



We light up your world

Corporate presentation

August 2025

Built on light, driven by people

Brightening up people's lives inspired Bertil Svensson to found Fagerhult in 1945. Today, Fagerhult Group is one of Europe's leading lighting companies with +4,000 employees in 27 countries. We consist of 13 brands organized into four business areas – Collection, Premium, Professional and Infrastructure. All our brands produce high-quality professional lighting solutions, and we work mainly on specifications together with our partners. Together we cover almost every professional lighting application, and our presence is worldwide.



Fagerhult Group at a glance 2024

<div>Net sales</div> <div>8,305 MSEK</div> <div>Brands</div> <div>13</div> <div>Countries</div> <div>27</div> <div>Employees</div> <div>+4,000</div>	Target	Comment
	Average annual growth	10% Our objective is to achieve average annual growth, CAGR, of 10 per cent. The outcome is affected by economic cycles.
	Operating margin	10% Our objective is an operating margin above 10 per cent.
	Returns, % of earnings per share	40–60% Our long-term objective is to distribute 40 to 60 per cent of annual net profits to our shareholders.
	Climate	Net zero (2045) We have developed climate targets that have been validated by the Science Based Targets initiative (SBTi). This means that we will reduce our GHG emissions according to the 1.5°C goal from the Paris Agreement and become net zero by 2045.
	Smart lighting	100% (2030) Our ambition for 2030 is that every luminaire we sell is equipped with an integrated sensor. This creates opportunities for our customers to leverage the advantages of smart lighting.

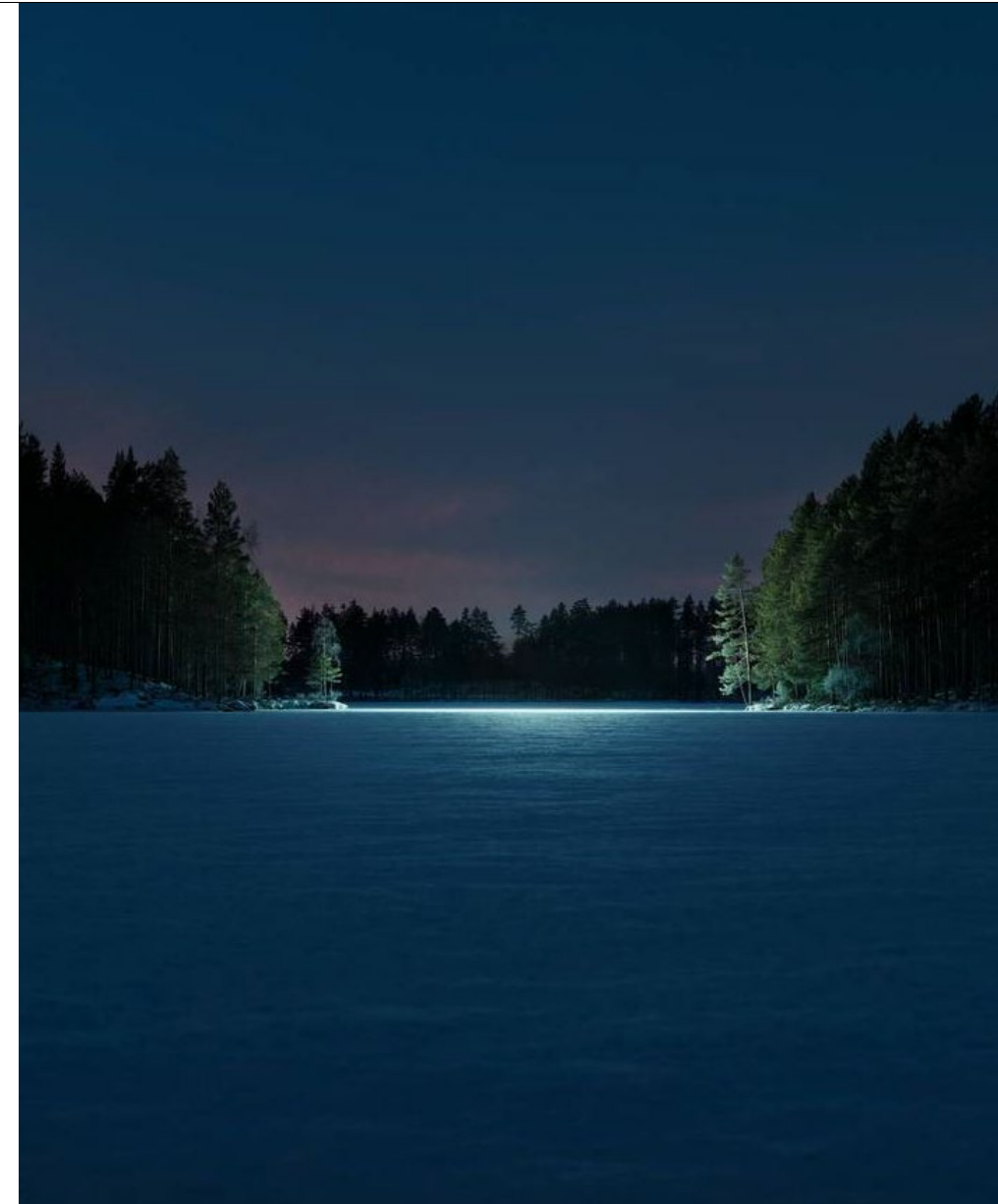
Vision and mission

Vision

A world enhanced by light.

