



Annual General Meeting 2021

March 11, 2021



CEO's review

Nathalie Ahlström



New President and CEO Nathalie Ahlström

New President and CEO **Nathalie Ahlström**

Started on November 30, 2020

Was a **member of our Board of Directors** since March 2020

Joined from Fazer Group where she has been working since 2018 as EVP, Fazer Confectionery and member of the Fazer Group Management Team.

More than 20 years of experience in international business, has been based in Europe and Asia.



Summary of 2020

NET SALES

EUR million

1,116.2

COMPARABLE EBITA

EUR million

136.8

EARNINGS PER SHARE

EUR

0.83

CASH FLOW FROM OPERATING ACTIVITIES BEFORE FINANCIAL ITEMS AND TAXES

EUR million

223.8

PERSONNEL

6,400

2020

FISKARS®



GERBER



iittala



ROYAL COPENHAGEN

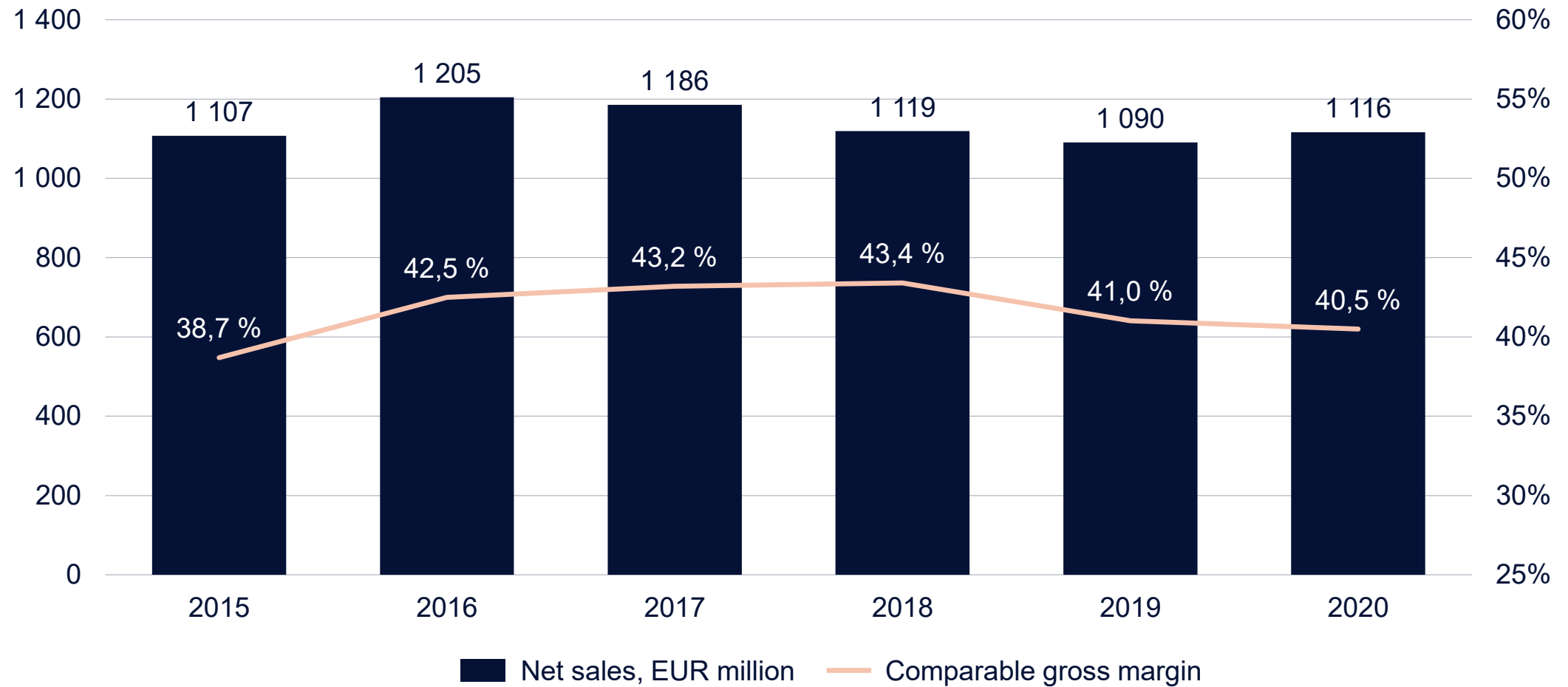


WATERFORD



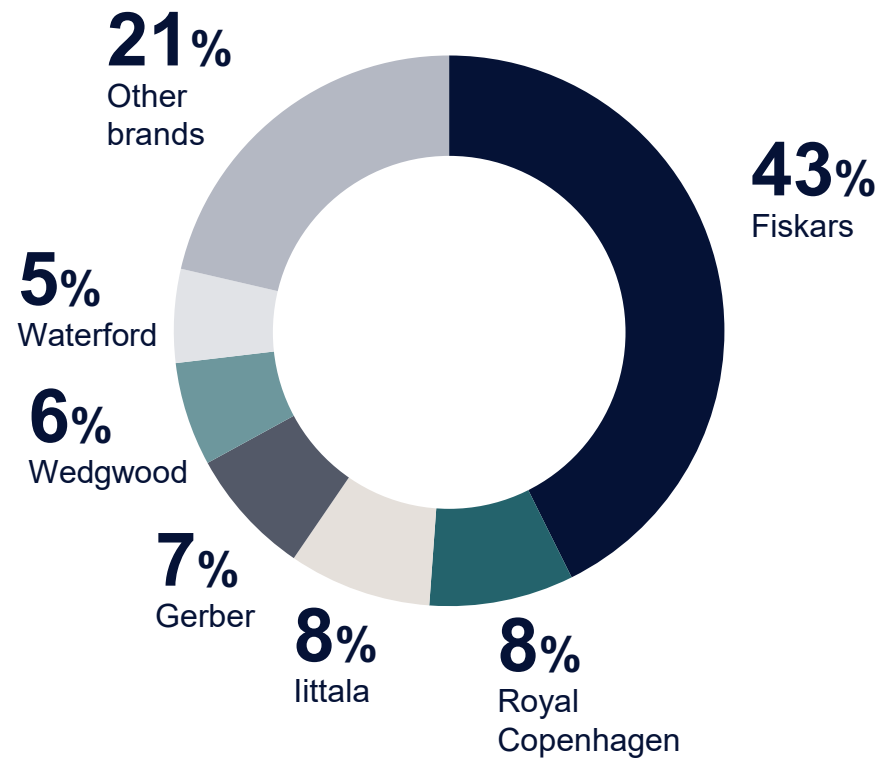
