

# Financial Statement Release

January–December 2019



**This presentation contains forward-looking statements that reflect management's current views with respect to certain future events and potential financial performance. Although Fiskars Group believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to have been correct. Accordingly, results could differ materially from those set out in the forward-looking statements as a result of various factors.**

**Important factors that may cause such a difference for Fiskars Group include, but are not limited to:**

**(u) the macroeconomic development and consumer confidence in the key markets, (ii) change in the competitive climate, (iii) change in the regulatory environment and other government actions, (iv) change in interest rate and foreign exchange rate levels, and (v) internal operating factors.**

**This presentation does not imply that Fiskars Group has undertaken to revise these forward-looking statements, beyond what is required by applicable law or applicable stock exchange regulations if and when circumstances arise that will lead to changes compared to the date when these statements were provided.**

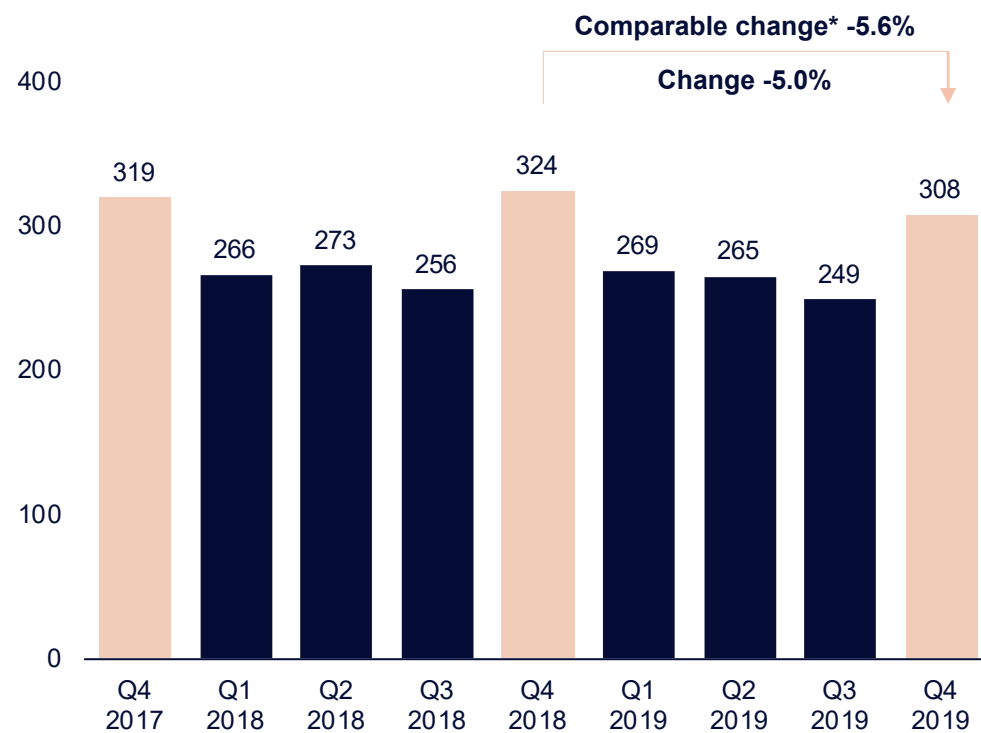
## Key takeaways

- **Challenging quarter with a decrease in comparable net sales, comparable EBITA and cash flow**
- **Functional segment improved on many fronts**
- **Living segment faced challenges during the seasonally important quarter**
- **Outlook for 2020: Comparable EBITA to increase from 2019**
- **Dividend proposal: EUR 0.56 per share, to be paid in two installments of EUR 0.28 each**



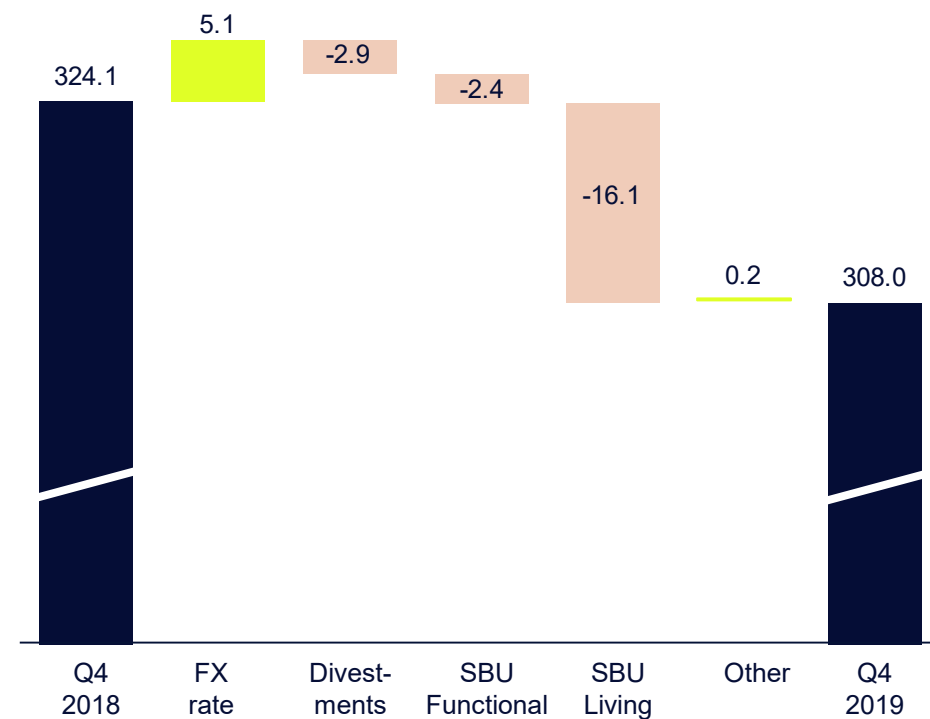
## Fiskars Group comparable net sales in Q4 2019