Mission

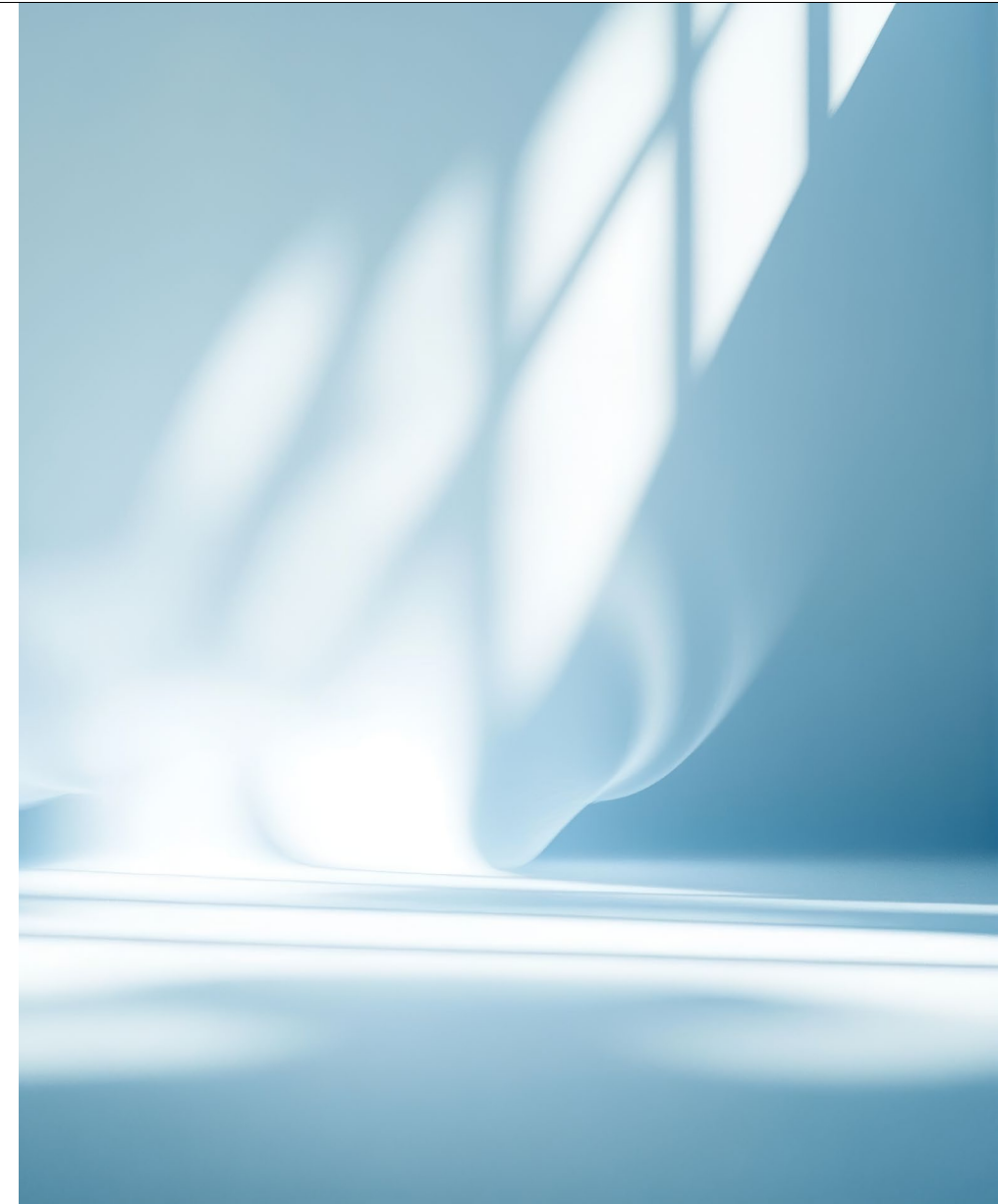
Together we innovate to deliver professional lighting solutions that are circular and climate-positive and contribute to better lives.



Value proposition

Fagerhult Group understands the importance of light for better living. We innovate to deliver professional lighting solutions, and every Fagerhult Group company has its own unique offering, able to deliver to a customer's standard or bespoke requirements. Our team understands that everyone benefits from co-creation and collaboration, and we are excited to work together with our colleagues and partners to contribute to more valuable professional environments.

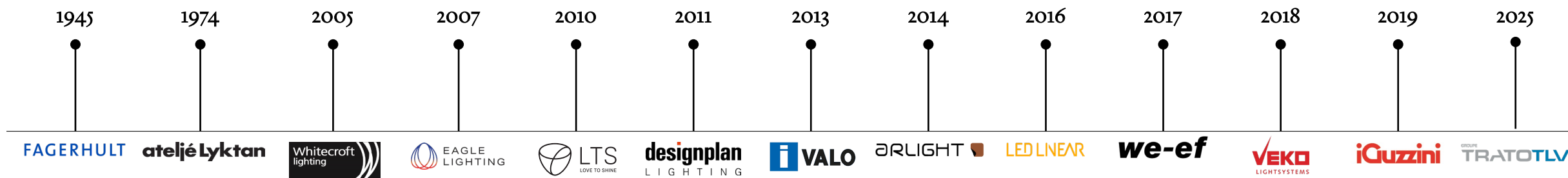
Our society is important to us, and we will always work as one to protect our planet, and to enhance the environment and quality of life for all, through the quality of light.



