

FISKARS  
EST. GROUP 1649

# ◆ Annual General Meeting 2023



MARCH 15, 2023

♦ Nathalie  
Ahlström

REVIEW BY THE PRESIDENT AND CEO



REVIEW BY THE PRESIDENT AND CEO

OUR PURPOSE



# *Pioneering design to make the everyday extraordinary*

THE GLOBAL HOME OF DESIGN-DRIVEN BRANDS  
FOR INDOOR AND OUTDOOR LIVING



red**dot**

2020 2021 2022

# Year 2022

STRATEGY AND FINANCIAL TARGETS

SUSTAINABILITY

ORGANIZATION AND MANAGEMENT

OUTLOOK AND SUMMARY



# Year 2022 in brief



TWO-FOLD YEAR:  
STRONG SALES  
GROWTH IN THE  
FIRST HALF,  
WEAKER END TO  
THE YEAR

GROSS MARGIN  
IMPROVED,  
COMPARABLE  
EBIT SLIGHTLY  
LOWER THAN  
PREVIOUS YEAR

GOOD PROGRESS  
IN STRATEGY  
EXECUTION,  
POSITIVE  
DEVELOPMENT IN  
TRANSFORMATION  
LEVERS



# ◆ Fiskars Group

## *key figures 2022*

NET SALES  
EUR million

1,248.4

COMPARABLE EBIT,  
EUR million

151.0

EARNINGS PER SHARE  
EUR

1.21

COMPARABLE EBIT  
MARGIN  
EUR million

12.1%

FREE CASH FLOW  
EUR million

-100.7

PERSONNEL  
DEC 31, 2022

6,595



FISKARS® ◆

ROYAL COPENHAGEN

◆ Iittala ◆

◆ GERBER ◆

MOOMIN ◆

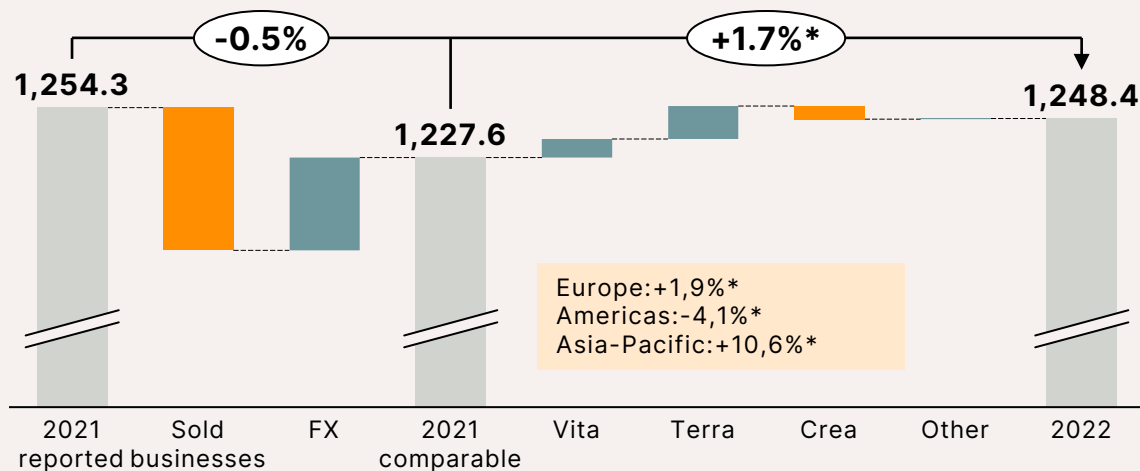
by ARABIA

◆ WATERFORD ◆

◆ WEDGWOOD

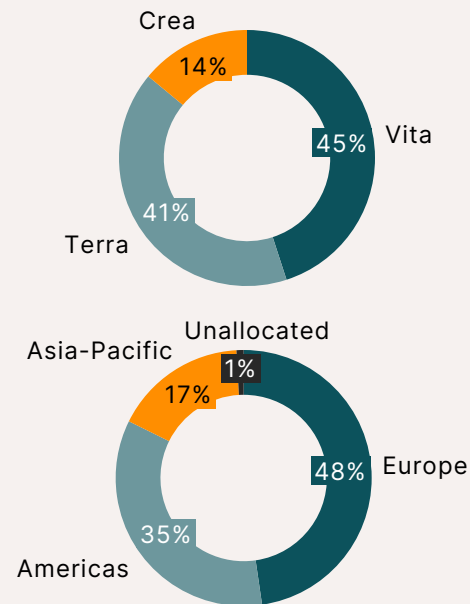
# Comparable net sales increased by 1.7% driven by strong beginning to the year

