from these guidelines in an individual case if there are particular reasons to do so.

Information pertaining to previously decided remuneration

Except for recurring commitments, there are no remuneration commitments in relation to senior executives that have not fallen due.

Note 9 Other operating income

kSEK	2024	2023
Exchange-rate differences	13,433	8,931
Research and development tax deduction	5,756	8,905
Insurance claim	13,860	-
Other income	140	1,663
Total	33,190	19,500

Note 10 Other operating expenses

kSEK	2024	2023
Exchange-rate differences	-8,915	-11,489
Total	-8,915	-11,489

Note 11 Financial income and expenses

kSEK	2024	2023
Interest expense – bank loans	-260	-1,503
Interest expense – other	-2,342	-1,959
Interest expense – leased assets	-691	-615
Exchange-rate differences	-2,640	-4,563
Remeasurement additional purchase considerations	-135	-
Other financial expenses	-259	-
Total financial expenses	-6,327	-8,640
Interest income	500	467
Exchange-rate differences	4,506	3,280
Remeasurement additional purchase considerations	-	667
Other financial income	-	-
Total financial income	5,006	4,414
Net financial items	-1,321	-4,226

Note 12 Net exchange-rate differences

The exchange-rate differences recognised in the statement of comprehensive income are included as follows:

kSEK	2024	2023
Other operating income (Note 9)	13,433	8,931
Other operating expenses (Note 10)	-8,915	-11,489
Net financial items (Note 11)	1,866	-1,283
Total	6,384	-3,841

Note 13 Income tax

kSEK	2024	2023	kSEK	2024	2023
Current tax			Earnings before tax	-5,343	-41,058
Current tax on earnings for the year	-4,347	-4,206	Estimated income tax according to the tax rate in Sweden 20.6%	1,101	8,458
Adjustments for current tax of prior periods	-	-	Tax effects of:		
Total current tax	-4,347	-4,206	Non-deductible foreign tax	-4,347	-4,206
Deferred tax (Note 26)			Non-deductible expenses	-83	-213
Origination and reversal of temporary differences	3,944	3,702	Difference in foreign tax rates	356	73
Effect of change in tax rate	-	-	Loss-carry forward utilised	2 570	-
Total deferred tax	3,944	3,702	Loss carry-forwards for the year for which deferred tax benefits are not recognised	-	-4,616
Total income tax	-403	-504	Income tax	-403	-504

The income tax on the Group's earnings before tax differs from the theoretical amount that would arise using the Swedish tax rate applicable to earnings of the consolidated entities as follows: The weighted average tax rate for the Group was 23,08 percent (2023: 22,8).

Note 14 Investments in subsidiaries

The Group included the following subsidiaries on 31 December 2024:

Name:	Corp. reg. no.	Place of business /country of incorporation	Percentage of ordinary shares directly owned by the Parent Company (%)	Percentage of ordinary shares owned by the Group (%)
Clyde Space Ltd	SC285287	Glasgow, UK	100%	100%
Orbitum AB	556677-7086	Uppsala, Sweden	100%	100%
Hyperion Technologies B.V.	58 607 013	Delft, The Netherlands	100%	100%
SpaceQuest Ltd	0436321-4	Fairfax, USA	100%	100%
SpaceQuest Canada Inc	392431-9	Burlington, Canada	0%	100%
Omnisys Instruments AB	556454-6686	Gothenburg, Sweden	100%	100%
AAC Space Africa Pty	2021/600761/07	Durbanville, South Africa	85%	85%
Spacemetric AB	556576-3009	Sollentuna, Sweden	100%	100%
Spacemetric Ltd	06323309	London, UK	0%	100%
AAC Microtec North America Inc	45-3178866	Fairfax, USA	0%	100%
AAC Holding North America Inc	46-0869153	Fairfax, USA	100%	100%

kSEK

Name:	Equity	Earnings
Clyde Space Ltd	22,036	-9,092
Orbitum AB	103	-
Hyperion Technologies B.V.	23,048	7,931
SpaceQuest Ltd	36,192	7,098
SpaceQuest Canada Inc	-265	-82
Omnisys Instruments AB	4,744	-2,787
AAC Space Africa Pty	-6,830	-915
Spacemetric AB	1,503	-302
Spacemetric Ltd	115	-393
AAC Microtec North America Inc	4,113	35
AAC Holding North America Inc	-	-

Note 15 Tangible assets

The carrying amounts for all items reported under tangible assets in the statement of financial position are shown in the following table:

Carrying amount	31 Dec 2024	31 Dec 2023
Owned assets	70,293	57,776
Leased assets (Note 29)	12,199	15,790
Total	82,492	73,556

For additional disclosures regarding right-of-use assets, see Note 29. A reconciliation of owned assets follows.

kSEK	Plant and other technical equipment	Inventories	Total
As of 1 January 2023			
Cost	61,034	4,825	65,859
Accumulated depreciation	-14,989	-4,501	-19,490
Carrying amount	46,045	324	46,369
2023 financial year			
Opening carrying amount	46,045	324	46,369
Translation differences	-680	-55	-735
Purchases	16,669	435	17,104
Reclassification	7,803	740	8,543
Sales and disposals	-	-	0
Depreciation	-13,172	-334	-13,506
Impairment	-	-	0
Closing carrying amount	56,665	1,112	57,776
As of 31 December 2023			
Cost	84,826	5,945	90,771
Accumulated depreciation and impairment	-28,161	-4,835	-32,996
Carrying amount	56,665	1,112	57,776
2024 financial year			
Opening carrying amount	56,665	1,112	57,776
Translation differences	5,259	62	5,321
Purchases	20,072	2,100	22,172
Acquired through business combination	-	12	12
Sales and disposals	-1,262	-1,826	-3,088
Depreciation	-6,433	-2,015	-8,448
Depreciation - disposals	1,262	1,820	3,082
Impairment	-6,534	-	-6,534
Closing carrying amount	69,029	1,265	70,293
As of 31 December 2024			
Cost	108,895	6,293	115,188
Accumulated depreciation and impairment	-39,866	-5,030	-44,896
Carrying amount	69,029	1,265	70,293

Note 16 Intangible assets

kSEK	Goodwill	Capitalised expenditure for development	Customer relationships	Technology	Brands	Other intangible assets (patents, order backlog, software, etc.)	Total
As of 1 January 2023							
Cost	457,326	87,083	15,470	82,644	21,834	8,622	672,979
Accumulated depreciation and impairment	-	-28,160	-10,091	22,633	-	-7,294	-68,178
Translation differences	52,922	3,423	1,233	1,848	1,232	-1	60,657
Carrying amount	510,248	62,346	6,612	61,859	23,066	1,326	665,456
2023 financial year							
Opening carrying amount	510,248	62,346	6,612	61,859	23,066	1,326	665,456
Translation differences	958	-263	-72	-49	119	3	696
Purchases	-	32,876	-	-	-	990	33,866
Reclassification	281	-8,936	-	-4	-	2	-8,657
Depreciation	-	-1,846	-2,990	-13,174	-	-747	-18,757
Closing carrying amount	511,487	84,177	3,550	48,632	23,185	1,573	672,606
As of 31 December 2023							
Cost	511,487	114,183	16,631	84,439	23,185	9,616	759,541
Reclassification of currency differences cost	-	-943	479	4,226	-	-1,345	2,417
Accumulated depreciation and impairment	-	-30,006	-13,081	-35,807	-	-8,041	-86,935
Reclass of currency differences depreciation	-	943	-479	-4,226	-	1,345	-2,417
Carrying amount	511,487	84,177	3,550	48,633	23,186	1,575	672,606
2024 financial year							
Opening carrying amount	511,487	84,177	3,550	48,633	23,186	1,575	672,606
Translation differences	32,613	6,466	213	324	1,729	76	41,421
Acquired through business combinations*	13,853	-	3,161	9,836	3,464	-	30,314
Purchases	-	17,894	-	-	-	-	17,894
Depreciation	-	-12,944	-2,340	-13,408	-	-924	-29,616
Closing carrying amount	557,953	95,593	4,584	45,384	28,379	727	732,620
As of 31 December 2024							
Cost	557,953	137,600	20,484	98,825	28,378	8,347	851,587
Accumulated depreciation and impairment	-	-42,007	-15,900	-53,441	-	-7,620	-118,968
Carrying amount	557,953	95,593	4,584	45,384	28,379	727	732,620

*The Goodwill amount from the acquisition of Spacemetric AB has been adjusted with regards to their subsidiary Spacemetric Ltd

Impairment tests for goodwill and brands

AAC's strategic steering group assesses the performance of operations based on the Group's six operating segments: Data & Service, Missions and Products. Goodwill and brands are monitored by the strategic steering group at the operating

segment level. Goodwill and Brands increased in 2024 due to the acquisition of Spacemetric AB. Below is a summary of the goodwill and brands allocated to each operating segment.

	31 Dec 2024	31 Dec 2023		31 Dec 2024	31 Dec 2023
Goodwill			Brands		
Data & Services	335,470	307,533	Data & Services	17,063	13,941
Missions	93,193	85,432	Missions	4,740	3,873
Products	129,290	118,522	Products	6,576	5,373
Total	557,953	511,487	Total	28,379	23,186

The recoverable amount for goodwill and brands with indefinite useful lives has been determined based on value-in-use calculations. AAC Clyde Space strategic steering group has decided that sales growth, the gross margin, the discount rate and long-term growth are the most important assumptions in impairment testing. Value-in-use calculations use pre-tax cash flow projections based on financial forecasts approved by the strategic steering group covering a ten-year period. The calculations are based on the strategic steering group's experience, historical data, customer orders and current discussions with customers. The long-term sustained growth rate for all operating segments has been estimated based on industry forecasts.

The material assumptions, long-term growth rate and discount rate used for calculating value-in-use for goodwill and brands related to the operating segment are given below.

The key assumptions used for value-in-use calculations are as follows:

31 Dec 2024	Data & Services	Missions	Products
Pre-tax discount rates*	21.3 %	21.6 %	21.7 %
Average growth rate	32 %	14 %	12 %
Average gross margin	82 %	58 %	61 %
Long-term growth rate**	2.0 %	2.0 %	2.0 %

* The discount rate before tax is used to calculate the present value of estimated future cash flows.

** Weighted average growth rate used to extrapolate cash flows beyond the budget period.

Sensitivity analysis for goodwill and brands:

The recoverable amount exceeds the carrying amounts for goodwill and brands. This also applies for a discount rates for Data & Services of 29.7 percent, for Missions of 29.4 percent and for Products of 40.4 percent, as well as for 0 percent growth rate beyond a 10-year period for the three segments.

The most material assumptions, aside from the discount rate and long-term growth, are the gross margin and revenue growth. A decrease in gross margin and sales growth in the segments between 10 and 12 percentage points and between 1 and 2 percentage points respectively, would not entail any impairment.

No impairment need was detected for goodwill and/or brands for the financial year.

Note 17 Financial instruments by category

The majority of the Group's financial instruments are valued at amortised cost.

31 Dec 2023	Financial assets measured at fair value through profit or loss	Financial assets measured at amortised cost
Assets as per the balance sheet		
Accounts receivable	-	23,513
Contract assets	-	34,608
Other current receivables	-	9,901
Prepaid expenses	-	42,543
Cash and cash equivalents	-	59,546
Total	0	170,111

31 Dec 2024	Financial assets measured at fair value through profit or loss	Financial assets measured at amortised cost
Assets as per the balance sheet		
Accounts receivable	-	55,267
Contract assets	-	26,077
Other current receivables	-	13,800
Prepaid expenses	-	6,795
Cash and cash equivalents	-	49,676
Total	0	151,615

31 Dec 2023	Financial liabilities measured at fair value through profit or loss	Financial liabilities measured at amortised cost
Liabilities as per the balance sheet		
Derivatives	-	-
Contingent additional purchase considerations	8,506	-
Accounts payable	-	36,412
Liabilities to credit institutions	-	25,152
Contract liabilities	-	122,676
Other current liabilities	-	30,433
Accrued expenses	-	20,708
Total	8,506	235,381

31 Dec 2024	Financial liabilities measured at fair value through profit or loss	Financial liabilities measured at amortised cost
Liabilities as per the balance sheet		
Derivatives	-	-
Contingent additional purchase considerations*	15,301	-
Accounts payable	-	52,290
Liabilities to credit institutions	-	8,864
Contract liabilities	-	97,929
Other current liabilities	-	30,695
Accrued expenses	-	52,700
Total	15,301	242,478

*Contingent consideration.

