

FISKARS  
◆  
GROUP

# Investor presentation

December 2020



- **Fiskars Group in brief**
- **Business Areas**
- **Financials**
- **Appendices**



# Fiskars Group in brief





Our purpose:

# Making the **everyday** **extraordinary**



# Strong brand portfolio

FISKARS®



iittala®



WATERFORD



WEDGWOOD

ENGLAND 1759

ARABIA  
1873



Gilmour



ROYAL ALBERT  
ENGLAND 1904



ROYAL DOULTON  
LONDON

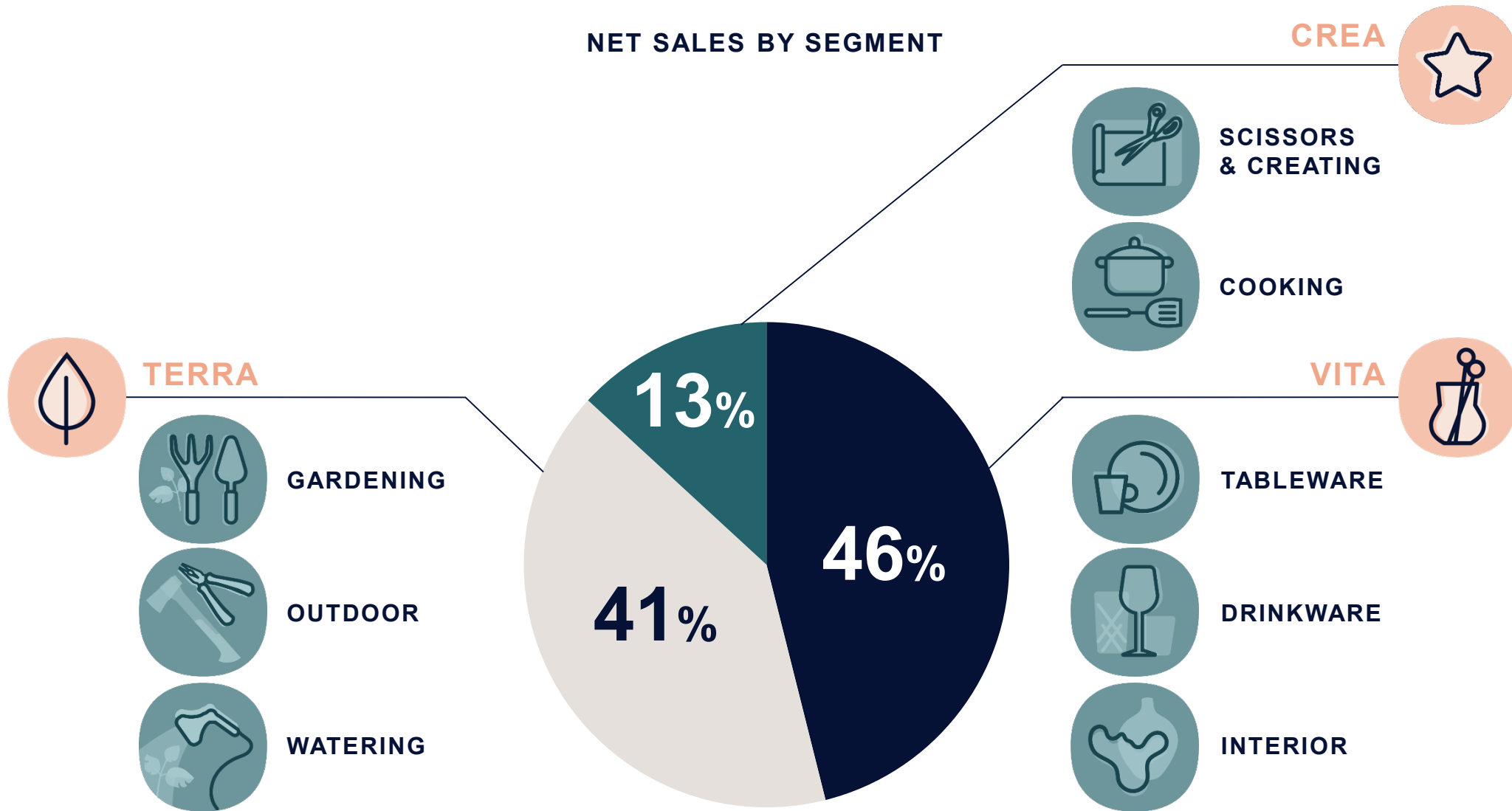


☀  
Rörstrand





# Key categories in 2019

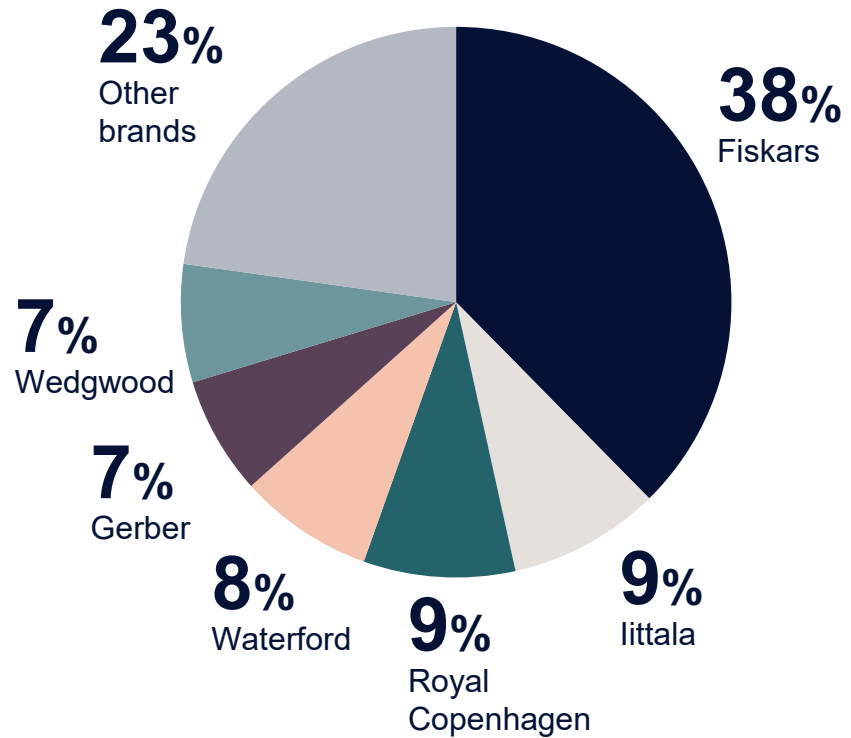


# Net sales in 2019

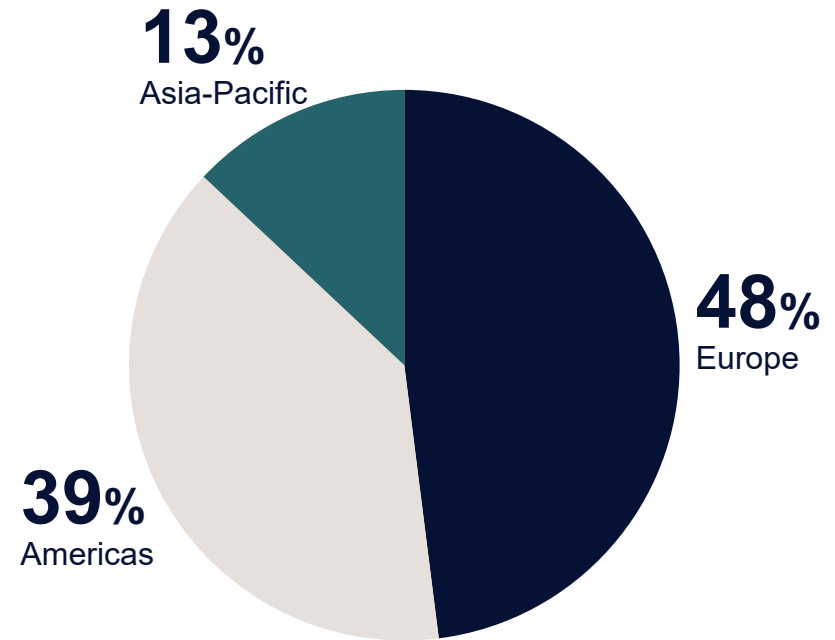
**NET SALES  
EUR 1,090  
MILLION**

**COMPARABLE  
EBITA  
EUR 90.6  
MILLION**

### NET SALES SPLIT BY BRAND



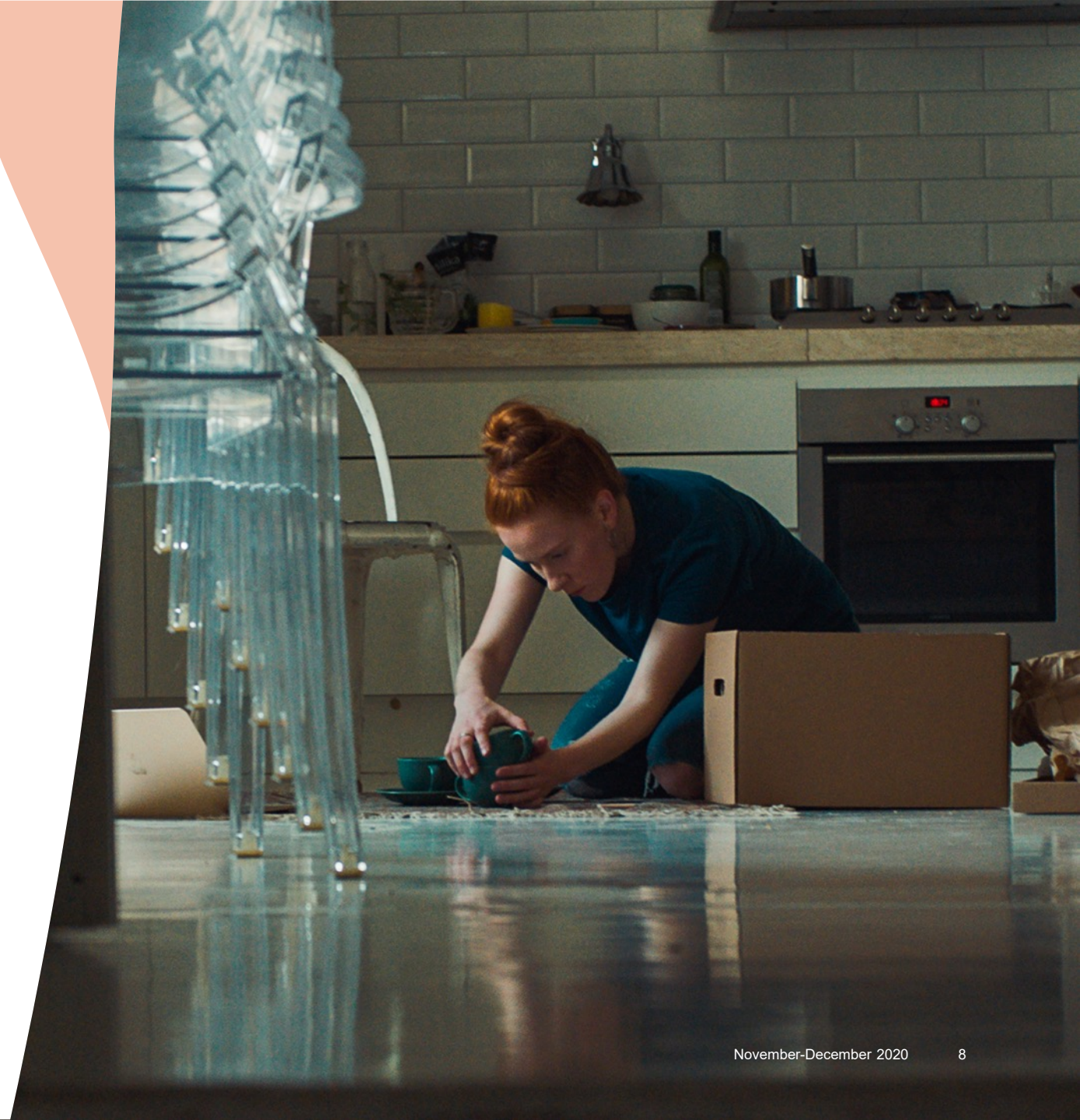
### NET SALES SPLIT BY GEOGRAPHY



## 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 **>6,000**

PRESENCE IN **30** COUNTRIES

BRANDS AVAILABLE IN MORE  
THAN **100** COUNTRIES

MORE THAN **350** STORES



# Strategic priorities

**GROWING  
BUSINESS**



**INSPIRING  
PEOPLE**



**EXCITING  
CONSUMERS**



**IMPROVING  
PERFORMANCE**



