

◆ Georg Jensen  
acquisition:  
Expanding our  
portfolio of luxury  
brands

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This presentation contains forward-looking statements, including, without limitation, statements regarding Fiskars' strategy, business plans and focus. The words "may," "will," "could," "would," "should," "expect," "plan," "anticipate," "intend," "believe," "estimate," "predict," "project," "potential," "continue," "target" and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Any forward-looking statements in this presentation are based on management's current expectations and beliefs and are subject to a number of risks, uncertainties and important factors that may cause actual events or results to differ materially from those expressed or implied by any forward-looking statements contained in this presentation, including, without limitation, any related to Fiskars' business, operations, strategy, goals, acquisition synergies and anticipated timelines and competition from other companies. Fiskars cautions you not to place undue reliance on any forward-looking statements, which speak only as of the date they are made. Any forward-looking statements contained in this presentation represent Fiskars' views only as of the date hereof and should not be relied upon as representing its views as of any subsequent date.

This presentation also includes estimates relating to the synergy benefits expected to arise from the transaction and the combination of the business operations of Fiskars and Georg Jensen as well as the related integration costs, which have been prepared by Fiskars and are based on a number of assumptions and judgments. The assumptions relating to the estimated synergy benefits and related integration costs are inherently uncertain and are subject to a wide variety of significant business, economic, and competitive risks and uncertainties that could cause the actual synergy benefits, if any, from the transaction and the combination of the business operations and related integration costs to differ materially from the estimates in this presentation. Furthermore, there can be no certainty that the transaction will be completed in the manner and timeframe described in this presentation, or at all.



# Fiskars Group acquires Georg Jensen

## TRANSACTION OVERVIEW

- Enterprise value of EUR 151.5 million\*
  - 9.5x EV/EBITDA\*\* (LTM) on a stand-alone basis
  - 4.7x EV/EBITDA (LTM) with cost synergies, net of integration costs
- Financed fully with debt
- Closing expected to be in the beginning of Q4, subject to customary closing conditions

\*The enterprise value is defined in USD and amounts to USD 165 million. In this presentation, it has been converted to EUR based on USD/EUR of 1.0890, and is therefore subject to change based on currency fluctuations and hedging effects.

\*\* EV/EBITDA excluding IFRS 16 Leases standard impact.



# Georg Jensen is a renowned Danish lifestyle brand

- Established in Copenhagen in 1904 by silversmith Georg Jensen
- Offers iconic and contemporary products in Home and Jewellery segments
- Strong position in direct-to-consumer channels with over 50% of sales from own retail and e-commerce
- Presence in over 10 countries
- Headquartered in Copenhagen, Denmark, ~1,200 employees

## KEY FIGURES\*

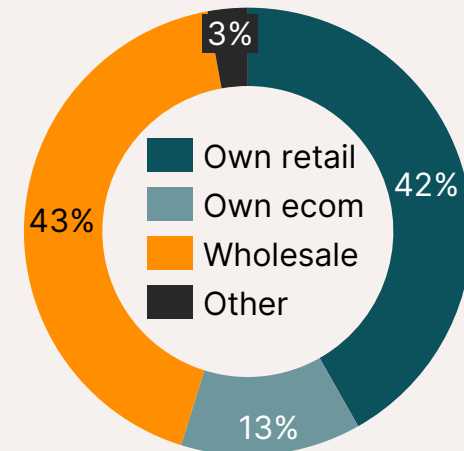
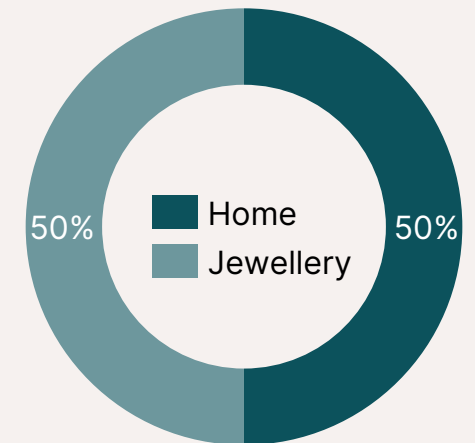
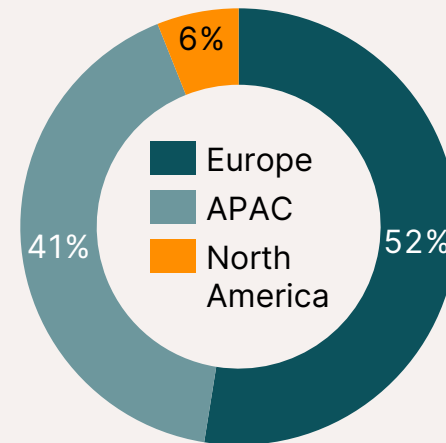
Revenue  
158 MEUR

Gross margin  
62%

EBITDA  
31 MEUR 19%

EBIT  
15 MEUR 9%

## REVENUE SPLIT BY REGIONS, DIVISIONS AND CHANNELS



\*As in Georg Jensen's Consolidated Financial Statements 2022, in accordance with IFRS. Converted from DKK to EUR based on average DKK/EUR rate in 2022.





