



Fagerhult Group

Corporate presentation

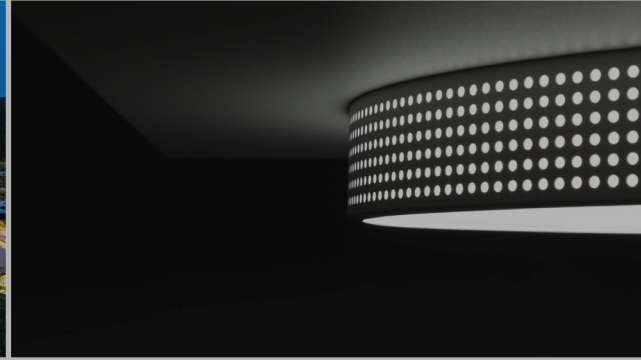
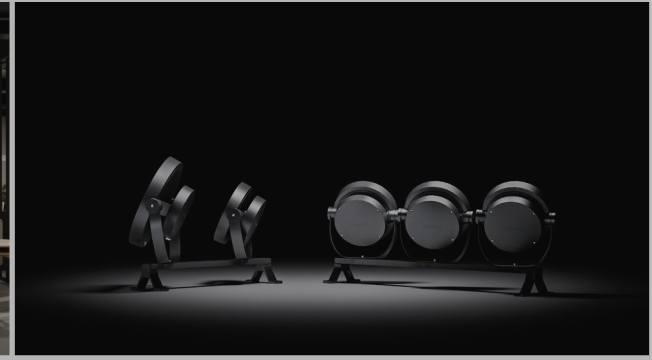
Vision

A world enhanced by light.

Mission

Together we innovate to deliver professional lighting solutions that are circular and climate-positive and contribute to better lives.

Fagerhult Group



Group results 2025

Order intake

7 928 MSEK

Net sales

7 891 Mkr

Operating profit
(EBITA)¹

688

Operating margin
(EBITA)²

8,7%

1. Operating profit (EBITA) before amortization of intangible assets and items affecting comparability, SEK million

2. Operating margin (EBITA), before items affecting comparability, %

A leading European lighting manufacturer



Employees

+4,100 dedicated professionals globally.



Countries

Operating in 27 diverse markets worldwide.



Brands

Portfolio of 13 leading and emerging brands.



Innovation platforms

Two dedicated hubs driving future-forward solutions.

Global yet local

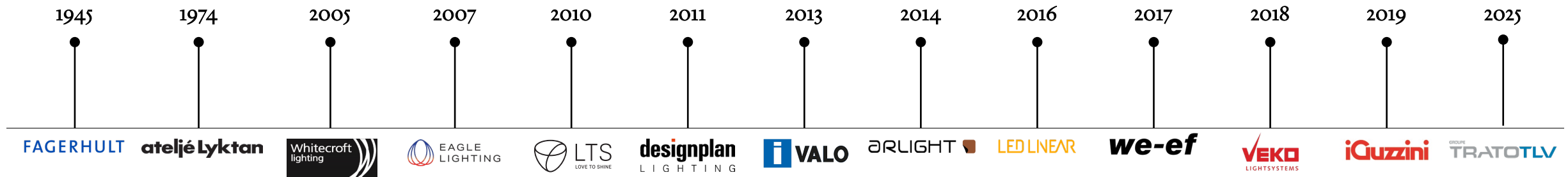
Local manufacturing enables us to deliver high-quality, bespoke solutions and shorten lead times. And our global presence means we are fast to pick up on any new trends and technologies and have the muscles to implement them. It's the best of both worlds.



Expanding our horizon since 1945

We have 80 years of lighting knowledge and experience with a history rooted in southern Sweden. Over the years, we have attracted some of the world's leading lighting companies.

Today, Fagerhult Group consists of 13 equally successful brands who share extensive experience and future-facing technology to continue to pioneer professional lighting solutions.



Our business areas

Our strategic business areas are designed to capture diverse market opportunities and deliver tailored lighting solutions.