Remaining additional purchase considerations for the acquisition of Omnisys are based on milestones reached in two projects can be paid out gradually until 31 December 2025, of which 84% is paid in cash and SEK 16% in newly issued AAC Clyde Space shares. The maximum remaining number of new shares that can be issued is limited to 1,576,373. The fair value of the issued shares will be regularly updated based on the current share price. Not all milestones need to be met for the contingent purchase consideration to be paid. Meeting any given milestone entails payment of a portion of the contingent purchase consideration. At the time of the acquisition of Spacemetric, see note 35, additional contingent considerations totalling SEK 6.7 M were added.

Note 18 Derivatives

The Group does not apply hedge accounting and instead classifies its holdings in derivatives as "held for trading" for accounting purposes. The Group has the following holdings in derivatives:

Current liabilities	31 Dec 2024	31 Dec 2023
Foreign currency forward	-	-
Total	0	0

The Group uses foreign currency forwards to hedge its exposure to foreign currency risk.

Note 19 Accounts receivable

kSEK	31 Dec 2024	31 Dec 2023
Accounts receivable	55,269	28,179
Less: provision for expected credit losses	-2	-4,666
Net accounts receivable	55,267	23,513

The carrying amounts of the Group's accounts receivable and other receivables are denominated in the following currencies:

kSEK	31 Dec 2024	31 Dec 2023
SEK	695	60
EUR	28,620	14,729
GBP	15,633	1,914
USD	10,319	6,728
ZAR	-	81
Total	55,267	23,513

The maximum exposure to credit risk at the reporting date for accounts receivable are the above carrying amounts.

The fair value of accounts receivable equals their carrying amount, as the impact of discounting is not significant.

Accounts receivables that was reserved for credit loss during 2023 was realised 2024. No accounts receivable have been pledged as security for any debts.

Age analysis	Of which is overdue by:			Total overdue
	0-30 days	30-60 days	>60 days	
Total	1,706	3,434	1,385	6,574
55,267	1,706	3,434	1,385	6,574

Note 20 Inventories

kSEK	31 Dec 2024	31 Dec 2023
Raw materials	16,976	18,808
Goods in progress	4,574	3,208
Total	21,550	22,088

The cost of inventories recognised as an expense and included in "Raw materials and subcontractors" in the statement of profit or loss amounted to kSEK 11,790 (2023: kSEK 15,153).

Note 21 Other current receivables

kSEK	31 Dec 2024	31 Dec 2023
Tax assets	7,140	8,191
Other	6,660	1,710
Total	13,800	9,901

Note 22 Prepaid expenses

kSEK	31 Dec 2024	31 Dec 2023
Prepaid rent	791	637
Prepaid goods	561	1,757
Prepaid services	5,365	9,573
Accrued revenue	80	-
Accrued royalty	-	30,577
Total	6,796	42,543

Note 23 Cash and cash equivalents

kSEK	31 Dec 2024	31 Dec 2023
Bank deposits	49,676	59,546
Total	49,676	59,546

Note 24 Share capital

kSEK	Number of shares	Share capital
As of 1 January 2023	204,811,010	8,192
Rights issue	79,408,296	3,176
Exercised warrants	525,458	21
Merger	-279,046,029	-
Directed new issue	9,000	18
As of 31 December 2023	5,703,835	11,408
Directed new issue	188,000	376
As of 31 December 2024	5,891,835	11,784

Share capital on 31 December 2024 consisted of 5,891,835 ordinary shares with a quotient value of 2,0 kr 2. All shares issued by the Parent Company were fully paid.

Note 25 Borrowings

kSEK	31 Dec 2024	31 Dec 2023
Non-current		
Liabilities to credit institutions	-	-
Total	0	0
Current		
Liabilities to credit institutions	8,864	25,152
Total	8,864	25,152
Total borrowings	8,864	25,152

kSEK	Carrying amount		Fair value	
	31 Dec 2024	31 Dec 2023	31 Dec 2024	31 Dec 2023
Liabilities to credit institutions	8,864	25,152	8,864	25,152
Total	8,864	25,152	8,864	25,152

The Group has the following undrawn borrowing facilities:

	31 Dec 2024	31 Dec 2023
Variable interest rate:		
- expires within one year	21,136	4,848

The facilities expiring within one year are annual facilities that run per calendar year with 12-month extensions.

Note 26 Deferred tax

Deferred tax liabilities are allocated as follows:

kSEK	31 Dec 2024	31 Dec 2023
Deferred tax liabilities:		
Deferred tax liability to be paid* within 12 months	3,420	3,610
Deferred tax liability* to be paid after more than 12 months	12,245	12,114
	15,665	15,724

*Payment is not effected through a cash outflow and is instead recognised in profit or loss.

The gross movement on the deferred income tax account is as follows:

kSEK	31 Dec 2024	31 Dec 2023
Opening balance	15,724	19,243
Acquired through acquisition	3,384	-
Recognised in the statement of comprehensive income	-3,944	-3,702
Reclassification	-38	-
Exchange-rate differences	539	183
Closing balance	15,665	15,724

Deferred tax assets and tax liabilities related to	Intangible assets	Internal profit	Right-of-use assets	Lease liability	Total
As of 1 January 2023	19,221	0	2,125	-2,103	19,243
Recognised in the statement of comprehensive income	-3,718	-	-22	38	-3,702
Reclassification	-	-	-2,158	2,158	0
Exchange-rate differences	177	-	6	-	183
As of 31 December 2023	15,680	0	-49	93	15,724
As of 1 January 2024	15,680	0	-49	93	15,724
Recognised in the statement of comprehensive income	-3,420	-489	2	-37	-3,944
Acquired through acquisition	3,391	-	321	-328	3,384
Reclassification	332	-332	2,294	-2,288	-54
Exchange-rate differences	495	-	-	-	495
As of 31 December 2024	16,478	-821	2,568	-2,560	15,665

The Parent Company's accumulated loss carry-forwards amounted to kSEK 177,843 (2023: kSEK 186,576), and can be carried forward indefinitely. There is additional loss carry-forward in the Group amounting to kSEK 118,845 which has some restrictions but can be carried forward indefinitely.

Note 27 Assets and liabilities related to contracts with customers

The Group has long-term contracts with certain customers for the development of products and services. These contracts can include a certain amount of hardware.

The Group has recognised the following assets and liabilities related to contracts with customers:

	31 Dec 2024	31 Dec 2023
Contract assets	26,077	34,608
Total contract assets	26,077	34,608
Contract liabilities	97,928	122,676
Total contract liabilities	97,928	122,676

Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current financial year relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior financial year.

	31 Dec 2024	31 Dec 2023
Revenue recognised that was included in the contract liability balance at the beginning of the period:	65,456	42,703

Portions of contract liability balance at the beginning of the period were not taken up as income during the year due to long delivery times that were paid in advance by customers.

Long-term unfulfilled contracts outstanding

The aggregate amount of the transaction price attributable to contracts that are partially or fully unsatisfied on 31 December 2024 was kSEK 541,114. Of these, the executive management team expects 50 percent to be fulfilled during the next year and the remaining 50 percent in another one to four years (see table below).

Transaction price allocated to remaining performance commitments

Total expected income:

2025	2026	2027	2028-2030	Total
270,303	178,834	47,309	44,669	541,114

Note 28 Accrued expenses and deferred income

kSEK	31 Dec 2024	31 Dec 2023
Deferred income	8,024	137
Accrued annual leave	7,343	4,698
Accrued social security contributions	2,565	1,360
Accrued interest	501	362
Accrued salaries	1,761	1,167
Accrued payroll tax	1,886	1,134
Accrued cost for materials	1,211	510
Accrued cost for services	29,409	11,339
Total	52,700	20,708

Note 29 Leases

The statement of financial position shows the following amounts relating to leases:

kSEK	31 Dec 2024	31 Dec 2023
Right-of-use assets:		
Premises	11,621	15,784
Equipment	579	-
Vehicles	-	6
Total	12,200	15,790
Lease liabilities:		
Non-current	5,492	10,150
Current	6,683	5,501
Total	12,175	15,651

One right-of-use asset was acquired during the year.

For more information about the liabilities distributions over time, see note 3.

No material variable lease payments outside of lease liabilities were identified.

The total cash flow for leases amounted to kSEK -6,708.

The term for lease assets in Uppsala is until February 2028, in Glasgow until December 2026, in Delft until September 2028, in Gothenburg until June 2026, Cape town until June 2028 and in Sollentuna until December 2027.

On 31 December 2024, the Group had potential future cash outflows in the form of lease payments that are not included in lease liabilities because it is not reasonably certain that the contract will be extended. Potential future lease payments were calculated based on when the option to extend can be exercised within the following intervals.

kSEK

Potential future lease payments (undiscounted) not included in lease liabilities on 31 December 2024 amounted to:

2026-2029	20,413
2030-2032	19,641
Total	40,054

Extension options are only found in leases for premises.

Note 30 Pledged assets

kSEK	31 Dec 2024	31 Dec 2023
Chattel mortgages	30,000	30,000
Total	30,000	30,000

The statement of profit or loss shows the following amounts relating to leases:

	2024	2023
Depreciation of right-of-use assets		
Premises	5,934	5,514
Equipment	183	-
Vehicles	-	35
Total	6,117	5,549
Interest expenses (included in financial expenses)	691	615
Expense relating to leases of low-value assets that are not short-term leases (included in other external expenses in the statement of profit or loss)	819	1,240

Note 31 Earnings per share

SEK	2024	2023
Earnings per share before dilution	-1,00	-8,73
Earnings per share after dilution	-1,00	-8,73
Reconciliations of earnings used in calculating earnings per share		
Profit attributable to the ordinary equity holders of the Parent Company, kSEK	-5,582	-41,363
Number		
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	5,735,169	4,762,058
Warrants		
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share	5,735,169	4,780,004

A consolidation of shares 1:50 took place in November 2023. Historical earnings per share have been recalculated to have a fair comparison.

Note 32 Related-party transactions

During the period, four Board members invoiced the Company kSEK 869 (2023: kSEK 838) at market rates for the performance of consultant services linked to the Company's operations. Refer also to Note 8.

Note 33 Changes in liabilities from financing activities

kSEK	1 Jan 2023	Cash inflow	Cash outflow	Non-cash items		31 Dec 2023
				Additional contracts	Translation differences	
Liabilities to credit institutions	685	25,152	-685	-	-	25,152
Lease liability	16,528	-	-5,613	4,674	62	15,651
Total	17,213	25,152	-6,298	4,674	62	40,803

kSEK	1 Jan 2024	Cash inflow	Cash outflow	Non-cash items		31 Dec 2024
				Additional contracts	Translation differences	
Liabilities to credit institutions	25,152	-	-16,288	-	-	8,864
Lease liability	15,651	-	-6,708	3,232	-	12,175
Total	40,803	0	-22,996	3,232	0	21,039

Note 34 Adjustments for non-cash items

kSEK	31 Dec 2024	31 Dec 2023
Amortisation, depreciation and impairment	50,716	37,812
Translation differences	-687	-3,242
Warrant programme TO 2020/2023	-	84
Warrant programme TO 2022/2025	320	711
Warrant programme TO 2023/2026	264	182
Warrant programme TO 2024/2027	261	-
Total	50,873	35,547

Note 35 Business combinations

Spacemetric AB

All of the shares in the Swedish company Spacemetric AB were acquired on 1 October 2024.