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 twelve equally successful brands who share extensive experience and future-facing technology to continue to pioneer professional lighting solutions.



Our business areas

Collection

Exceptional lighting solutions for architectural applications worldwide.

iGuzzini **we-ef**

ateljé Lyktan **LED LINEAR**

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

ØRLIGHT 

GRUPE
TRATOTLV

Infrastructure

Specialty lighting solutions for critical infrastructure and industrial applications.

designplan
LIGHTING

 **VALO**

VEKO
LIGHTSYSTEMS

Our business areas – net sales 2024



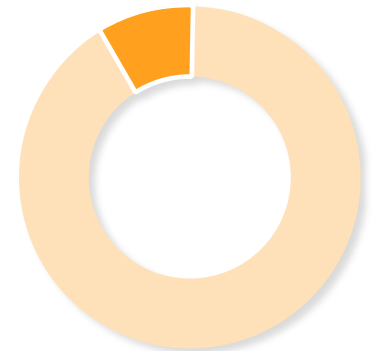
Collection
3 842 MSEK



Premium
2 836 MSEK

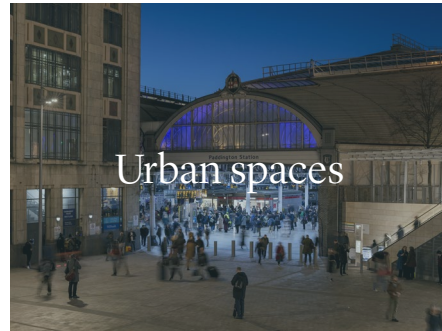


Professional
1 066 MSEK

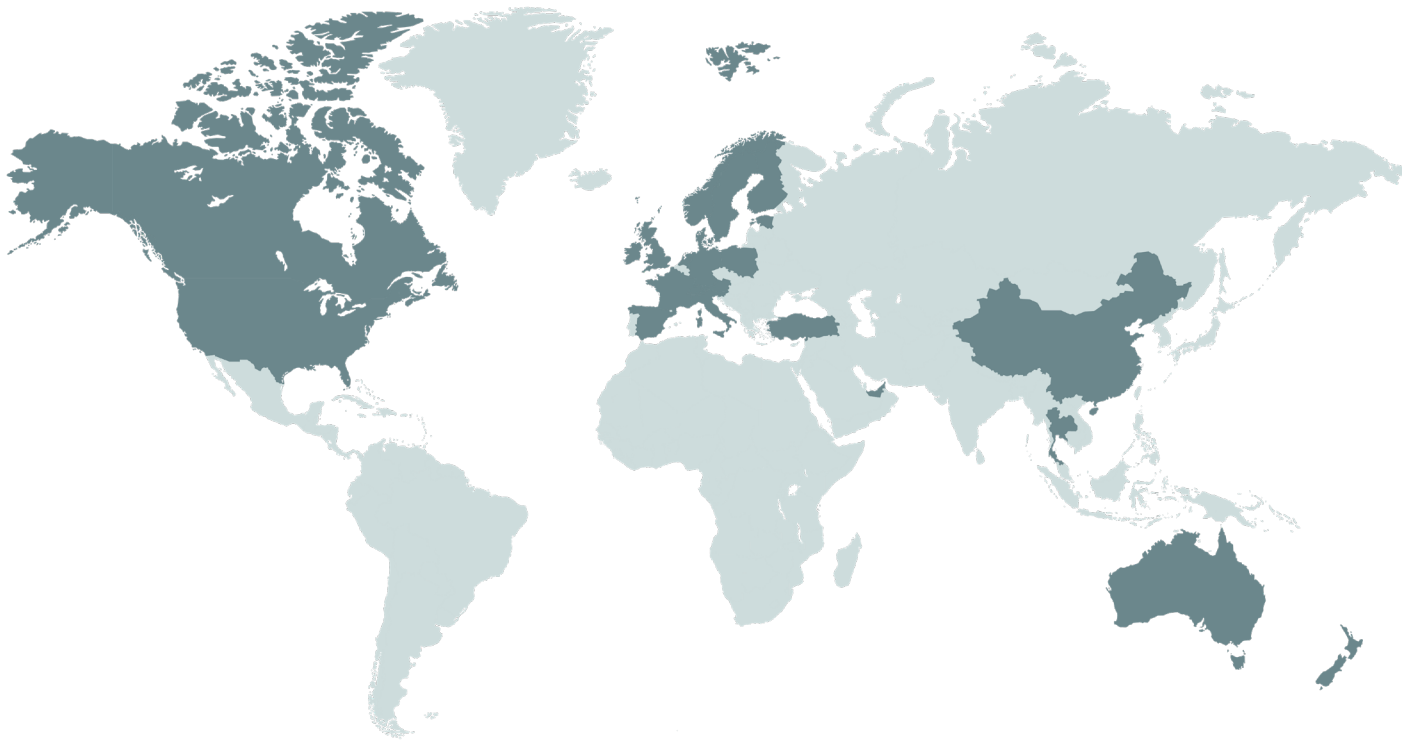


Infrastructure
836 MSEK

Our application areas



Global presence, top three in Europe



Market shares in Europe

Top 3 players for Professional* Lighting

signify Fagerhult Group zumtobel group

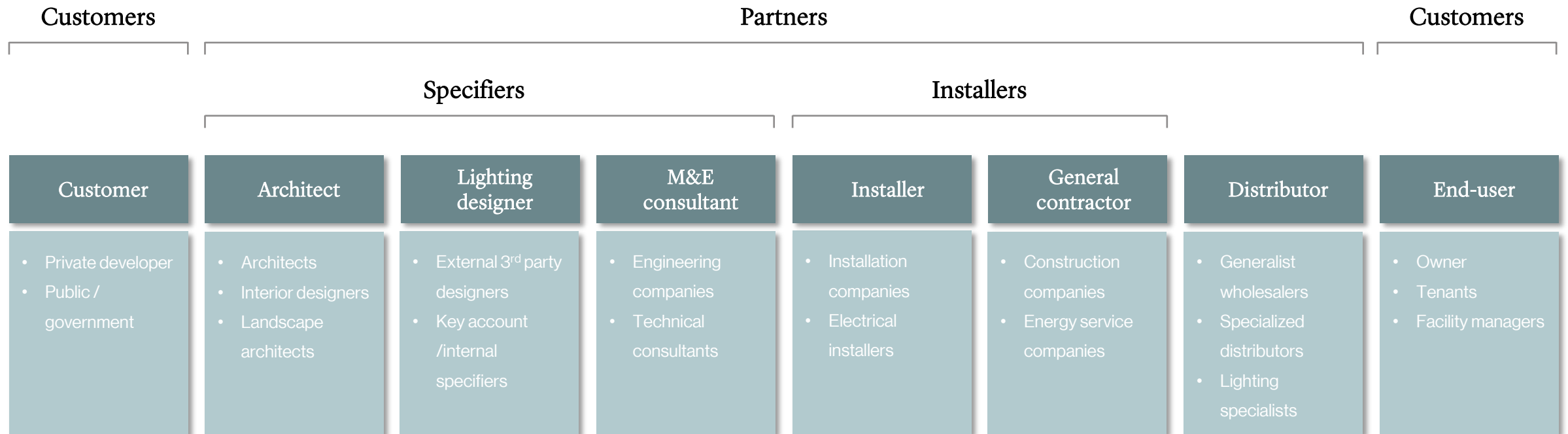
Source: CSIL – The European Market For Lighting Fixtures May 2021

(*Segments for Commercial, Industrial and Outdoor applications)

“The European market is still highly fragmented, with the top ten players capturing only 30% of total share.”

Our stakeholders and partners

Working with specifiers

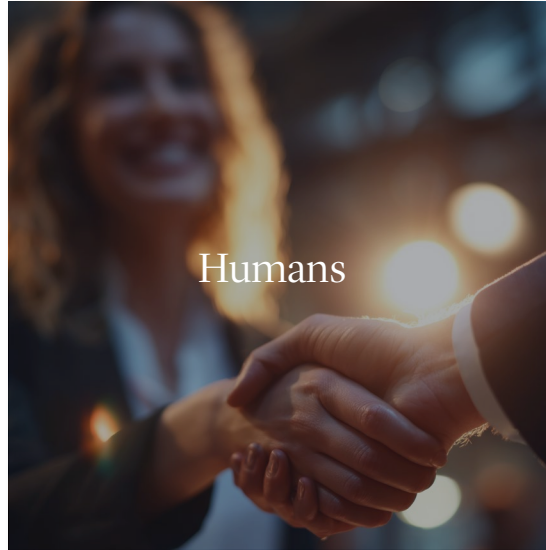


Group initiatives defined by market trends



Sustainable

Sustainable
More sustainable solutions, both minimizing energy consumption and manufactured responsible .



Humans

Humans
Increasing human well-being, both recognizing peoples' preferences and enhancing environments.



Smart

Smart
Lighting as integrated part of the emerging eco-systems for smart building and cities.

The demand for smart lighting comes from the market



Energy savings

~70% energy savings*
Significant energy savings from presence detection and smart lighting control.



Adaptive lighting for greater well-being

Increased well-being
Adopt the lighting to specific situations and chosen preferences by tenants and users.

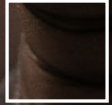


Smart functionality

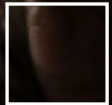
New opportunities
Added functionality by making use of built-in sensors and data in other connected systems.



Smart lighting 100%



LED technology



Conventional lighting 100%

Energy consumption can be slashed up to 90 per cent through the latest LED technology in combination with controlling the lighting so that it is only on when needed and with the right intensity.



The right light, at the right time

Two smart solutions within the Group



Make smart offices a reality

Organic Response was founded in 2011 in Melbourne, Australia, to solve the problem of office buildings staying lit after hours. The system uses a sensor in each luminaire that shares presence data with adjacent units, enabling autonomous, energy-efficient lighting. Designed for simplicity, it is plug-and-play and only requires a power connection to operate.



