

Investor presentation

May 2020

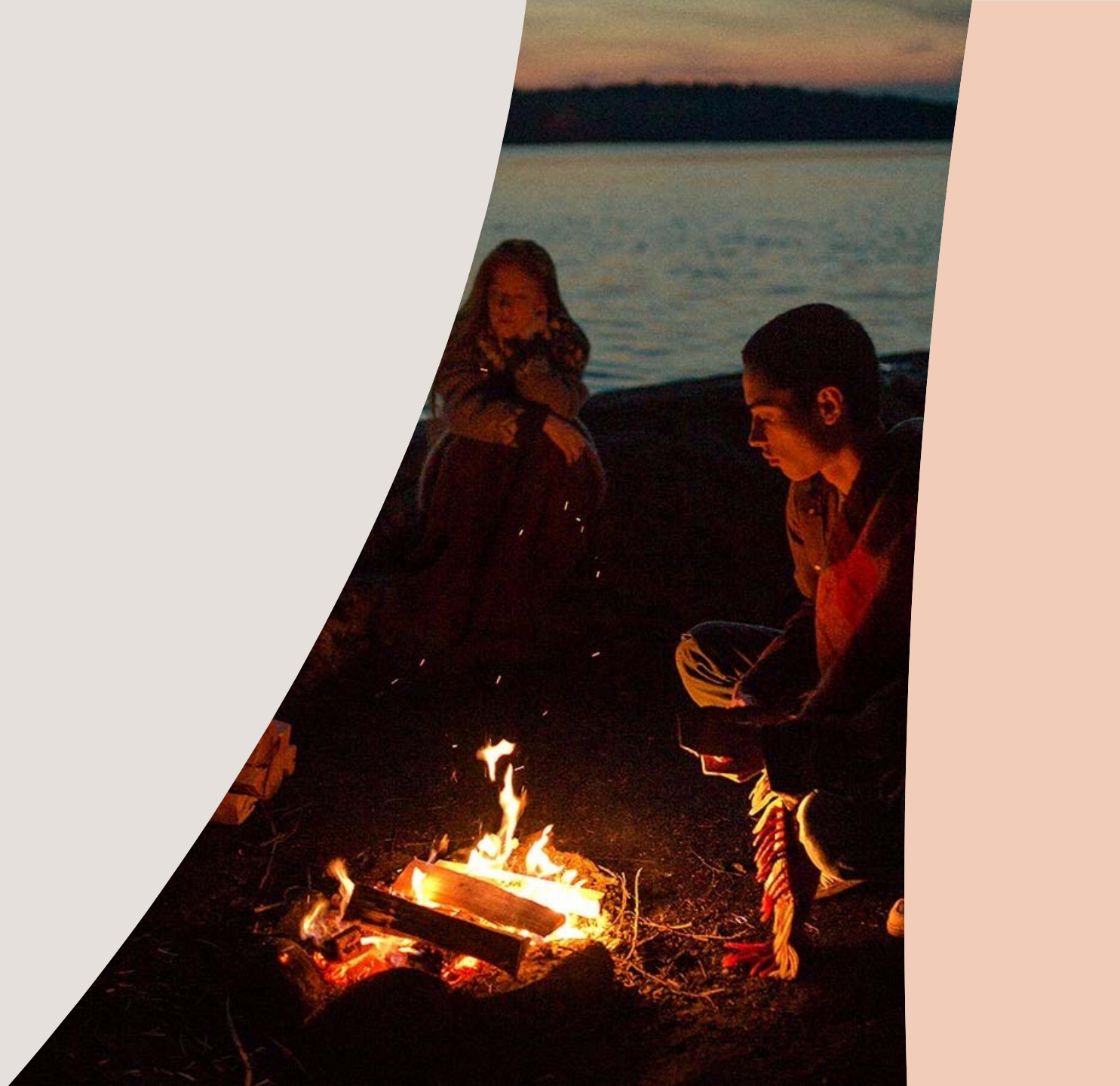
FISKARS
♦
GROUP



- **Fiskars Group in brief**
- **Segments**
- **Financials**
- **Appendices**



Fiskars Group in brief

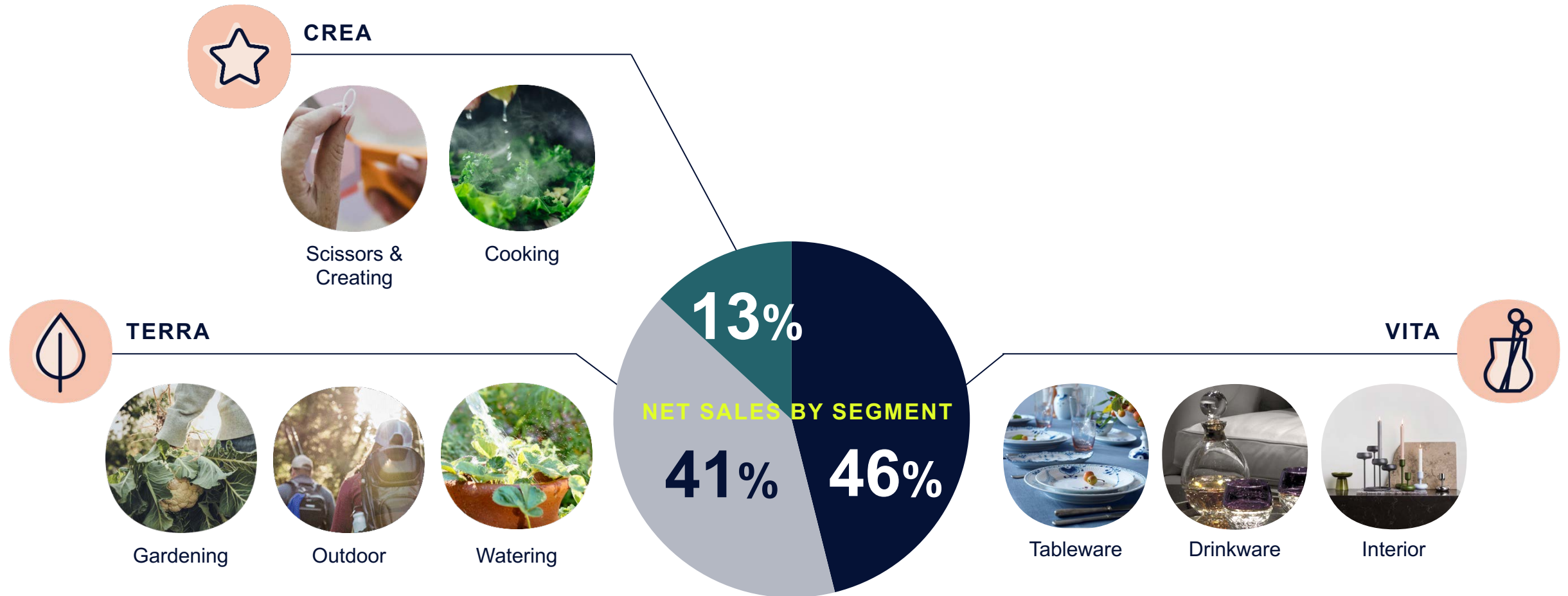


Our purpose:

Making
the **everyday**
extraordinary

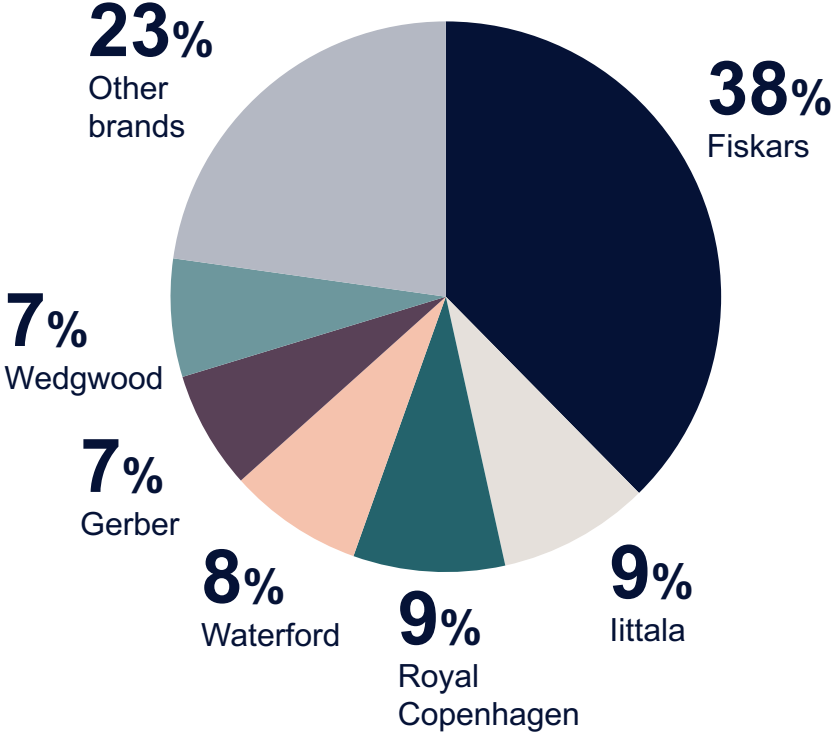


Key categories in 2019

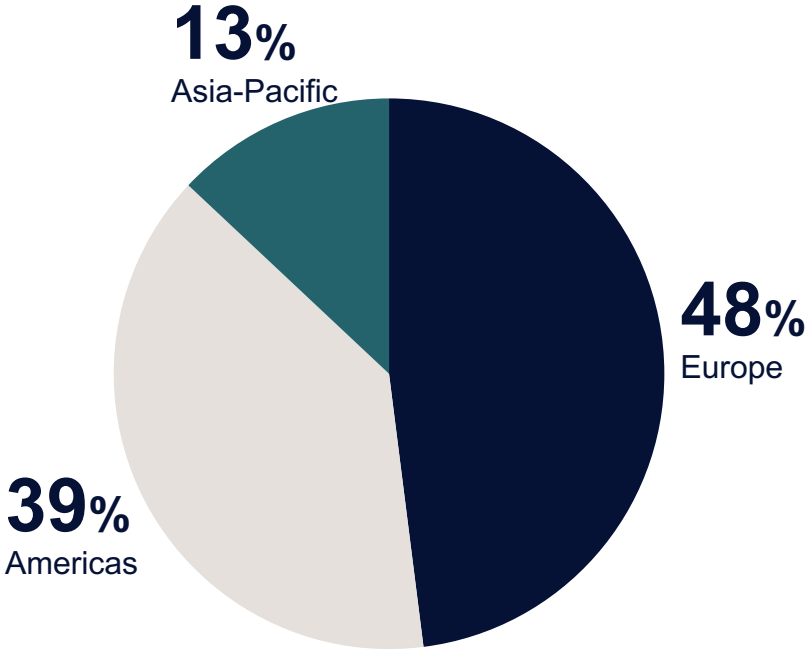


Net sales in 2019

NET SALES SPLIT BY BRAND



NET SALES SPLIT BY GEOGRAPHY



Strong brand portfolio

FISKARS® ♦ GERBER® ♦ Gilmour

iittala® ♦ ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK ♦ ARABIA
1873 ♦ Rörstrand

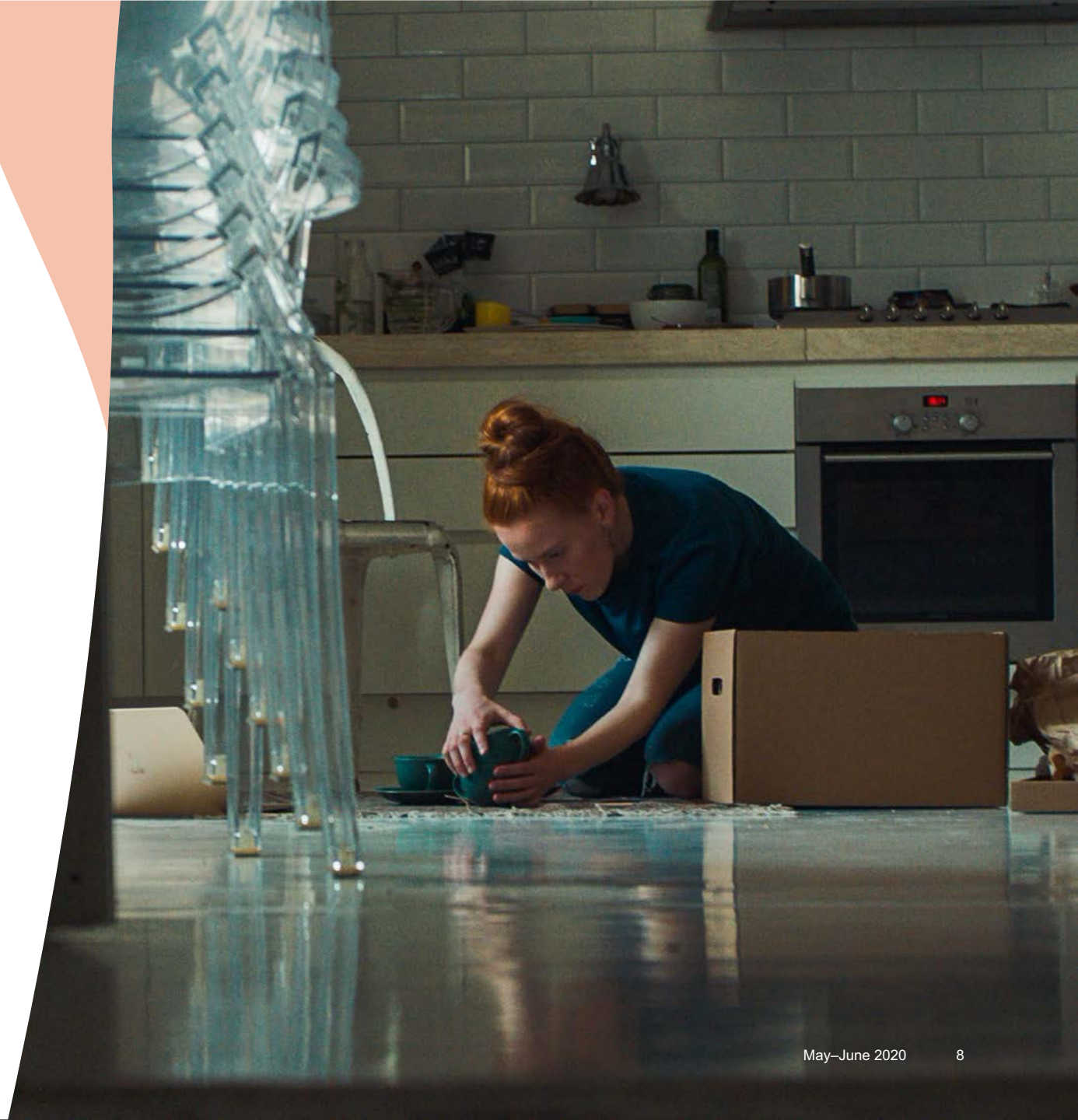
WATERFORD ♦ WEDGWOOD
ENGLAND 1759 ♦ ROYAL ALBERT
ENGLAND 1904 ♦ ROYAL DOULTON
LONDON



Main markets for the key international brands

	Americas	Europe	Asia-Pacific
Fiskars	◆	◆	
Gerber	◆		
Iittala		◆	◆
Royal Copenhagen	◆	◆	◆
Wedgwood	◆	◆	◆
Waterford	◆	◆	◆