Spacemetric, based in Sollentuna, Sweden, specializes in geospatial data management systems for satellite and airborne imaging and video sensors. Spacemetric is included in the segment Data & Services. The company transforms raw Earth Observation data into imagery products ready for analytics and AI, offering solutions that operate standalone, in the cloud, or onboard satellites. With a turnover of SEK 14.3 M in 2023 and a positive net result, Spacemetric is well-positioned for growth. This acquisition strengthens AAC Clyde Space's capabilities within Space Data as a Service (SDaaS) and Earth Observation missions, particularly in support of the xSPANCION-enabled VIREON constellation. Spacemetric's advanced software will enhance data processing, enabling faster delivery of valuable analytics products to customers.

Details of the purchase consideration, the net assets acquired and goodwill are given below:

The following table summarises the preliminary consideration for Spacemetric AB as well as the fair value of assets acquired and liabilities assumed as reported on the date of acquisition.

Consideration as of 1 October 2024	KSEK
Cash and cash equivalents*	14,543
Equity instruments (188,000 warrants)	7,861
Contingent consideration	6,660
Total consideration paid	29,064

* Cash consideration of SEK 6,543 was at the time of year end accounts included in other operating liabilities and was paid out in January 2025

Recognised amounts of identifiable assets acquired and liabilities assumed	
Cash and cash equivalents	3,348
Customer relationships	3,161
Brands	3,464
Technology	9,836
Non-current assets	497
Accounts receivable	4,128
Other current receivables	8,696
Accounts payable	-318
Other current liabilities	-14,551
Deferred tax liabilities	-3,391
Total identifiable net assets	14,870
Goodwill	14,194

Goodwill pertains to future customers, geographic expansion, synergies and employees in the acquired operations. No portion of the goodwill recognised is expected to be deductible for tax purposes.

Income and earnings contribution

Revenue from Spacemetric included in the consolidated statement of comprehensive income from 1 October 2024 totalled kSEK 4,316. Spacemetric also contributed earnings of kSEK 52 over the same period.

If the acquisition had been completed on 1 January 2024, income would have been kSEK 12,248 higher and EBITDA would have been kSEK -797 lower. These amounts were calculated using the subsidiary’s earnings with adjustments for:

- differences in accounting policies between the Group and the subsidiary, and
- the additional impairment that would have been made if the adjustment to fair value for tangible and intangible assets had applied from 1 January 2024, together with the applicable tax effects.

Acquisition-related expenses

Acquisition-related costs of kSEK 2,566 are expensed in other operating expenses in the consolidated statement of comprehensive income and in operating activities in the cash-flow statement.

Purchase consideration – cash outflow 2024	
Cash flow to acquire subsidiary, net of cash and cash equivalents acquired:	
Cash consideration	8,001
Less: Cash and cash equivalents acquired	-3,348
Net outflow of cash and cash equivalents – investing activities	4,653

Equity instruments

The acquisition was paid primarily through 188,000 newly issued warrants, which was converted into shares in October 2024. The fair value of the 188,000 ordinary warrants issued as part of the consideration paid was based on the published share price on 30 September 2024 of SEK 33,8 per share and an exercise price of SEK 2 per warrant.

Contingent consideration

Additional purchase considerations based on revenue target can be paid out gradually at a maximum value of SEK 9 M until 15 May 2027, of which SEK 4 M in cash and SEK 5 M in newly issued AAC Clyde Space shares. The maximum number of new shares that can be issued is limited to 106,800. The fair value of the issued shares will be regularly updated based on the current share price. Not all milestones need to be met for the contingent purchase consideration to be paid. Meeting any given milestone entails payment of a portion of the contingent purchase consideration.

A discount rate of 15% has been used when calculating goodwill for the cash additional purchase consideration.

Note 36 Significant events after the end of the reporting period

AAC Clyde Space was delighted to announce the start of the INFLECIION project, a transformative initiative made possible by a newly signed EUR 0.85 M (approx. SEK 9.5 M) contract with the European Space Agency (ESA). This order covers the first phase, which will be completed by the end of 2025. This marks the beginning of a project that will transform maritime domain awareness (MDA) through advanced satellite technology. INFLECIION is a game changer for global maritime operations, addressing critical challenges and significantly enhancing safety, efficiency, compliance, and environmental sustainability. The total value of the INFLECIION project is estimated at EUR 30.7 M (approx. SEK 350 M) and is co-funded at 50% by the UK Space Agency through an ESA Advanced Research in Telecommunications Systems (ARTES) Partnership Project within ESA’s Connectivity and Secure Communications-programme.

AAC Clyde Space won a EUR 1.0 M (SEK 11.8 M) order from OHB Sweden for components for the planned EPS-Sterna constellation, with delivery scheduled by the end of 2025. EPS-Sterna is a satellite programme by EUMETSAT to improve weather forecasts and climate monitoring, based on the Arctic Weather Satellite (AWS) prototype launched in August 2024. It plans to launch 6 satellites by 2029 and grow to 20 satellites by 2042. A decision on the programme’s approval is planned for mid-2025.

PARENT COMPANY FINANCIAL STATEMENTS

PARENT COMPANY INCOME STATEMENT

kSEK	Note	Full-year 2024	Full-year 2023
Net sales	2	102,848	108,335
Work performed by the Company for its own use and capitalised		3,476	1,390
Other operating income	3	8,660	5,112
TOTAL OPERATING INCOME		114,984	114,837
Raw materials and subcontractors		-21,827	-20,012
Personnel costs	6	-42,922	-39,373
Other external expenses	5	-36,521	-37,773
Other operating expenses	4	-5,249	-7,310
EBITDA		8,465	10,369
Depreciation/amortisation and impairment of tangible and intangible assets	9,10	-1,242	-786
EBIT		7,223	9,583
Other interest income and similar profit/loss items	7	3,302	2,339
Interest expenses and similar profit/loss items	7	-3,370	-4,429
Impairment of shares in subsidiaries	7	-27,040	-
TOTAL PROFIT/LOSS FROM FINANCIAL ITEMS		-27,108	-2,090
PROFIT/LOSS AFTER FINANCIAL ITEMS		-19,885	7,492
Tax on profit/loss for the period	8	-	-
PROFIT/LOSS FOR THE PERIOD		-19,885	7,492

Earnings for the period were consistent with the total comprehensive income for the period.

PARENT COMPANY STATEMENT OF FINANCIAL POSITION

kSEK	Note	31 Dec 2024	31 Dec 2023
ASSETS			
Non-current assets			
Intangible assets			
Capitalised expenditure for development	9	7,915	3,857
Other	9	229	425
Total intangible assets		8,144	4,282
Tangible assets			
Plant and equipment	10	542	750
Inventories, tools and installations	10	248	256
Total tangible assets		790	1,006
Financial assets			
Participations in subsidiaries	11	557,910	525,502
Receivables from Group companies	24	37,108	30,702
Total financial assets		595,018	556,204
Total non-current assets		603,952	561,492
Current assets			
Inventories	15	4,499	5,881
Current receivables			
Accounts receivable	14	14,428	7,260
Receivables from Group companies	14	12,162	42,025
Other receivables from Group companies	24	145	-
Current tax assets	16	1,133	531
Contract assets	19	4,304	5,513
Other current receivables	16	1,234	302
Prepaid expenses and accrued income	17	2,804	33,976
Total current receivables		36,210	89,607
Cash and bank balances	13	1,165	6,672
Total current assets		41,874	102,160
TOTAL ASSETS		645,826	663,652

kSEK	Note	31 Dec 2024	31 Dec 2023
EQUITY AND LIABILITIES			
Restricted equity			
Share capital		11,784	11,408
Development expenditure reserve		7,915	1,622
Total restricted equity		19,699	13,030
Unrestricted equity			
Share premium reserve		937,019	928,670
Retained earnings		-371,968	-373,167
Profit/Loss for the year		-19,885	7,492
Total unrestricted equity		545,165	562,995
Total equity		564,864	576,025
Non-current liabilities			
Liabilities to Group companies		10,000	10,000
Additional purchase consideration		4,627	-
Total non-current liabilities		14,627	10,000
Current liabilities			
Accounts payable		5,891	8,430
Liabilities to credit institutions	18	8,864	25,152
Liabilities to Group companies	24	3,168	6,937
Other current liabilities		9,052	9,155
Contract liabilities	19	12,965	11,927
Additional purchase consideration		10,674	8,506
Accrued expenses and deferred income	20	15,720	7,520
Total current liabilities		66,335	77,627
TOTAL EQUITY AND LIABILITIES		645,826	663,652

PARENT COMPANY CHANGES IN EQUITY

kSEK	Restricted equity		Unrestricted equity			
	Share capital	Development expenditure reserve	Share premium reserve	Retained earnings	Profit/loss for the year	Total equity
Opening balance, 1 January 2023	8,192	1,346	892,880	-292,749	-80,142	529,527
Transfer of last years result	-	-	-	-80,142	80,142	0
Profit/loss for the period	-	-	-	-	7,492	7,492
Other comprehensive income	-	-	-	-	-	0
Total comprehensive income	8,192	1,346	892,880	-372,891	7,492	537,020
Transactions with shareholders						
New share issue	3,176	-	44,467	-	-	47,643
Direct share issue	18	-	142	-	-	160
New issue supported by warrants	22	-	285	-	-	307
Issue expenses	-	-	-10,082	-	-	-10,082
Warrant programme	-	-	977	-	-	977
Development expenditure reserve	-	276	-	-276	-	0
Closing balance, 31 December 2023	11,408	1,622	928,669	-373,167	7,492	576,025
Opening balance, 1 January 2024	11,408	1,622	928,669	-373,167	7,492	576,025
Transfer of last years result	-	-	-	7,492	-7,492	0
Profit/loss for the period	-	-	-	-	-19,885	-19,885
Other comprehensive income	-	-	-	-	-	0
Total comprehensive income	11,408	1,622	928,669	-365,675	-19,885	556,140
Transactions with shareholders						
Direct share issue	376	-	7,484	-	-	7,860
Warrant programme	-	-	863	-	-	863
Development expenditure reserve	-	6,293	-	-6,293	-	0
Closing balance, 31 December 2024	11,784	7,915	937,019	-371,968	-19,885	564,864

Equity is attributable in its entirety to Parent Company shareholders.

PARENT COMPANY'S STATEMENT OF CASH FLOWS

kSEK	Note	2024	2023
Cash flow from operating activities			
EBIT		7,223	9,583
Adjustments for non-cash items	26	1,367	249
Interest received		1,873	1,499
Interest paid		-1,846	-2,761
Cash flow from operating activities before changes in working capital		8,617	8,570
Cash flow from changes in working capital			
Change in inventory		1,382	-305
Change in operating receivables		21,881	-45,693
Change in operating liabilities		2,180	-7,312
Total changes in working capital		25,443	-53,310
Cash flow from operating activities		34,061	-44,740
Cash flow from investing activities			
Investments in tangible assets		-265	-408
Investments in intangible assets		-4,616	-1,162
Acquisition of subsidiary		-10,566	-
Changes in loans to Group companies		-7,833	-13,158
Cash flow from investing activities		-23,280	-14,728
Cash flow from financing activities			
New share issue		-	47,803
Issue expenses		-	-10,082
Utilised credit facility		-16,288	25,152
Realised earn-out		-	-2,500
Cash flow from financing activities		-16,288	60,373
Cash Flow for the year		-5 507	905
Decrease/increase in cash and cash equivalents			
Cash and cash equivalents at start of period		6,672	5,767
CASH AND CASH EQUIVALENTS AT END OF PERIOD		1,165	6,672

NOTES TO THE PARENT COMPANY'S STATEMENTS

Note 1 The Parent Company's accounting policies

The principal accounting policies applied in the preparation of this Annual Report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The Annual Report for the Parent Company is prepared in accordance with RFR 2 Financial reports for legal entities and the Swedish Annual Accounts Act. Any accounting principles other than the Group's (as described in Note 2 of the consolidated financial statements) applied by the Parent Company are given below.