For safe and energy-efficient outdoor environments Citygrid was launched in 2014 in Aarhus, Denmark, to reduce energy use through demand-controlled outdoor lighting. Each luminaire has a presence sensor and communication unit: when someone is detected, nearby lights brighten, while empty areas remain dimmed. The technology also helps reduce light pollution and supports biodiversity.

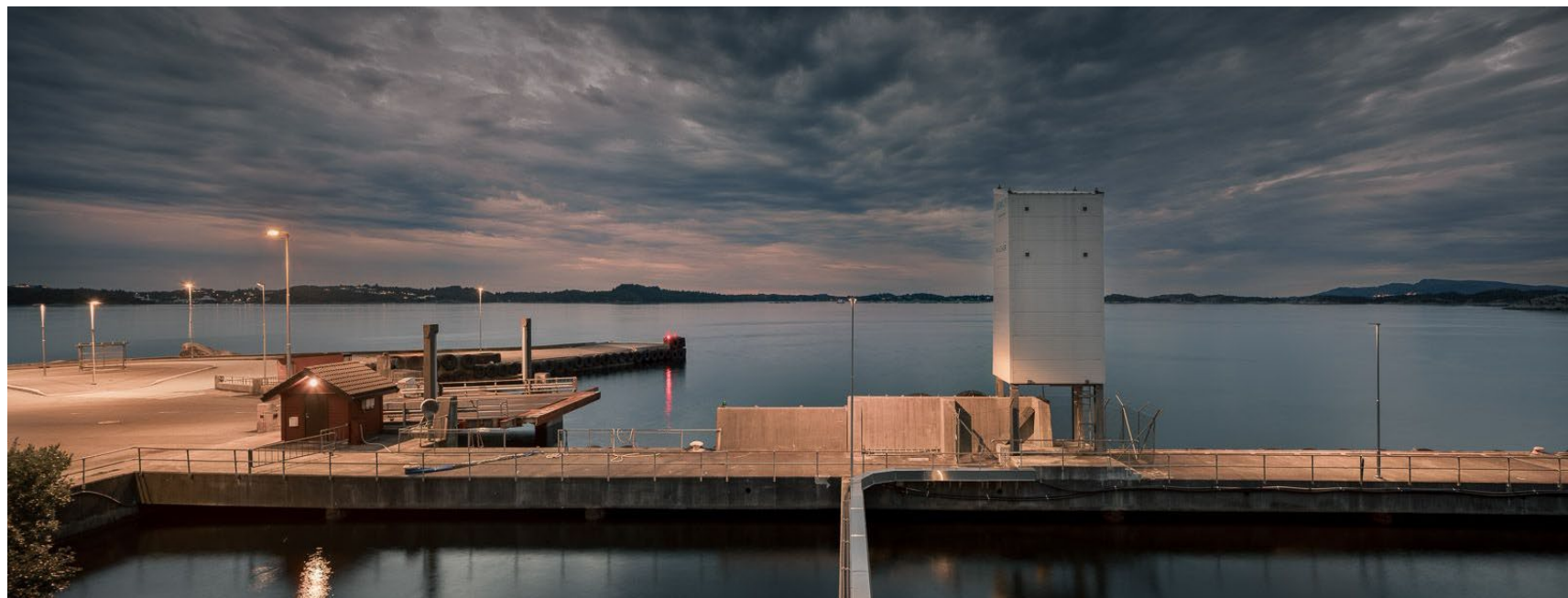
The same core principles apply: energy savings with presence detection, easy installation and open systems for integrations and partnerships.

Cutting costs and light pollution with the Hufthamar project

“By implementing an intelligent lighting control system, we eliminate unnecessary energy consumption. Many residents in the surrounding villages do not usually see the stars, so reducing excess lighting has a meaningful impact.”

Henrik Berg, Smart Lighting Adviser at Fagerhult Norway.

The project at Hufthamar ferry terminal south of Bergen was launched to cut energy use and light pollution while maintaining safety. Installation was smooth, with only minor challenges in mounting sensors. Vestland County Municipality wanted a system that adjusted automatically to traffic intensity, and 230 Fagerhult luminaires with Citygrid technology were installed. The lights dim when no movement is detected, reducing energy consumption while keeping the area secure. Through the online portal, the municipality has full oversight, can make adjustments remotely, and no longer needs site visits.



7 reasons for smart lighting

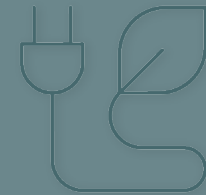
Lighting that responds to its users, only turns on when you are actually there, and even identifies its own maintenance needs? It's no longer a luxury – and it's better for you, more efficient and good for the environment, too.

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.



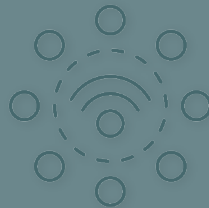
Waste less energy

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 are guaranteed to cover every inch of the building – even the toilets. Creating a granular network with open APIs, smart lighting becomes the backbone of the building's services and interacts seamlessly with other services. 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.