Based on net sales split in 2019



Our global presence

EMPLOYEES **7,000**

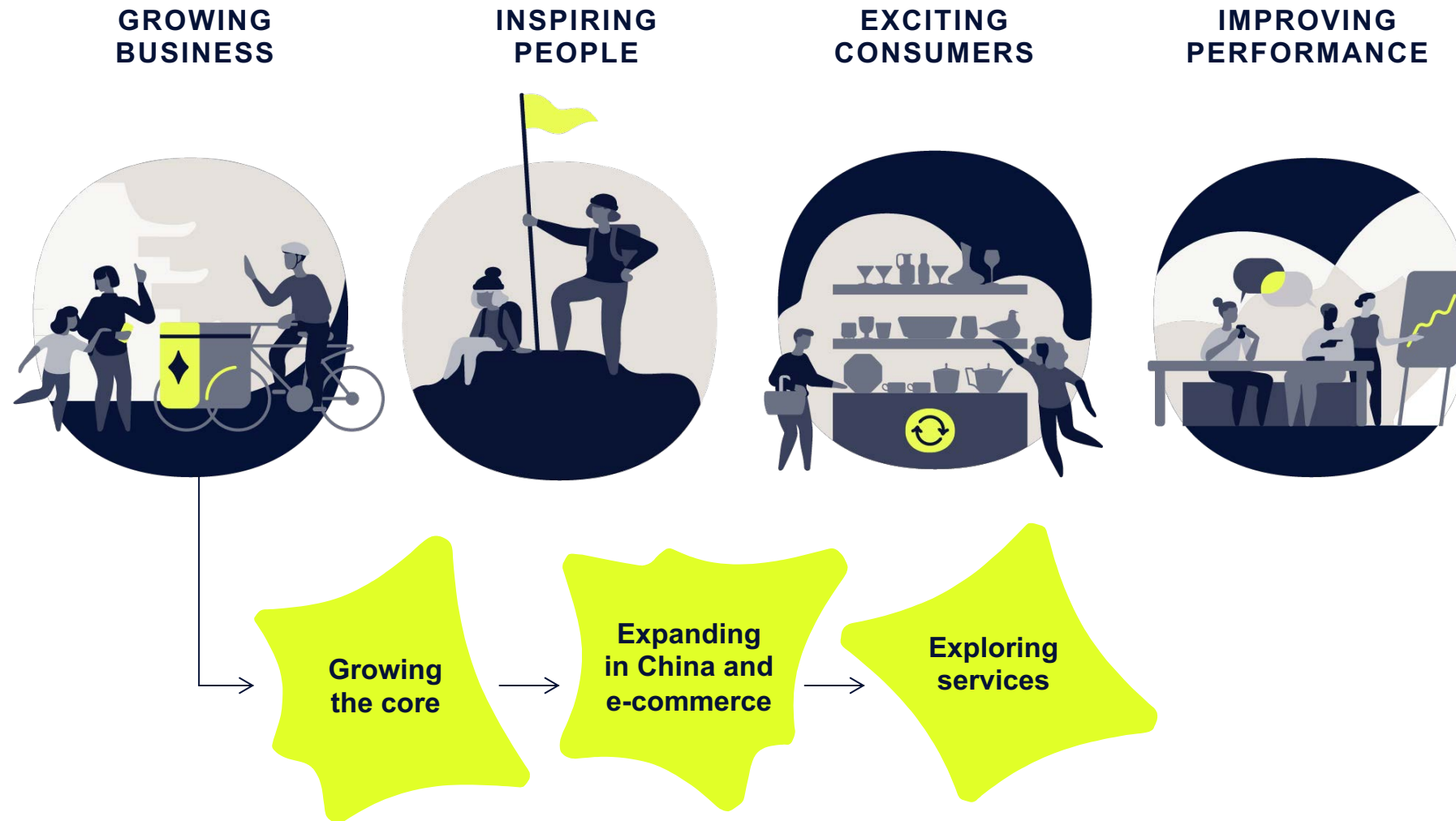
PRESENCE IN **30** COUNTRIES

BRANDS AVAILABLE IN MORE
THAN **100** COUNTRIES

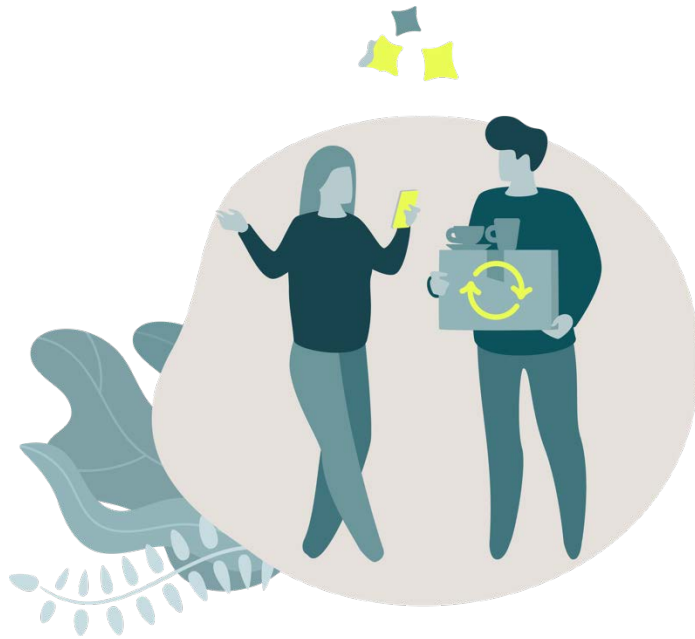
MORE THAN **350** STORES



Strategic priorities



Our sustainability commitments



CIRCULAR PRODUCTS AND SERVICES

- Design for sustainability
- Create zero waste
- Explore service models



CARBON NEUTRAL BUSINESS

- Improve our energy efficiency
- Invest in renewable energy sources
- Reduce emissions from value chain

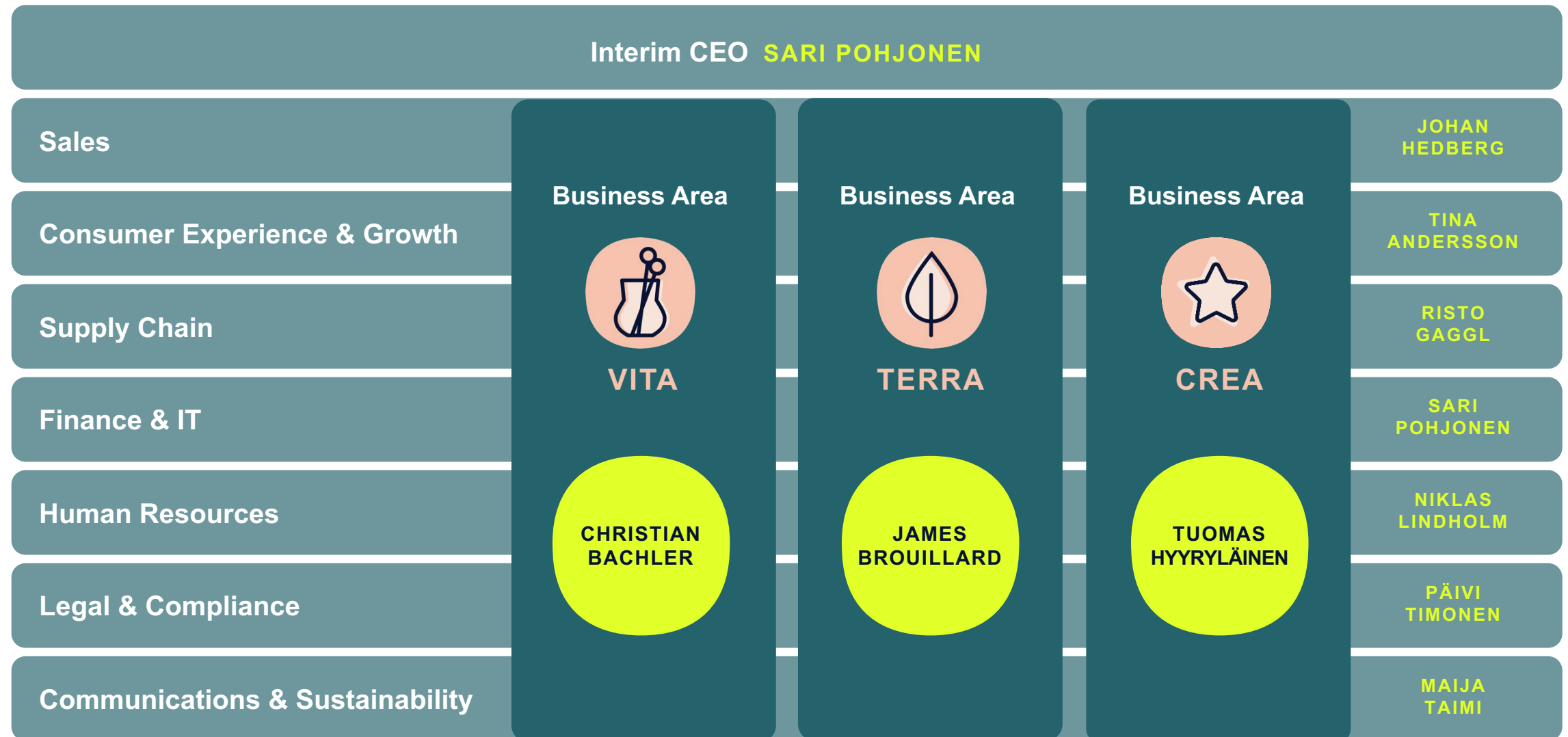


POSITIVE IMPACT

- Inspire people through leadership
- Champion safety, diversity and inclusion
- Create positive societal impact



Organizational structure



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 7.0 million of costs had been booked