Collection

Exceptional lighting solutions for architectural applications worldwide.



Premium

Lighting solutions for all European markets and for global customers.



Professional

Lighting solutions for selected applications, tailored to local market requirements.



Infrastructure

Specialty lighting solutions for critical infrastructure and industrial applications.



Business Area Collection



ateljé Lyktan **iGuzzini** LED LINEAR **we-ef**

- ✓ Culture, Hospitality, High-end residential, Urban landscape
- ✓ Working with global community of architects and lighting designers
- ✓ Leverage Collection global footprint to grow
- ✓ Specific North American growth strategy

Business Area Premium



- ✓ Focus on office, education, healthcare, retail and selected outdoor applications
- ✓ Working with lighting designers, electrical consultants and installers
- ✓ Strengthen existing markets within focus segments
- ✓ Grow in specific European markets, e.g. DACH-region

Business Area Professional



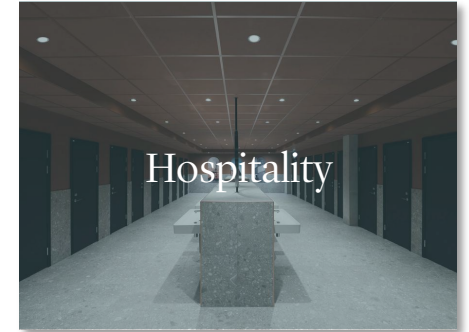
- ✓ Office, Education and Healthcare
- ✓ Working with electrical consultants, installers and construction companies
- ✓ Focus on key segments and new technologies
- ✓ Strengthen position as most sustainable partner

Business Area Infrastructure



- ✓ Critical Infrastructure, Industry and Distribution centres
- ✓ Working with electrical consultants and installers
- ✓ Expand product offering within focus segments
- ✓ Grow in selected European markets

