# 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.

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# Group core values

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# 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.

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# 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.

| 1945 | 1974 | 2005 | 2007 | 2010 | 2011 | 2013 | 2014 | 2016 | 2017 | 2018 | 2019 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FAGERHULT | atelje Lyktan | Whitecroft lighting | EAGLE LIGHTING | LTS LOVE TO SHINE | designplan LIGHTING | VALO | ARLIGHT | LED LINEAR | we-ef | VEKO LIGHTSYSTEMS | iGuzzini | GROUPE TRATOTLV |

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# 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.

atelje Lyktan · iGuzzini · we-ef · LED LINEAR lighting solutions

## Premium

Lighting solutions for all European markets and for global customers.

FAGERHULT · LTS LOVE TO SHINE

## Professional

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

Whitecroft lighting · EAGLE LIGHTING · ARLIGHT · TRATOTLV

## Infrastructure

Specialty lighting solutions for critical infrastructure and industrial applications.

designplan LIGHTING · VEKO LIGHTSYSTEMS · VALO

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# 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

FAGERHULT LTS LOVE TO SHINE

- ✓ 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

designplan LIGHTING

VALO

VEKO LIGHTSYSTEMS

- ✓ 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

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# The right light, at the right time

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# 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.

organic response

## Indoor

- Approx. **500,000+ smart luminaries** 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.

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# Smart lighting growth drivers

The market for smart lighting is propelled by several key factors that converge to create a compelling value proposition for consumers and businesses, shaping the future of illumination.

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# 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.

Source: Berg insight https://www.berginsight.com/the-installed-base-of-smart-street-lights-to-reach-64-million-worldwide-by-2027

# 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%**

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# 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..

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# Collective expertise equals smarter outcomes

CAPELON organic response

75+ employees across Capelon and CityGrid

Four development hubs

Scalable innovation

Unified without borders

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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.

CAPELON

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# 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.

organic response

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# 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.

**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.

**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.

**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.

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# Strong focus on sustainability

## Sustainability leadership
Thought leadership through innovation, partnerships, and $CO_2$ 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.

Reduced $CO_2$ emissions with 34% since 2021

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.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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# Financial update Q4 2025

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# Q4 2025 in figures

Order intake: 1,844 MSEK (2,008)
-9.8% organic

Net sales: 2,077 MSEK (2,040)
-1.6% organic

EBITA before IAC : 215 MSEK (159)

Operating profit before IAC: 196 MSEK (143)

Operating margin before IAC: 9.4 (7.0)%.

Earnings per share before IAC: 0,70 SEK (0,32)

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# YTD 2025 in figures

Order intake: 7,928 MSEK (8,114)
-2.5% organic

Net sales: 7,891 MSEK (8,305)
-5.8% organic

EBITA before IAC : 688 MSEK (820)

Operating profit before IAC : 607 MSEK (741)

Operating margin before IAC: 7.7 (8.9)%

Earnings per share before IAC: 1.93 SEK (2.31)

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# Group Management Team

**Bodil Sonesson**
President & CEO

**Oscar Wallstén**
Chief Financial Officer

## Group Functions

**Johan Lembre**
Chief Technology Officer

**Andrea Gageik**
Chief People Officer

## Business Area Responsible

**Michael Brüer**
Head of Business Area
Professional

**Stéphanie Praloran**
Head of Business Area
Infrastructure

**Edwin Roobol**
Head of Business Area
Collection

**Jing Jin**
Head of Business Area
Premium

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# Thank you

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