Sustainability at our core and across all levels

Sustainability leadership

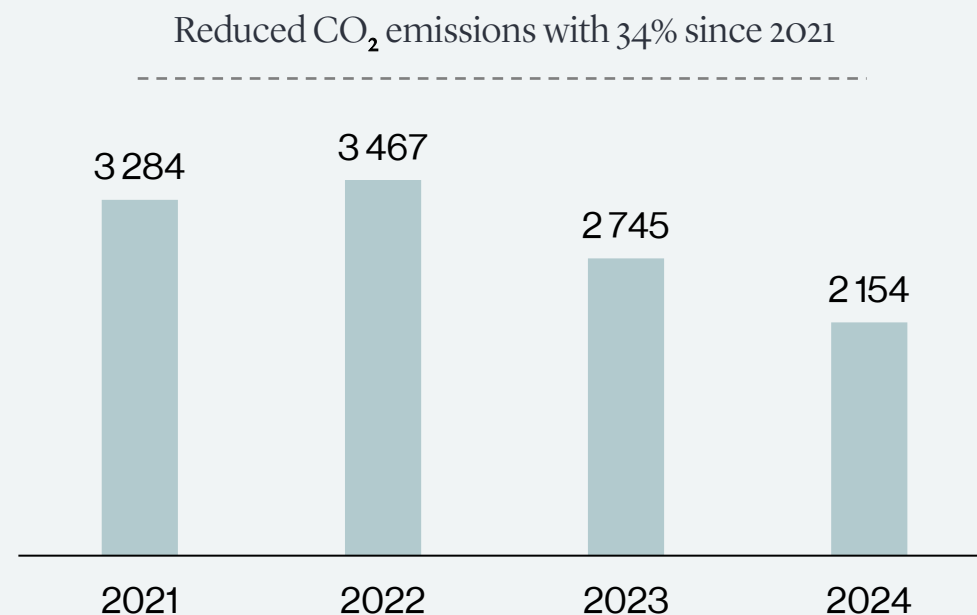
Thought leadership through innovation, partnerships, and CO₂ reduction, guided by a sustainability-first culture driving profitable growth.

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.



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.



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

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

Professional



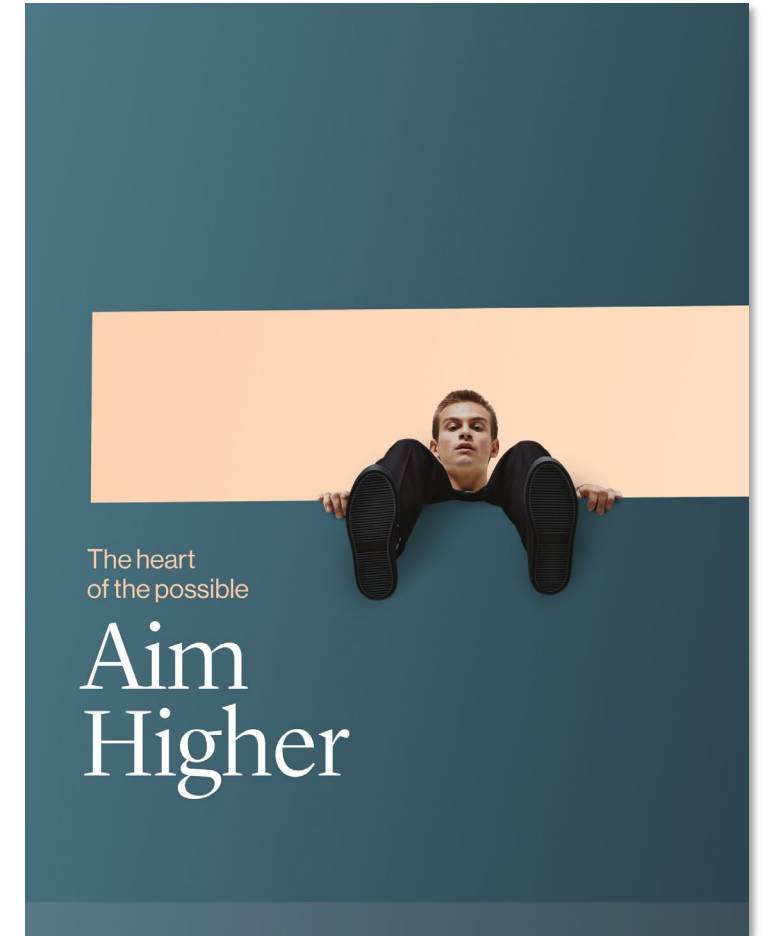
- ✓ Office, Education and Healthcare
- ✓ Working with electrical consultants, installers and construction companies
- ✓ Focus on key segments and new technologies
- ✓ Strengthen position as most sustainable partner