Segments





Business Area Vita

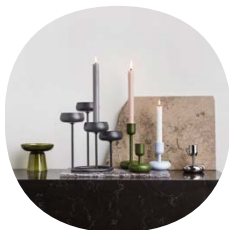
KEY CATEGORIES



Tableware



Drinkware



Interior

KEY BRANDS

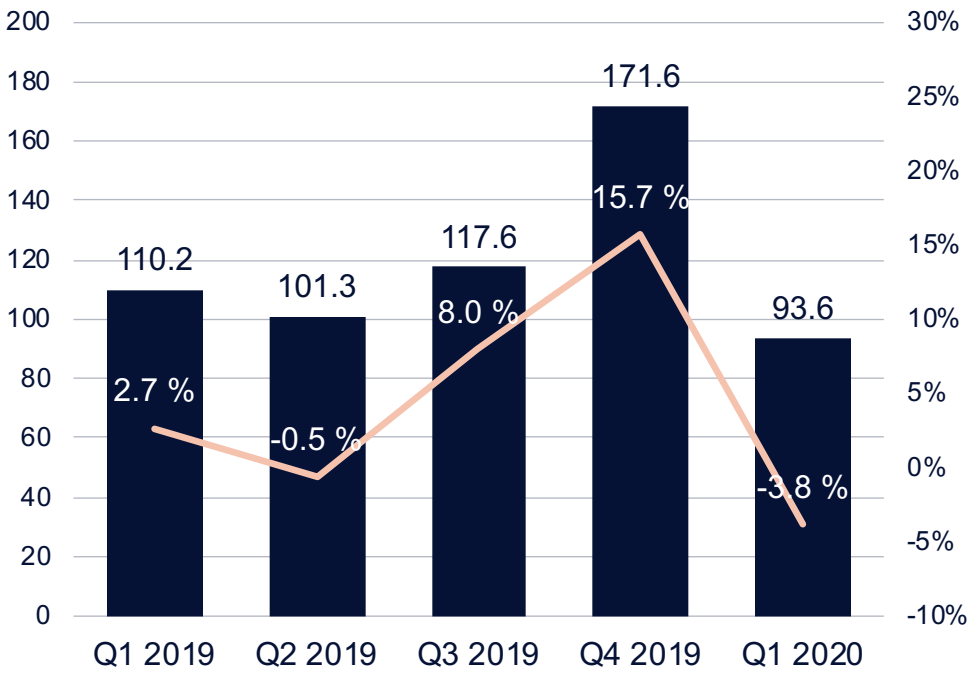
iittala

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD

WEDGWOOD
ENGLAND 1759

NET SALES AND COMPARABLE EBITA





Business Area Terra

KEY CATEGORIES



Gardening



Outdoor



Watering

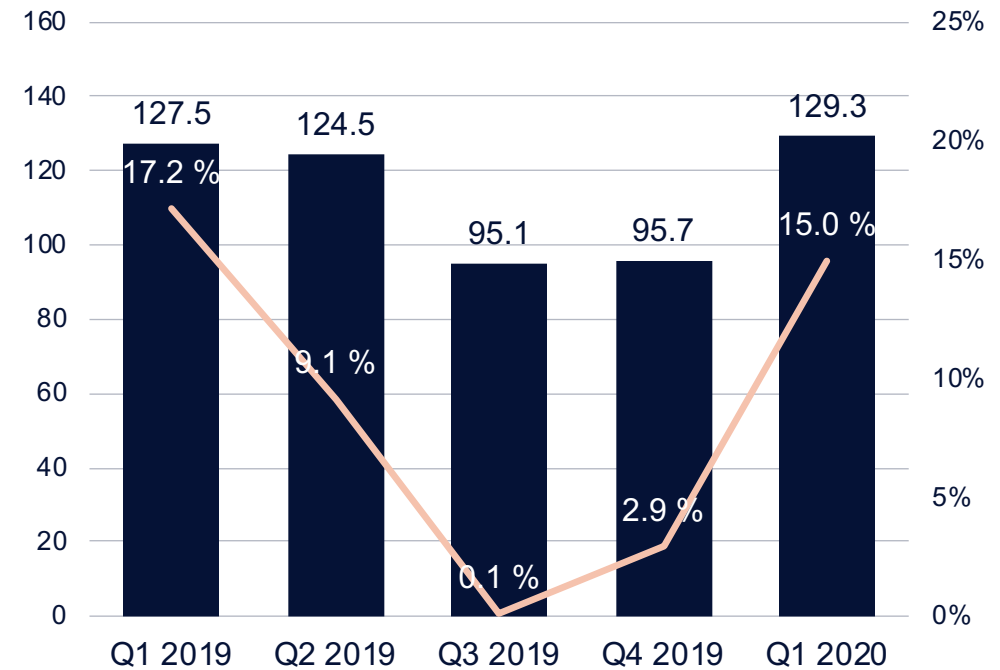
KEY BRANDS

FISKARS®

GERBER®

Gilmour

NET SALES AND COMPARABLE EBITA





KEY CATEGORIES



Scissors & Creating

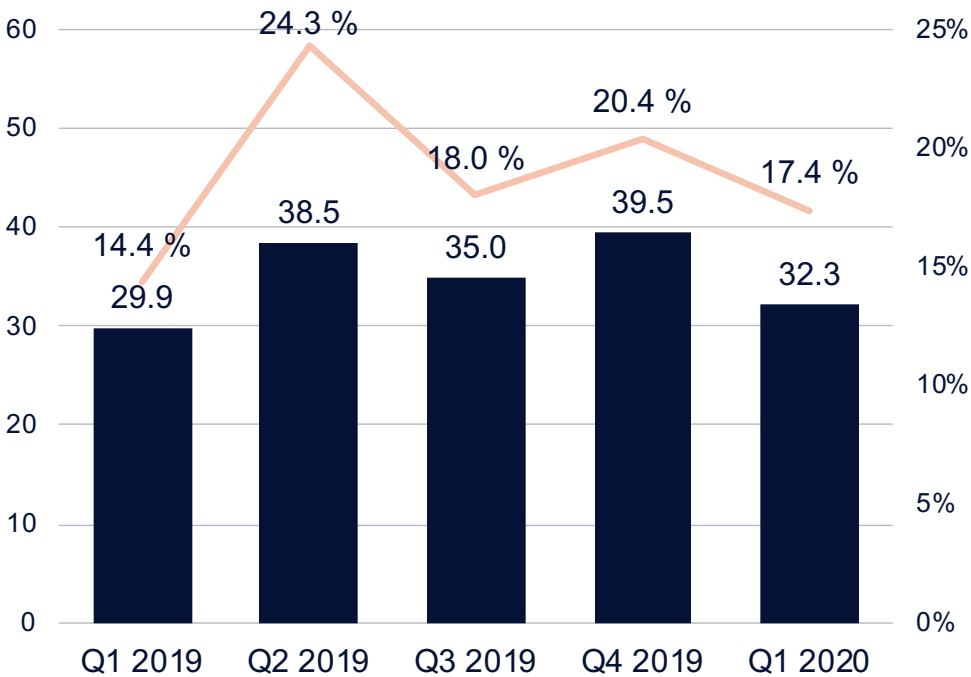


Cooking

KEY BRANDS

FISKARS®

NET SALES AND COMPARABLE EBITA



Rolled out in all own Iittala stores in Finland in 2019