NET SALES, EUR MILLION



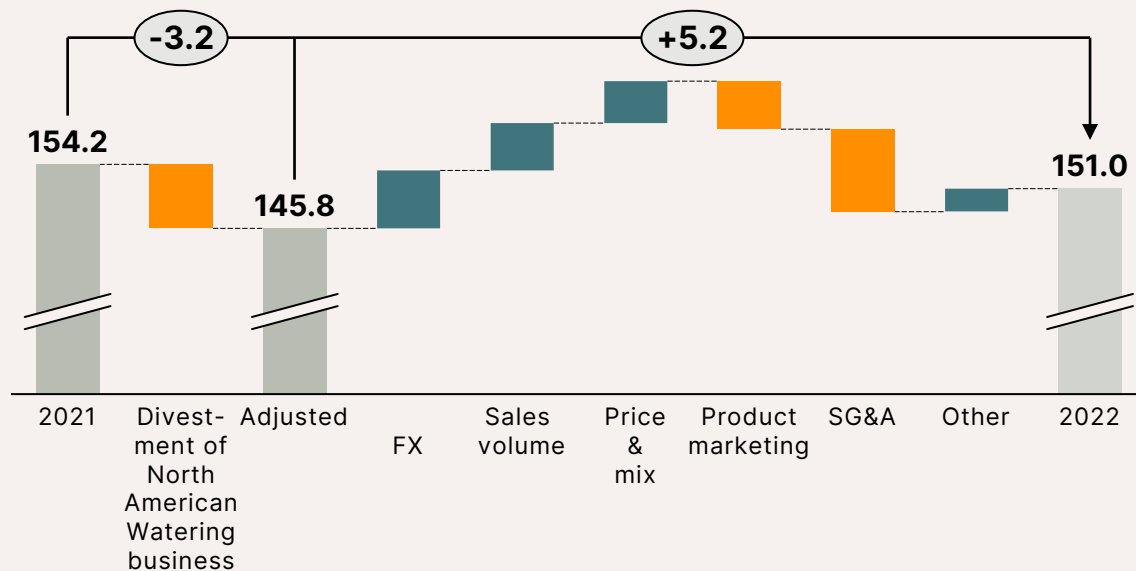
\* Comparable change = currency neutral & excl. divestments