### Net sales, EUR million



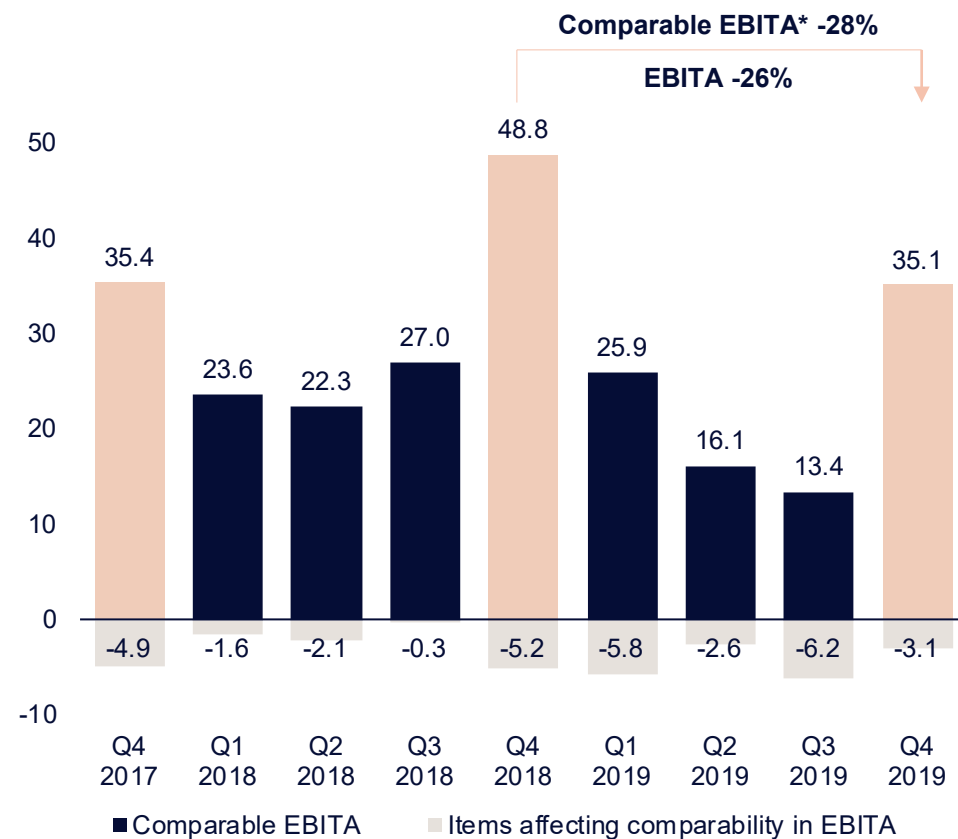
\*Comparable change = currency neutral & excl. divestments

### Net sales bridge, EUR million



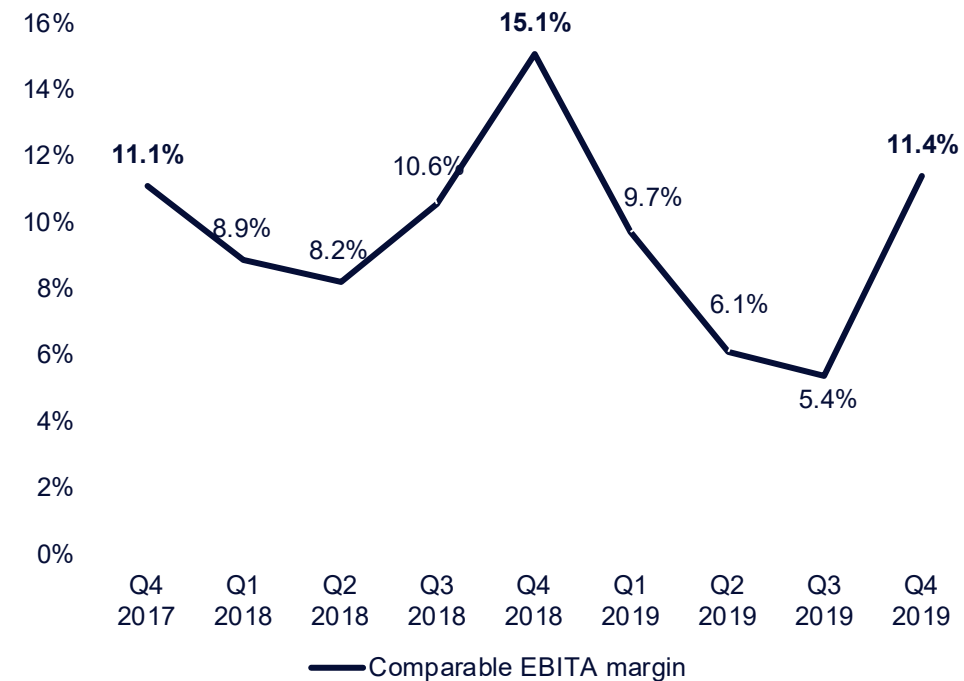
# Fiskars Group comparable EBITA in Q4 2019

## Comparable EBITA, EUR million



\*Comparable change = currency neutral & excl. divestments

## Comparable EBITA margin



## Fiskars Group strategic priorities – Growing business



**Net sales increased in  
Germany during 2019**  
**Growth in the gardening  
category**



**China growth plan in early  
phase, progressing well**  
**E-commerce continuing to  
grow with double-digit  
figures**