Scaling ongoing

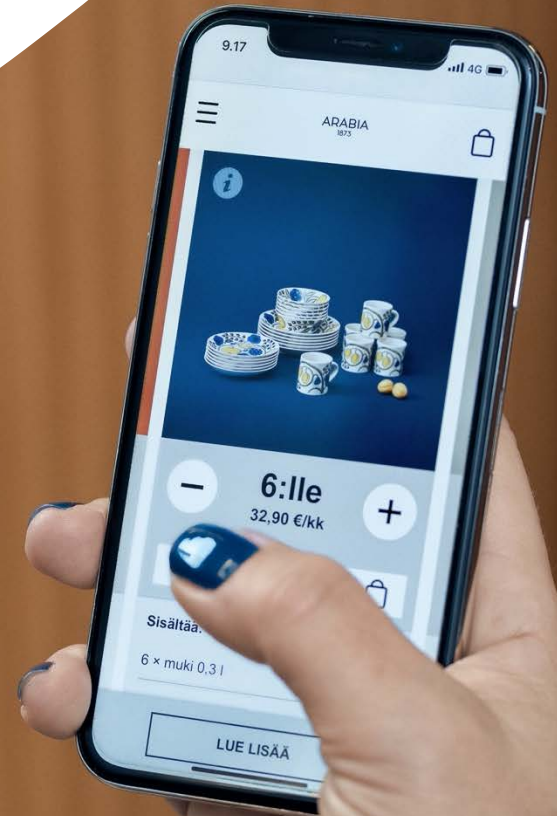
Assessing expansion to other countries



vintage

Responding to new consumer habits, such as sharing and renting

Arabia launched subscription service in November 2019



Brands with own e-commerce

iittala



ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK



ROYAL DOULTON
LONDON

WATERFORD



WEDGWOOD
ENGLAND 1759

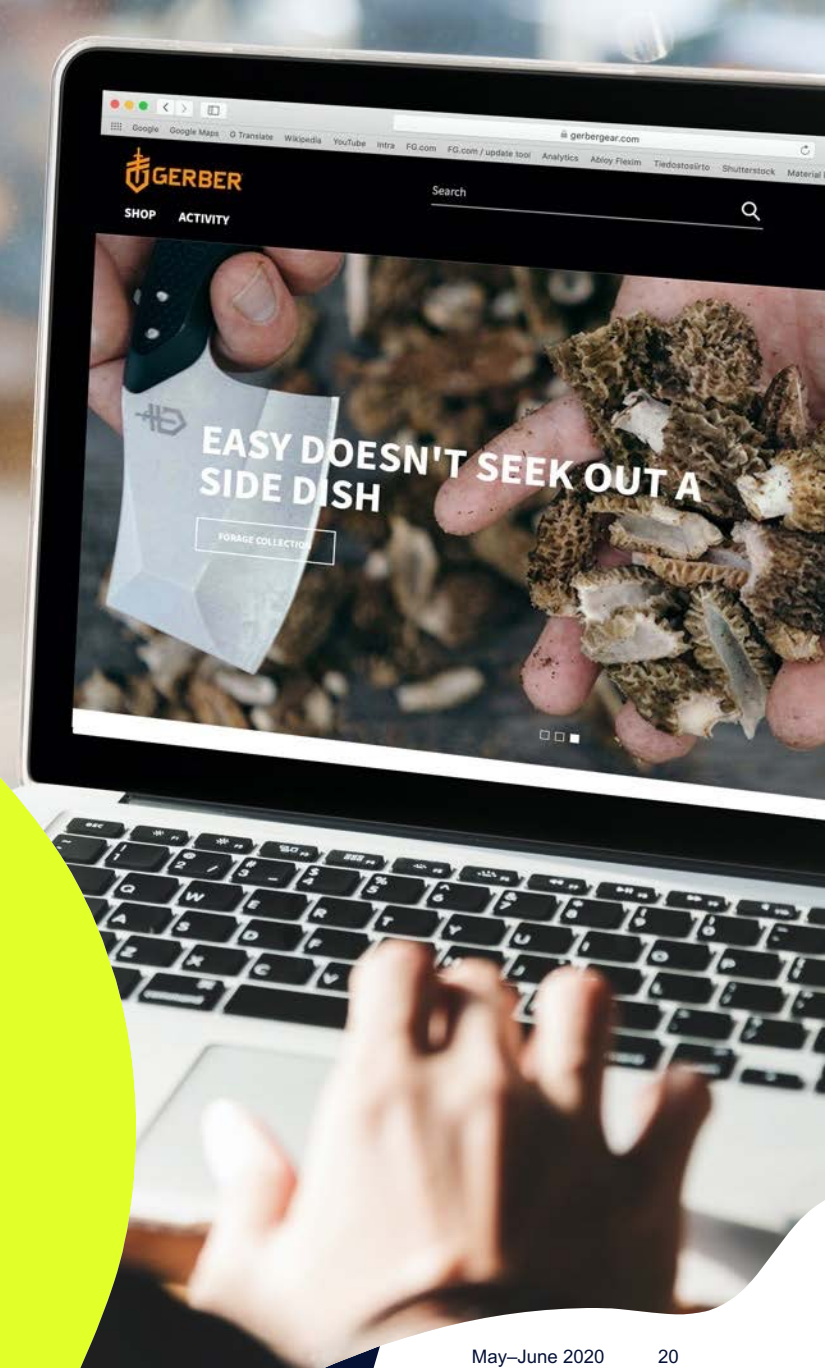
FISKARS®



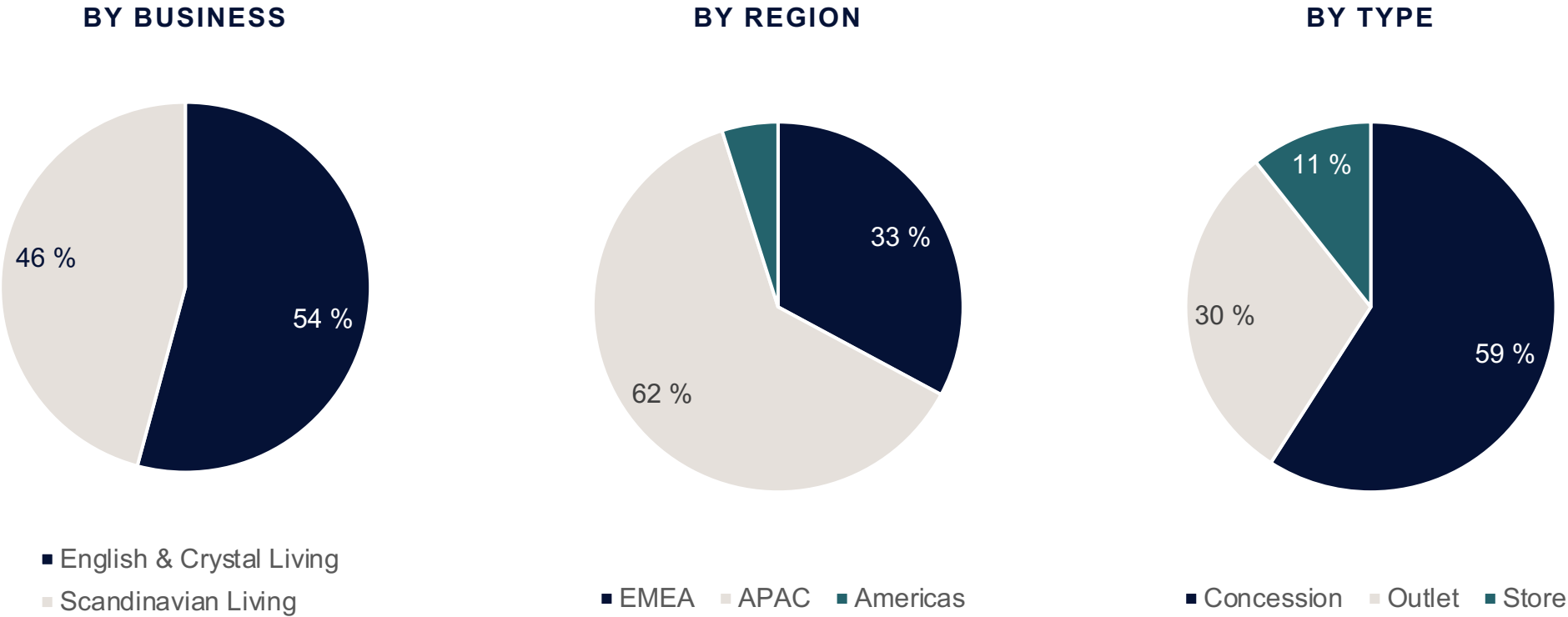
GERBER



Gilmour



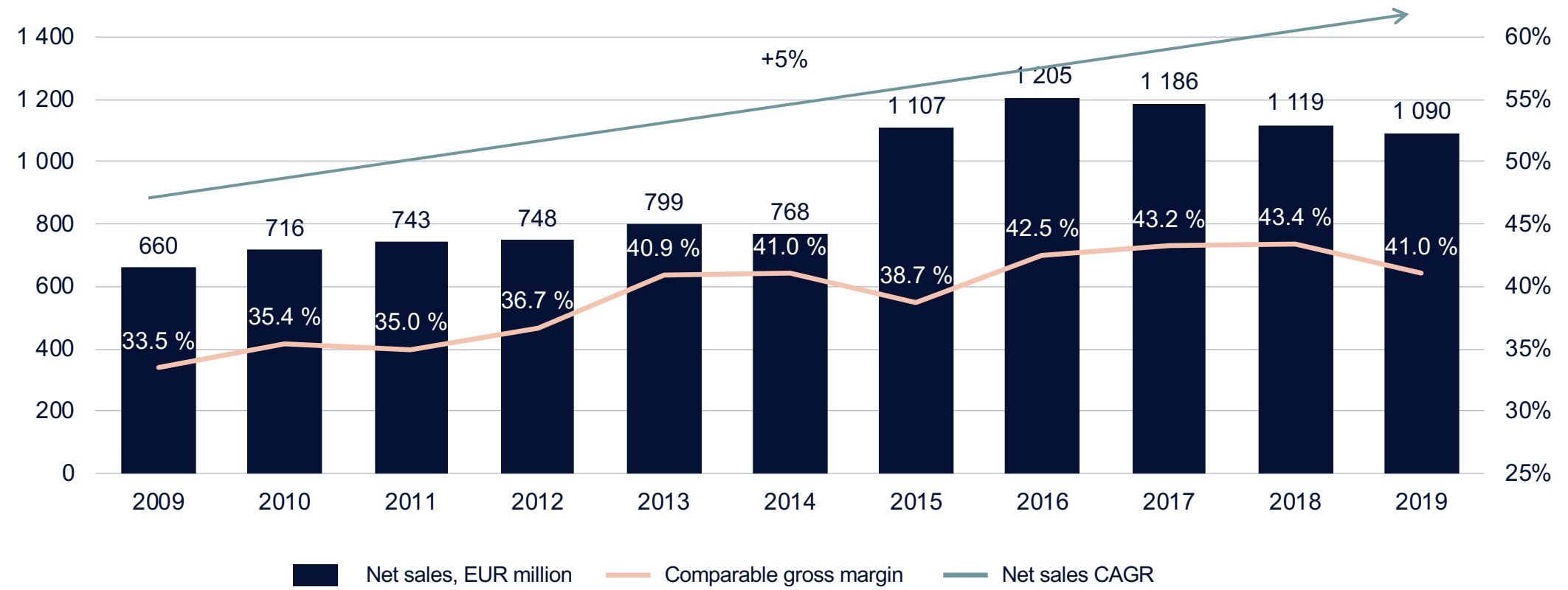
A total of 347 own stores at the end of 2018



Financials



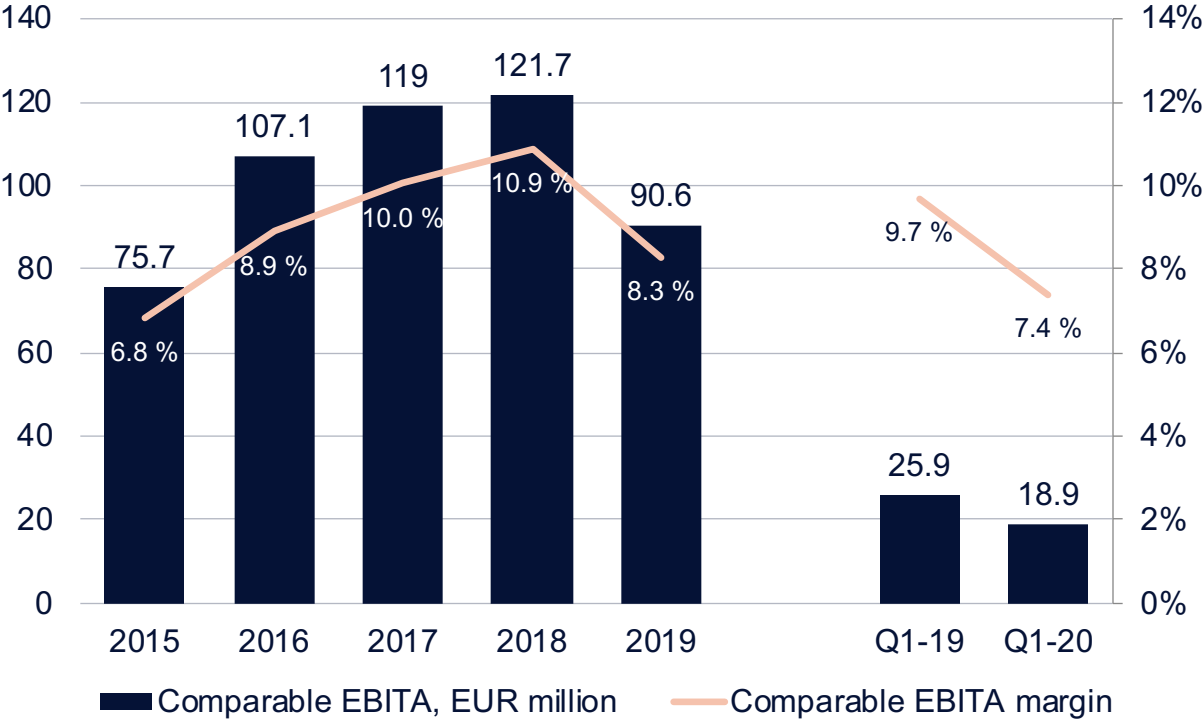
Group net sales and profitability development