# The acquisition has a compelling strategic and financial rationale

## Supports our **Growth Strategy**

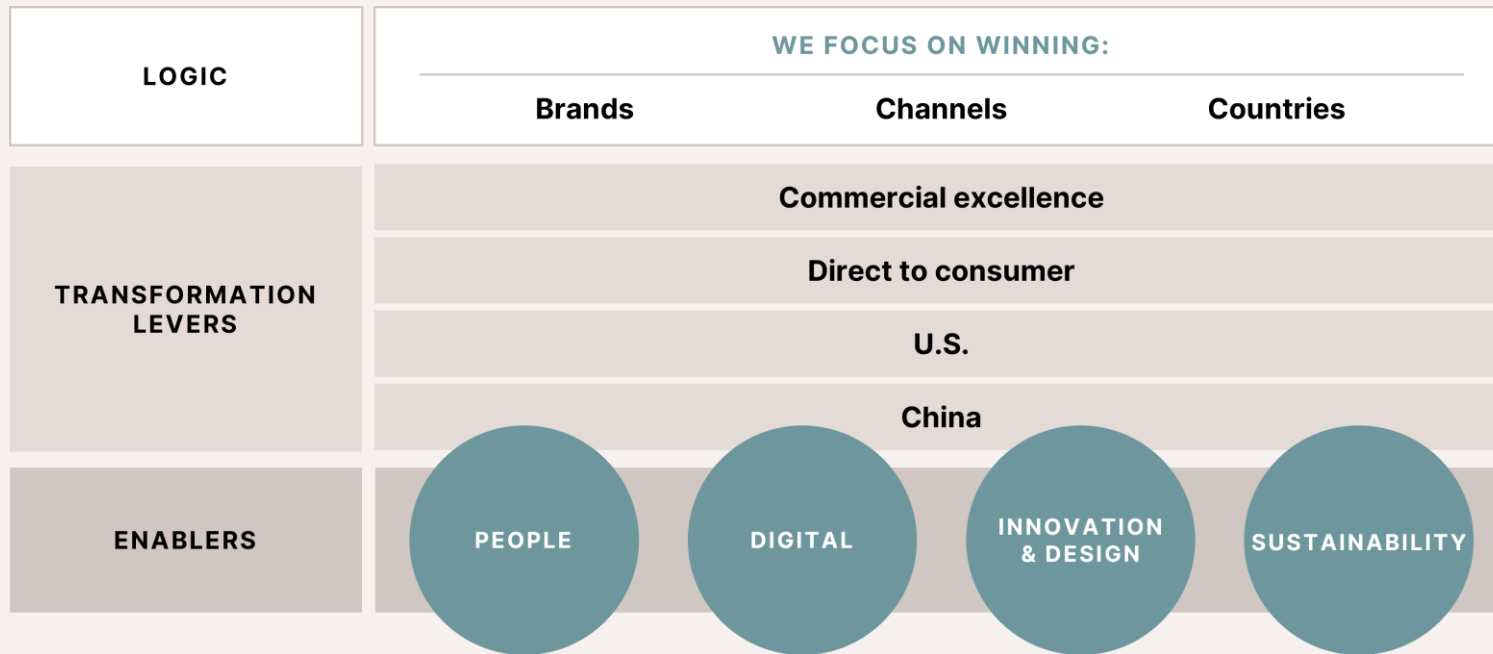
- ✓ Commercial excellence
- ✓ DTC
- ✓ China

**Expands our luxury brand portfolio** and strengthens our offering

Represents an **excellent cultural fit** - shared focus on design and a strong Danish heritage

Creates significant cost **synergies leading to attractive valuation** of 4.7x EV/EBITDA

# Supports our Growth Strategy and its transformation levers



- ✓ Strong brand, opportunities to elevate it further
- ✓ Commercial excellence opportunities through our platform and Vita brand portfolio
- ✓ Strong position in DTC, both online and offline
- ✓ Potential to expand Georg Jensen's presence in China