**Sharpening  
focus on:**

**Development  
of digital  
capabilities**

**Vita  
Transformation**



# 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





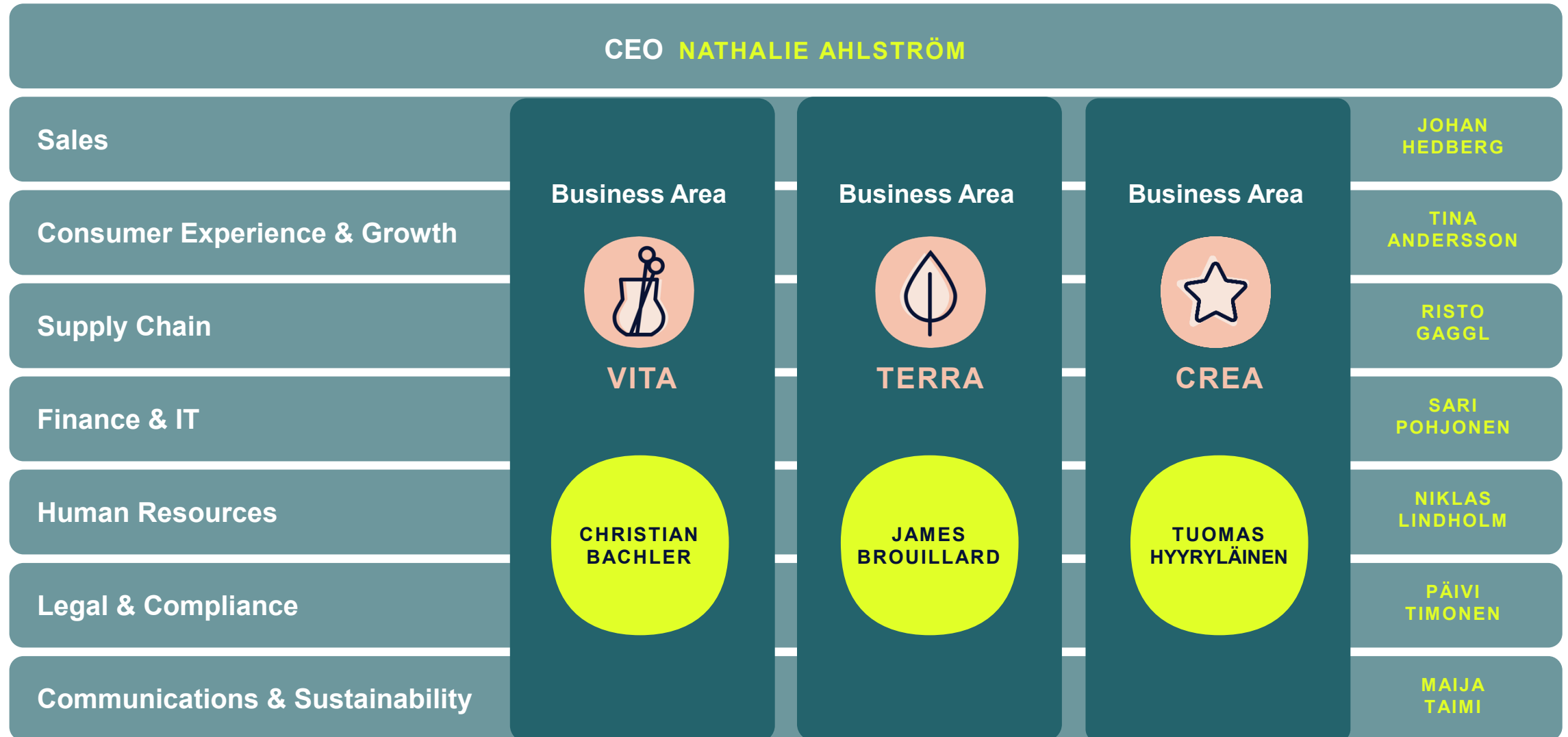
## Fiskars Group commits to climate action by joining the UN Business Ambition for 1.5°C and setting science-based targets

### Fiskars Group's science-based targets are:

1. Fiskars Group commits to reduce greenhouse gas emissions from own operations (scope 1 and 2) **60%** by 2030 from a 2017 base year.
2. Fiskars Group commits to reduce greenhouse gas emissions from upstream transportation and distribution (scope 3) **30%** by 2030 from a 2018 base year.
3. Fiskars Group commits that **60%** of its suppliers by spend covering purchased goods and services, will have science-based targets by 2024



# Organizational structure



## Update on programs

### Transformation program

Focusing on:

- The Vita business, to improve its profitability
- 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 are expected to 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 Q3 2020, EUR 20.6 million of costs had been booked