SALES SPLIT, %

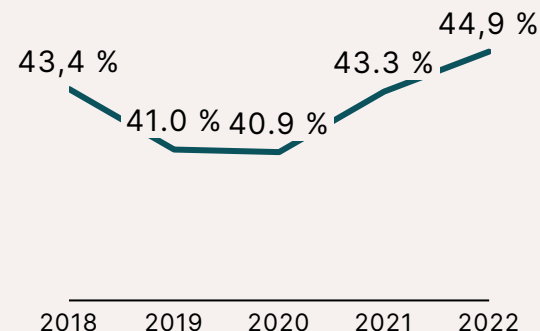


# Comparable EBIT slightly lower than in the previous year– gross margin continued to develop positively

COMPARABLE EBIT, EUR MILLION



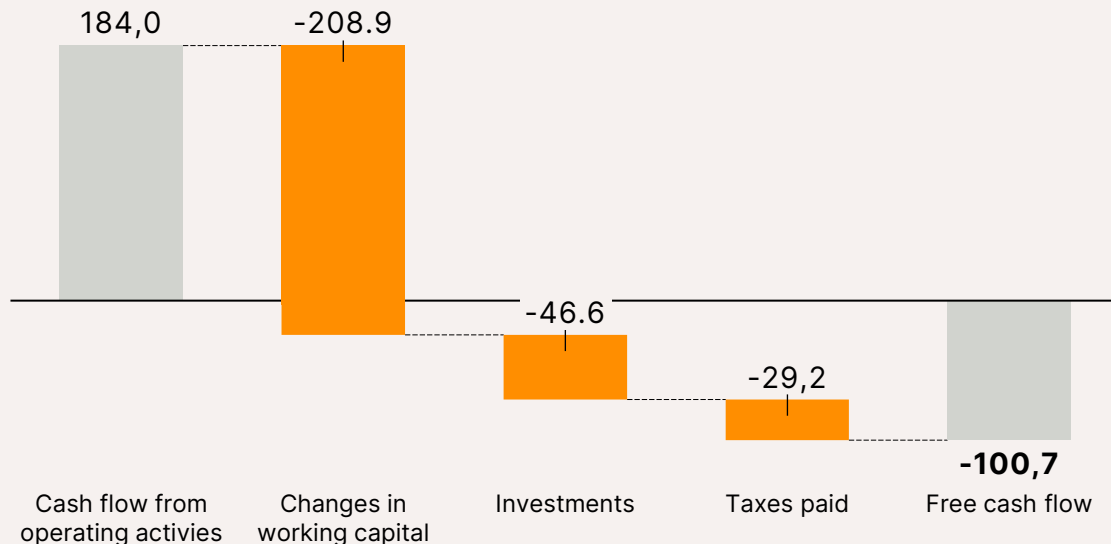
GROSS MARGIN, %





# Inventories burdened cash flow, improvement in the end of the year from actions taken

## CASH FLOW, EUR MILLION



- Disruptions in supply chains and weakened demand increased inventories
- Inventories still on a high level, temporary adjustments to own manufacturing and sourcing
- In Q4, free cash flow improved to EUR 36 million



# BA Vita

NET SALES  
EUR MILLION

563.7

+1.8%\*

COMPARABLE EBIT,  
EUR MILLION

85.6

+8.1%

Tableware



Drinkware



Interior



  
ROYAL COPENHAGEN

 iittala

MOOMIN  
by ARABIA

WATERFORD  
IRELAND 1783

WEDGWOOD  
ENGLAND 1759

\* Comparable change = currency neutral & excl. divestments



**Wedgwood** #1 brand in its category in China – drove the +36% sales growth in China in 2022

# BA Terra

NET SALES  
EUR MILLION

507.4

+3.6%\*

COMPARABLE EBIT,  
EUR MILLION

48.4

-6.1%

Gardening



Outdoor



Watering



**FISKARS®**



\* Comparable change = currency neutral & excl. divestments



**Gerber** among Fiskars Group's 5 biggest brands in 2022 – potential in direct-to-consumer

# BA Crea

NET SALES  
EUR MILLION

173.4

-4.1%\*

COMPARABLE EBIT,  
EUR MILLION

34.3

-6.4%

Scissors and creating



Cooking



**FISKARS®**

\* Comparable change = currency neutral & excl. divestments



**Fiskars** brand's cookware products made at the Sorsakoski factory started to use Outokumpu's new emission-minimized stainless steel