**Vintage expansion ongoing**  
**Arabia service in pilot  
phase**  
**Other models under  
development**



## Planned changes to the organization structure



As the business environment continues to evolve, we are positioning the company for increased consumer focus in alignment with our strategic priorities



Simplifying the organization and completing the integration into one company with a common purpose, strategy and values



Restructuring Program to target annual net cost savings of appr. EUR 20 million, subject to the full implementation of the program



Changes in the Fiskars Group Leadership Team



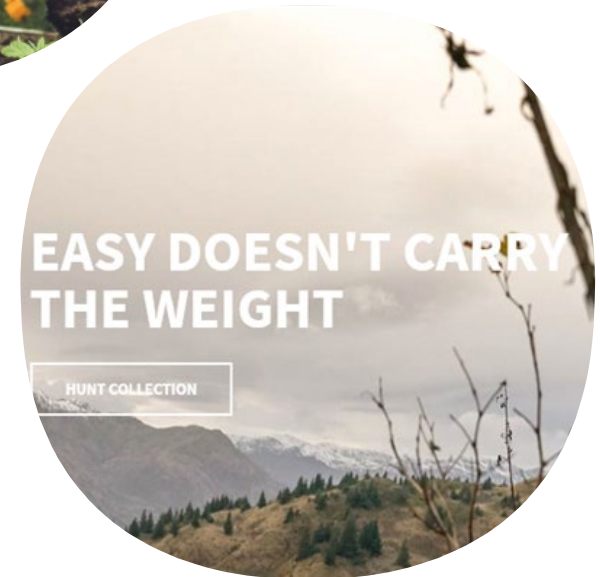
## Functional marketing highlights in Q4 2019

The Functional business reached some important milestones in the development of its direct channel during the quarter. The Fiskars brand launched its renewed e-commerce site in the U.S. and opened one in Finland. Additionally, Gerber's renewed e-commerce site was launched.

Fiskars continued its 100% Happiness –campaign in Europe. The campaign was implemented in 4,000 stores across Southern Europe, to promote the fall gardening season.

In December, Fiskars and Gilmour won a total of six GOOD DESIGN awards. The award-winning products consisted of e.g. scissors and watering equipment.

Gerber launched its new marketing concept 'Easy Doesn't'. Based on a global consumer segmentation study, the new focus and brand identity are directed towards active consumers who have an interest in the outdoors.



## Living marketing highlights in Q4 2019

Arabia launched a new subscription-based tableware service that allows customers to enjoy their favorite tableware for a flat monthly fee.

The Vintage service continued to expand during the quarter. The service was made available in all Iittala stores in Finland. Additionally, the service is now available in e-commerce in Finland as a pilot.

Wedgwood had a successful Singles' Day in China. The brand is spearheading Fiskars Group's growth plan in China, and these events are an integral part of this expansion.

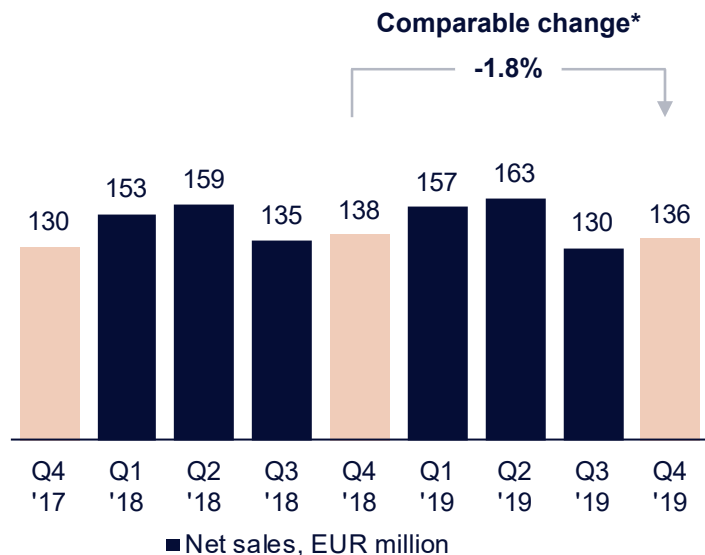
Waterford continued the partnership by celebrating New Year's Eve in Times Square in New York. The event spurred several days of media coverage with over 2 billion impressions, driving a significant increase in traffic to the direct e-commerce store.