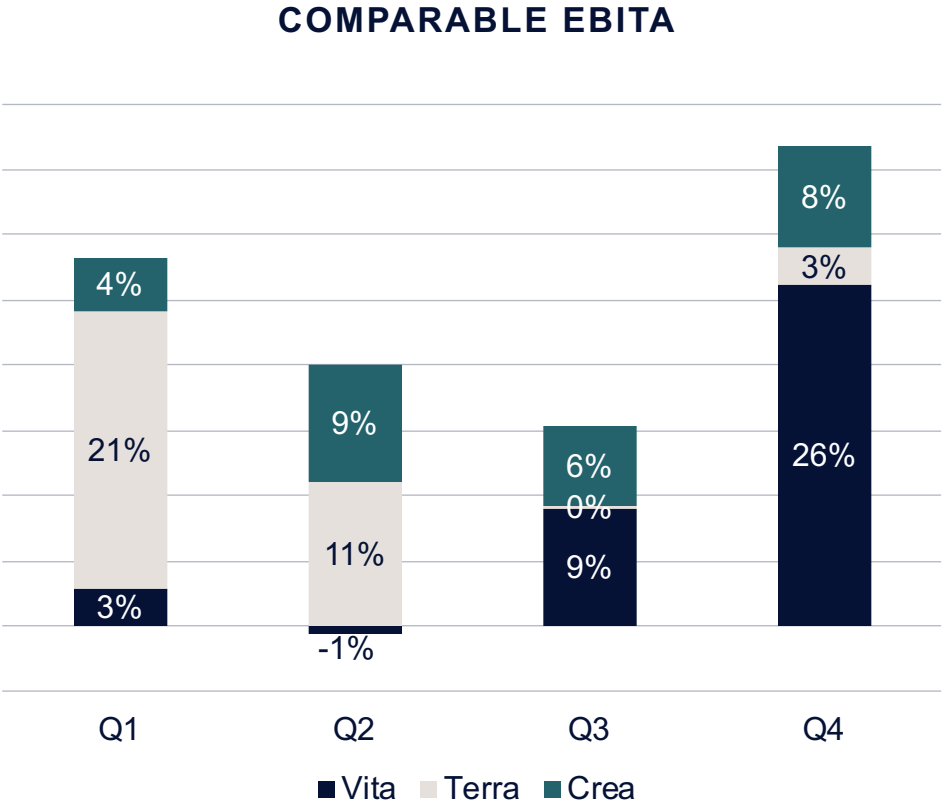
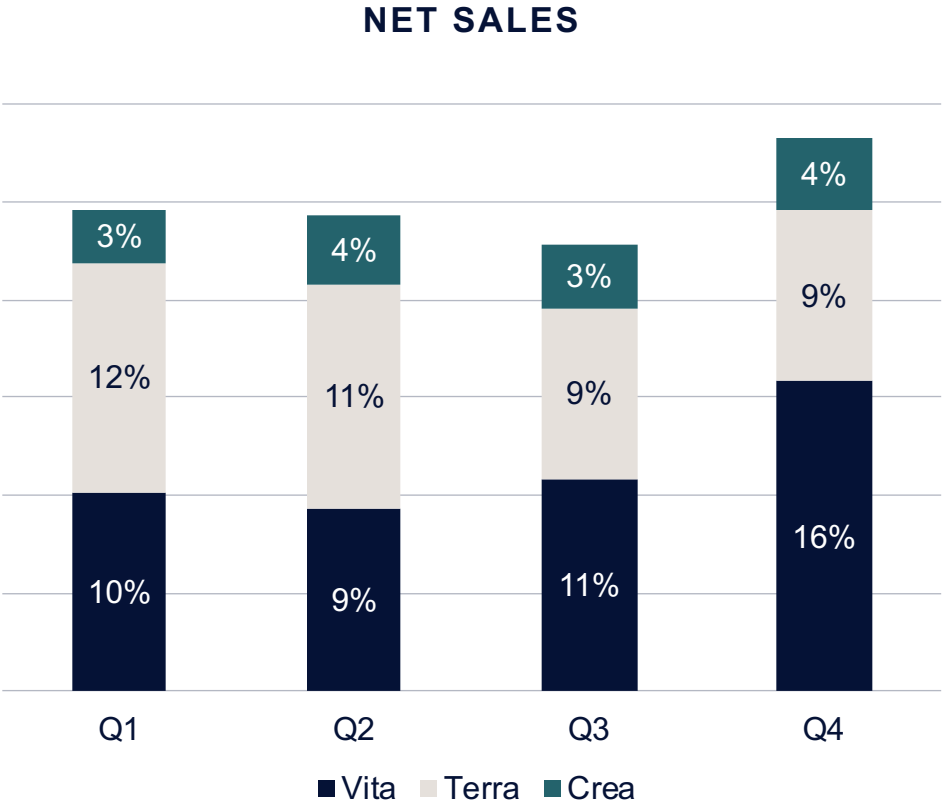


Long-term target to reach a reported EBITA margin of 12%

COMPARABLE EBITA



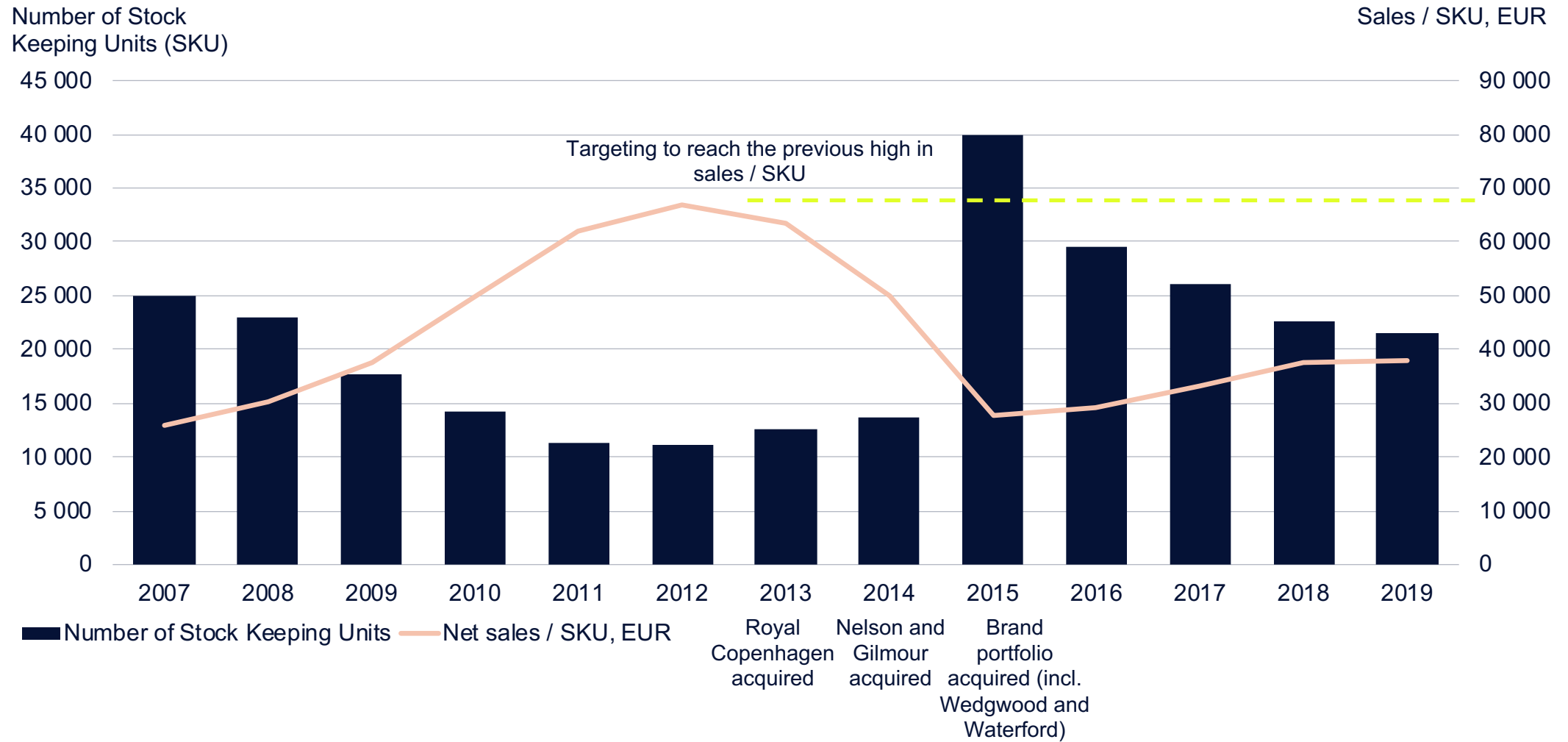
Seasonalities creating balanced income profile



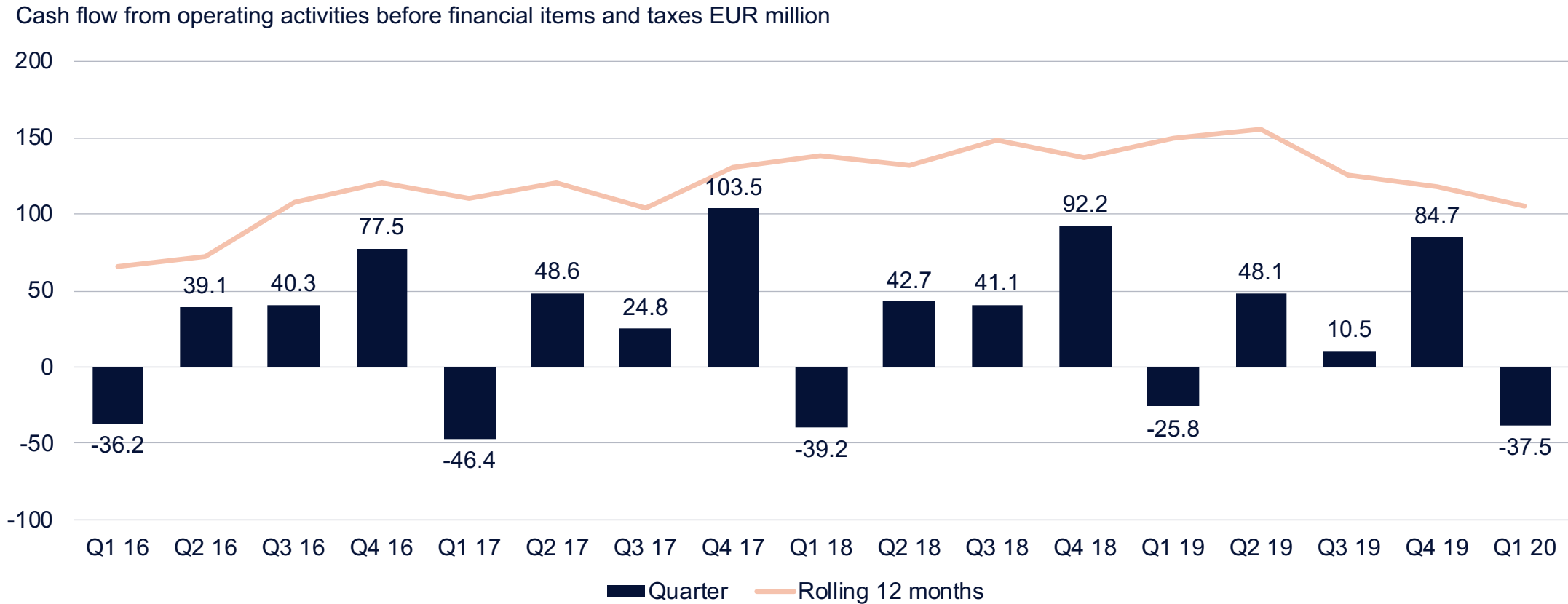
Seasonal distribution by quarter and business area in 2019. Percentages as share of total full year group figures