According to RFR 2, the Parent Company applies all of the IFRS and interpretations adopted by the EU to the greatest possible extent under the framework for the Swedish Annual Accounts Act, the Swedish Act on Safeguarding of Pension Commitments and with respect to the connection between accounting and taxation.

The Annual Report was prepared on a historical cost basis.

The preparation of financial statements in conformity with RFR 2 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Parent Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

The Parent Company's operations are exposed to several financial risks such as market risk (foreign exchange risk and interest-rate risk), credit risk and liquidity risk. The Parent Company's overall risk management policy focuses on unpredictability in the financial markets and strives to minimise potentially unfavourable effects on the Group's financial earnings. For more information about financial risks, refer to Note 3 of the consolidated financial statements.

The Parent Company applies different accounting policies than the Group, which differ as follows:

Presentation format

The statement of profit or loss and statement of financial position follow the presentation format in the Swedish Annual Accounts Act. The statement of changes in equity follows the Group's layout but includes columns given in the Annual Accounts Act. This entails differences in terminology compared with the consolidated financial statements, primarily regarding financial income and expenses as well as equity.

Participations in subsidiaries

Participations in subsidiaries are recognised at cost less any impairment. Cost includes acquisition-related expenses and any additional purchase considerations.

When there is an indication that participations in a subsidiary have declined in value, the recoverable amount is calculated. If this is lower than the carrying amount, an impairment loss is recognised. Impairments are recognised in "Results from participations in Group companies".

Financial instruments

The Parent Company does not apply IFRS 9 and financial instruments are measured at cost. In subsequent periods, financial assets that are acquired with the intent for short-term holding are recognised according to lowest of historical cost or market value. However, the Parent Company must apply the impairment rules in IFRS 9 and at each balance sheet date the Parent Company assesses whether there is any indication of impairment in any of the financial assets. The asset is impaired if the decline in value is deemed long-term. Impairment for interest-bearing financial assets recognised at amortised cost are calculated as the difference between the asset's carrying amount and the current value of Company management's best estimate of the future cash flows discounted by the asset's original effective interest rate. The amount of impairment for other financial assets is determined as the difference between the carrying amount and the higher of the fair value less selling expenses or the current value of future cash flows based on the best estimate from Company Management.

Leases Accounting policies

The Parent Company has chosen not to apply IFRS 16 Leases and has instead applied RFR 2 (IFRS 16 Leases, pp. 2–12). This means that no right-of-use assets or lease liabilities are recognised in the balance sheet. Instead, lease payments are recognised as an expense on a straight-line basis over the term of the lease.

Appropriations

Group contributions are recognised as appropriations.

Note 2 Classification of revenue

kSEK	2024	2023	kSEK	2024	2023
The Parent Company reported the following revenue amounts in the balance sheet:			Change of earned value of ongoing projects per region:		
Data & Service	-	-	Sweden	980	-109
Missions	571	2,939	Europe	-251	-6,275
Products	83,154	78,530	Rest of the world	-2,974	4,885
Intercompany transactions	19,123	26,866	Total	-2,245	-1,499
Total	102,848	108,335			

kSEK	2024	2023
Net sales per region:		
Sweden	9,399	18,518
Europe	25,662	17,428
Rest of the world	70,032	73,888
Change in operating liabilities	-2,245	-1,499
Total	102,848	108,335

Note 3 Other operating income

kSEK	2024	2023
Exchange-rate differences	8,660	5,073
Electricity support	-	39
Total	8,660	5,112

Note 4 Other operating expenses

kSEK	2024	2023
Exchange-rate differences	-5,249	-7,310
Total	-5,249	-7,310

Note 5 Remuneration to auditors

kSEK	2024	2023	kSEK	2024	2023
PricewaterhouseCoopers AB			Other auditors		
Audit assignment	1,625	1,711	Other services	131	75
Auditing services in addition to the assignment	283	121	Total	131	75
Tax advice	42	21			
Other services	-	-			
Total	1,950	1,853			

Note 6 Remuneration to employees, etc.

kSEK	2024	2023
Salary and other benefits (excl. Board members)	28,041	25,862
Social security contributions	8,839	8,148
Pension costs – defined contribution plans	3,160	2,782
Total	40,040	36,792

Salary and other benefits, social security expenses

	2024	Social security expenses (of which pension expenses)	2023	Social security expenses (of which pension expenses)
	Salary and other benefits (of which bonus)		Salary and other benefits (of which bonus)	
Board members, the CEO and other senior executives	3,630 (0)	1,483 (477)	3,578 (0)	1,338 (429)
Other employees	25,996 (0)	10,761 (2,683)	23,986 (0)	9,805 (2,353)
Parent Company, total	29,626 (0)	12,244 (3,160)	27,564 (0)	11,143 (2,782)

	2024	Of whom, men	2023	Of whom, men
	Average No. of employees		Average No. of employees	
Parent Company, total	44	31	42	31

Gender distribution in the Parent Company for Board members and other senior executives

	2024	Of whom, men	2023	Of whom, men
	Number at the end of the reporting period		Number at the end of the reporting period	
Board members	6	6	6	5
CEO and other senior executives	2	2	2	2
Parent Company, total	8	8	8	7

Remuneration to senior executives

	2024	2023
Salaries and other short-term benefits	2,044	1,875
Pension expenses	477	429
Total remuneration to senior executives	2,521	2,304

Note 7 Interest income and expenses plus similar profit/loss items

kSEK	2024	2023
Interest income, Group companies	1,789	1,340
Interest income, external	83	159
Exchange-rate differences	1,429	840
Other financial expenses	-	-
Total interest income and similar profit/loss items	3,302	2,339
Interest expenses, external	-1,845	-2,761
Exchange-rate differences	-1,525	-1,668
Other financial expenses	-	-
Total interest expenses and similar profit/loss items	-3,370	-4,429
Impairment of shares in subsidiaries	-27,040	-
Total impairments	-27,040	0
Total profit/loss from financial items	-27,108	-2,090

Note 8 Tax on earnings for the year

Recognised tax in the statement of profit or loss:

kSEK	2024	2023
Current tax		
Current tax on earnings for the year	-	-
Adjustments for current tax of prior periods	-	-
Total current tax	0	0
Deferred tax		
Origination and reversal of temporary differences	-	-
Effect of change in tax rate	-	-
Total deferred tax	0	0
Total recognised tax	0	0

The tax on the Group's earnings before tax differs from the theoretical amount that would arise using the tax rate applicable to earnings of the Parent Company as follows:

kSEK	2024	2023
Earnings before tax	-19,885	7,492
Estimated income tax according to the tax rate in Sweden (20,6%)	4,096	-1,543
Tax effects of		
Tax effect of non-deductible expenses	-34	-31
Tax effect of impairment of shares in subsidiaries	-5,645	-
Deductible issuing costs recognised in equity	-	-2,076
Loss carry-forward utilised during the year	1,583	-
Tax losses for which no deferred income tax asset was recognised	-	502
Total recognised tax	0	0

Note 9 Intangible assets

kSEK	Capitalised expenditure for development	Other	Total
2023 financial year			
Opening carrying amount	2,910	482	3,392
Purchases	1,056	107	1,163
Reclassification purchase	-225	-	-225
Depreciation	-108	-164	-272
Reclassification depreciation	225	-	225
Closing carrying amount	3,858	425	4,282
As of 31 December 2023			
Cost	30,038	589	30,627
Accumulated depreciation and impairment	-26,180	-164	-26,344
Carrying amount	3,858	425	4,282
2024 financial year			
Opening carrying amount	3,858	425	4,282
Purchases	4,616	-	4,616
Depreciation	-559	-196	-755
Closing carrying amount	7,915	229	8,144
As of 31 December 2024			
Cost	34,654	589	35,243
Accumulated depreciation and impairment	-26,739	-360	-27,099
Carrying amount	7,915	229	8,144

Note 10 Tangible assets

kSEK	Plant and other technical equipment	Inventories	Total
2023 financial year			
Opening carrying amount	846	267	1,113
Purchases	352	56	408
Reclassification purchase	-4	-	-4
Depreciation	-449	-66	-515
Reclassification Depreciation	4	-	4
Closing carrying amount	749	257	1,006
As of 31 December 2023			
Cost	3,041	2,450	5,491
Accumulated depreciation and impairment	-2,292	-2,193	-4,485
Carrying amount	749	257	1,006
2024 financial year			
Opening carrying amount	749	257	1,006
Purchases	240	37	277
Reclassifications purchase	-51	51	0
Depreciation	-431	-55	-486
Reclassifications depreciation	35	-41	-6
Closing carrying amount	542	248	790
As of 31 December 2024			
Cost	3,230	2,538	5,768
Accumulated depreciation and impairment	-2,688	-2,289	-4,977
Carrying amount	542	248	790

Note 11 Participations in subsidiaries

kSEK	31 Dec 2024	31 Dec 2023
Opening cost	525,502	525,452
Acquisition of Spacemetric AB	31,629	-
Shareholders' contributions	27,040	-
Impairment for the year	-27,040	-
Warrant programme TO 2020/2023	-	84
Warrant programme TO 2022/2025	223	497
Warrant programme TO 2023/2026	199	137
Warrant programme TO 2024/2027	221	-
Revaluation of additional purchase consideration	136	-667
Closing carrying amount	557,910	525,502

Holdings of participations in subsidiaries are as follows:	Corp. reg. no.	Registered office and place of business/ country of incorporation	Number of shares	Carrying amount 31 Dec 2024	Carrying amount 31 Dec 2023
Directly owned					
Clyde Space Ltd	SC285287	Glasgow, UK	5,211,644	323,636	323,282
Hyperion Technologies B.V.	58 607 013	Delft, Netherlands	90	23,133	23,060
Space Quest Ltd	0436321-4	Fairfax, USA	2,000	78,518	78,459
SpaceQuest Canada Inc	392431-9	Burlington, Canada	-	-	-
Orbitum AB	556677-7086	Uppsala, SE	1,000	150	150
Omnisys Instruments AB	556454-6686	Gothenburg, SE	5,000	97,695	97,461
Spacemetric AB	556476-3009	Sollentuna, SE	1,000	31,635	-
Spacemetric Ltd	06323309	London, UK	1,000	-	-
AAC Space Africa Pty	2021/600761/07	Durbanville, South Africa	850	150	96
AAC Microtec North America Inc.	45-3178866	Fairfax, USA	10,000	2,993	2,993
AAC Holding North America Inc.	46-0869153	Fairfax, USA	1	-	-

Note 12 Deferred tax

Deferred income tax assets are recognised for tax loss carry-forwards or other incentives to the extent that the realisation of the related tax benefit through future taxable profits is probable. No deferred tax asset was

recognised since, according to the Parent Company, the criteria for reporting deferred tax assets in IAS 12 were not met.

Note 13 Cash and bank balances

The balance sheet and cash flow statement include the following items in cash and bank balances:

kSEK	31 Dec 2024	31 Dec 2023
Bank deposits	1,165	6,672
Total	1,165	6,672

Note 14 Accounts receivable

kSEK	31 Dec 2024	31 Dec 2023
Accounts receivable	14,428	7,260
Accounts receivable from Group companies	12,162	42,025
Less: provision for expected credit losses	-	-
Net accounts receivable	26,590	49,285

The maximum exposure to credit risk at the reporting date for accounts receivable are the above carrying amounts. The fair value of accounts receivable equals their carrying amount, as the impact of discounting is not significant. No accounts receivable have been pledged as security for any debts.