Our application areas

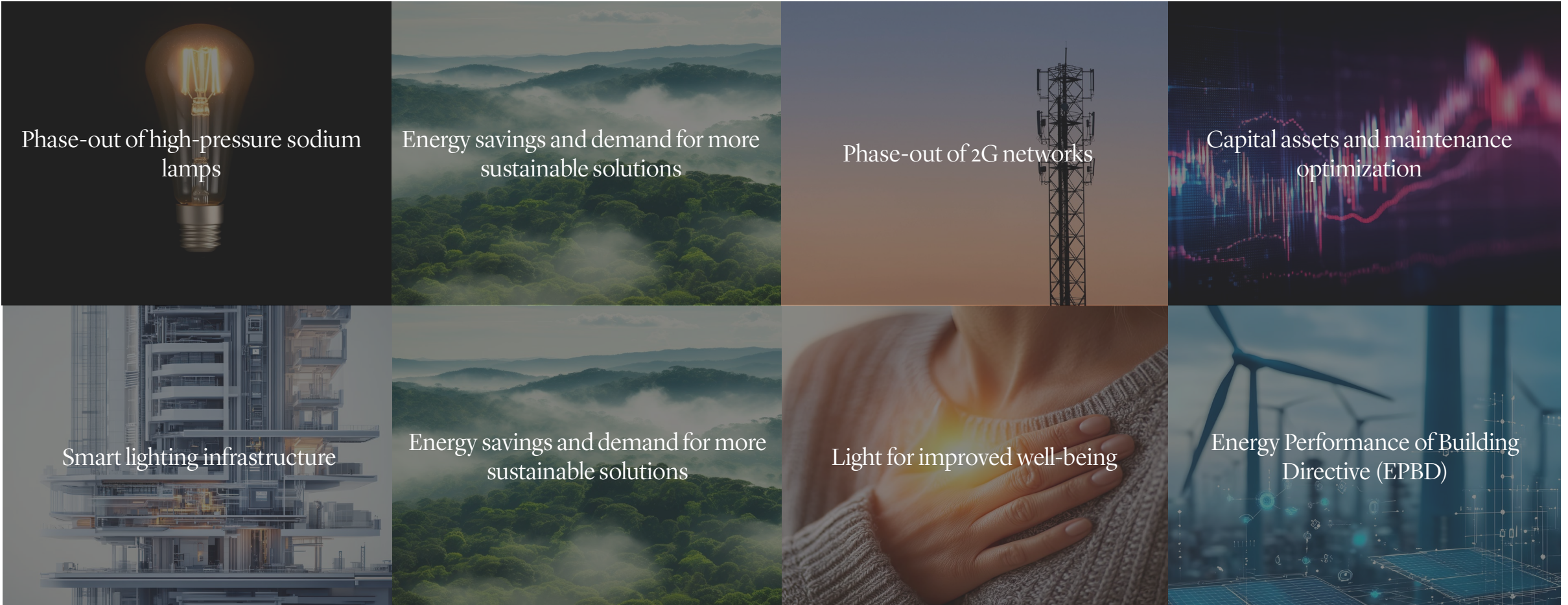


The right light, at the right time



Growth drivers for smart indoor and outdoor lighting

The smart lighting market is driven by several key factors that together create strong added value for both consumers and businesses.



Phase-out of high-pressure sodium lamps

Energy savings and demand for more sustainable solutions

Phase-out of 2G networks

Capital assets and maintenance optimization

Smart lighting infrastructure

Energy savings and demand for more sustainable solutions

Light for improved well-being

Energy Performance of Building Directive (EPBD)

Two technology platforms driving smart lighting innovation

CAPELON

Outdoor

- Installed in **more than 60 municipalities**, including Gothenburg, Malmö and Stockholm.
- **1,000,000+ luminaires** remotely controlled.
- More than **20 years of experience**.
- Built on **open-standard powerline communication** for reliable connectivity.



Indoor

- Approx. **500,000+ smart luminaires** sold.
- Certified to meet **SmartScore requirements**.
- **Supports EPBD compliance** through daylight harvesting, presence detection, and real-time energy reporting.
- **Heat mapping, energy monitoring** and **predictive analytics** to increase efficiencies.