# Extends our luxury brand portfolio with an iconic brand

FISKARS GROUP POST-TRANSACTION (ILLUSTRATIVE)

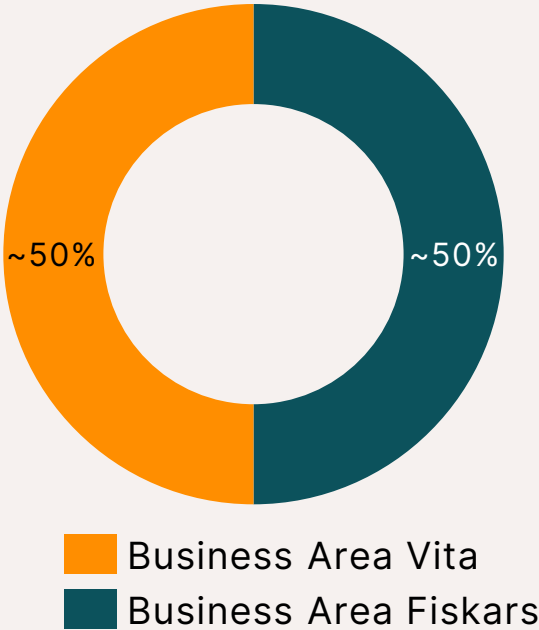
>1/3  
of net sales from  
luxury brands

Another  
>100 MEUR  
brand  
in net sales

~1/4  
of net sales from  
DTC, 45% of  
Vita sales

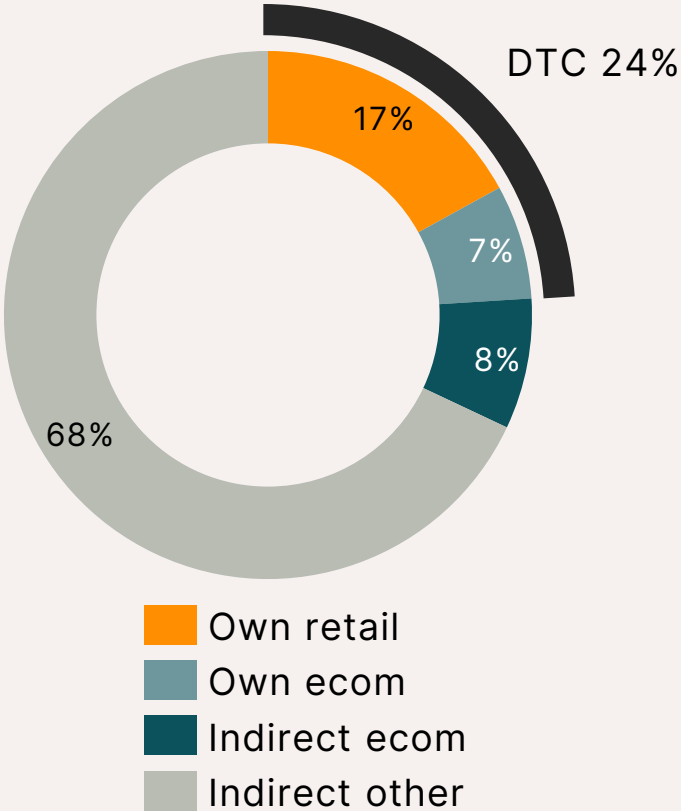
DTC = Direct-to-consumer. Covers own retail network and e-commerce, excludes e-tailers.

ILLUSTRATIVE BUSINESS AREA SPLIT



Fiskars Group plans to combine current business areas Terra and Crea into one Business area, Fiskars.