Historically, AAC Clyde Space has had low losses since customers are, to a great extent, public bodies or authorities, or otherwise major and well-known. Thus no provisions have been made for expected credit losses.

Carrying amounts of the Parent Company's accounts receivable and other receivables by currency:

kSEK	31 Dec 2024	31 Dec 2023
SEK	10,236	20,358
EUR	15,339	5,962
GBP	55	21,052
USD	-	1,298
ZAR	960	615
Total	26,590	49,285

Note 15 Inventories

kSEK	31 Dec 2024	31 Dec 2023
Raw materials	4,236	5,777
Goods in progress	262	104
Total	4,499	5,881

The cost of inventories recognised as an expense and included in "Raw materials and subcontractors" in the statement of profit or loss amounted to kSEK 3,704 in 2024 (2023: kSEK 1,862).

Note 16 Other current receivables

kSEK	31 Dec 2024	31 Dec 2023
Recoverable VAT	1,234	302
Other tax receivables	1,133	531
Total	2,367	833

Note 17 Prepaid expenses and accrued income

	31 Dec 2024	31 Dec 2023
Prepaid rent	731	730
Prepaid lease payments	129	114
Other prepaid expenses	1,944	2,555
Other accrued income royalty	-	30,577
Total	2,804	33,976

Note 18 Borrowings

kSEK	31 Dec 2024	31 Dec 2023
Non-current		
Liabilities to credit institutions	-	-
Total	0	0
Current		
Liabilities to credit institutions	8,864	25,152
Total	8,864	25,152
Total borrowings	8,864	25,152

The Parent Company has the following undrawn borrowing facilities

kSEK	31 Dec 2024	31 Dec 2023
Variable interest rate		
- expires within one year	21,136	4,848

The facilities expiring within one year are annual facilities that run per calendar year with 12-month extensions.

Note 19 Assets and liabilities related to contracts with customers

The Parent Company has long-term contracts with certain customers for the development of products and services. These contracts can include a certain amount of hardware.

The Parent Company has recognised the following assets and liabilities related to contracts with customers:

	31 Dec 2024	31 Dec 2023
Contract assets	4,304	5,513
Total contract assets	4,304	5,513
Contract liabilities	12,965	11,927
Total current contract liabilities	12,965	11,927

Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current financial year relates to contract liabilities.

	31 Dec 2024	31 Dec 2023
Revenue recognised that was included in the contract liability balance at the beginning of the period:	3,768	9,836

Long-term unfulfilled contracts outstanding

The aggregate amount of the transaction price attributable to contracts that are partially or fully unsatisfied on 31 December 2024 was kSEK 41,200.

Of these, the executive management team expects 75% to be fulfilled during the next year and the remaining 25% in another year (see table below).

Transaction price allocated to remaining performance commitments	2025	2026	Total
Total expected income	30,900	10,300	41,200

Note 20 Accrued expenses and deferred income

kSEK	31 Dec 2024	31 Dec 2023
Accrued annual leave	2,779	2,275
Accrued social security contributions	873	715
Accrued interest	501	140
Accrued payroll tax	1,442	675
Accrued supplier cost	3,582	3,715
Accrued additional purchase consideration	6,543	-
Total	15,720	7,520

Note 21 Operating leases

Non-cancellable operating leases

The Parent Company leases essentially office under non-cancellable operating lease agreements. The lease terms are between 1 and 3 years, and the majority of lease agreements are renewable at the end of the lease period at market rates.

Lease expenses of kSEK 3,434 are included in the statement of profit or loss for the 2024 financial year (2023: kSEK 3,179).

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

kSEK	2024	2023
Due within one year	2,955	3,129
Due between 1 and 5 years	1,600	4,479
Due in over 5 years	-	-
Total	4,555	7,608

Note 22 Pledged assets

kSEK	31 Dec 2024	31 Dec 2023
Chattel mortgages	30,000	30,000
Total	30,000	30,000

Note 23 Share capital

Refer to Note 24 for information on the Parent Company's share capital.

Note 24 Related-party transactions

AAC Clyde Space ABs (publ) share is traded on Nasdaq First North Premier Growth Market. The share is also traded on the American OTCQX-market.

The following transactions occurred with related parties:

kSEK	31 Dec 2024	31 Dec 2023
Sales of goods and services		
Clyde Space Ltd	22,022	15,484
Hyperion Technologies B.V.	4,897	3,543
Space Quest Ltd	2,326	2,574
Omnisys Instruments AB	3,239	4,699
AAC Space Africa Pty	561	656
Spacemetric AB	305	-
Total	33,350	28,865
Purchases of goods and services		
Clyde Space Ltd	19,909	17,942
Hyperion Technologies B.V.	2,742	968
Space Quest Ltd	1,697	884
Omnisys Instruments AB	61	371
Total	24,409	20,165

Goods and services are purchased and sold to related parties under ordinary commercial terms in accordance with the prevailing transfer price policy.

Receivables and liabilities at the end of the year due to sales and purchases of goods and services:

kSEK	31 Dec 2024	31 Dec 2023
Receivables from related parties		
Clyde Space Ltd	1,086	27,098
Hyperion Technologies B.V.	7,213	5,189
Space Quest Ltd	3,826	4,527
Omnisys Instruments AB	-3,023	3,431
AAC Space Africa Pty	2,678	1,780
Spacemetric AB	382	-
Total	12,162	42,025
Amounts due to related parties		
Clyde Space Ltd	1,411	6,029
Hyperion Technologies B.V.	580	282
Space Quest Ltd	1,055	191
Omnisys Instruments AB	19	333
Orbitum	103	103
Total	3,168	6,937

Loans to related parties

kSEK	31 Dec 2024	31 Dec 2023	kSEK	31 Dec 2024	31 Dec 2023
Loans to Clyde Space Ltd			Loans to AAC Space Africa Pty		
Beginning of the year	24,538	6,500	Beginning of the year	3,841	3,564
Loans raised during the year	22,525	27,647	Loans raised during the year	1,785	355
Amount repaid	-17,000	-10,559	Amount repaid	-	-
Interest income	1,377	950	Interest income	278	351
Interest received	-2,327	-	Interest received	-701	-
On 31 December	29,113	24,538	Conversion difference	595	-429
			On 31 December	5,798	3,841
Loans to Hyperion Technologies B.V.			Loans to AAC North America Inc		
Beginning of the year	1,428	3,400	Beginning of the year	894	797
Loans raised during the year	-	-	Loans raised during the year	-	-
Amount repaid	-	-2,000	Amount repaid	-	-
Interest income	85	28	Interest income	48	97
Interest received	-113	-	Interest received	-	-
On 31 December	1,400	1,428	On 31 December	942	894

Loans to subsidiaries are under commercial terms. The loans have a six-month notice period, no fixed term and an interest rate of 6%.

The Parent Company does not hold provisions against receivables from related parties, nor has it recognised any expenses during the period pertaining to receivables from related parties. No assets were pledged for the receivables.

Receivables from related parties in the above table arise mainly from sale transactions and are due one month after the date of sales.

The payables to related parties arise mainly from purchase transactions and are due one month after the date of purchase.

During the period, Board members invoiced the Company kSEK 869 (2023: kSEK 838) at market rates for the performance of consultant services linked to the Company's operations.

Note 25 Changes in liabilities from financing activities

kSEK	1 Jan 2023	Cash inflow	Cash outflow	31 Dec 2023
Liabilities to credit institutions	-	25,152	-	25,152
Total	0	25,152	0	25,152

kSEK	1 Jan 2024	Cash inflow	Cash outflow	31 Dec 2024
Liabilities to credit institutions	25,152	-	-16,288	8,864
Total	25,152	0	-16,288	8,864

Note 26 Adjustments for non-cash items

kSEK	31 Dec 2024	31 Dec 2023
Depreciation	1,242	787
Currency differences in the financial net	-96	-828
Warrant programmes	221	260
Other	-	30
Total	1,367	249

Note 27 Significant events after the end of the reporting period

No significant events after the end of the reporting period.

Note 28 Proposed appropriation of profits

The following amounts are at the disposal of the AGM (SEK):

SEK	2024
Share premium reserve	937,018,606
Retained earnings	-371,967,861
Profit/Loss for the year	-19,885,161
Total	545,165,584

The Board proposes that the retained earnings of SEK 545,165,584 (SEK) be carried forward.

The consolidated statement of profit or loss and statement of financial position will be presented to the AGM on 22 May 2025 for adoption.

The Board and CEO ensure that the consolidated financial statements have been prepared in accordance with the international financial reporting standards (IFRS) adopted by the EU and that they faithfully represent the Group's financial position and performance. The Annual Report was prepared according to generally accepted accounting principles and faithfully represents the Parent Company's financial position and performance.

The administration reports for the Group and the Parent Company faithfully represent the development of the Parent Company's and Group's operations, financial position and performance, and describe the material risks and uncertainties faced by the Parent Company and the companies that form the Group.

Stockholm, 24 April 2025

Rolf Hallencreutz Chairman of the Board	Per Aniansson Board member	Per Danielsson Board member
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Dr Dino Lorenzini Board member	Stuart Martin Board member	Michael Mattson Board member
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Luis Gomes
CEO

Our auditors' statement was submitted 24 April 2025

Öhrlings PricewaterhouseCoopers AB

Johan Engstam Auditor in Charge	Andreas Mattsson Authorised Public Accountant
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AUDITOR'S REPORT

To the general meeting of the shareholders of AAC Clyde Space AB, corporate identity number 556677-0599

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of AAC Clyde Space AB for the year 2024. The annual accounts and consolidated accounts of the company are included on pages 48-104 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the statement of comprehensive income balance sheet for the group.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and can be found on pages 1-47 and 108-121. The Board of Directors and the Managing Director are responsible for the other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on Revisorsinspektionen's website: www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Report on other legal and regulatory requirements

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of AAC Clyde Space AB for the year 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration is available on Revisorsinspektionen's website www.revisorsinspektionen.se/revisornsansvar. This description is part of the auditor's report.

Stockholm 24 April 2025

Johan Engstam

Authorized Public Accountant
Auditor in charge

Andreas Mattsson

Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

CORPORATE GOVERNANCE REPORT

AAC Clyde Space AB is a Swedish public limited liability company with corporate registration number 556677-0599 whose shares are traded on Nasdaq First North Premier Growth Market. The share is also traded on the American OTCQX. The Company's registered office is in Uppsala, Sweden.

The goal of corporate governance is to ensure that the Company is managed in a manner that is as efficient as possible for the shareholders, but also that AAC Clyde Space complies with the rules that exist. Corporate governance also aims to create an orderly system for both the Board of Directors and management. By having a clear structure, rules and processes, the Board can ensure that management and employees are focused on developing the business to create shareholder value.

Corporate governance framework

Corporate governance is based on external governance instruments such as the Swedish Companies Act, the Swedish Annual Accounts Act, Nasdaq First North Premier Growth Market Stockholm's regulations and the Swedish Code of Corporate Governance, as well as internal governance instruments such as the Articles of Association, instructions, policies and guidelines.

Application of the Swedish Code of Corporate Governance

Since November 2018, AAC Clyde Space has followed the Swedish Code of Corporate Governance, and its principle of "comply or explain". For the year 2024, AAC Clyde Space had no deviations to report.

The share and shareholders

On 31 December 2024, the number of shares amounted to 5,891,835. All shares have equal rights to the Company's assets and profits.

The share is traded under the ticker AAC on Nasdaq First North Premier Growth Market. The stock is also traded on the US OTCQX market under the symbol ACCMF. Carnegie Investment Bank AB is the Company's Certified Adviser.