### Restructuring program

Focusing on:

- 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 are expected to 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 Q3 2020, EUR 7.9 million of costs had been booked





# Business Areas





# Business Area Vita

## KEY CATEGORIES



Tableware



Drinkware

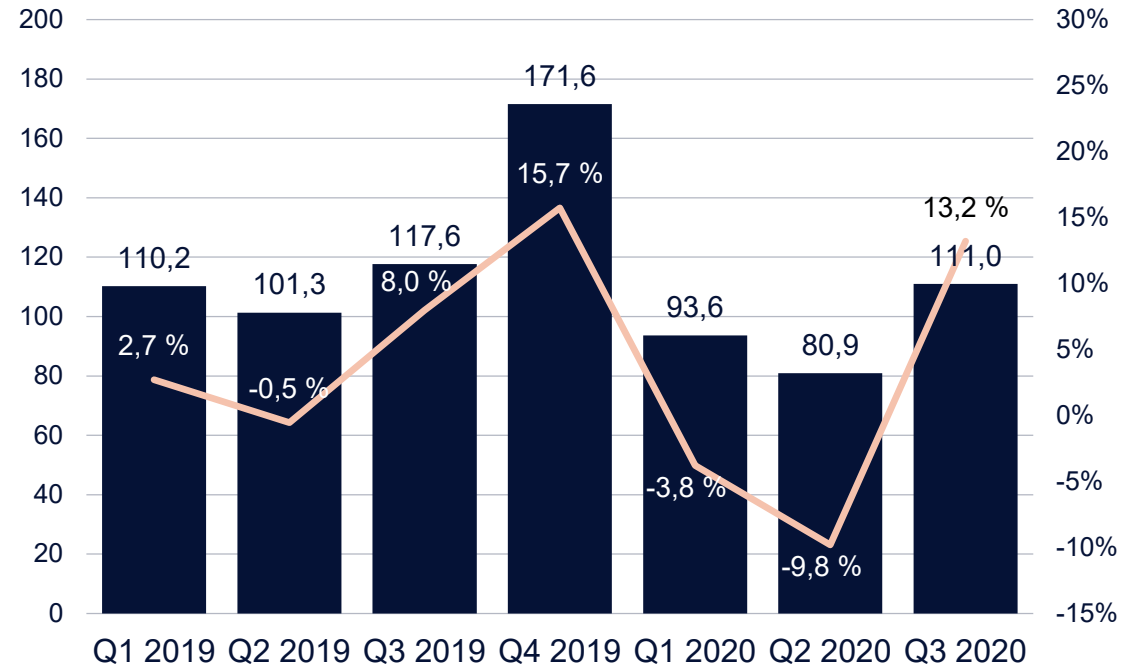


Interior

## KEY BRANDS



## NET SALES AND COMPARABLE EBITA MARGIN





### KEY MARKETS

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- **Nordics**
- **UK**
- **U.S.**
- **Japan**

### DISTRIBUTION CHANNELS

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**Retailers;  
stores &  
e-comm**

**Direct  
consumer sales;  
stores & e-comm**

**Hospitality**

**BtoB**







## Business Area Terra

### KEY CATEGORIES



Gardening



Outdoor



Watering

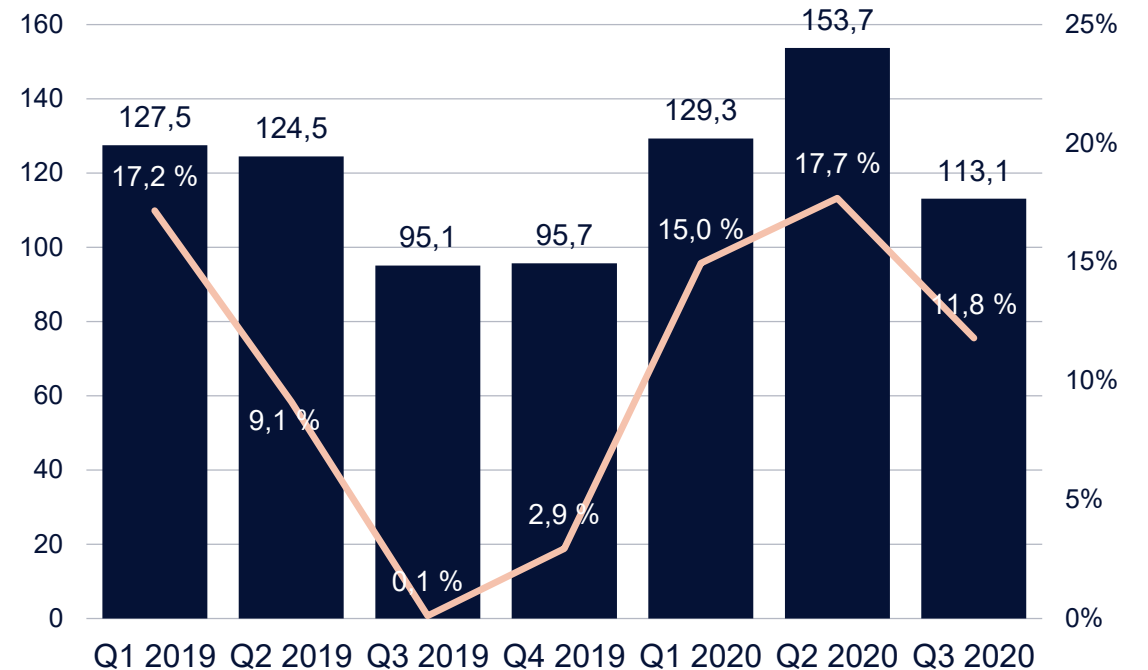
### KEY BRANDS

**FISKARS®**

**Gilmour**

**GERBER®**

### NET SALES AND COMPARABLE EBITA MARGIN





### KEY MARKETS

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- **U.S.**
- **North & Central Europe**

### DISTRIBUTION CHANNELS

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**Retailers;  
stores &  
e-comm**

**BtoB**

**Direct  
consumer sales;  
stores & e-comm**





# Business Area Crea



## KEY CATEGORIES



Scissors & creating

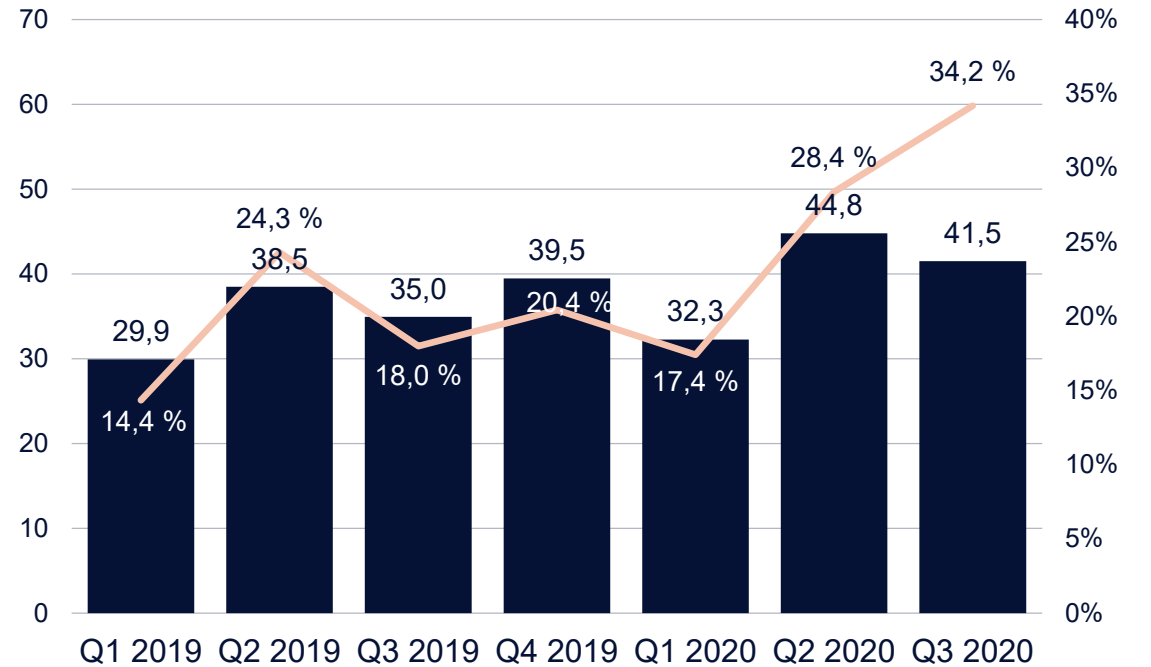


Cooking

## KEY BRANDS

**FISKARS®**

## NET SALES AND COMPARABLE EBITA MARGIN





**KEY MARKETS**

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- **U.S.**
- **North & Central Europe**