YEAR 2022

# Strategy and financial targets

SUSTAINABILITY

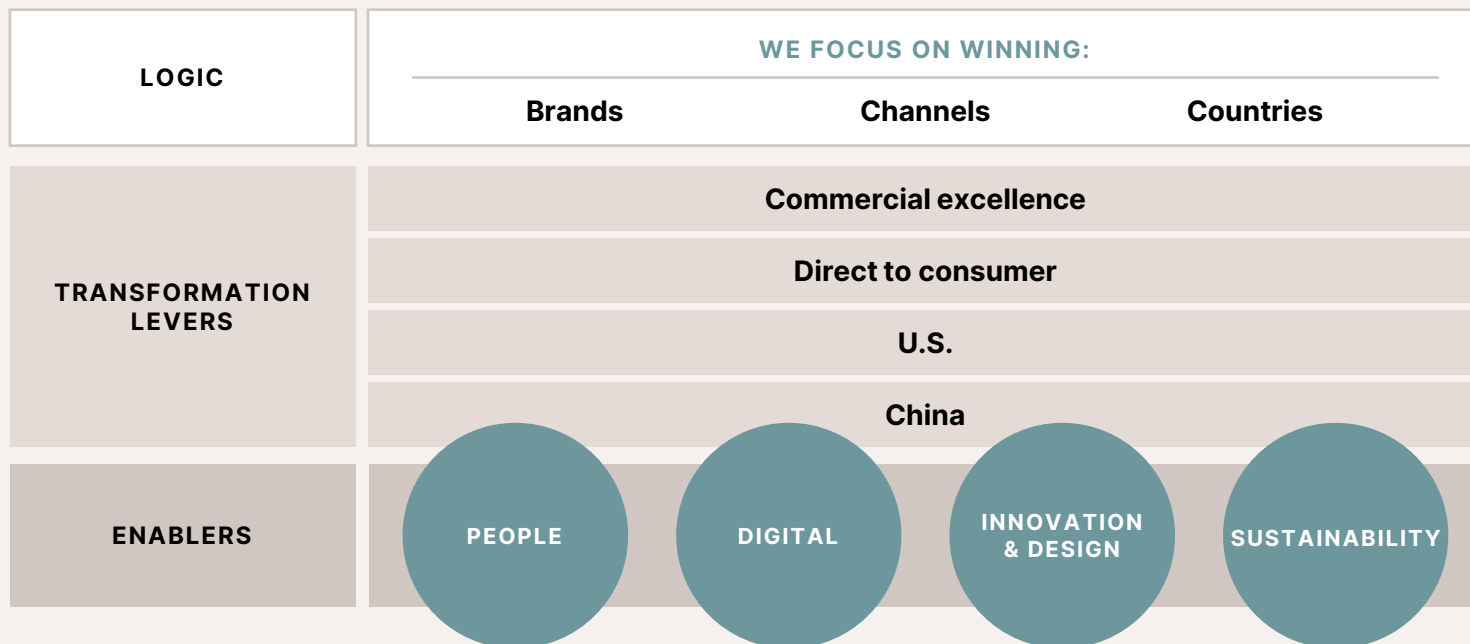
ORGANIZATION AND MANAGEMENT

OUTLOOK AND SUMMARY



# The Growth Strategy

– clear strategic focus and transformation levers





# Progress in strategy execution: 3/4 of transformation levers developed positively in 2022

## Commercial excellence

Gross margin improved by **+1.6** bps

## Direct to consumer

DTC growth of **+8%**; is now **21%** of net sales

## U.S.

Net sales growth of **-4%**; strong start to the year, weak Q4

## China

Net sales growth of **+36%** despite Covid-19 disruptions



# We are transforming the profile of the company

5 brands  
>100 MEUR  
in net sales

DTC >50 %  
of net sales in  
Royal Copenhagen and  
Wedgwood

25%  
of net sales from  
luxury  
brands

Wedgwood  
to a winning  
brand



# Financial targets tracking

THE CHALLENGING OPERATING ENVIRONMENT IS REFLECTED IN PROGRESS TOWARDS OUR FINANCIAL TARGETS

## FINANCIAL TARGETS TRACKING

KPI	TARGET	FY 2020	FY 2021	FY 2022
NET SALES	Organic, FX neutral Mid-Single-Digit growth	≈ 3.4%	✓ 14.2%	✗ 1.7%
EBIT	Mid-teen EBIT margin (excl. IAC) by end of 2025	✗ 9.8%	✓ 12.3%	≈ 12.1%
CASH FLOW	Free Cash Flow / Net Profit ≥ 80%	✓ 255%	✓ 109%	✗ Neg.
BALANCE SHEET	Net Debt / LTM EBITDA ≤ 2.5X	✓ 0.8X	✓ 0.7X	✓ 1.7X



YEAR 2022

STRATEGY AND FINANCIAL TARGETS

# Sustainability

ORGANIZATION AND MANAGEMENT

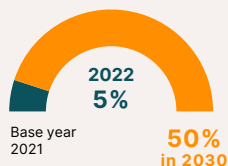
OUTLOOK AND SUMMARY



# Sustainability is one of the key enablers in our strategy

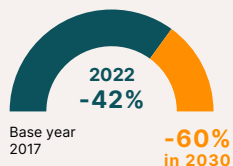
*Environmental:* Pioneering design against throwaway culture

## Circular economy

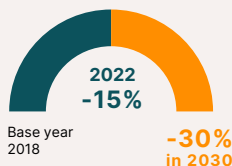


A majority of our net sales comes from circular products and services

## Our own greenhouse gas emissions

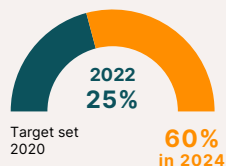


from own operations (Scope 1 and 2)



from transportation and distribution (Scope 3)