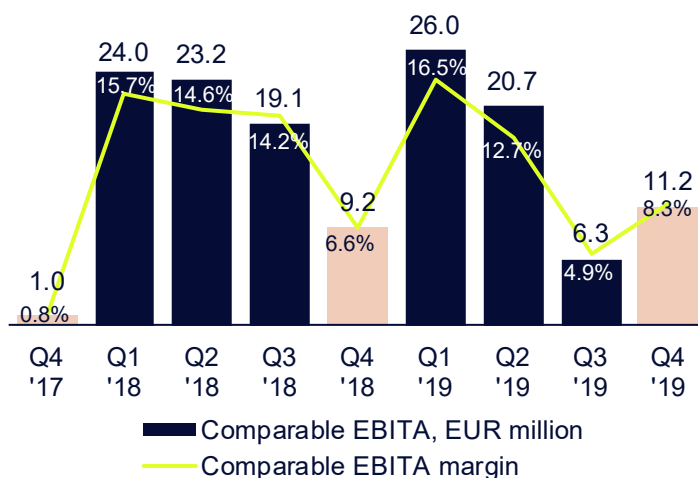
# Q4 2019



## Functional in Q4 2019



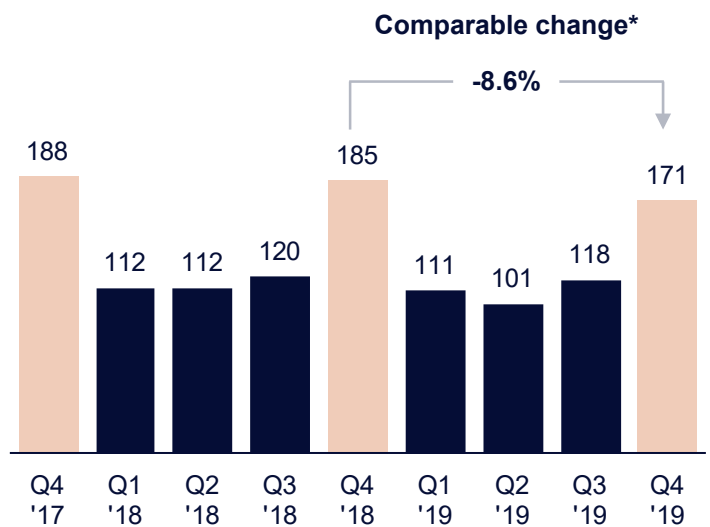
\*Using comparable exchange rates and excluding the Leborgne divestment



| EUR million         | Q4 2019 | Q4 2018 | Change | 2019  | 2018  | Change |
|---------------------|---------|---------|--------|-------|-------|--------|
| Net sales           | 135.6   | 138.4   | -2.0%  | 585.5 | 585.2 | 0.1%   |
| Comparable EBITA    | 11.2    | 9.2     | 22.2%  | 64.2  | 75.5  | -15.0% |
| Capital expenditure | 5.7     | 5.7     | 1.0%   | 17.5  | 18.9  | -7.4%  |

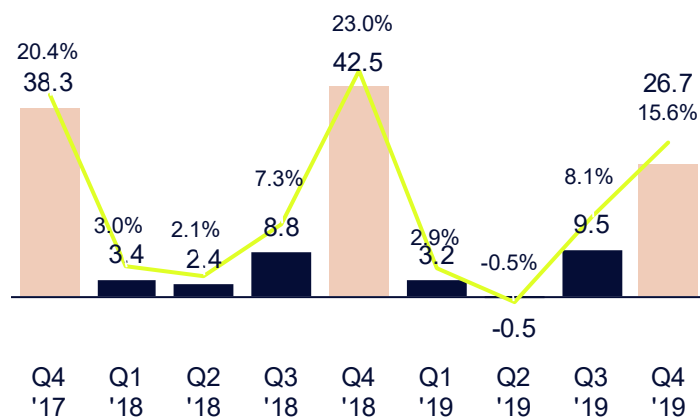
- Comparable net sales decreased
  - Increased in Europe:
    - Gardening category and snowtool sales driving growth
  - Increased in the Americas (excl. Outdoor):
    - Positive development in the gardening category
    - Support also from new distribution and through tariffs being implemented
  - Decreased in the Outdoor business:
    - Decreased government orders & unrepeated promotional campaigns
- Comparable EBITA increased
  - Supported by increased efficiency and product mix
  - Impact from tariffs started to decrease
  - Decreased volumes in Outdoor weighed on profitability

# Living in Q4 2019



■ Net sales, EUR million

\*Using comparable exchange rates



■ Comparable EBITA, EUR million

— Comparable EBITA margin

| EUR million         | Q4 2019 | Q4 2018 | Change | 2019  | 2018  | Change |
|---------------------|---------|---------|--------|-------|-------|--------|
| Net sales           | 171.3   | 184.7   | -7.3%  | 501.0 | 529.6 | -5.4%  |
| Comparable EBITA    | 26.7    | 42.5    | -37.2% | 38.9  | 57.0  | -31.8% |
| Capital expenditure | 5.8     | 7.4     | -21.6% | 18.3  | 23.8  | -23.0% |

- Comparable net sales decreased
  - Decreased in the Scandinavian Living business
    - Challenges in Denmark
    - Growth in Asia-Pacific
  - Decreased in the English & Crystal Living business
    - Decrease driven by Australia, UK and Americas (where outlet network rationalization continued)
    - Growth in China
- Comparable EBITA decreased during the quarter, due to:
  - Weakened product mix in the Scandinavian Living business
  - Lower volumes in the English & Crystal Living business



## Update on programs

### Transformation program

Focusing on:

- The English & Crystal Living business, to improve its profitability
- Planned actions in retail, distribution and supply network as well as organizational structure

### Targeted annual cost savings app. EUR 17 million

- Subject to the full implementation of the program
- Targeted cost savings would be achieved gradually, and the majority of the savings are expected to materialize after the program is completed (end of 2021)

Costs of the program app. EUR 40 million in 2018–2021

By the end of 2019, EUR 19.5 million of costs had been booked

### Restructuring program

Focusing on:

- Looking for synergies and efficiencies in our selling and administrative spending
- Evaluating our entire supply and distribution network for efficiency improvements

### Targeted annual cost savings app. EUR 20 million

- Subject to the full implementation of the program
- Targeted cost savings would be achieved gradually, and the majority of the savings are expected to materialize after the program is completed (end of 2021)

Costs of the program app. EUR 30 million in 2019–2021

By the end of 2019, EUR 0.4 million of costs had been booked



## Net sales by geography in Q4 2019

| EUR million   | Q4 2019 | Q4 2018 | Change | Comparable change* | 2019  | 2018  | Change | Comparable change* |
|---------------|---------|---------|--------|--------------------|-------|-------|--------|--------------------|
| Europe        | 153.7   | 162.1   | -5.2%  | -3.1%              | 518.9 | 531.2 | -2.3%  | -0.4%              |
| Americas      | 106.6   | 112.0   | -4.9%  | -8.4%              | 427.5 | 444.4 | -3.8%  | -8.4%              |
| Asia-Pacific  | 47.7    | 48.7    | -2.0%  | -4.8%              | 143.6 | 141.7 | 1.4%   | -0.9%              |
| Unallocated** | 0.0     | 1.2     |        |                    | 0.3   | 1.3   |        |                    |