The number of shareholders as of December 31, 2024 was 10,445. The largest individual owner was the acquired company SpaceQuest's former owner Dino Lorenzini with 624,000 shares corresponding to 10.59 percent of the capital and votes. The share register is maintained electronically by Euroclear Sweden AB.

For more information about the AAC Clyde Space share and shareholders, please refer to the section The share on page 120.

Articles of Association

According to the Articles of Association, the Company's name is AAC Clyde Space AB (publ) and the financial year is 1 January to 31 December. For the Articles of Association in its entirety, which in its current form was adopted at the Annual General Meeting on 1 November 2023, see the Company's website www.aac-clyde.space

General meeting

The Company's highest decision-making body is the General Meeting where the shareholders' influence in the Company is exercised. Shareholders who wish to participate in a General Meeting, in person or by proxy, must be registered in the share register five weekdays prior to the General Meeting and give notice of attendance in accordance with the notice.

Notice of General Meetings will be given through an announcement in Post och Inrikes Tidningar (the Swedish Official Gazette) and on the Company's website (www.aac-clyde.space). Information that notice has been issued is announced in Dagens Industri.

The Annual General Meeting shall be held within six months of the end of the financial year. At the Annual General Meeting, the shareholders decide on the Board of Directors, auditors, discharge from liability for the Board of Directors and the CEO for the past year. Decisions are also made on the adoption of the annual report, appropriation of profits or treatment of losses, fees to the Board of Directors and the auditors.

Shareholders have the right to have a matter addressed at the Annual General Meeting and must then make a written request to the Board of Directors. The matter shall be addressed at the Annual General Meeting if the request has been received by the Board of Directors no later than seven weeks prior to the Annual General Meeting.

Annual General Meeting 2024

The Annual General Meeting was held on 23 May 2024 in Uppsala. At the meeting, 11.88 percent of the votes in the Company were represented. The Annual General Meeting resolved in accordance with the Board of Directors' proposal on:

- to adopt the statement of profit or loss and the statement of financial position
- to carry forward the loss for the year
- to discharge the members of the Board of Directors and the CEO from liability
- fees to the Board of Directors and the auditor
- to re-elect Rolf Hallencreutz, Per Aniansson, Per Danielsson and Dino Lorenzini as members of the Board of Directors, and elect Stuart Martin and Michael Mattsson as new members of the Board. Rolf Hallencreutz was also re-elected as Chairman of the Board.
- re-election of the accounting firm Öhrlings PricewaterhouseCoopers (PwC) as the company's auditor
- to authorize the Board to increase the share capital
- directed issue of warrants within the framework of three incentive programs
- resolution on guidelines for remuneration to the senior management

Nomination committee

The AGM has resolved that the Nomination Committee shall consist of the five largest shareholders in the Company in terms of votes as of 30 September, as well as the Chairman of the Board. If any of these owners refrains from appointing a member, his or her right shall be given to the owner who is directly below in terms of voting rights. As long as the Company's domicile is in Sweden, the majority (3/5) of the members of the Nomination Committee must also be Swedish citizens. The Nomination Committee elects its Chairman.

If a member represents a shareholder who has sold the majority of its shareholding and who is no longer to be regarded as one of the five largest shareholders, the Nomination Committee may decide that the member shall resign. If the Nomination Committee is not complete due to the resignation of a member and more than three months remain until the next Annual General Meeting, the Nomination Committee may decide to continue as is, assuming that there are a minimum of four members remaining.

The Chair of the Board of Directors shall ensure that an annual evaluation of the Board of Directors is carried out and that the results are presented to the Nomination Committee. The Nomination Committee shall submit proposals for the Chairman and members of the Board of Directors as well as fees to the Chairman and other Board members. If the election of auditor for the

Company is to take place, the Nomination Committee shall submit a proposal for election and remuneration of the auditor.

The Nomination Committee shall inform the Company of its proposals in good time so that the information can be presented in the notice of the Annual General Meeting. The Nomination Committee shall also provide a brief account of how its work has been conducted. The Nomination Committee shall continuously evaluate its instructions and the work of the Nomination Committee and submit proposals to the Annual General Meeting for changes that the Nomination Committee deems appropriate.

Ahead of the 2025 Annual General Meeting, shareholders representing approximately 15 percent of the shares and votes have formed a Nomination Committee consisting of:

- Dino Lorenzini
- Mathias Dittrich, appointed by Soltorpet AB
- Lars Edgardh
- Steven Engelen
- Rolf Hallencreutz, Chairman of the Board of AAC Clyde Space AB

The Nomination Committee's proposal to the Annual General Meeting 2025 will be presented in connection with the notice and made available on the Company's website.

Board

Duties of the Board of Directors

The primary task of the Board of Directors is to safeguard the interests of the Company and its shareholders, appoint the CEO and ensure that the Company complies with applicable laws and the Articles of Association.

The Board's tasks also include identifying how sustainability issues affect the Company's risks and business opportunities. The Board of Directors is responsible for ensuring that the Group has an appropriate structure so that the Board can exercise its ownership responsibility over the subsidiaries included in the Group in the best possible way and that accounting, asset management and the Company's financial conditions in general can be controlled in a satisfactory manner.

At least once a year, the Board of Directors shall, without the presence of the executive management, meet with the Company's auditor and continuously and at least once a year evaluate the work of the CEO.

Composition of the Board of Directors

According to the Articles of Association, AAC Clyde Space's Board of Directors shall consist of a minimum of three and a maximum of seven members who are elected annually at the Annual General Meeting for the period until the end of the next Annual General Meeting.

The Annual General Meeting 2024 resolved that the number of members shall be six and re-elected Rolf Hallencreutz as Chairman and Per Aniansson, Per Danielsson, and Dino Lorenzini and elected Stuart Martin and Michael Mattsson as new Board members. Anita Bernie stepped down from the Board in January 2024 to avoid any potential conflicts of interest. For information about the Board members' assignments outside the Group and holdings of shares and warrants in AAC Clyde Space, see pages 114-115 and www.aac-clyde.space.

Independence of the Board of Directors

According to the Swedish Corporate Governance Code, the majority of the members of the Board of Directors elected by the Annual General Meeting shall be independent in relation to the Company and its management, and at least two of these shall also be independent in relation to the Company's major shareholders.

Of the six members of the Board of Directors by 31 December 2024, four are independent in relation to the Company and its management and five are independent in relation to the Company's major shareholders.

Committees of the Board of Directors

Since January 2020, the Board of Directors has had a Remuneration and Audit Committee.

Remuneration Committee

The Remuneration Committee's tasks have been performed by the Chairman of the Board, Rolf Hallencreutz, and by Board member Stuart Martin.

The tasks follow from instructions adopted annually by the Board of Directors. These include submitting proposals for guidelines for remuneration to senior executives, submitting proposals to the Board of Directors regarding the CEO's salary and other terms of employment, determining salaries and terms of employment for other members of the management team, and preparing proposals for incentive programmes and other forms of bonuses or similar compensation to employees. The CEO may report on matters relating to the Remuneration Committee's tasks, but does not participate in the processing of their own salary and terms of employment.

At the Annual General Meeting, the Board of Directors presents proposals for guidelines for determining salaries and other remuneration to the CEO and other members of the Company's management for approval by the shareholders. This is done when needed and at least every fourth year. Current guidelines were resolved on the annual general meeting on 23rd May 2024.

For a further description of the terms of employment for senior executives and remuneration to the Board of Directors, please refer to the Board of Directors' Report.

Audit committee

The duties of the Audit Committee are carried out by the Chairman of the Board, Rolf Hallencreutz, and by the Board members Per Aniansson and Michael Mattsson.

The tasks follow from instructions adopted annually by the Board of Directors and are included in the Board's rules of procedure. These include monitoring and quality assuring the financial reporting and the effectiveness of the Company's internal control system and risk management.

The Committee meets with the Company's auditors, evaluates the audit efforts, the auditors' independence and approves which additional services the Company may procure from the external auditors.

Board of Directors' instructions and policies

The Board reviews and adopts annual rules of procedure for its work. The Board of Directors also adopts instructions for the CEO and instructions for financial reporting. The rules of procedure and instructions regulate, among other things, the division of work between the Board of Directors, the Chairman of the Board, the CEO and the auditor, quorum, conflict of interest issues, internal and external reporting, procedures for convening, meetings and minutes.

The Board of Directors meets according to an annually established schedule. In addition to these Board meetings, additional Board meetings may be convened to address matters that cannot be referred to an ordinary Board meeting. In addition to the Board meetings, the Chairman of the Board and the CEO have an ongoing dialogue regarding the management of the Company.

Instructions and Policies

The Board of Directors reviews and adopts the following instructions and policies annually:

- Rules of procedure for the Board of Directors
- Instructions for the CEO
- Instructions for financial reporting
- Communication and IR Policy
- Insider Policy

Evaluation of the work of the Board of Directors

The work of the Board of Directors is evaluated annually with the aim of developing the Board's working methods and efficiency. The Chairman of the Board is responsible for the evaluation and for presenting it to the Nomination Committee. The purpose of the evaluation is to obtain an understanding of the Board members' views on how the work of the Board is conducted and what measures can be taken to streamline the work of the Board, as well as whether the Board is well balanced in terms of competence.

The work of the Board of Directors

According to the Board's rules of procedure, the Board shall, in addition to a statutory meeting, meet six times a year and in addition when the situation so requires. At one of the meetings, the Board of Directors will discuss the Group's strategic direction, risks and business plan.

The CEO and CFO, who is also the secretary of the Board, normally attend Board meetings. Other officials participate as necessary to present specific cases. According to the rules of procedure, the Board of Directors shall meet with the Company's auditor at least once a year without the presence of the Company's management, evaluate the work of the Board of Directors and evaluate the CEO.

Board meetings normally start with a discussion about the business and the Company's financial results. Financial reports and the annual reports are reviewed and approved before publication.

Other matters addressed at Board meetings includes; strategy, general business issues, potential acquisitions, long- and short-term goals, HR issues, security issues, compliance with policies and laws and remuneration models.

At the last meeting of the calendar year, the CEO and CFO normally present the budget for the following year. The budget is discussed and, following any adjustments, approved.

The work of the Board of Directors in 2024

In 2024, the Board of Directors placed particular emphasis on issues related to business strategy, growth, organisation and acquisitions. The number of Board meetings in 2024 amounted to 14, of which 10 were ordinary, including work with quarterly reports and 4 extra. The extraordinary Board meetings have mainly dealt with capital raise, consolidation of shares and acquisition opportunities.

Chairman of the Board

The Chairman of the Board is elected by the Annual General Meeting and Rolf Hallencreutz was re-elected as Chairman of the Board at the 2024 Annual General Meeting. Rolf Hallencreutz has been Chairman of the Board since 2014.

The Chairman of the Board shall lead the work of the Board and ensure that the Board fulfils its duties and has a special responsibility for ensuring that the Board's work is well organised, conducted efficiently and monitors the development of the business. The Chairman of the Board ensures that the Board's decisions are implemented effectively and is responsible for ensuring that the Board's work is evaluated annually and that the Nomination Committee is informed as a result of the evaluation.

CEO and Group Management

The CEO is appointed by the Board of Directors and leads the business in accordance with the instructions adopted by the Board of Directors and is responsible for the day-to-day management of the Company's and the Group's operations in accordance with the Swedish Companies Act.

In addition, the CEO, together with the Chairman of the Board, decides which matters are to be dealt with at Board meetings.

The Board of Directors continuously evaluates the CEO's duties and work. The CEO is responsible for ensuring that the Board receives information and the necessary documentation for decision-making, and reports and proposes matters at Board meetings on issues prepared by the Company management. The CEO continuously keeps the Board of Directors and the Chairman informed of the Company's and the Group's financial position and development.