## Our suppliers' emissions



60% of our suppliers by spend covering purchased goods and services will have science-based targets

*Social:* Making the everyday extraordinary

## Safe workplace



Zero harm with zero LTAF (Lost time accident frequency)


## Inclusive workplace



Enhancing diversity, equity, and inclusion



# Concrete steps towards our sustainability targets

- 
- Approximately EUR 10 million energy efficiency investment in our Iittala factory in Finland
  - Reduces the factory's annual carbon dioxide emissions by 74% by the end of 2026 – Fiskars Group's emissions will be reduced by 26%



YEAR 2022

STRATEGY AND FINANCIAL TARGETS

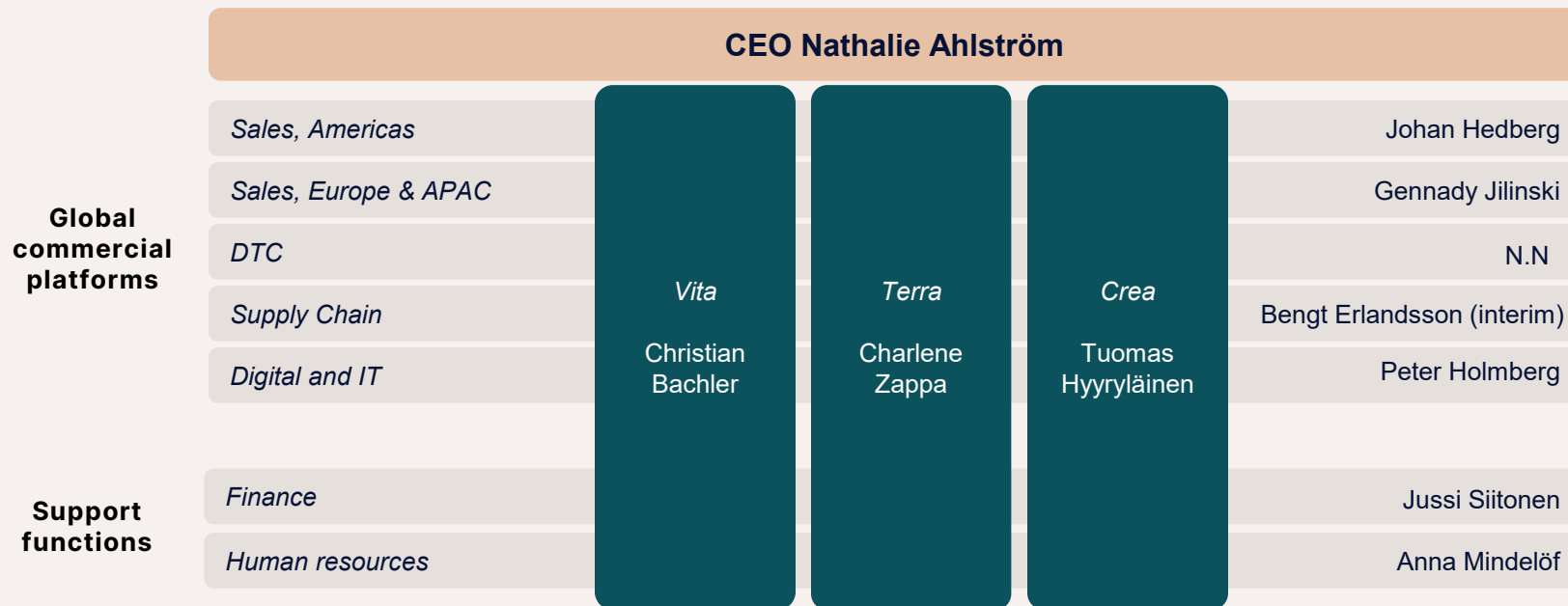
SUSTAINABILITY

# Organization and management

OUTLOOK AND SUMMARY



# Organizational structure



# Leadership team



**Nathalie Ahlström**  
CEO  
*Employed 2020*



**Jussi Siitonen**  
CFO  
*Employed 2021*



**Christian Bachler**  
EVP, BA Vita  
*Employed 2010*



**Tuomas Hyyryläinen**  
EVP, BA Crea  
*Employed 2018*



**Charlene Zappa**  
EVP, BA Terra  
*Employed 2022*



**Bengt Erlandsson**  
Chief Supply Chain Officer  
(Interim)  
*Employed 2022*



**Gennady Jilinsky**  
Chief Sales Officer, Europe  
and APAC (excl. China)  
*Employed 2022*



**Johan Hedberg**  
Chief Sales Officer,  
Americas and President  
Americas  
*Employed 2019*



**Peter Holmberg**  
Chief Digital Officer  
*Employed 2021*



**Anna Mindelöf**  
Chief People Officer  
*Employed 2022*





# New employee share savings plan

- On March 15, 2023, the Board of Directors has decided to launch a new employee share savings plan