WEDGWOOD

Net sales development a challenge, focus going forward

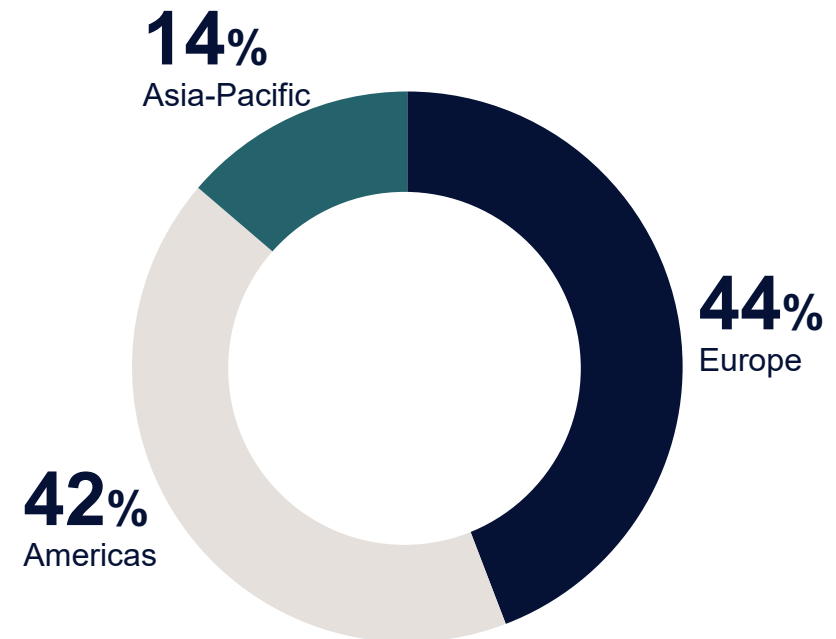


Net sales split in 2020

NET SALES SPLIT BY BRAND

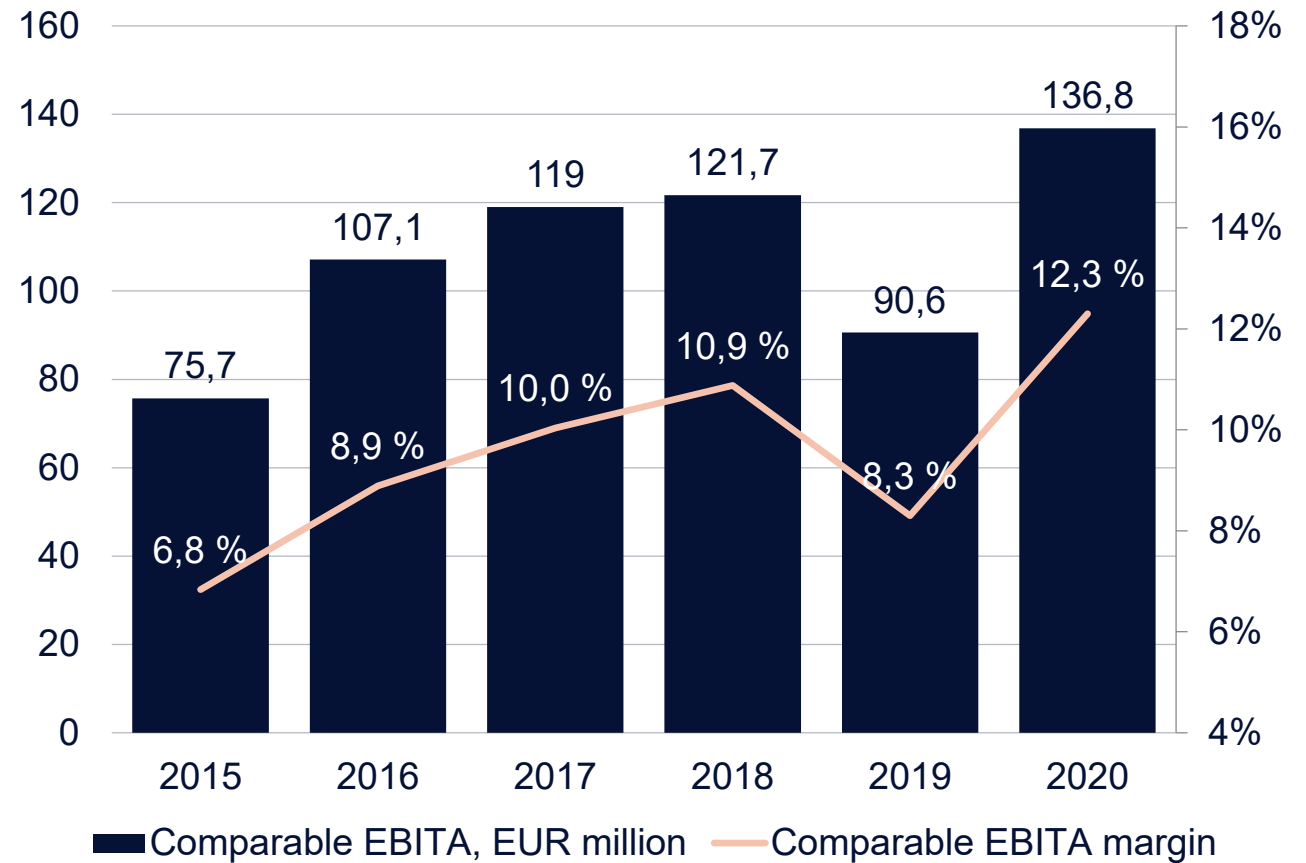


NET SALES SPLIT BY GEOGRAPHY

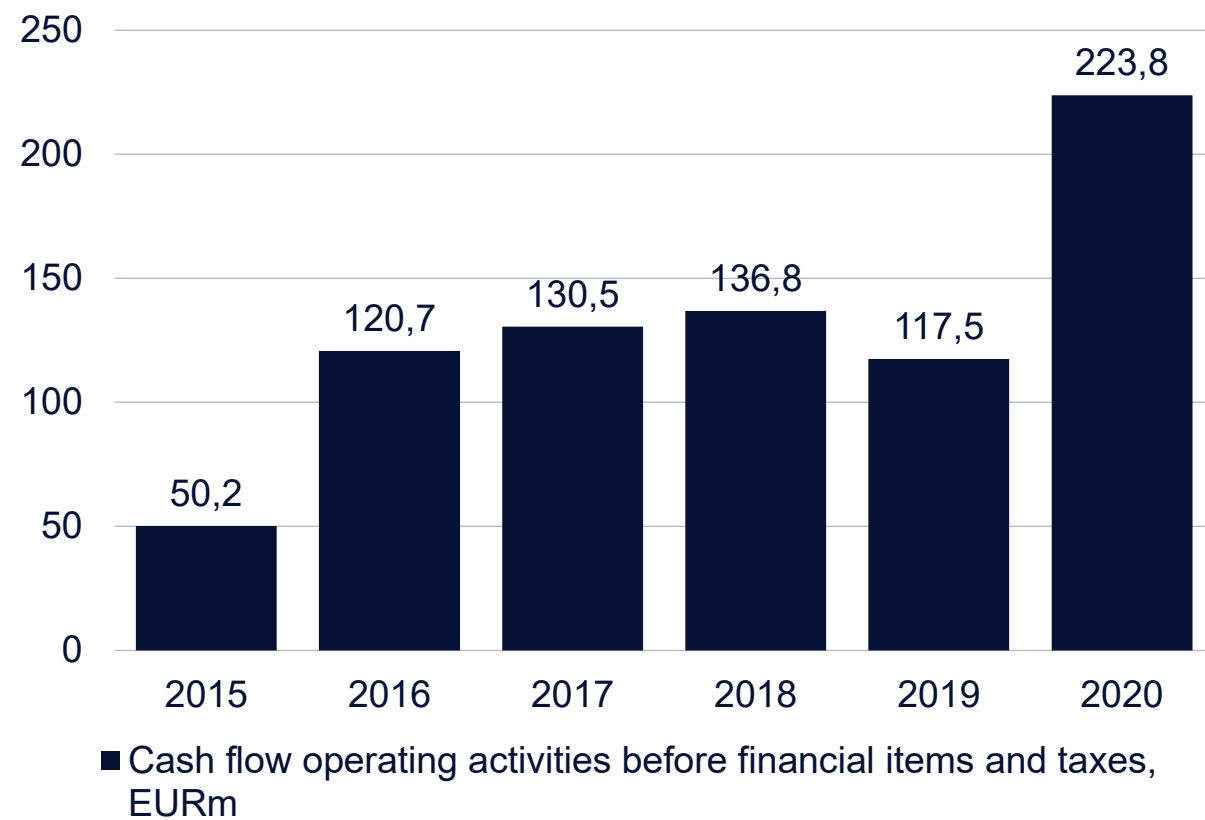




Long-term target to reach an EBITA margin of 12%



Strong cash flow





Business Area Vita

KEY CATEGORIES



Tableware



Drinkware