**DISTRIBUTION CHANNELS**

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Rolled out in all own Iittala stores in Finland in 2019

Expansion to Sweden announced

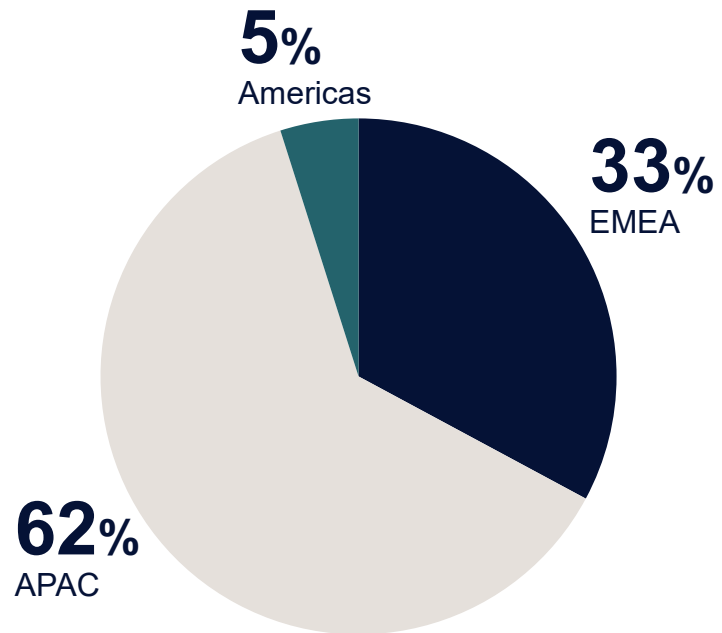


# Brands with own e-commerce

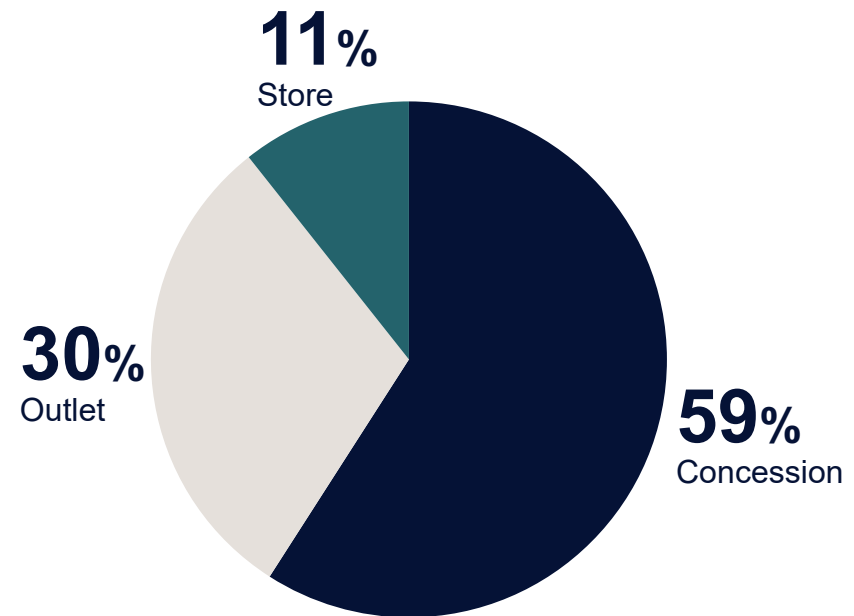


## A total of 347 own stores at the end of 2018

BY REGION



BY TYPE



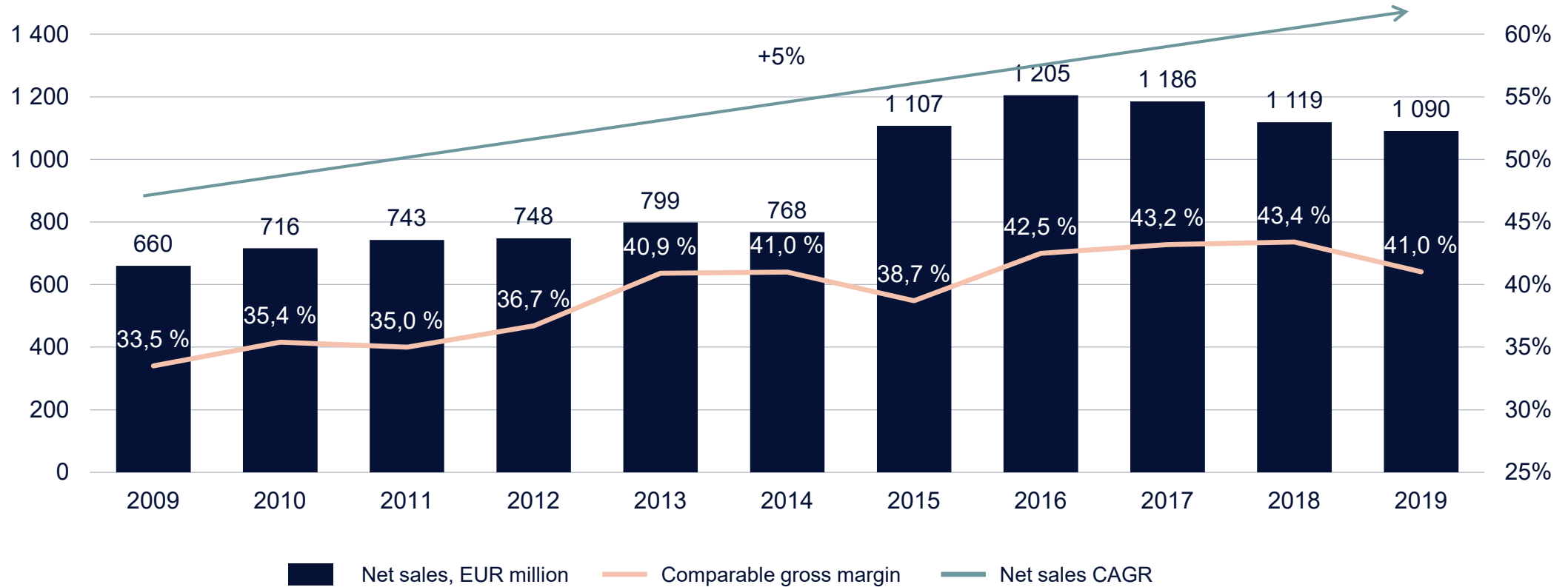


# Financials





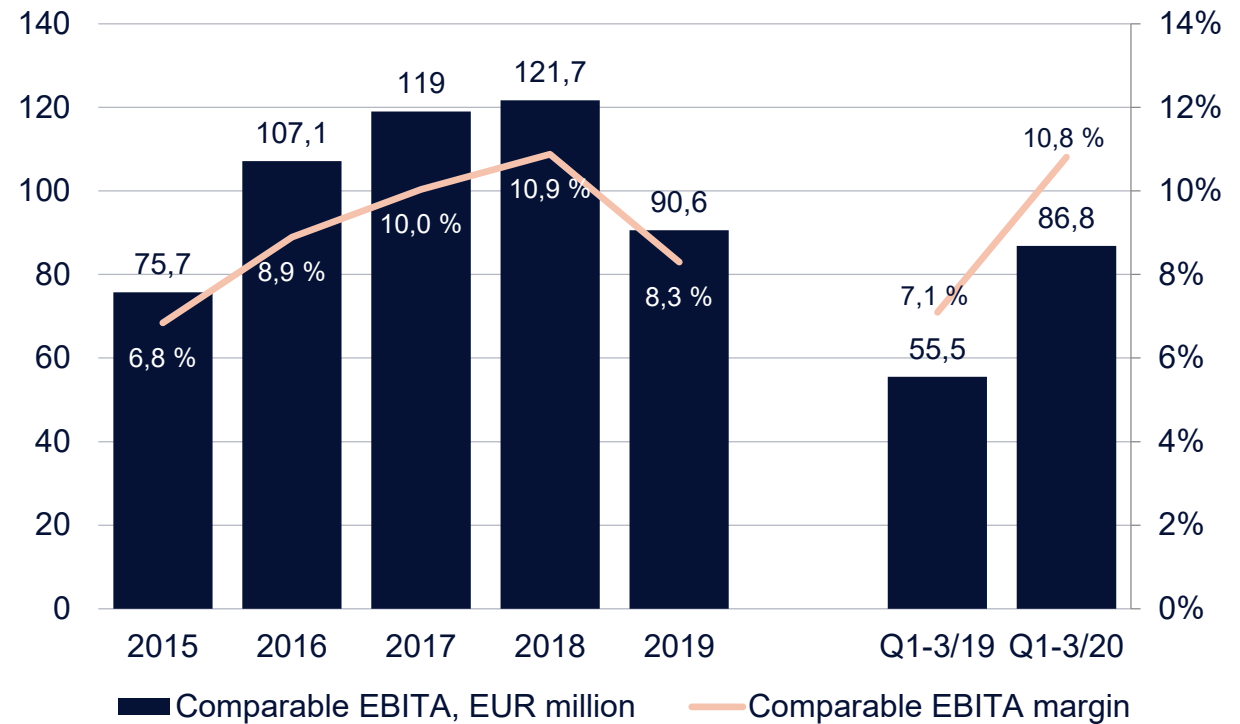
# Group net sales and profitability development