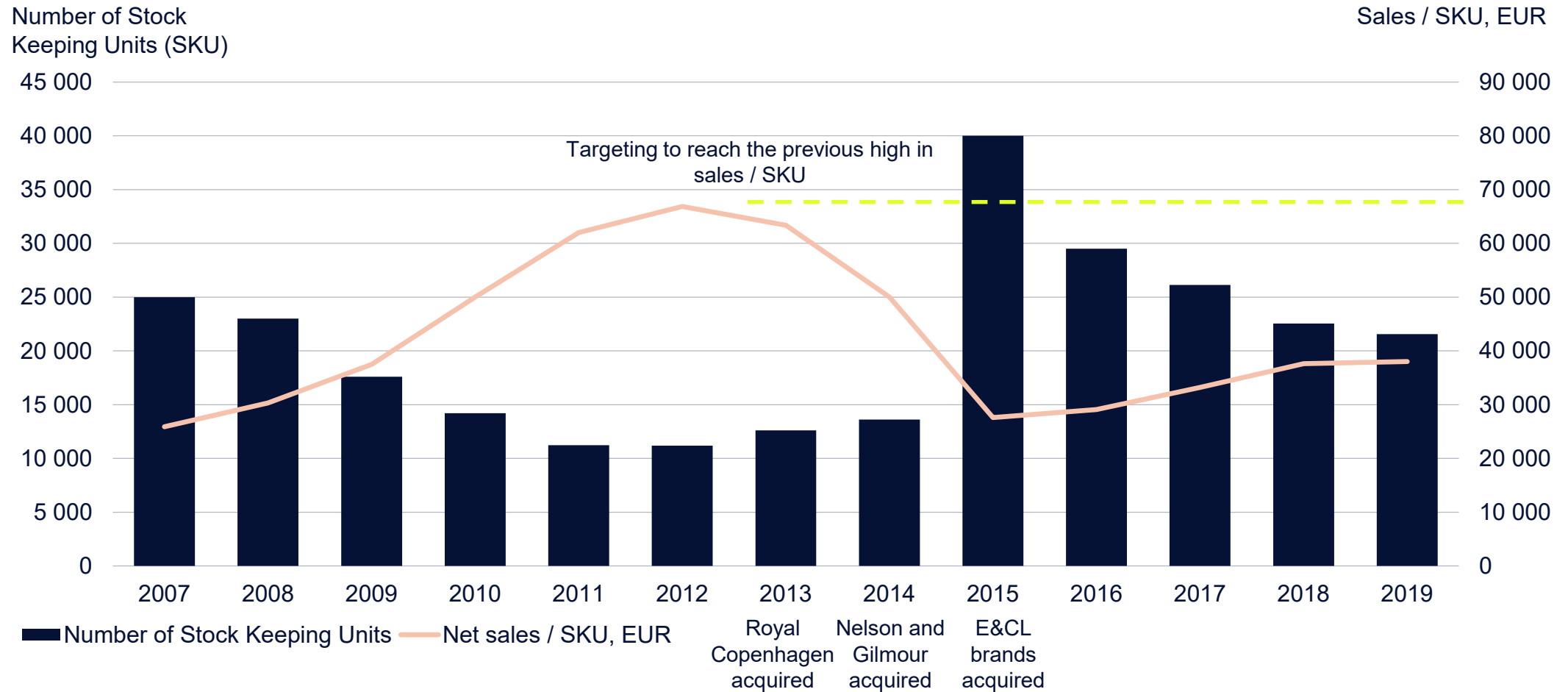
\*Using comparable exchange rates and excluding the Leborgne divestment

\*\*Geographically unallocated exchange rate differences

- Comparable net sales in Europe decreased, weighted by the Living business.
- Comparable net sales in the Americas decreased, as the Outdoor and English & Crystal Living businesses faced challenges.
- Comparable net sales in Asia-Pacific decreased, weighted by the Living segment.