Collective expertise equals smarter outcomes

CAPELON  **organic response**

75+ employees across Capelon and CityGrid

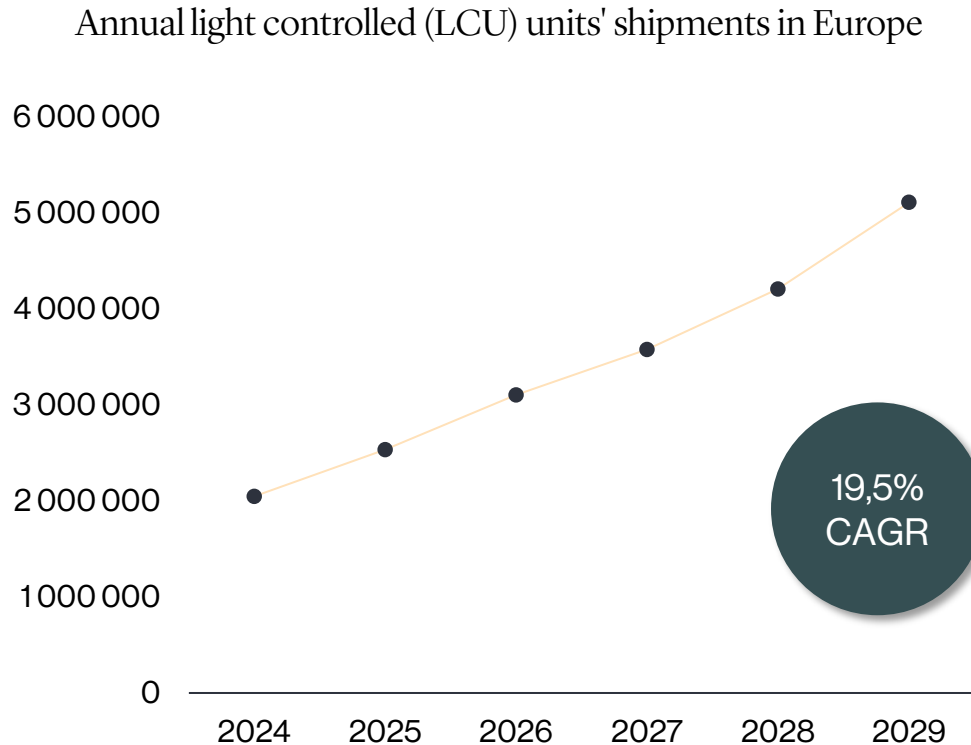
Four development hubs

Scalable innovation

Unified without borders



Market development for smart street lighting



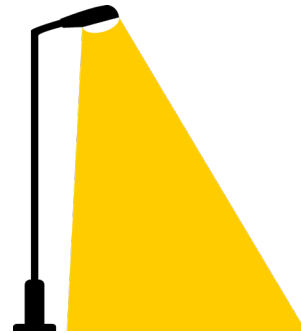
Market development & opportunity

- Europe holds the largest installed base of 11.7 million LCUs (35% globally), only a modest portion of these are equipped with luminaire control.
- The smart street lighting market is yet far from mature.
- Deployments are picking up pace as many early LED luminaires already need replacements.
- Replacement cycles are leading directly to lighting control system refreshments.

LED penetration and number of street lights - a vast installed base awaiting upgrade



Region
Nordics



Number of street lights installed
6.0 M



LED penetration
40%

Capelon: A three-step journey towards a smarter city



Cabinet control

Centralized group control

- On/Off Control:
- Grid Monitoring & Metering:
- Manual Control
- 30-70 luminaires controlled in one group



Luminaire control

Individual luminaire control

- Dimming
- Scheduling
- Presence control
- Asset Management



Street lighting as infrastructure

Enabling smart city implementations

- Open infrastructure as back-bone
- Smart waste bins
- Smart parking
- And much more..

Göteborg is one of Capelon's oldest and most longstanding customers. The city manages its lighting through around 950 of their control cabinets and nearly 200,000 connected luminaires, together lighting up and dimming the entire city.



Organic Response: three steps from sustainable lighting to smart building



Sustainable lighting

Immediate energy savings “out of the box”

- Quick design and installation with wireless
- Presence and daylight control
- Adaptive zones without commissioning
- Smart ready (add a gateway and get connected)
- Up to 40% energy savings



Smart Lighting (part of service offering)

Connected lighting for remote management

- Advanced light schedules and settings resulting in up to 70% energy savings
- Circadian curves
- EPBD and sustainability reporting
- Automatic emergency light testing
- Circular solutions



Smart building (part of service offering)

Smart lighting as an IoT infrastructure

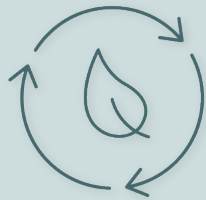
- Open API for integration with HVAC, BMS and third-party applications
- Granular data with sensors in each light
- Space optimization
- Third party environmental sensors

Fjelltun School outside Stavanger, Norway, is the first to feature Tunable White luminaires combined with Organic Response sensors, all connected through the Organic Response portal, creating a fully adaptive lighting system across every classroom.

Seven reasons for smart lighting

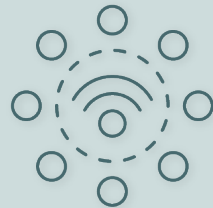
Lighting that responds to its users, only turns on when you are actually there, and even identifies its own maintenance needs? It's no longer a luxury – and it's better for you, more efficient and good for the environment, too.

Whether you're a property owner, real estate company, municipality or city, if you're looking to futureproof your premises and get serious about going green, you should be exploring smart lighting right now. Here's why.



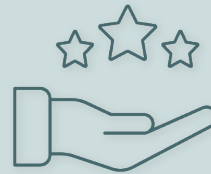
Become circular

'Reduce, reuse, recycle' are pillars in all forward-looking sustainability strategies. By letting you know for how long they have been used and when repairs and maintenance are needed, smart lighting fixtures can last longer – and may even get reused.