Professional

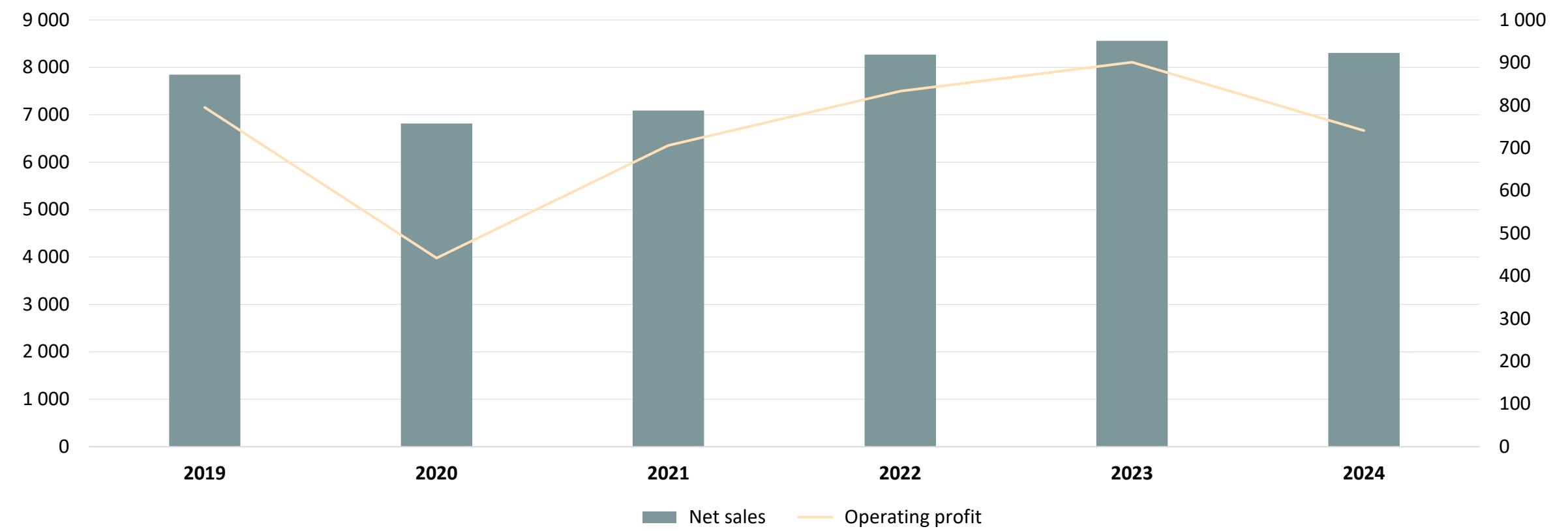


- ✓ Critical Infrastructure, Industry and Distribution centres
- ✓ Working with electrical consultants and installers
- ✓ Expand product offering within focus segments
- ✓ Grow in selected European markets

Group core values



Fagerhult Group financial development 2019 - 2024



*For 2020 – adjusted operating profit, see Q4 report for more information
*For 2024 – operating profit adjusted for IAC, see Q4 report for more information

Q2 2025 in figures

Order intake: 1 905 MSEK (2 131)

– 6,5% organic

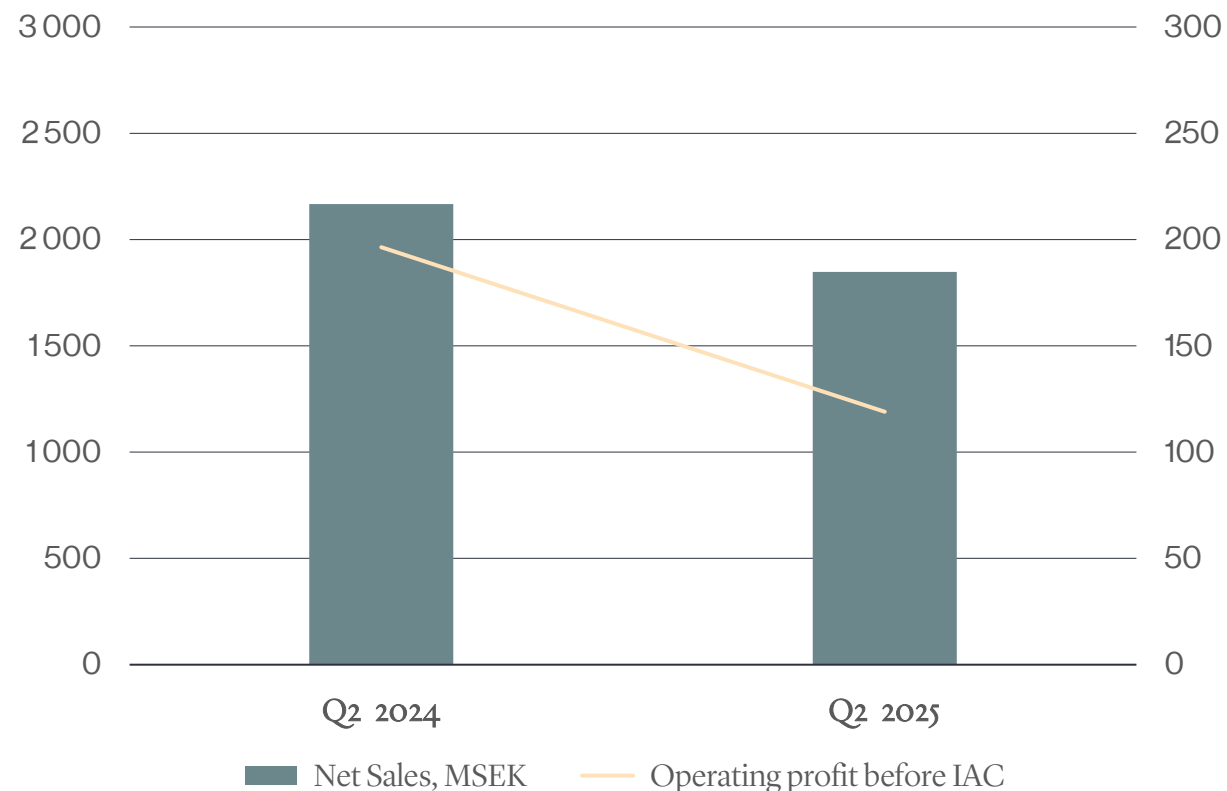
Net sales: 1 848 MSEK (2 167)