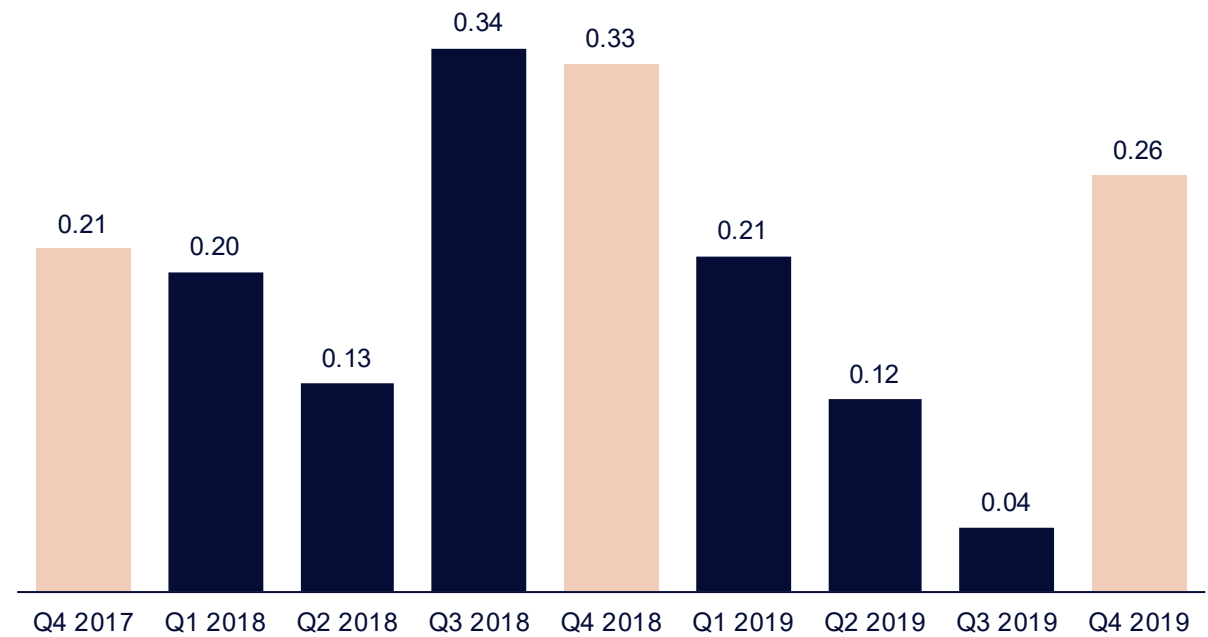


## SKU reduction ongoing with potential remaining



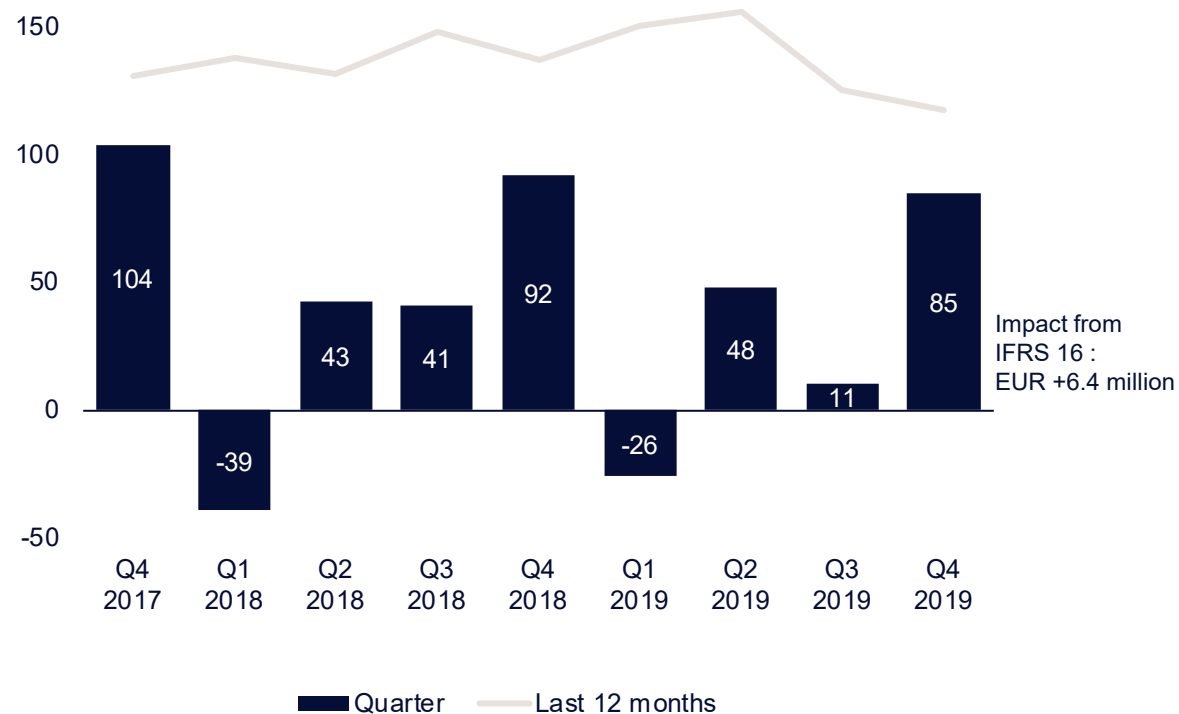


## Earnings per share in Q4 2019

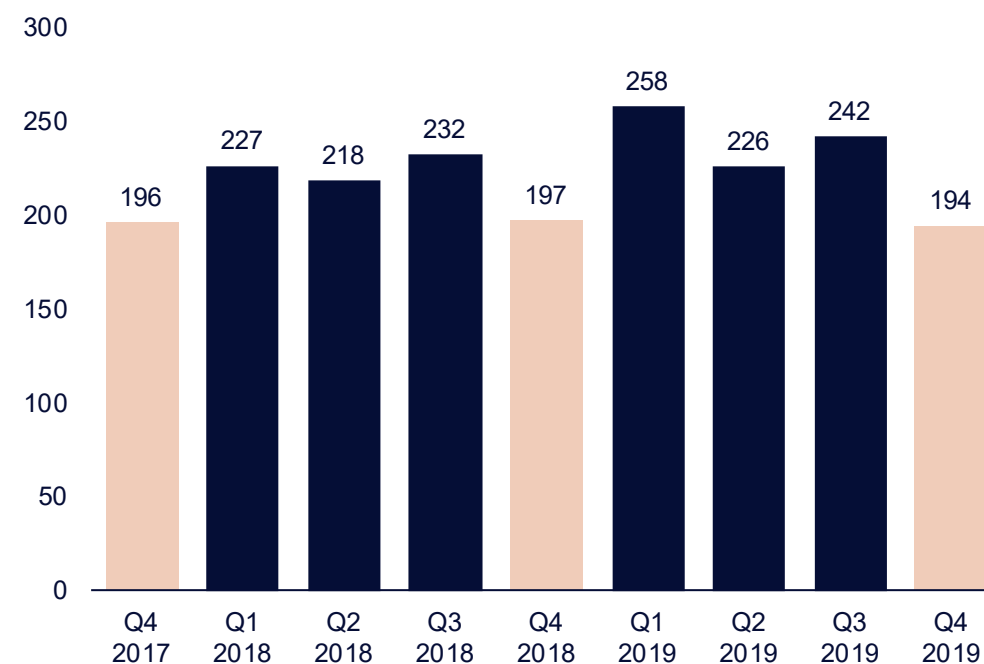


Cash flow decreased from previous year's level

### Cash flow from operating activities before financial items and taxes, EUR million

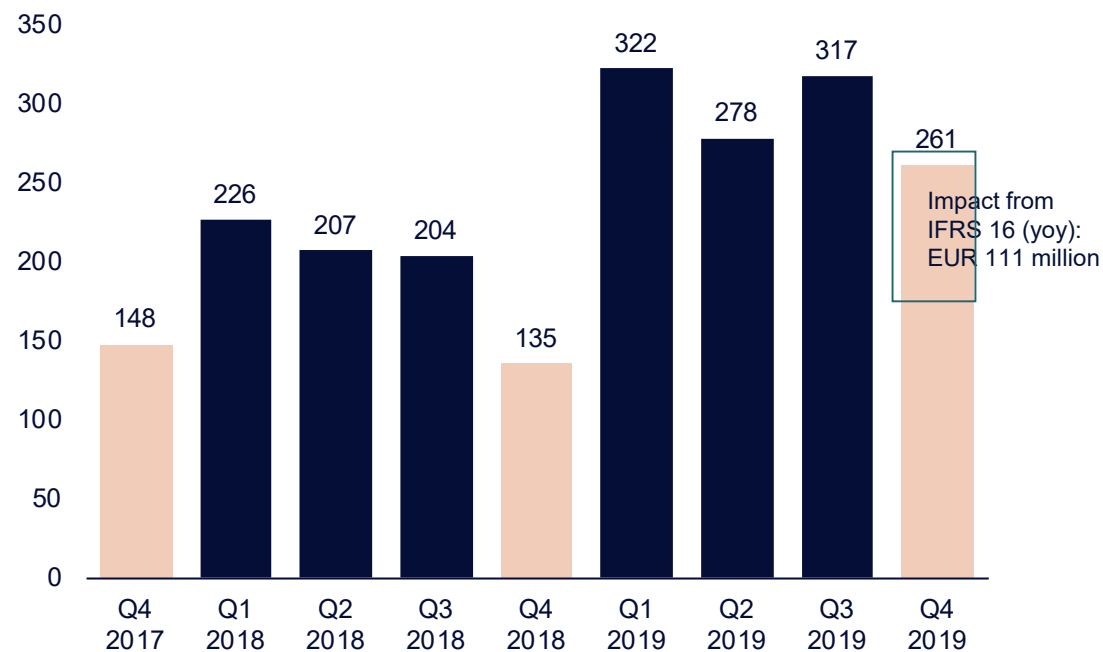