Interior

KEY BRANDS

iittala


ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD
SINCE 1783

WEDGWOOD
ENGLAND 1759

2020 NET SALES

456.6 EURm
-8.8%

COMPARABLE EBITA

41.0 EURm
+5.5%





Business Area Terra

KEY CATEGORIES



Gardening



Outdoor



Watering

KEY BRANDS

FISKARS®

Gilmour®



2020 NET SALES

493.8 EURm
+11.5%

COMPARABLE EBITA

67.5 EURm
+86.5%





KEY CATEGORIES



Scissors
& creating



Cooking

KEY BRANDS

FISKARS®

2020 NET SALES

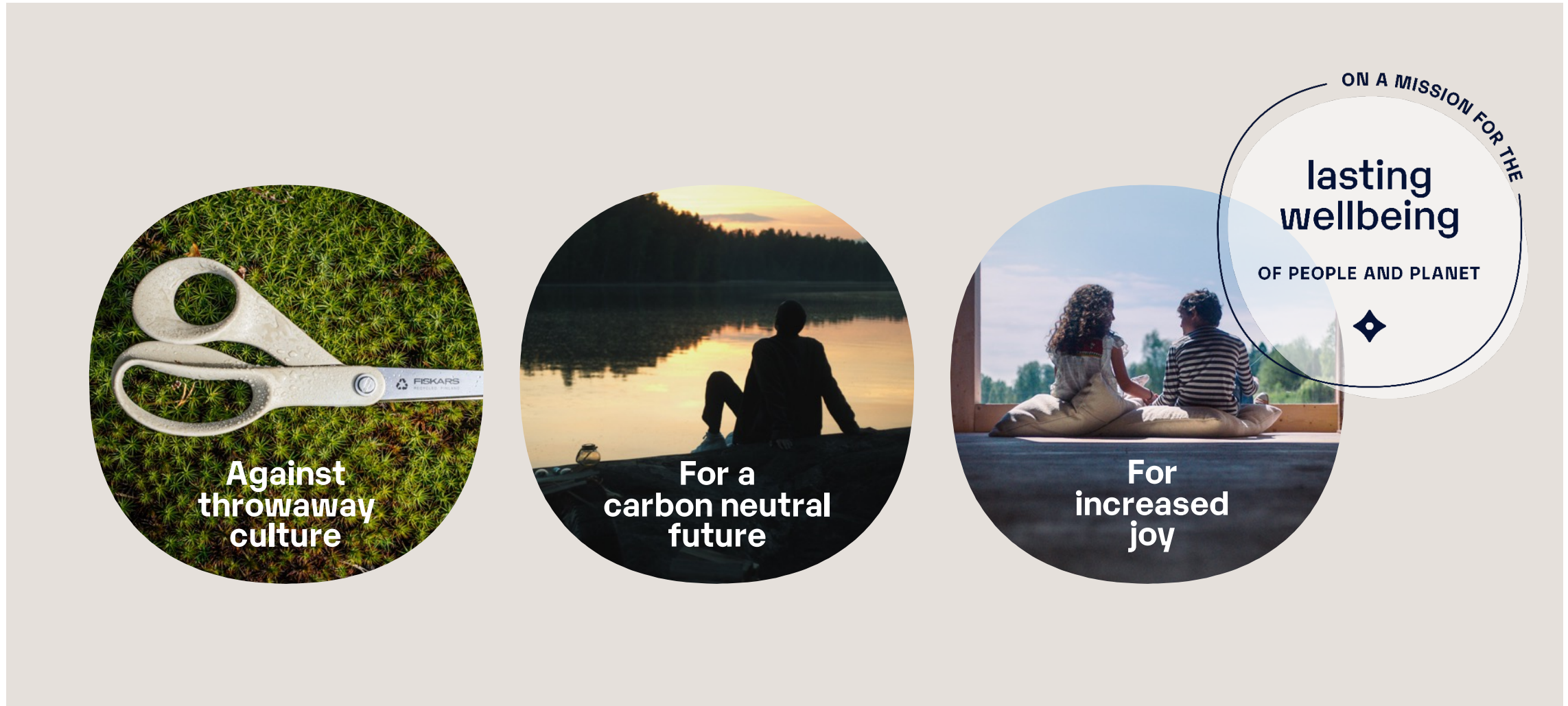
162.0 EURm
+13.4%

COMPARABLE EBITA

41.1 EURm
+46.6%



Our sustainability commitments describe our priorities on our journey towards 2030



Fiskars introduced a new version of its general-purpose scissors

Made in Finland from recycled and 100% recyclable materials

The handles are made from material that consist of recycled plastic and renewable wood fiber