Open granular infrastructure

With a sensor in every luminaire, you ensure full building coverage. Creating a granular and scalable network with open APIs, smart lighting becomes the backbone of the building's services and interacts seamlessly with other systems. It's time to think holistically.



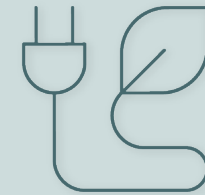
Value added services

With innovative services, such as apps to control workspace lighting, book meeting rooms or get access to other smart building services, you create a better experience for the users. Outdoor lighting options allow cities to use smart lighting to create the right atmosphere for events, or a 'leading light' to guide a crowd.



Healthier living

Did you know we spend 90% of our lives indoors? That's why getting lighting right isn't just about functionality and aesthetics – lighting can mimic natural daylight to create a more pleasant and comfortable environment. It makes employees and residents healthier, happier and more productive.



Waste less energy

There's no need to waste light because with smart lighting you have total control, allowing you to adapt to actual usage and seasonal changes. In fact, you could be slashing energy consumption by up to 90% by making sure that lighting is only turned on when needed and at the right intensity.



Securely managed

A smart lighting infrastructure located in the cloud allows the user to configure, manage and monitor the system remotely at any time, as well as automating tasks like emergency light-testing. Cloud services are more efficient and support you in adhering to the latest security standards.



Flexible future

With constantly evolving needs – whether that's changing an office work environment or adapting an outdoor system – smart lighting is easy to reconfigure and adopt, without expensive rewiring or unnecessary downtime.

Strong focus on sustainability

Reduce emissions by **70 percent** in Scope 1 and 2, and by **30 percent** in Scope 3 by 2030, from the 2021 baseline – reaching **net-zero** by 2045.

Sustainability leadership

Thought leadership through innovation, partnerships, and CO₂ reduction, guided by a sustainability-first culture driving profitable growth.