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

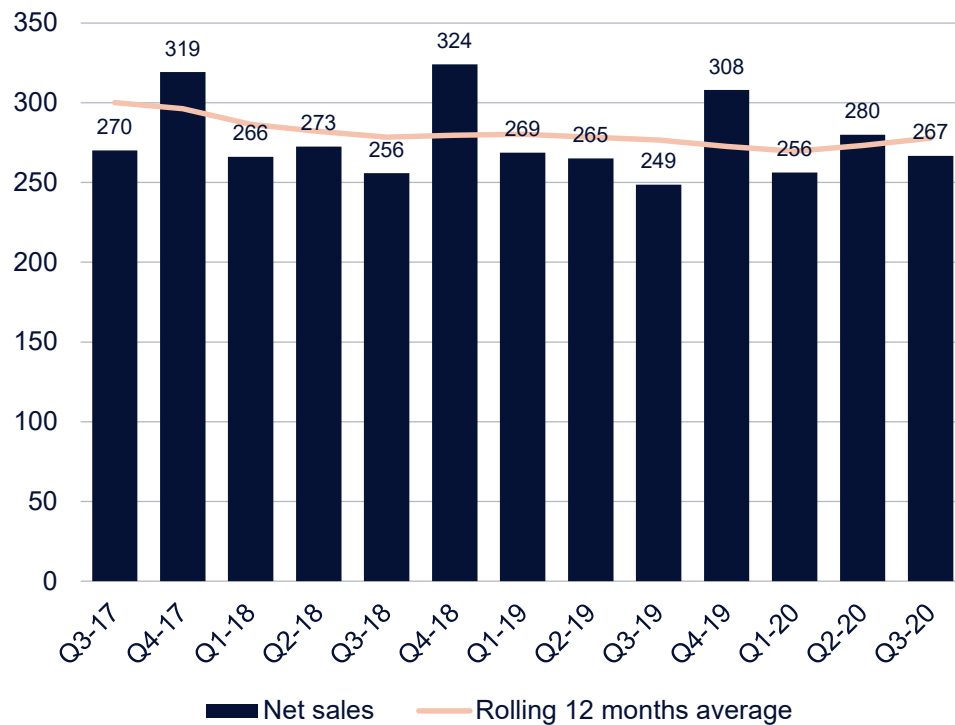


### COMPARABLE EBITA

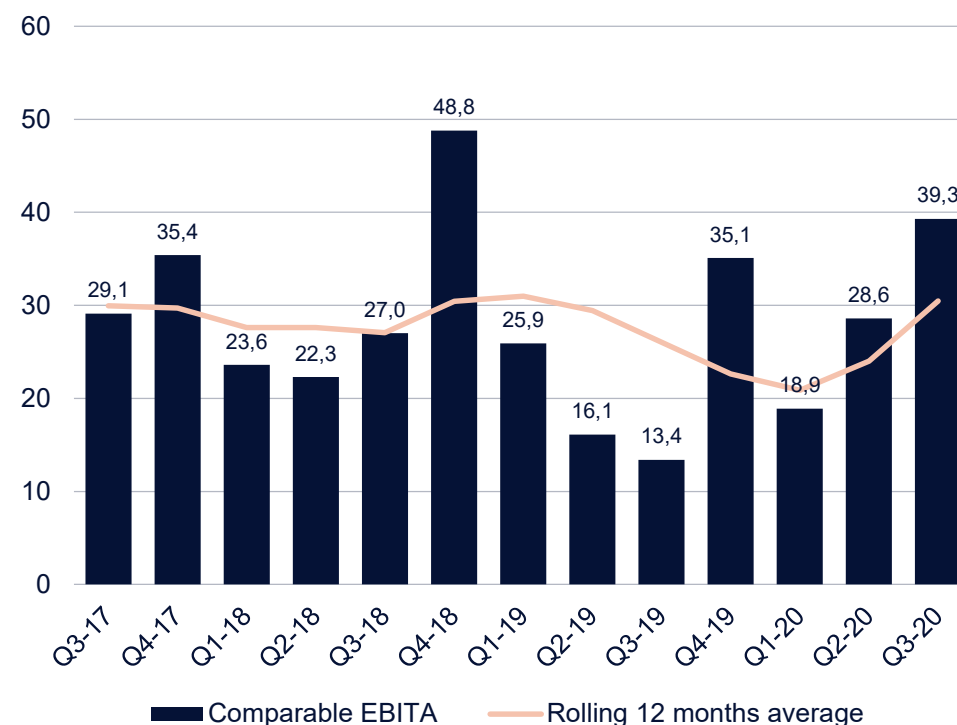


# Quarterly development – last 3 years

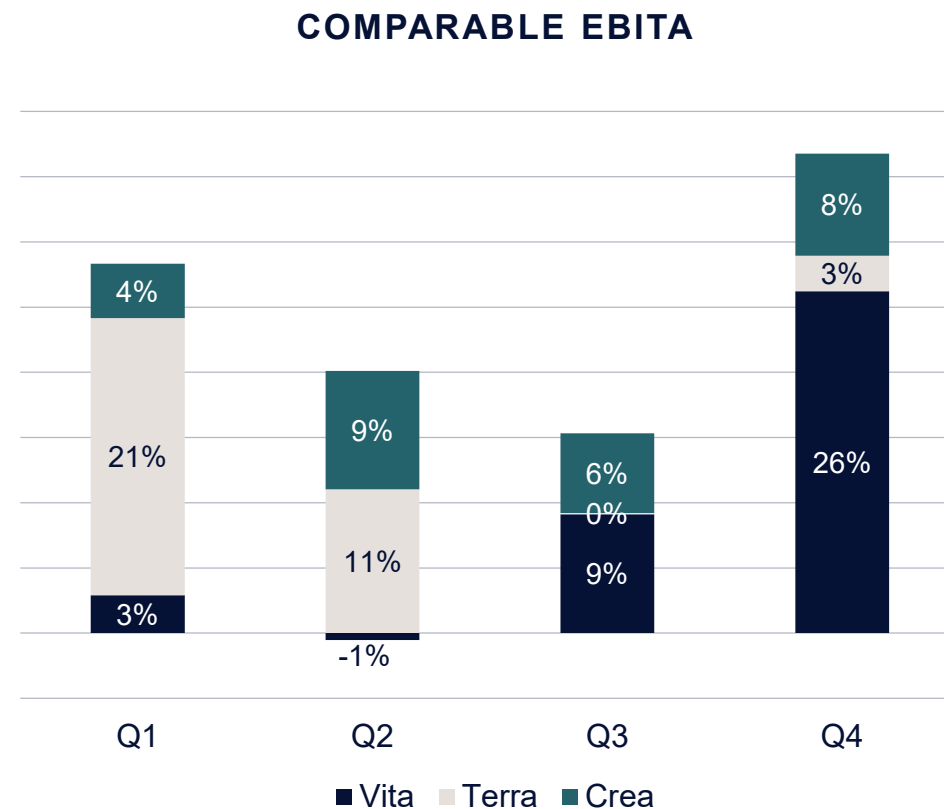
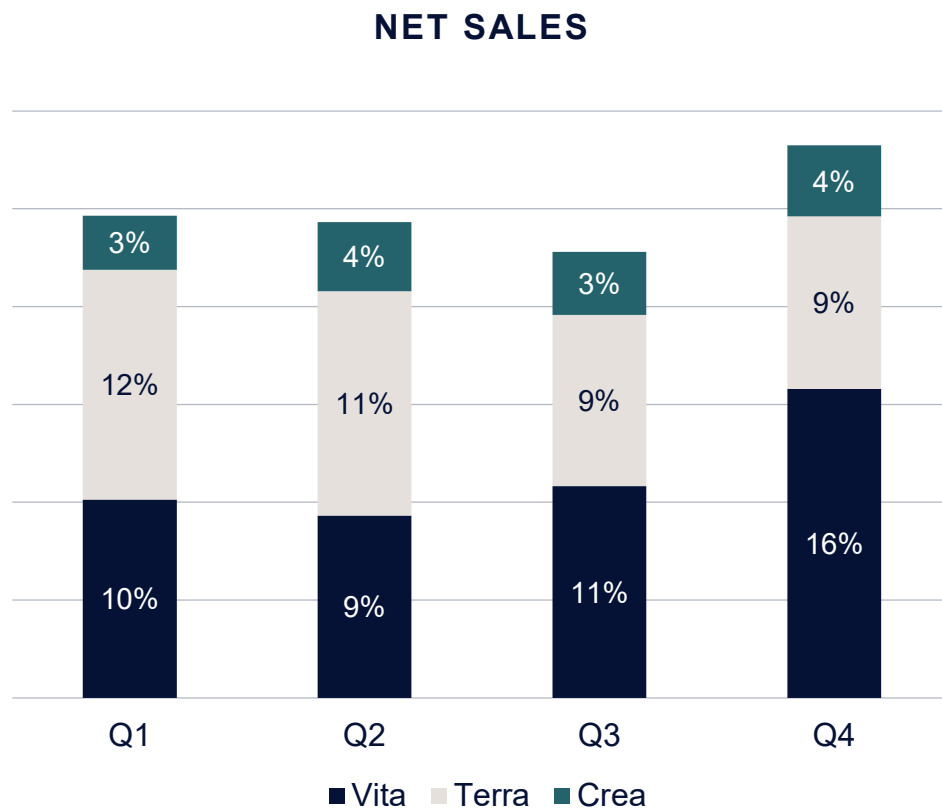
## NET SALES, EUR MILLION