SKU reduction ongoing with potential remaining

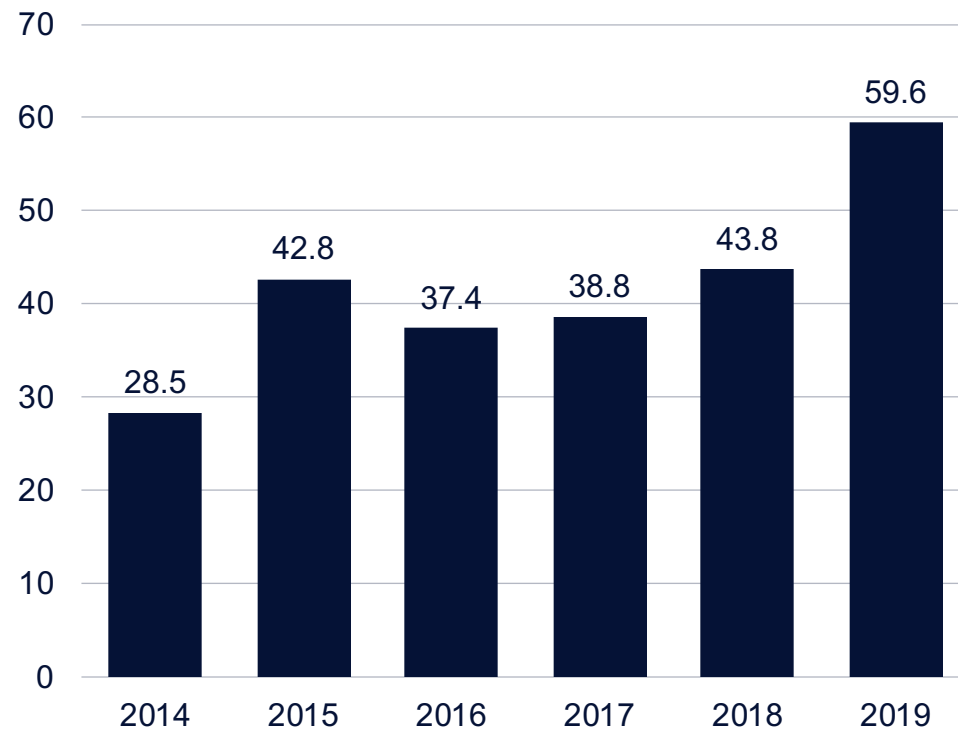


Cash flow



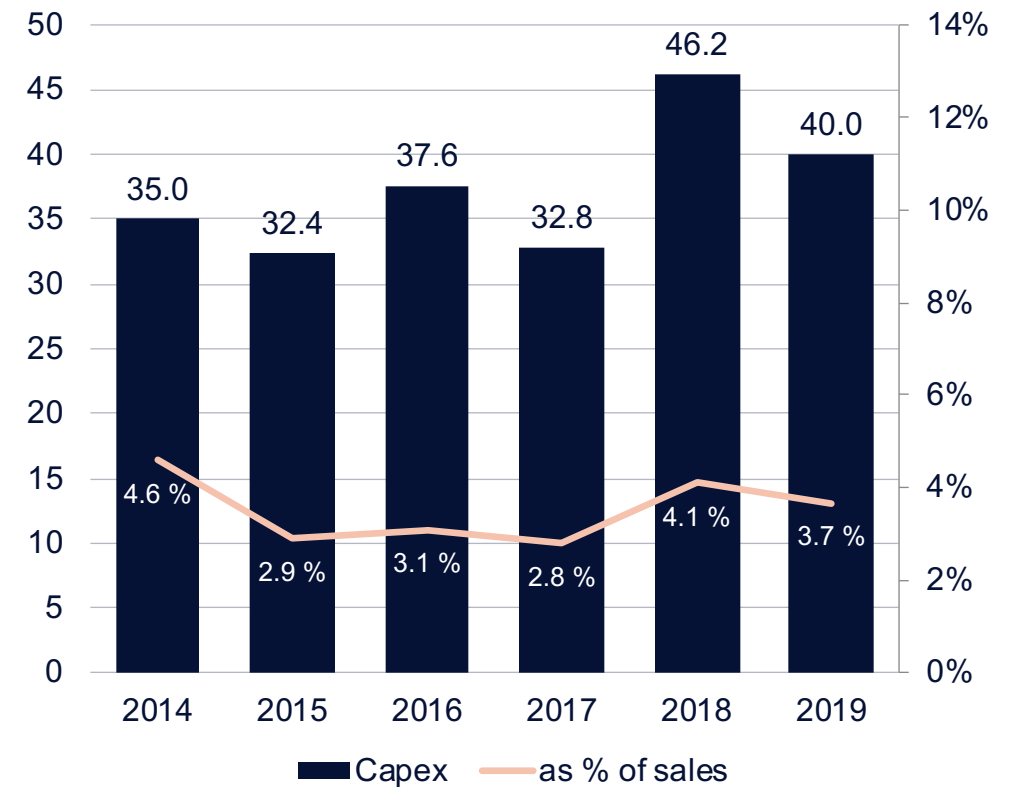
Capital expenditure

**DEPRECIATION, AMORTIZATION
AND IMPAIRMENT, EUR MILLION**



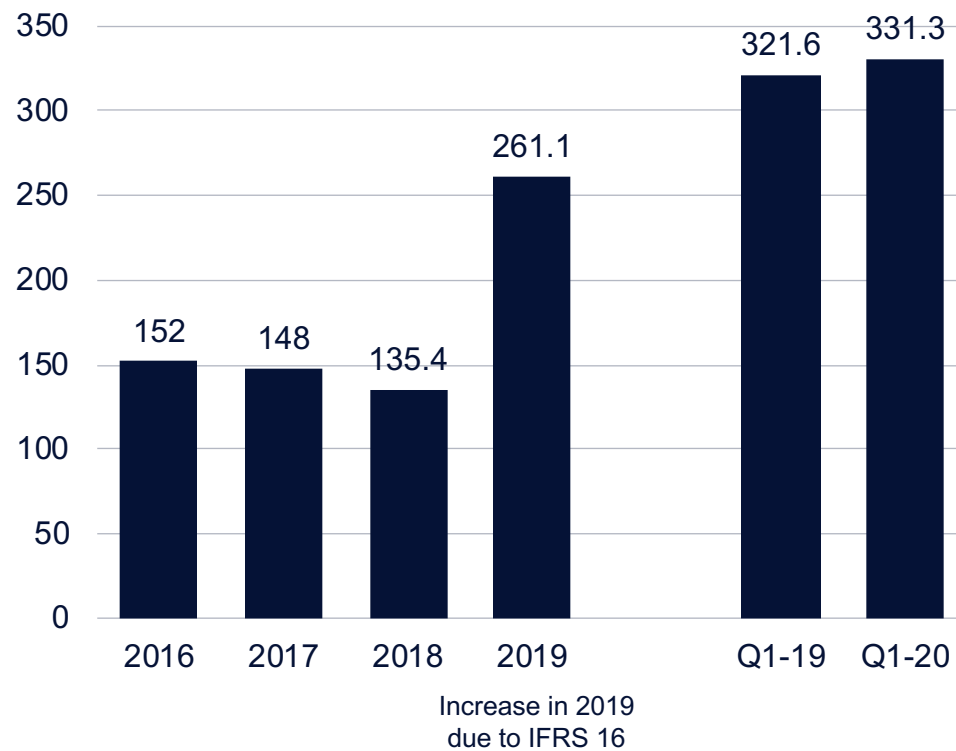
*Depreciation increased
as a result of IFRS 16*