The blades are made from recycled stainless steel

Made available in stores starting January 2021



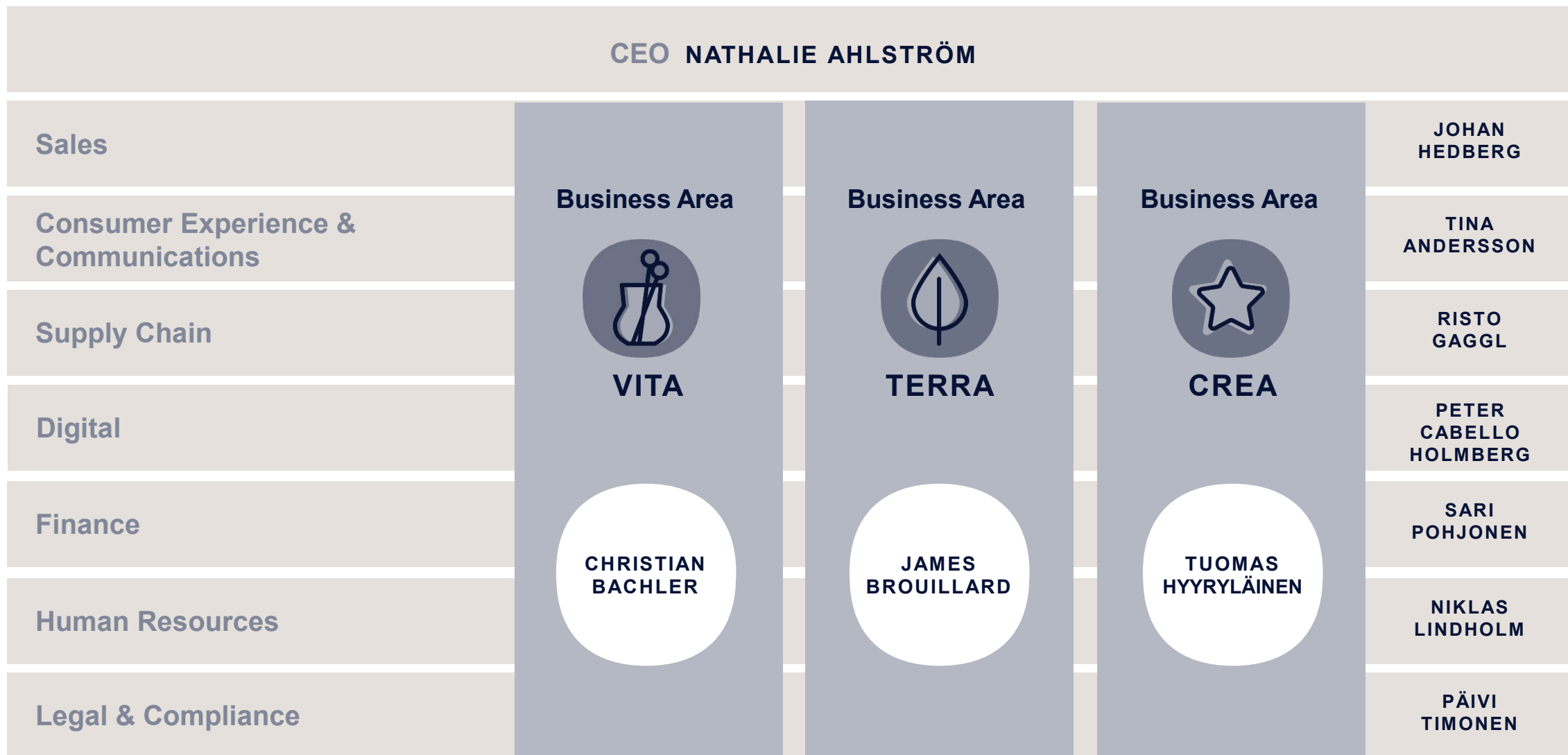
Rolled out in all own Iittala stores in Finland in 2019

Expansion to Sweden announced in Q4 2020, as the service was made available in five stores



vintage

Organizational structure renewed (as of March 15, 2021)



Fiskars Group Leadership Team (as of March 15, 2021)