## COMPARABLE EBITA, EUR MILLION



# Seasonalities creating balanced income profile

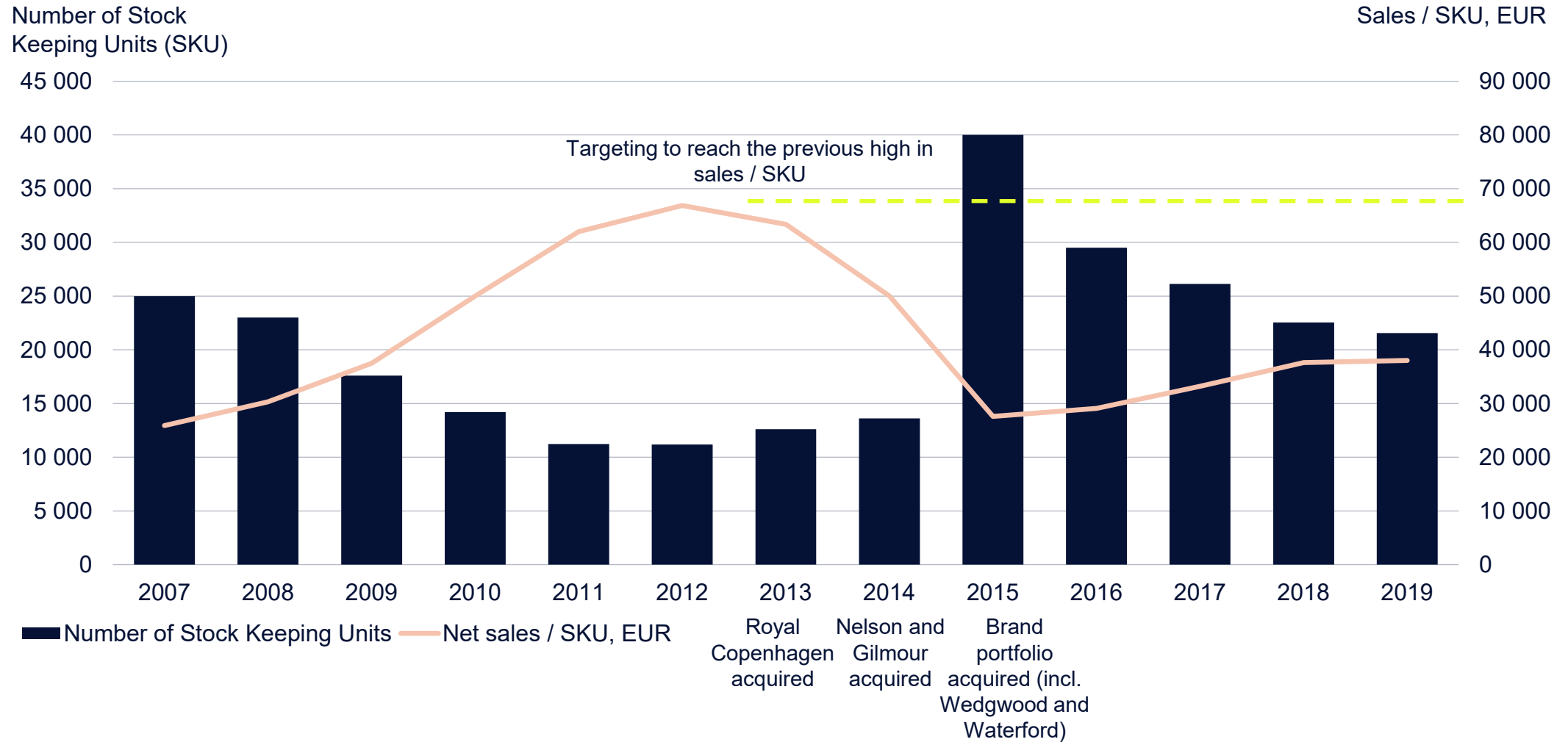


Seasonal distribution by quarter and business area in 2019. Percentages as share of total full year group figures