### Working capital, EUR million

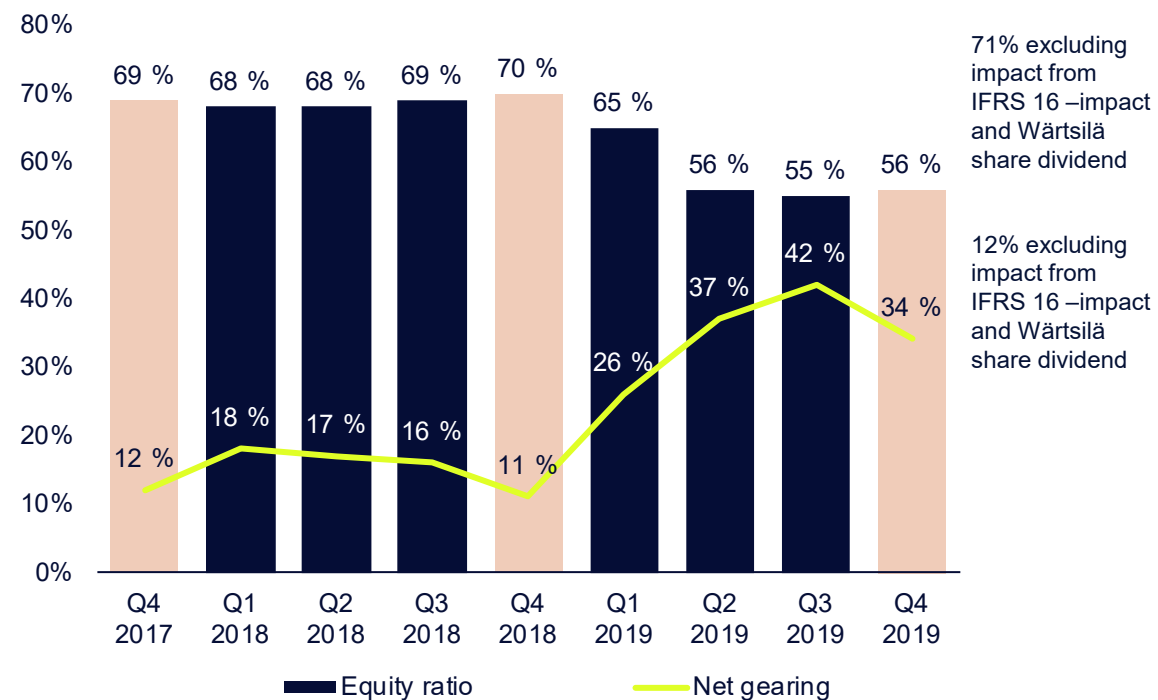


## Net debt excluding the impact from IFRS 16 close to previous year's level

### Net debt, EUR million



### Equity ratio and net gearing



## Outlook for 2020:

In 2020, Fiskars expects the comparable EBITA to increase from 2019. Fluctuations in currency rates might have a considerable impact on comparable EBITA.