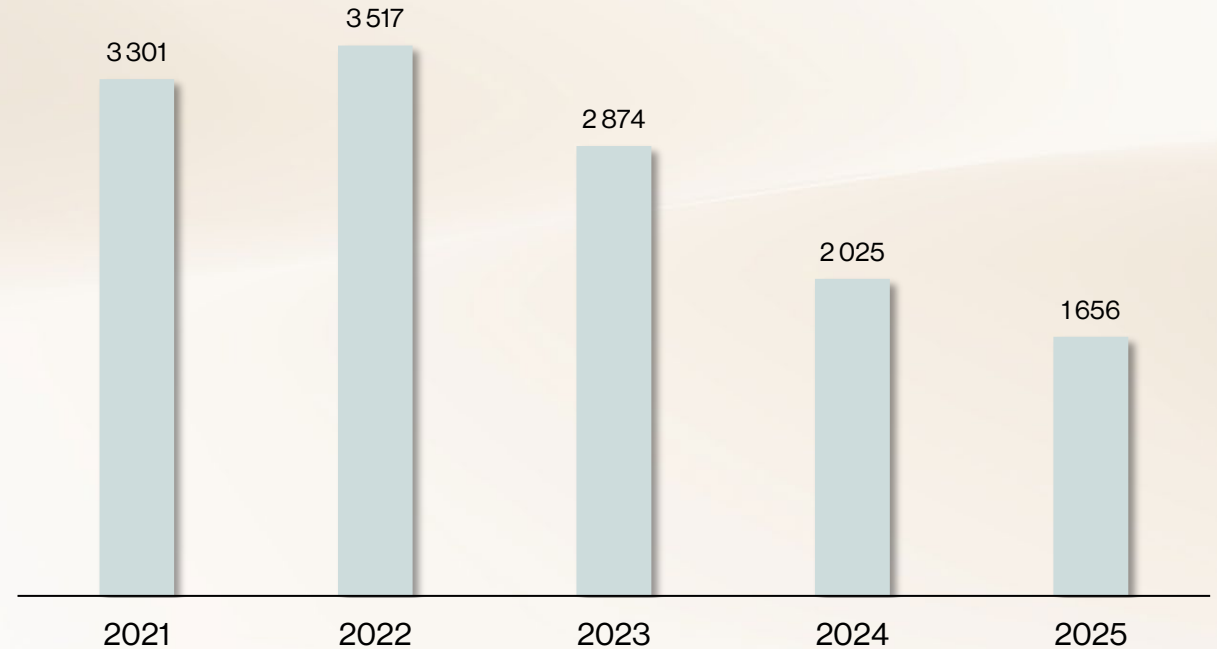
Trusted advisor

The go-to partner for sustainable products and services that helps our customers achieving their green targets.

Impact by smart technology

SMART by default in all luminaires together with circular business models to heavily reduce customers' CO₂ footprint.

Total carbon footprint decreased by ~ 50% from 2021



What could 2045 look like if we reach net-zero?

40%

higher lumen efficacy driven by improvements in LED technology and product design

90%

lower CO2 emissions from aluminium, steel and plastics driven by technological innovations and greener electricity

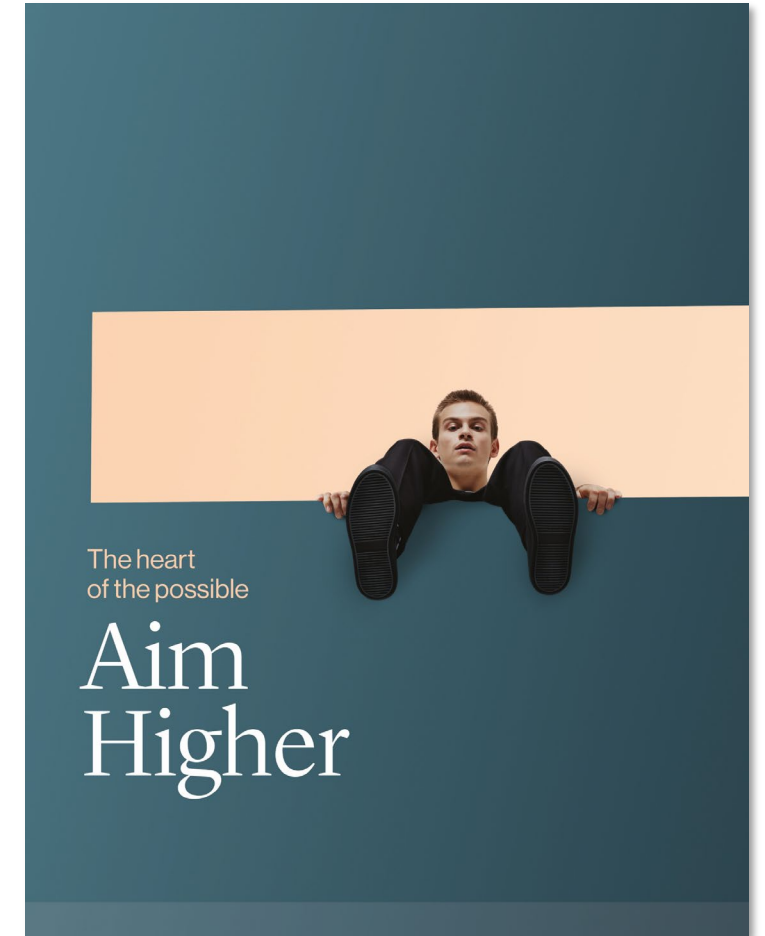
100%

Our smart luminaires use integrated sensors to operate autonomously and share network data, reducing energy consumption by over 50%.