NATHALIE AHLSTRÖM
President & CEO



SARI POHJONEN
Chief Financial Officer



TINA ANDERSSON
Chief Consumer Officer



CHRISTIAN BACHLER
Executive Vice President,
BA Vita



JAMES BROUILLARD
Executive Vice President,
BA Terra



RISTO GAGGL
Chief Supply Chain Officer



JOHAN HEDBERG
Chief Sales Officer



**PETER CABELLO
HOLMBERG**
Chief Digital Officer



TUOMAS HYYRYLÄINEN
Executive Vice President,
BA Crea



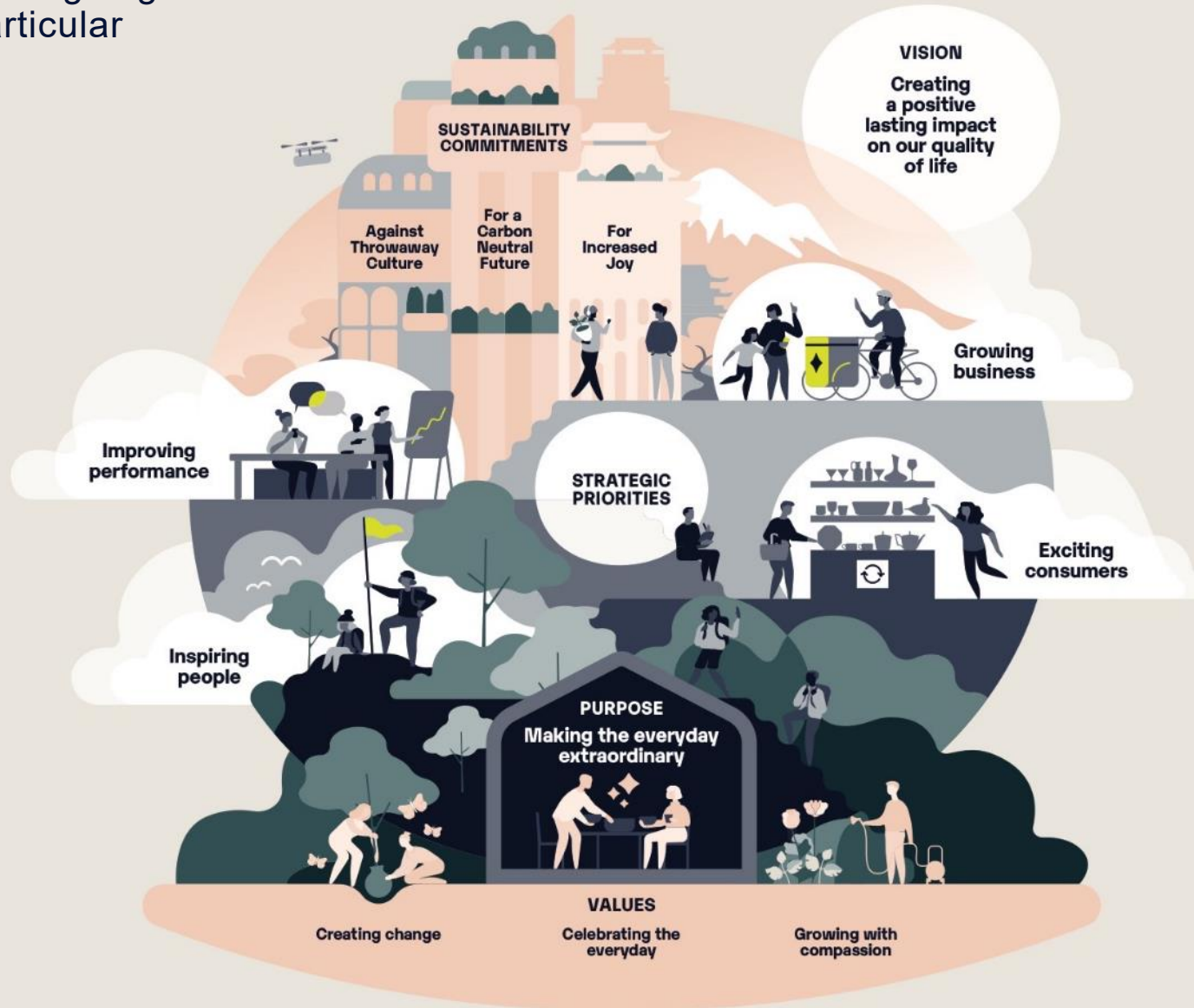
NIKLAS LINDHOLM
Chief People Officer



PÄIVI TIMONEN
Chief Legal Officer



Our strategic priorities – going forward we focus on growth in particular



Comparable EBITA is expected to be lower than in 2020, but above EUR 110 million

Visibility continues to be low due to the COVID-19 pandemic, which is profoundly impacting consumers' lives in terms of changes in for example disposable income, purchasing choices and consumer behavior. These may bring challenges as well as opportunities for Fiskars Group.

The majority of the savings in 2020 were temporary in nature and impacted for example marketing. To ensure sustainable business in the long-term, similar temporary cost savings cannot be maintained for a prolonged period of time. Furthermore, the benefits from the ongoing Restructuring and Transformation programs are expected to fully materialize in 2022.



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

2020

2.4% YoY
3.8% YoY (comparable)

11.3%
12.3% (comparable)

19%

Proposal: EUR 0.60 per share, paid in two installments of 0.30 each

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



Making the everyday extraordinary