- Employees are offered the chance to become Fiskars shareholders through a simple process
  - Opportunity to invest a part of their salary in Fiskars shares and receive free matching shares under certain conditions

## **BENEFITS OF THE PLAN:**

- Further aligns the interests of employees and shareholders
- Enhances achieving strategic targets and creates a culture of ownership and entrepreneurship within the company



YEAR 2022

STRATEGY AND FINANCIAL TARGETS

SUSTAINABILITY

ORGANIZATION AND MANAGEMENT

# Outlook and summary



# Outlook for 2023

Fiskars expects comparable EBIT to be slightly below the 2022 level (2022: EUR 151.0 million).

## Key factors impacting the outlook

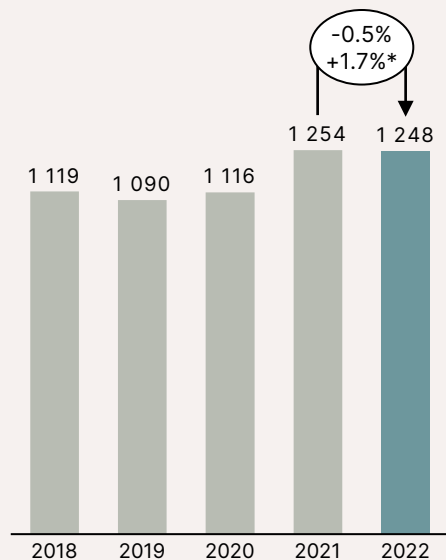
- expected continued volatility of the market environment and weaker demand especially in H1
- investments into key strategic building blocks
- + savings from the planned targeted organizational changes from H2 onwards



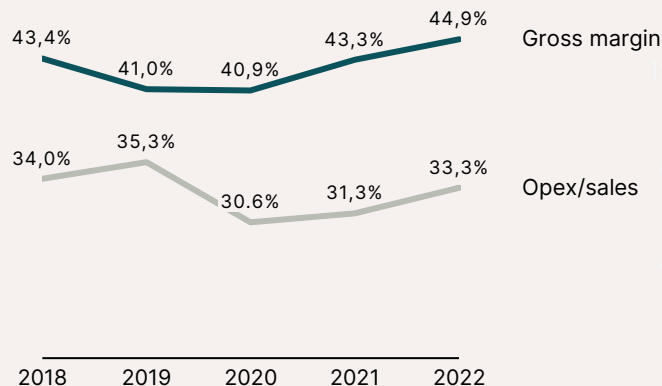


# The company is on a different level than a few years ago

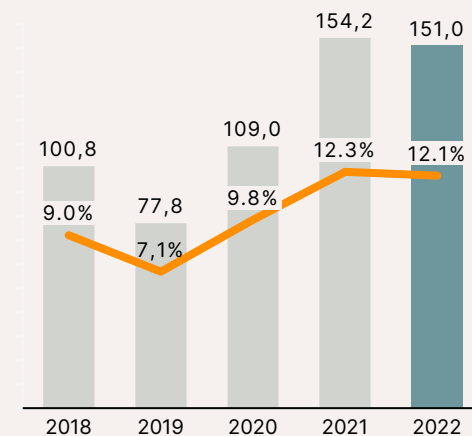
NET SALES, EUR MILLION



GROSS MARGIN AND OPEX/SALES, %



COMPARABLE EBIT AND EBIT MARGIN %



\* Comparable change = currency neutral & excl. divestments



# Summary

- Clear strategic focus and transformation levers delivering results
- Despite challenging operating environment, net sales and EBIT were only slightly lower than in the record year 2021
- Investments to strategic building blocks continue





Thank  
you!