As of December 31, 2024, the Group Management Team consisted of the Chief Executive Officer, Chief Financial Officer who is also the Deputy CEO, Chief Commercial Officer, Chief Technology Officer, President of Data & Services, President of Missions, President of Products, Deputy CFO & Director of Finance UK, Chief Scientific Officer and Chief People Officer. For information about the CEO and other members of the executive management, see pages 116-117.

	Elected	Attendance at meetings	Audit committee	Remuneration Committee	Independence in relationship with the Company and Company management	Independence in relation to major shareholders	Received board fee
The Board		14			5/7	6/7	1,481,250 SEK
Rolf Hallencreutz	2014	14	Ja	Ja	Nej	Ja	450,000 SEK
Per Aniansson	2014	14	Ja	Nej	Ja	Ja	225,000 SEK
Per Danielsson	2014	14	Nej	Nej	Ja	Ja	225,000 SEK
Dino Lorenzini	2023	14	Nej	Nej	Nej	Nej	225,000 SEK
William Whitehorn*	2018	4	Nej	Nej	Ja	Ja	93,750 SEK
Stuart Martin**	2024	10	Nej	Ja	Ja	Ja	131,250 SEK
Michael Mattsson**	2024	10	Ja	Nej	Ja	Ja	131,250 SEK

* William Whitehorn was not re-elected to the Board at the 2024 Annual General Meeting

** Stuart Martin and Michael Mattsson have been present at all Board meetings since they were elected

Group management holds regular, normally weekly, management meetings. The meetings are focused on the Group's strategic and operational development as well as performance monitoring. In addition to these meetings, there is close day-to-day cooperation between senior executives on various issues.

Auditor

The auditor is appointed by the Annual General Meeting to review the Company's annual report and accounting records as well as the administration of the Board of Directors and the CEO. The auditors' report to the owners takes place at the Annual General Meeting through the auditor's report.

At the 2024 Annual General Meeting, the accounting firm Öhrlings PricewaterhouseCoopers AB was re-elected as auditor for the period until the 2025 Annual General Meeting. The authorised public accountant Johan Engstam is the auditor in charge.

Financial reporting

The Board of Directors is responsible for ensuring that the Company's organisation is designed so that the Company's financial conditions can be controlled in a satisfactory manner and that financial reports such as interim reports and annual accounts to the market are prepared in accordance with the law, applicable accounting standards and other requirements that exist for listed companies. The Board of Directors shall monitor financial developments, ensure the quality of financial reporting and internal control, and regularly monitor and evaluate operations.

A monthly financial statement is prepared for the Group, which is submitted to the Board of Directors and management. A profit and loss budget, balance sheet and investment budget are drawn up for each financial year, which are normally adopted at the ordinary Board meeting in December.

External financial information is provided regularly in the form of interim reports, annual reports, press releases on important news that is expected to affect the share price, presentations and meetings with representatives in the financial market.

Internal control and risk management regarding financial reporting

Introduction

The responsibility of the Board of Directors and the CEO for internal control is regulated in the Swedish Companies Act. The responsibilities of the Board of Directors are also regulated in the Swedish Code of Corporate Governance. The Annual Accounts Act contains requirements for disclosure of the most important elements of the Company's system for internal control and risk management in connection with financial reporting.

AAC Clyde Space's process for internal control over financial reporting is designed to reasonably ensure the quality and accuracy of the reporting. The process is to ensure that the reporting is prepared in accordance with applicable laws and regulations as well as requirements for listed companies in Sweden.

A prerequisite for achieving this is that there is a good control environment, that reliable risk assessments are carried out, that there are established control structures and control activities, and that information and communication as well as follow-up function in a satisfactory manner.

Internal audit

The Board of Directors has evaluated the need for an internal audit function and concluded that such a function is not justified in AAC Clyde Space in view of the scope of the business and that the Board's follow-up of internal control is deemed sufficient to ensure that the internal control is effective. The Board reassesses the need when changes occur that may give rise to a reassessment and at least once a year.

Control environment

AAC Clyde Space's organisation is designed to be able to operate dynamically in an emerging market, which is why operational decisions are made by the executive management and at the Company level. Decisions on strategy, direction, acquisitions, and overall financial issues are made by the Board of Directors and executive management.

The Board's work on internal control includes internal control over financial reporting and internal control from an operational perspective.

Risk management is an integral part of the Board's work with internal control, the purpose of which is to ensure that operations are managed in an appropriate and efficient manner.

Control structures

The Board's rules of procedure and instructions for the CEO and the Board's committees ensure a clear division of roles and responsibilities.

The Board of Directors has overall responsibility for internal control.

The CEO is responsible for the system of routines, processes and controls that have been developed for day-to-day operations. This includes, among other things, guidelines and role descriptions for various executives, as well as regular reporting to the Board of Directors based on established procedures.

Policies, processes, procedures, instructions and templates for financial reporting and the ongoing work with financial administration and financial issues are documented.

Risk assessment

At least once a year, a review is conducted to identify and evaluate AAC Clyde Space's risk profile. The work also involves assessing what preventive measures should be taken to reduce and prevent the Group's risks. This work includes ensuring that the Group is properly insured and preparing a basis for decisions regarding any changes to policies, guidelines and insurances.

AAC Clyde Space's system for identifying, reporting and remediating risks is an integral part of the ongoing reporting to the executive management team and the Board of Directors and constitutes an important basis for the assessment of risks of errors in financial reporting.

As part of the process, the items in the income statement and balance sheet where the risk of material error is elevated are identified. For AAC Clyde Space, the percentage of completion method of projects may give rise to risk in the financial reporting. Particular attention has therefore been paid to the design of controls to prevent and detect shortcomings in this area.

Control activities

The primary purpose of control activities is to prevent and detect errors in financial reporting at an early stage so that they can be managed and corrected. Control activities exist at both general and more detailed levels and are of both manual and automated nature.

Access rights to IT systems are restricted in accordance with authorisations.

The finance function compiles monthly financial reports in which earnings and cash flow are reported and budget deviations are analysed and commented on. For larger projects that last longer than 12 months, the Company sets up special steering groups that analyse how projects are developing in relation to budget. Steering groups meet quarterly and in the event of deviations.

Follow-up takes place through regular meetings for review of financial reports and analyses with management teams and project steering groups. In these ways, significant fluctuations and deviations are monitored, which minimises the risk of errors in financial reporting.

The year-end and annual report work are processes where there is an additional risk of errors in financial reporting arising. This work is of a less repetitive nature and contains more elements of an assessment nature.

Important control activities include ensuring that there is a well-functioning reporting structure in which the Group's companies report in accordance with standardised reporting templates, and that important income statement and balance sheet items are specified and commented on.

Information and communication

AAC Clyde Space's information and communication channels shall contribute to complete, accurate and timely financial reporting. This is achieved by making all relevant guidelines and instructions for internal processes available to all relevant employees. Where necessary, regular updates and notifications of changes to accounting rules/guidelines, reporting requirements and disclosure requirements are provided.

Information activities are regulated in an information policy. For external communication, there are guidelines that ensure that the Company meets high standards for correct information to shareholders and the financial market. AAC Clyde Space's communication shall be accurate, transparent, timely and simultaneously to all stakeholders. All communication shall be in accordance with the rules of Nasdaq First North Premier Growth Market. The financial information should provide a comprehensive and clear picture of the Company, its operations, and financial development.

The Board of Directors adopts annual reports, year-end reports and interim reports. All financial reports are published on the website (www.aac-clyde.space) after they have first been published in accordance with the Exchange's rules. The annual report is held available on the website.

Follow-up

The Board of Directors' follow-up of internal control over financial reporting is carried out, among other things, by following up the work and reports of the CFO and the external auditors. The work includes ensuring that measures are taken regarding the deficiencies and proposals for measures that have emerged from the external audit.

The follow-up is conducted with a focus on AAC Clyde Space's compliance with its regulations and the existence of efficient and appropriate processes for risk management, corporate governance and internal control. The external auditor follows up on selected parts of the internal control within the framework of the statutory audit on an annual basis. The auditor reports the outcome of his or her review to the Board of Directors and executive management. Where applicable, significant observations are reported directly to the Board of Directors.

THE BOARD

According to the Articles of Association, the Board of AAC Clyde Space AB is to consist of no less than three and no more than seven members, with no more than three deputies.

The Board of AAC Clyde Space AB currently consists of six members, including the Chairman, who are all highly qualified individuals with solid entrepreneurial track records combined with skills in business and technological development, industrialisation and commercialisation. The current Board was appointed at the AGM on 23 May 2024 and their assignment lasts until the end of the next AGM on 22 May 2025.

All Board members can be reached via the Company's registered office at Uppsala Science Park, Dag Hammarskjölds väg 48, SE-751 83 Uppsala, Sweden.

The Board's work is governed by the Swedish Companies Act, the Swedish Corporate Governance Code, the Articles of Association and the formal work plan developed by the Board of AAC Clyde Space AB. The Company's formal work plan describes, inter alia, the delegation of responsibilities between the Board and the CEO.

The Board always takes decisions related to the appointment and remuneration of the CEO.

A total of 14 minuted meetings were held in 2024 where the Board discussed the Company's future development, financial development, budget and funding. Operations in the Company were also reviewed. The Board has devoted particular focus to issues pertaining to business strategy, financing and acquisitions.



Rolf Hallencreutz (1950) Chairman of the Board since 2014

M.Sc., Logistics and Finance, Chalmers University of Technology

Shares: 15,432

Warrants 2022/2025:C: 75,000

Warrants 2023/2026:C: 58,100

Warrants 2024/2027:C: 1,299

Rolf Hallencreutz has experience from start-up and major multinational companies within IT, industrial companies, life science and shipping. Rolf's experiences range from Chairman of the Board, CEO to Sales Manager within, among other, fast-growing companies as well as an extensive experience from M&A and financing.

Independent in relation to major shareholders.



Per Aniansson (1966) Board member since 2014

M.Sc., Engineering Physics, Chalmers University of Technology; MBA., Finance and Entrepreneurship, INSEAD Business School

Shares: 4,200

Warrants 2022/2025:C: 50,000

Warrants 2023/2026:C: 43,575

Warrants 2024/2027:C: 866

Per Aniansson is an Investment Director at Karolinska Development and has previously held leading roles within venture capital for the last 20 years. He has also been CEO and CFO in several venture capital-owned companies. He is currently also chairman at Colorifix Ltd and Turnpike Group Ltd, and a board member in PharmNovo AB.

Independent in relation to the Company, Company management and to major shareholders.



Dr. Dino Lorenzini (1940) Board member since 2023

B.Sc., USAF Academy; S.M., Astronautical Engineering, MIT; ScD, Astronautical Engineering, MIT; MBA, Auburn University

Shares: 624,000

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:C: 43,575

Warrants 2024/2027:B: 1,299

Warrants 2024/2027:C: 866

Dino, a retired US Air Force Colonel, brings a wealth of space programme know-how and industry experience spanning more than six decades. He tested the Apollo Lunar Module navigation system, early GPS development, DARPA Space-Based Laser, and the Strategic Defense Initiative. An entrepreneur at heart, Dino founded the Eytel IoT system, Ellipso Mobile Satellite System, Aprize Satellite and SpaceQuest (now AAC SpaceQuest), where he served as CEO for the past 27 years from 1994 to 2021.

Not independent in relation to the Company, Company management and to major shareholders.



Per Danielsson (1962)
Board member since 2014

M.Sc., Chalmers University of Technology

Shares: 1,726 (private and via company)

Warrants 2022/2025:C: 50,000

Warrants 2023/2026:C: 43,575

Warrants 2024/2027:C: 866

Per Danielsson, expert in evaluating European Union (EU) applications, carries out assignments for the EU as a business coach for small businesses. His business experience encapsulates everything from organisational development, strategy, international business and financing, through to executing company sales to large global groups.