CAPEX, EUR MILLION

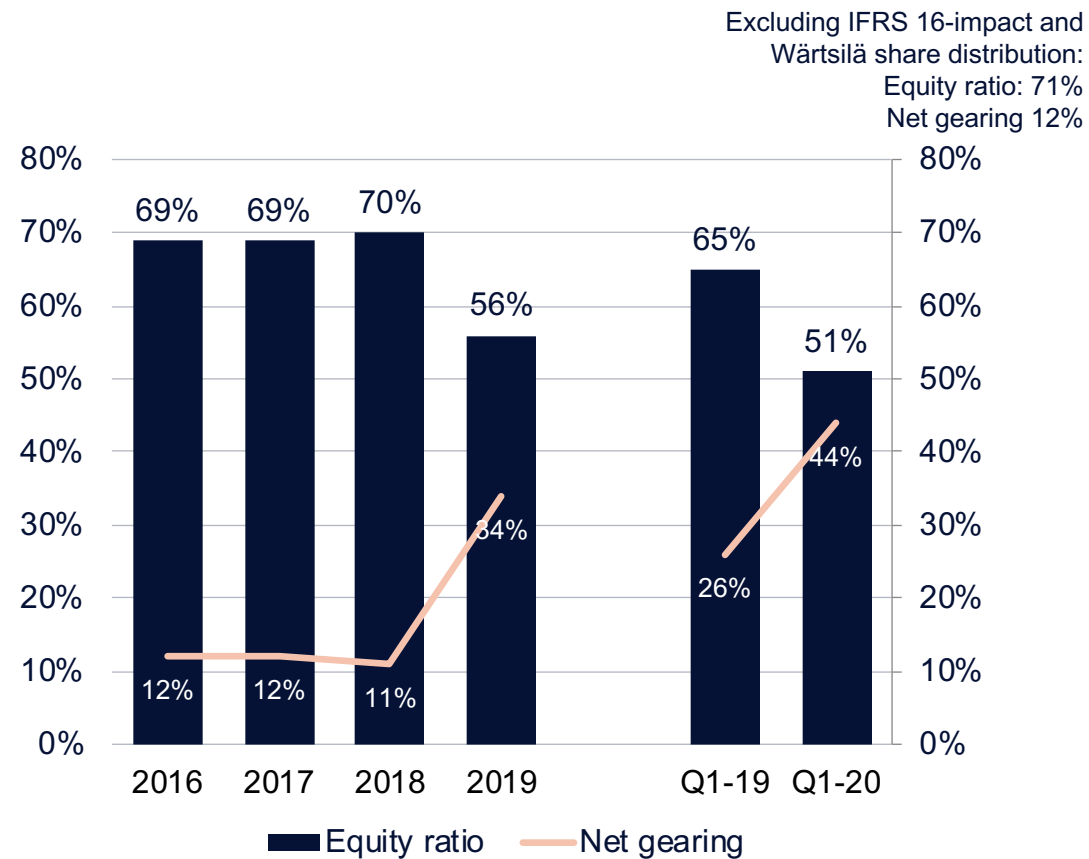


Solid balance sheet

NET DEBT, EUR MILLION



NET GEARING AND EQUITY RATIO



Long-term financial targets



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)

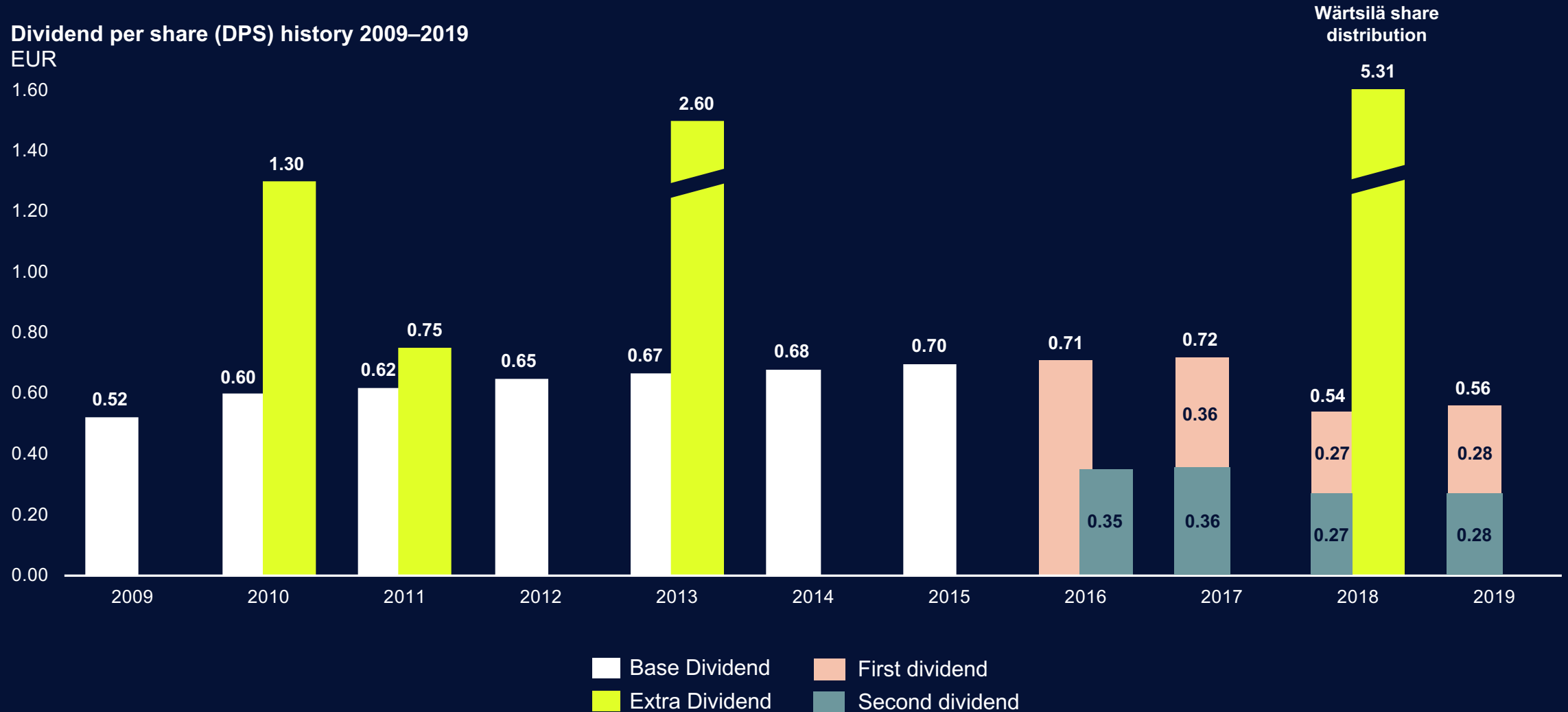
6.7%
8.3% (comparable)

34%

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



Appendices



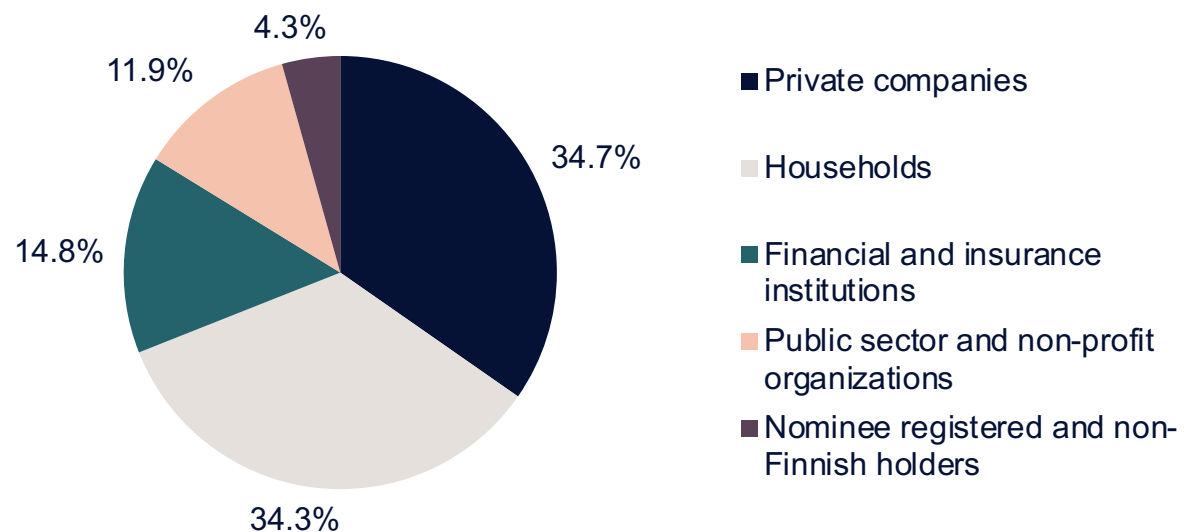
Largest shareholders as of April 30, 2020

#	Shareholder name	Number of shares	% of shares and votes
1	Virala Oy Ab	12,650,000	15.44
2	Turret Oy Ab	10,930,961	13.35
3	Holdix Oy Ab	10,165,537	12.41
4	Bergsrådinnan Sophie von Julins Foundation	2,556,000	3.12
5	Oy Julius Tallberg Ab	2,554,350	3.12
6	Varma Mutual Pension Insurance Company	2,469,326	3.01
7	Gripenberg Gerda Margareta Lindsay Dödsbo	1,982,000	2.42
8	von Julin Sofia Margareta dödsbo	1,560,000	1.90
9	Ilmarinen Mutual Pension Insurance Company	1,105,442	1.35
10	Wrede Anna	928,684	1.13
10 largest shareholders, total		46,902,300	57.26
Other shareholders		35,002,942	42.74
Total		81,905,242	100.00

Data supplied by Euroland



Shareholder structure as of April 30, 2020



Sector	Number of shareholders	% of total shareholders	Number of shares	% of shares and votes
Private companies	700	2.8%	28,412,377	34.7%
Households	24,096	95.6%	28,096,117	34.3%
Financial and insurance institutions	36	0.1%	121,07,697	14.8%
Public sector and non-profit organizations	231	0.9%	9,731,679	11.9%
Nominee registered and non-Finnish holders	133	0.5%	3,557,372	4.3%
Total			81,905,242	100.00

Data supplied by Euroland



Fiskars Group Leadership Team



SARI POHJONEN

Interim CEO &
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



TUOMAS HYYRYLÄINEN

Executive Vice President,
BA Crea



NIKLAS LINDHOLM

Chief People Officer



MAIJA TAIMI

Chief Communications
Officer



PÄIVI TIMONEN

Chief Legal Officer



Board of Directors



**PAUL
EHRNROOTH**

Chairman



**JYRI
LUOMAKOSKI**

Vice Chairman



**NATHALIE
AHLSTRÖM**



**ALBERT
EHRNROOTH**



**LOUISE
FROMOND**



**INKA
MERO**



**FABIAN
MÅNSSON**



**PETER
SJÖLANDER**



**RITVA
SOTAMAA**



Disclaimer

This presentation contains forward-looking statements that reflect management's current views with respect to certain future events and potential financial performance. Although Fiskars 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 include, but are not limited to: (i) 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 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.

Making the everyday extraordinary