75%

of electricity used to turn on our lights around the world from renewable sources

Group core values

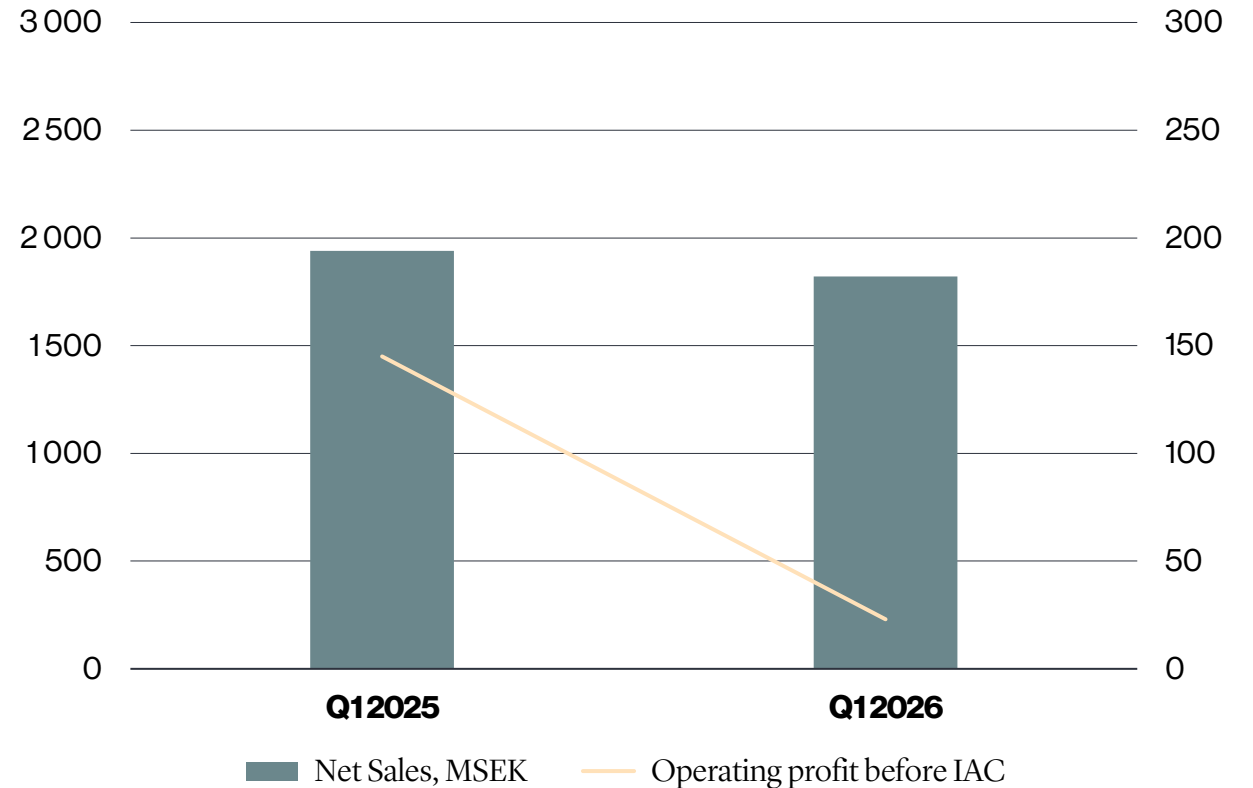


Financial update Q1 2026



Q1 2026 in figures

- Order intake: 1,969 MSEK (2,227)
-14.6% organic
- Net sales: 1,821 MSEK (1,940)
-8.8% organic
- EBITA before IAC: 44 MSEK (163)
- EBITA margin before IAC: 2.4 (8.4)%.
- Earnings per share before IAC: -0.16 SEK (0.43)
- Order backlog increased to 1,803 MSEK (1,788), despite lower order intake, mainly driven by higher orders in Professional



Group Management Team

Group Functions



Bodil Sonesson
President & CEO



Oscar Wallstén
Chief Financial Officer



Johan Lembre
Chief Technology Officer



Andrea Gageik
Chief People Officer

Business Area Responsible



Bodil Sonesson
President & CEO



Oscar Wallstén
Chief Financial Officer



Michael Brüer
Head of Business Area
Professional



Stéphanie Praloran
Head of Business Area
Infrastructure



Jing Jin
Head of Business Area
Premium

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