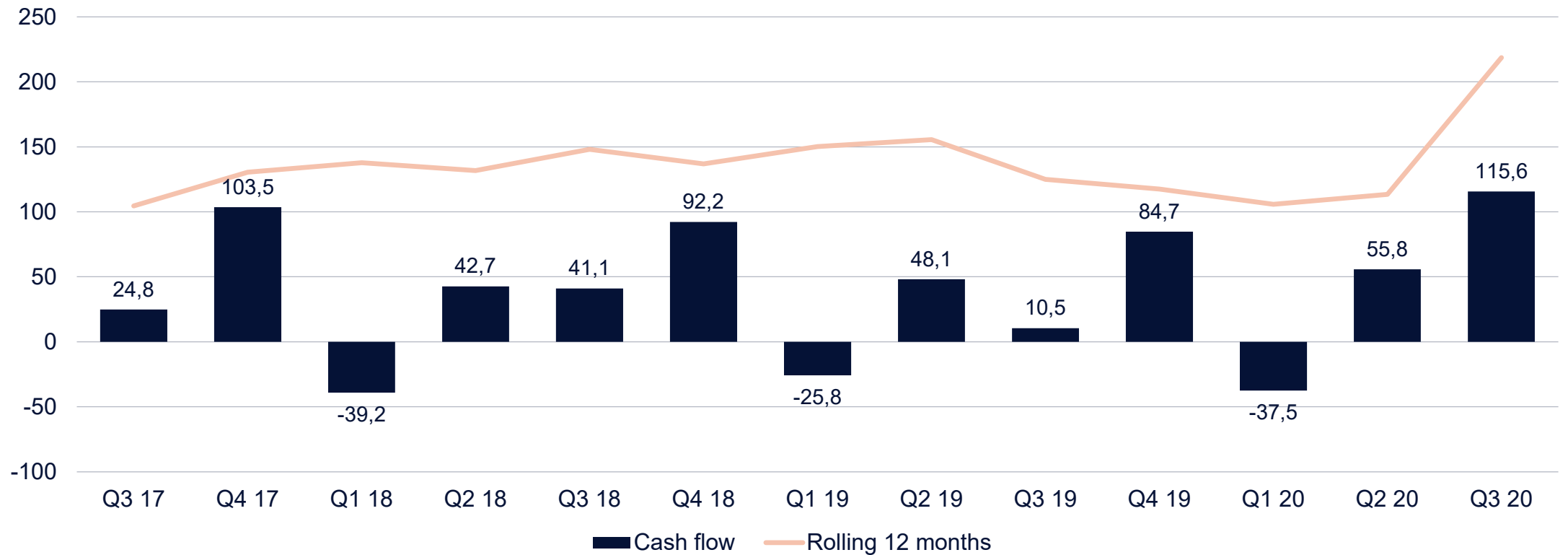


# SKU reduction ongoing with potential remaining



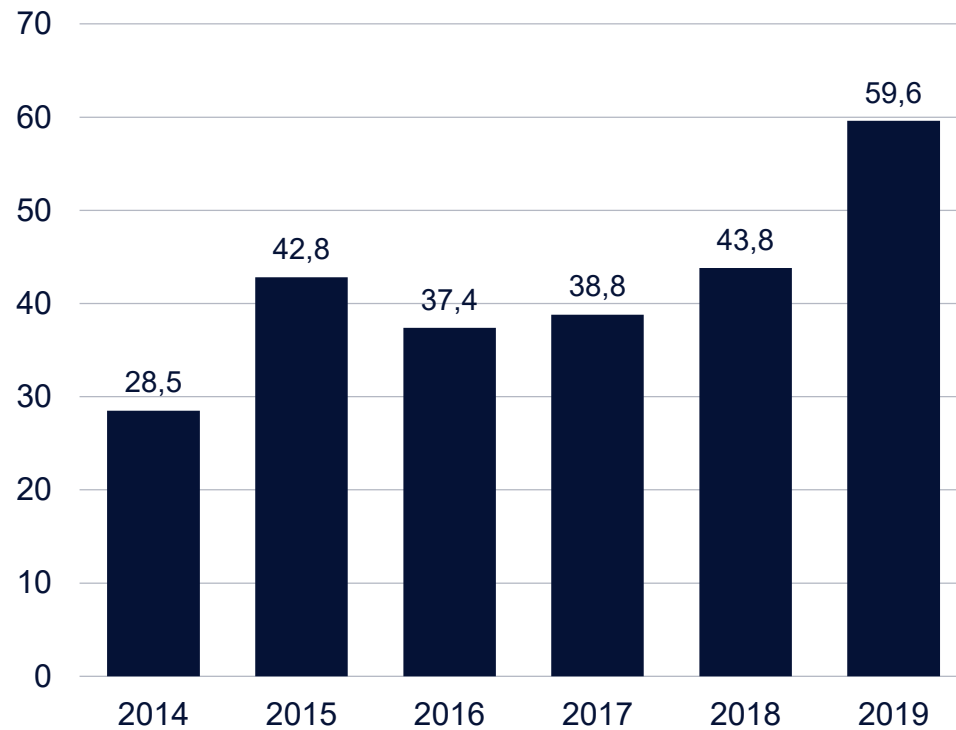
# Cash flow

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



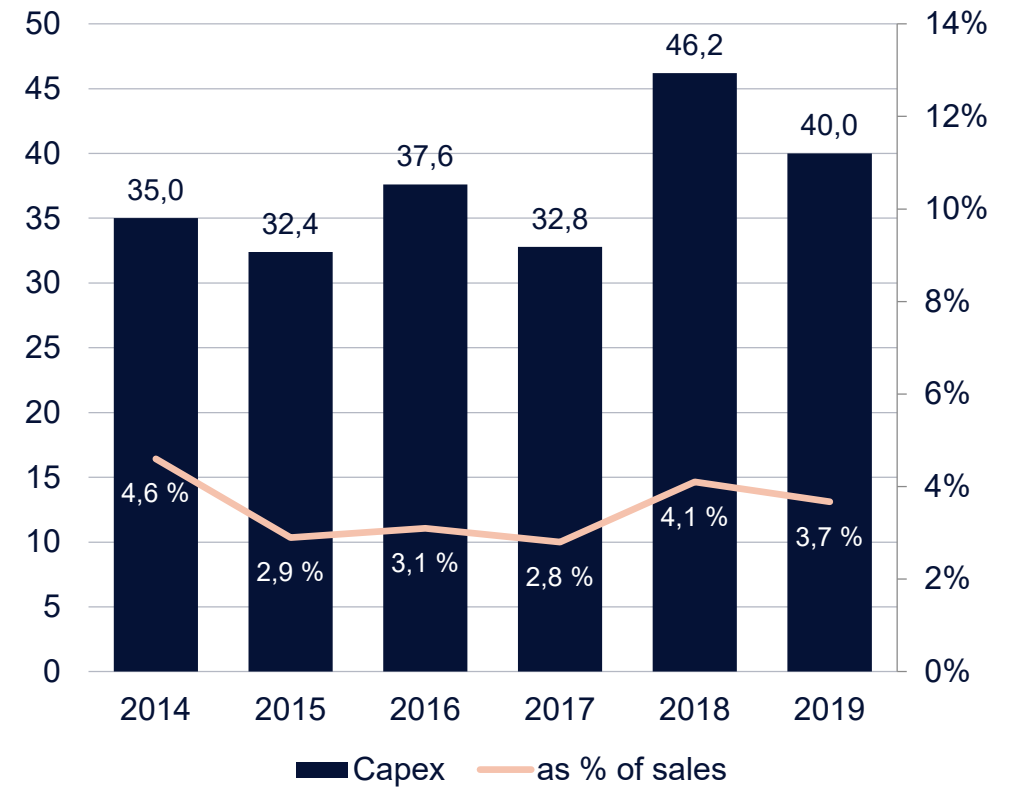
# Capital expenditure

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



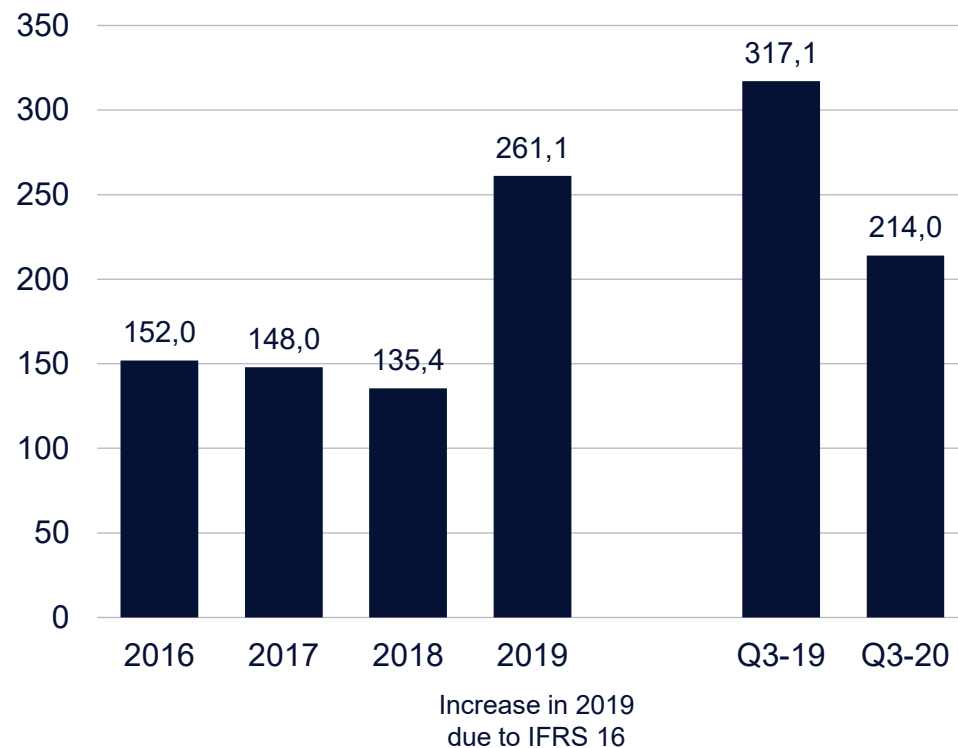
*Depreciation increased as a result of IFRS 16*

**CAPEX, EUR MILLION**

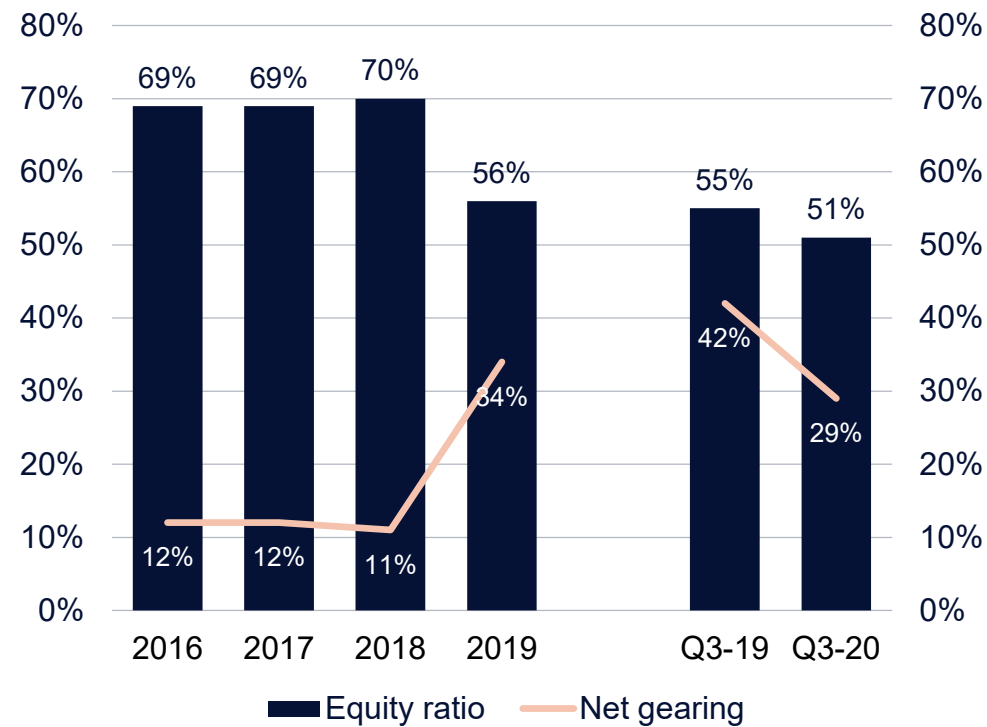


# Solid balance sheet

## NET DEBT, EUR MILLION



## NET GEARING AND EQUITY RATIO



IFRS 16-impact visible in figures from Q1 2019 and Wärtsilä share distribution in Q2 2019