Independent in relation to the Company, Company management and to major shareholders.



Stuart Martin (1968)
Board member since 2024

B.Sc., Physics (First Class), Imperial College

Shares: 0

Warrants 2024/2027:C: 866

Stuart Martin has 20 years experience as a space industry leader and executive, working at the intersection of the public and private sector. 10 years as CEO of Satellite Applications Catapult, driving innovation and growth across the space ecosystem. Chair, NED and advisor to several early-stage companies. He is also a Non-Exec Member of the Board at the UK Space Agency and Visiting Professor at Imperial College.

Independent in relation to the company, company management and to major shareholders.



Michael Mattsson (1973)
Board member since 2024

M.Sc., Business Administration, Stockholm School of Economics

Shares: 30,000

Warrants 2024/2027:C: 866

Michael Mattsson has vast experience from Corporate Finance in Sweden (e.g. Enskilda Securities) and in the U.S. (the Blackstone Group in New York), specializing in driving small cap growth through M&A. In addition, Michael has experience from Board work at Nasdaq listed companies.

Independent in relation to the company, company management and to major shareholders

GROUP MANAGEMENT

The Group management consists of a team of committed people who combine experience of entrepreneurial leadership with solid engineering expertise. The team has broad skills that cover the primary areas in the aerospace industry, from product development in commercial and military projects, and quality control to management of high-tech industrial companies. All members of the Goup management can be reached via the Company's registered office at Uppsala Science Park, Dag Hammarskjölds väg 48, SE-751 83 Uppsala, Sweden.

Luis Gomes (1971) CEO

M.Sc., Satellite Technology, University of Surrey;
B.Sc, Applied Physics, University of Lisbon

Employed since: 2019

Shares: 13,489

Warrants 2022/2025:B: 120,000

Warrants 2023/2026:B: 72,625

Warrants 2024/2027:B: 1,732

Luis Gomes has more than 25 years of experience in the space industry, specialising in the small satellite field. He most recently comes from the British firm SSTL, where he was CTO and Executive Director, responsible for defining and conducting technical and commercial strategies.

Mats Thideman (1963) CFO and Deputy CEO

M.Sc., Industrial Economics, Linköping Institute
of Technology

Employed since: 2014

Shares: 9,760

Warrants 2022/2025:A: 75,000

Warrants 2023/2026:A: 58,100

Warrants 2024/2027:A: 1,299

Mats Thideman is responsible for finance. Mats has a extensive experience as a CFO within growing industrial companies, as well as public and venture capital owners, such as Åkerströms, Image Systems (publ.), TracTechnology (publ.), and most recently, Cortus Energy AB (publ.).

Andrew Strain (1981) CTO

M.Eng., Electrical and Electronic Engineering
with Business Studies, University of Strathclyde

Employed since: 2006

Shares: 7,640

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:B: 58,100

Warrants 2024/2027:B: 1,299

Andrew has over a decade of experience in developing and delivering small satellites. In his role as CTO, Andrew contributes a wide range of relevant skills such as systems engineering knowledge, product development, manufacturing, project management, quality and business development.

Kulwinder Bhumbra (1986) CPO

M.Sc., Human Resource Management,
University of Strathclyde

Employed since: 2021

Shares: 0

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:B: 58,100

Warrants 2024/2027:B: 1,299

Kulwinder has been in the Group for more than 3 years, engaging with the Executive Leadership Team on our People Strategy to support our long-term business plan. She holds nearly 20 years' experience as a HR professional and leads our people function. Her previous experience is with private and not for profit companies where she partnered with various business leaders at strategic, operational and tactical levels to understand how to improve the employee experience. Her contributions have driven positive changes to our people processes, employee engagement activities, retention and generally supporting our people in line with our values.

Dr. Dino Lorenzini (1940) CSO

B.Sc., USAF Academy; S.M., Astronautical
Engineering, MIT; ScD, Astronautical Engineering,
MIT; MBA, Auburn University

Employed since: 1994

Shares: 624,000

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:C: 43,575

Warrants 2024/2027:B: 1,299

Warrants 2024/2027:C: 866

Dino, a retired US Air Force Colonel, brings a wealth of space programme know-how and industry experience spanning more than six decades. He tested the Apollo Lunar Module navigation system, early GPS development, DARPA Space-Based Laser, and the Strategic Defense Initiative. An entrepreneur at heart, Dino founded the Eyetel IoT system, Ellipso Mobile Satellite System, Aprize Satellite and SpaceQuest (now AAC SpaceQuest), where served as CEO for 27 years from 1994 to 2021.

Peter Anderson (1982) CCO

B.Eng., Mechanical Engineering, University of
Glasgow; PgDip., Computer Aided Engineering
and Analysis, University of West of Scotland

Employed since: 2015

Shares: 7

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:B: 58,100

Warrants 2024/2027:B: 1,299

Peter is responsible for the commercial strategy and development of the business through marketing, sales, product development and customer service activities to drive business growth and market share. Peter brings over 17 years' experience across a variety of engineering and management roles.

Dr. Andrew Carrel (1978)
President Data & Services

BA, M.Sc., Natural Sciences, University of Cambridge; M.Sc., Astronautics & Space Engineering, Cranfield University; PhD, Electronic Engineering, University of Surrey Space Centre

Employed since: 2021

Shares: 222

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:B: 58,100

Warrants 2024/2027:B: 1,299

Andrew is responsible for the Data and Services business line, which brings the benefits of space data to industries operating on land and at sea. His technical background includes space missions and artificial intelligence, with over 20 years of experience spanning the satellite manufacture and downstream application sectors.

Richard McKay (1973)
President Missions

Executive Management Development Programme, University of Bath

Employed since: 2022

Shares: 0

Warrants 2022/2025:B: 50,000

Warrants 2023/2026:B: 43,575

Warrants 2024/2027:B: 1,299

Richard is responsible for the Missions Business Line of AAC Clyde Space. He has over 25 years' experience in electronic subsystems, components, safety & mission critical electromechanical product design and manufacturing. He is an experienced global executive with a successful track record of growth, transformation and leadership of business units within the Aerospace and Defence sector.

Ross Lang (1980)
Director of Finance UK and Deputy CFO

FCCA, Fellow of the Association of Chartered and Certified Accountants

Employed since: 2014

Shares: 1,512

Warrants 2022/2025:B: 75,000

Warrants 2023/2026:B: 58,100

Warrants 2024/2027:B: 1,299

In addition to deputizing for the CFO, Ross is responsible for Group's Cyber policy and strategy. Following 15 years in professional services providing outsourced financial management support to SMEs, Ross now has over a decade of experience in the space sector.

AUDITOR'S REPORT ON THE CORPORATE GOVERNANCE STATEMENT

To the general meeting of the shareholders in AAC Clyde Space AB
(publ), corporate identity number 556677-0599

Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the year 2024 on pages 108-117 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm 24 April 2025

Öhrlings PricewaterhouseCoopers AB

Johan Engstam
Auditor in charge

Andreas Mattsson
Authorized Public Accountant

THE SHARE AND OWNERS

AAC Clyde Space AB's share is listed on the Nasdaq First North Premier Growth Market under the symbol AAC. The share is also traded on the American OTCQX market under the symbol ACCMF.

No. of shares

Share capital at the end of the year was SEK 11.7 M (11,4) across 5,891,835 shares (5,703,835). All shares carry equal rights to the company's profits and assets.

Dividend policy

AAC Clyde Space AB is in an expansive growth phase where any surplus capital in operations is re-invested in operations and/or acquisitions. To date, the company has not distributed any dividends to its shareholders.

Trading in the AAC Clyde Space AB share

AAC Clyde Space AB's share is traded on Nasdaq First North Premier Growth Market under the symbol AAC. Since 21 August 2020, AAC Clyde Space's share has also been traded on the American OTCQX market under the symbol ACCMF. Carnegie Investment Bank AB (publ) is the company's Certified Adviser.

The share increased in value by 3.9% in 2024, from SEK 44.60 one year earlier to SEK 46.35 on the last trading day. The share traded at SEK 58.00 at its highest and 32.65 at its lowest. The market value at the end of the year was SEK 273 M, compared with SEK 254 M one year earlier.

A total of 3,489,231 AAC Clyde Space shares were traded during the year, representing 61.0% of the average number of shares and a daily average of approximately 13,901.

Ownership structure

At the end of the year, the ten largest owners controlled approximately 30% of the company's shares. The number of shareholders totalled 10,445.

SHAREHOLDERS 31 DEC 2024	NO. OF SHARES	VOTES & CAPITAL
CBNY-RJA-CLIENT ASSET ACCT	624,000	10,59%
Försäkringsaktiebolaget Avanza Pension	402,007	6,82%
Nordnet Pensionsförsäkring AB	163,817	2,78%
Edgardh Holding AB	129,720	2,20%
Hielte Fabian	89,696	1,52%
Tamt AB	85,600	1,45%
Anders Walldov	76,800	1,30%
Soltorpet AB	69,576	1,18%
Baxon Holding AB	62,924	1,07%
EMRIX HOLDING AB	62,924	1,07%
Other	4,124,771	70,01%
TOTAL	5,891,835	100.0%

Incentive scheme

An Extraordinary General Meeting on 1 November 2023 resolved to consolidate shares, combining 50 shares into 1 new share. Fifty (50) warrants are now required to subscribe for one (1) share in the 2022 and 2023 program, previously one (1) warrant was required to subscribe for one (1) share. The subscription prices have also been recalculated following the consolidation made in 2023.

The Annual General Meeting of AAC Clyde Space in May 2022 resolved on a directed issue of warrants to the Board and to all employees. Fifty warrants (50) entitle the holder to subscribe for one (1) new share at the subscription price of SEK 94.65 per share. The warrants can be exercised during the period through 1 July 2025 until 31 December 2025:

- As of 31 December 2024, Board members had subscribed for 241,667 warrants (incentive scheme 2022/2025:C)
- As of 31 December 2024, employees in Sweden had subscribed for 1,199,999 warrants (incentive scheme 2022/2025:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,596,666 warrants (incentive scheme 2022/2025:B)

A total of 3,038,332 warrants have been subscribed for, which entails a potential dilution effect of around 1% and that AAC Clyde Space will potentially raise approximately SEK 5.8 M.

The Annual General Meeting of AAC Clyde Space in May 2023 resolved on a directed issue of warrants to the Board and to all employees. Fifty (50) warrants entitle the holder to subscribe for one (1) new share at a subscription price of SEK 37.66 per share. The warrants can be exercised during the period through 1 July 2026 until 31 December 2026:

- As of 31 December 2024, Board members had subscribed for 203,350 warrants (incentive scheme 2023/2026:C)
- As of 31 December 2024, employees in Sweden had subscribed for 760,142 warrants (incentive scheme 2023/2026:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 1,631,642 warrants (incentive scheme 2023/2026:B)

A total of 2,595,134 warrants have been subscribed for, which entails a potential dilution effect of around 0.9 % and that AAC Clyde Space will potentially raise approximately SEK 2.0 M.

The Annual General Meeting of AAC Clyde Space in May 2024 resolved on a directed issue of warrants to the Board and to all employees. One warrant entitle the holder to subscribe for one (1) new share at a subscription price of SEK 44,72 per share. The warrants can be exercised during the period through 1 July 2026 until 31 December 2026:

- As of 31 December 2024, Board members had subscribed for 5,629 warrants (incentive scheme 2024/2027:C)
- As of 31 December 2024, employees in Sweden had subscribed for 25,847 warrants (incentive scheme 2024/2027:A)
- As of 31 December 2024, employees outside of Sweden had subscribed for 45,465 warrants (incentive scheme 2024/2027:B)

A total of 76,941 warrants have been subscribed for, which entails a potential dilution effect of around 1,3 % and that AAC Clyde Space will potentially raise approximately SEK 3,5 M.

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