Fiskars continues to invest in future growth and is focused on improving profitability through the ongoing transformation programs, which are expected to be completed by the end of 2021. Therefore, the company is not providing an outlook for comparable net sales for 2020.

Furthermore, there are uncertainties in several key markets, such as potential changes in tariffs or repercussions from the novel corona virus outbreak that could have an impact on the full year development.

Items affecting comparability in EBITA include restructuring costs, impairment charges, integration related costs, acquisitions and divestments, and gain and loss from the sale of businesses.



## Long-term financial targets unchanged



### Growth

The average annual net sales growth to exceed 5%, through a combination of organic growth and targeted acquisitions



### Profitability

EBITA margin to reach 12%



### Capital structure

Net gearing\* below 100%



### Dividend

Fiskars aims to distribute a stable, over time increasing dividend, to be paid biannually

**2019**

-2.5% YoY  
-3.9% YoY (comparable)

6.7%  
8.3% (comparable)

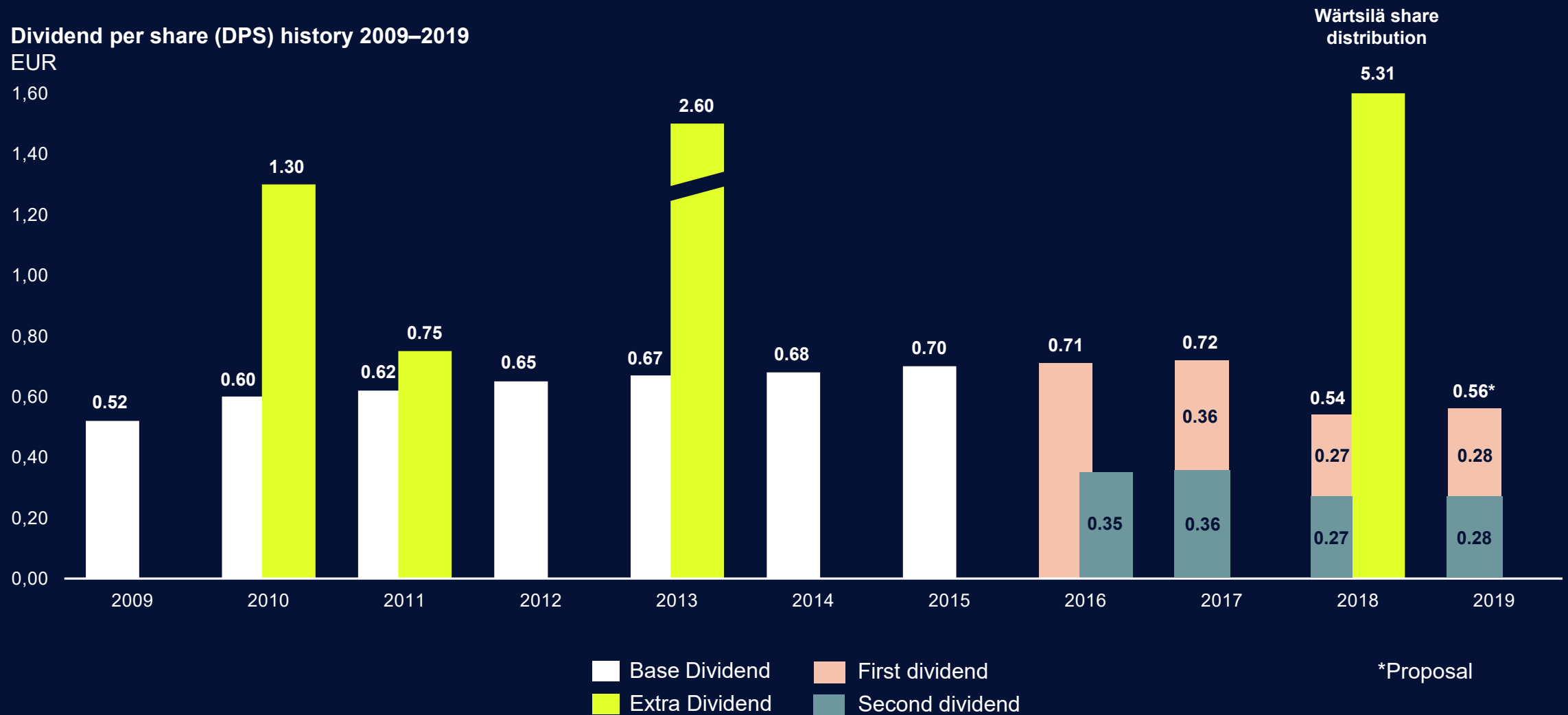
34%

Proposal: EUR 0.56 per share, paid in two installments of 0.28 each

\*\*Net gearing ratio is the ratio of interest-bearing debt, less interest-bearing receivables and cash and bank equivalents, divided by total equity



## Wärtsilä share distribution changed the baseline for dividend growth



## Planned Reporting Structure (as of Q1/2020)

### PRIMARY REPORTING SEGMENTS

VITA



TERRA



CREA



OTHER

### SECONDARY REPORTING SEGMENTS

Americas

Europe

Asia-Pacific



The background features a large, dark blue, irregular shape on the right side, which tapers towards the top right. To its left is a bright yellow, irregular shape that also tapers towards the top left. The overall composition is minimalist and modern.

Making  
the everyday  
**extraordinary**