– 10,4% organic

Operating profit before IAC : 119 MSEK (196)

Operating margin before IAC: 6,5% (9,1%)

Earnings per share before IAC: 0,32 SEK (0,62)



YTD 2025 in figures

Order intake: 4 132 MSEK (4 233)

–0,4% organic

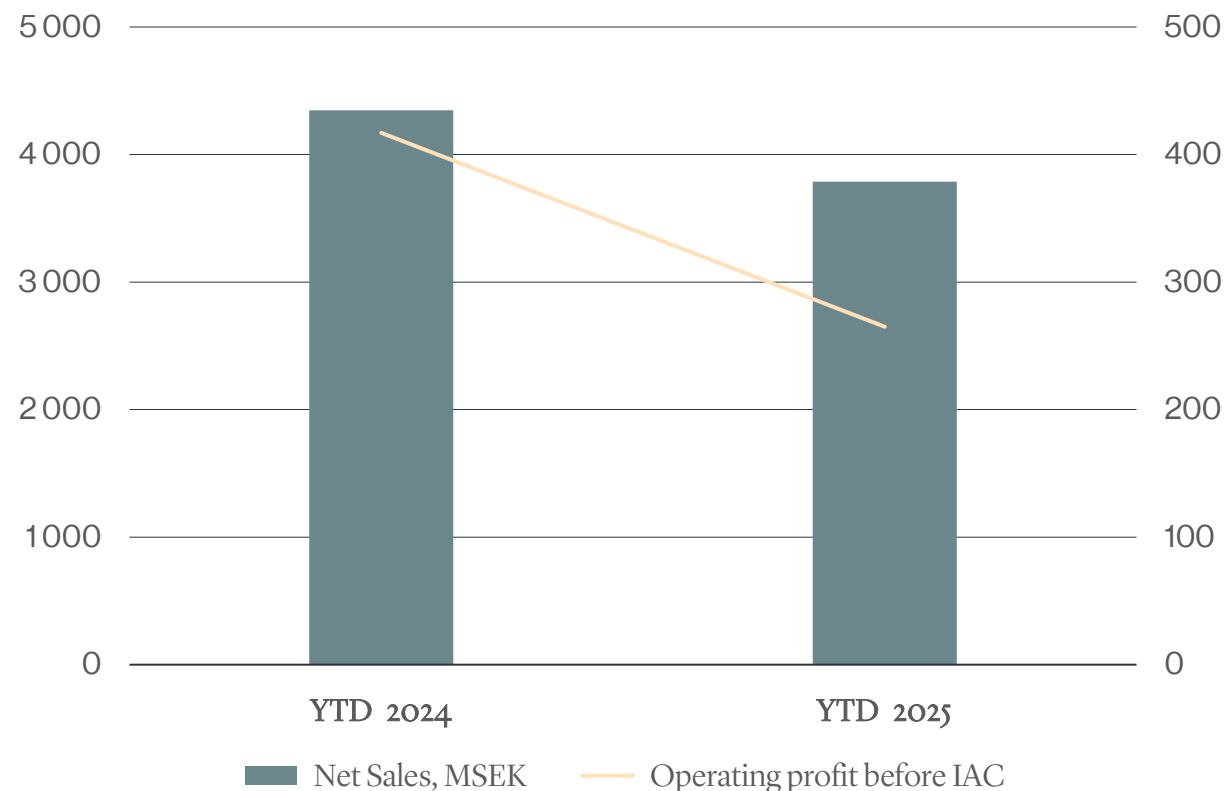
Net sales: 3 788 MSEK (4 347)

–10,7% organic

Operating profit before IAC : 265 MSEK (417)

Operating margin before IAC: 7,0% (9,6%)

Earnings per share before IAC: 0,76 SEK (1,40)



Group management team



Bodil Sonesson
President & CEO



Oscar Wallstén
Chief Financial Officer

Group Functions



Johan Lembre
Chief Technology Officer

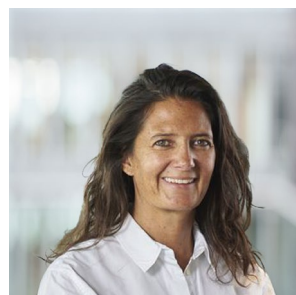


Andrea Gageik
Chief People Officer

Business Area
Responsible



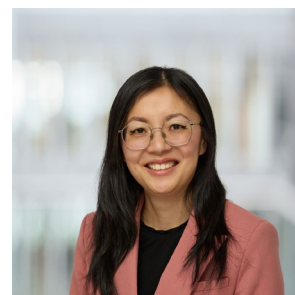
Michael Brüer
Head of Business
Area Professional



Stéphanie Praloran
Head of Business
Area Infrastructure



Edwin Roobol
Head of Business
Area Collection



Jing Jin
Head of Business
Area Premium