## 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%

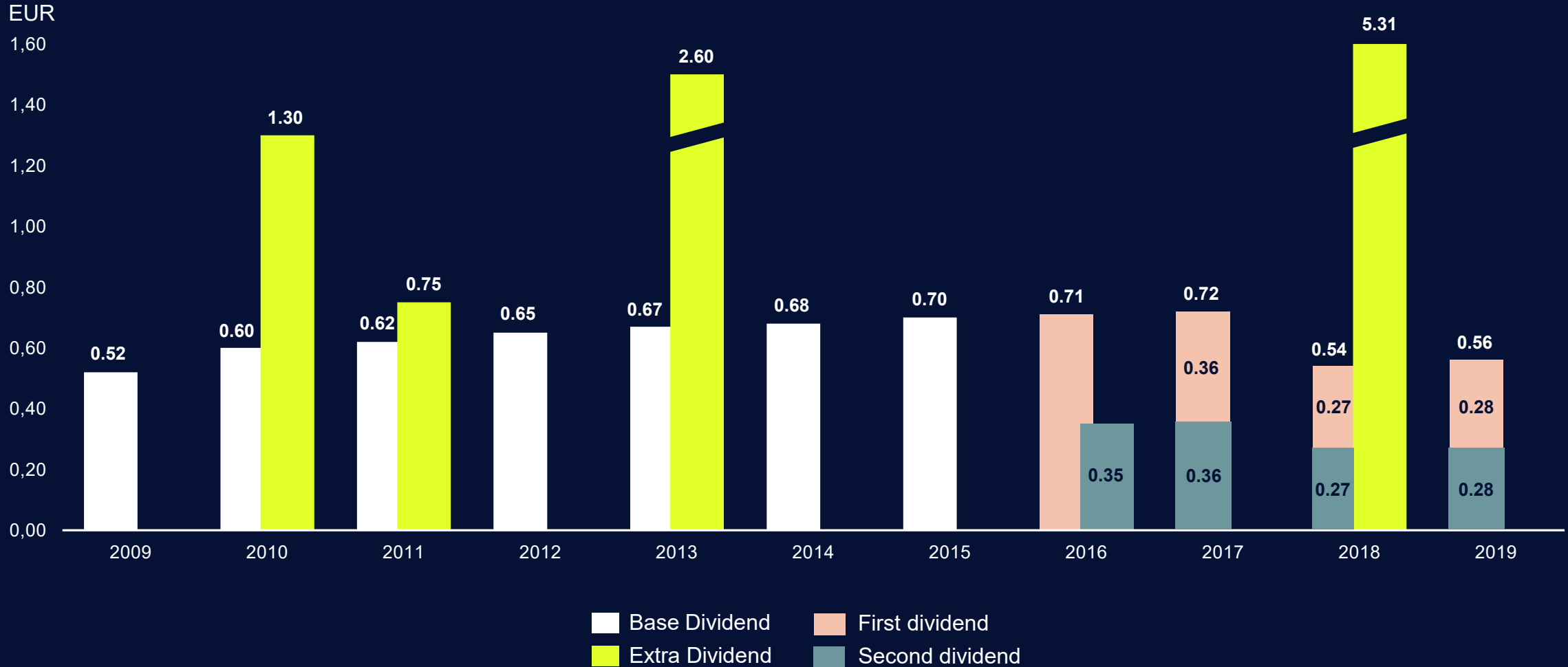
EUR 0.56 per share, paid in two installments of 0.28 each

\*\*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

Dividend per share (DPS) history 2009–2019



# Appendices



## Largest shareholders as of November 30, 2020

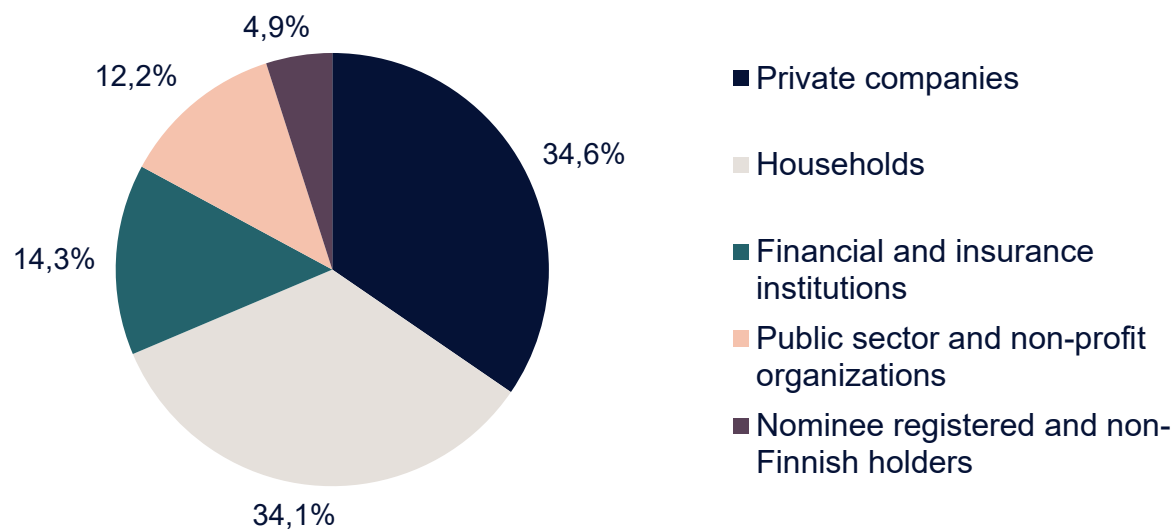
#	Shareholder name	Number of shares	% of shares and votes
1	Virala Oy Ab	12,650,000	15.44
2	Turret Oy Ab	10,885,961	13.29
3	Holdix Oy Ab	10,165,537	12.41
4	Bergsrådinnan Sophie von Julins Foundation	2,556,000	3.12
5	Oy Julius Tallberg Ab	2,554,350	3.12
6	Gripenberg Gerda Margareta Lindsay Dödsbo	1,982,000	2.42
7	Ilmarinen Mutual Pension Insurance Company	1,789,930	2.19
8	Varma Mutual Pension Insurance Company	1,719,326	2.10
9	von Julin Sofia Margareta dödsbo	1,560,000	1.90
10	Wrede Anna	928,684	1.13
	<b>10 largest shareholders, total</b>	<b>46,791,788</b>	<b>57.13</b>
	Other shareholders	35,113,454	42.87
	<b>Total</b>	<b>81,905,242</b>	<b>100.00</b>

Data supplied by Euroland





## Shareholder structure as of November 30, 2020



Sector	Number of shareholders	% of total shareholders	Number of shares	% of shares and votes
Private companies	666	2.6 %	28,313,096	34.6 %
Households	24,661	95.9 %	27,894,429	34.1 %
Financial and insurance institutions	36	0.1 %	11,676,520	14.3 %
Public sector and non-profit organizations	221	0.9 %	9,974,825	12.2 %
Nominee registered and non-Finnish holders	137	0.5 %	4,046,372	4.9 %
<b>Total</b>			<b>81,905,242</b>	<b>100.00</b>

Data supplied by Euroland



## Fiskars Group Leadership Team



**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



**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



**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.

A woman with dark hair, wearing a white lace-trimmed dress, is shown in profile, looking down at a small, round, clear glass object she is holding in her hands. She is standing in a room with a window in the background, through which light is streaming. There are several green plants in the room, including a large leafy plant on the left and some smaller plants in glass containers on a table in the foreground. The overall atmosphere is calm and focused.

# Making the everyday extraordinary