ILLUSTRATIVE CHANNEL MIX







# Represents an excellent cultural fit

ICONIC BRAND

FOCUS ON CRAFTSMANSHIP  
AND PIONEERING DESIGN

STRONG DANISH HERITAGE, CLOSELY  
CONNECTED TO ROYAL COPENHAGEN'S  
LIFESTYLE



# Creates significant cost synergies leading to attractive valuation

## **Expected total annual cost synergies MEUR ~18**

Synergies identified e.g. related to support functions and sourcing

Majority expected to be realized by the end of 2025

**EV/EBITDA 9.5x** on a stand-alone basis

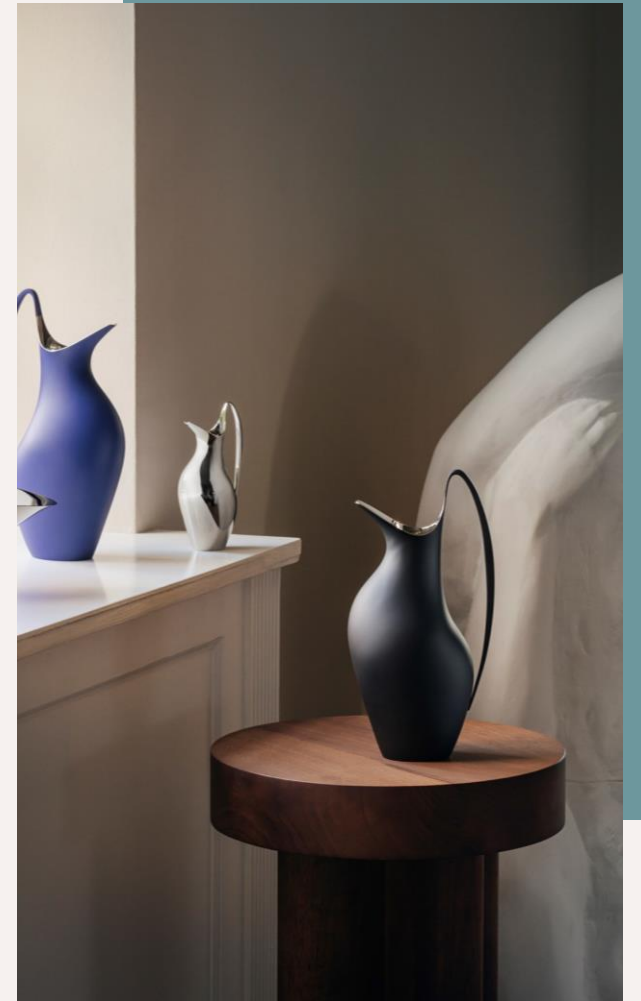
**EV/EBITDA 4.7x** with cost synergies, net of integration costs

## **Expected transaction costs MEUR ~5**

To be recorded in Q4/2023 and reported as items affecting comparability

## **Expected integration costs MEUR ~10**

To be realized in 2024-2026



# Financing and Financial impacts of the transaction

## Deal financing

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- Transaction financed fully with debt: Agreement on a committed bridge loan facility – take-out financing will be arranged promptly upon the closing of the transaction

## Financial Impacts

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- Equity ratio is expected remain solid
- Due to initial expectations of the impact of the purchase price allocation, the transaction is expected to be EPS dilutive in 2023 and 2024. Excluding PPA and transaction costs, the transaction is expected to be accretive to EPS from closing onwards. In addition, the transaction is expected to have an accretive impact on free cash flow from closing onwards
- The company maintains its financial targets regarding organic net sales growth, EBIT margin, Cash Conversion and Net Debt / EBITDA

## Impact on guidance for 2023

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- Fiskars Group's current guidance for 2023 does not take into account the impact of the transaction
- Georg Jensen's accounting policies alignment and PPA will be finalized after the closing of the transaction
- Potential implications on guidance will be announced as soon as a reasoned estimate can be made. However, Fiskars Group anticipates its guidance to be negatively affected by the impact of the PPA



# The acquisition has a compelling strategic and financial rationale

## Supports our **Growth Strategy**

- ✓ Commercial excellence
- ✓ DTC
- ✓ China

**Expands our luxury brand portfolio** and strengthens our offering

Represents an **excellent cultural fit** - shared focus on design and a strong Danish heritage

Creates significant cost **synergies leading to attractive valuation** of 4.7x EV/EBITDA



# Fiskars Group's Capital Markets Day 2023



**Date:** November 2, 2023 in the afternoon

**Place:** At Fiskars Group's headquarters in Espoo + the event will also be webcasted

An invitation with the full program and registration details will be published closer to the event date.





Thank you!  
Questions?



# Appendix



# Transaction summary

## Purchase price

- Enterprise value EUR 151.5 million
  - 9.5x EV/EBITDA on a stand-alone basis
  - 4.7x EV/EBITDA including with cost synergies, net of integration costs

## Financing

- Financed fully with debt
- Committed bridge financing facility
- Planning to convert the bridge financing facility to long-term financing

## Financial impact

- Expected annual synergies of EUR ~18 million, majority expected to be realized by the end of 2025
- Expected transaction costs EUR 5 million, to be recorded in Q4 2023 as IAC; expected integration costs EUR 10 million, to be realized in 2024-2026
- Equity ratio expected to remain solid
- Due to initial expectations of the impact of the purchase price allocation, the transaction is expected to be EPS dilutive in 2023 and 2024. Excluding PPA and transaction costs, the transaction is expected to be accretive to EPS from closing onwards
- The transaction is expected to have an accretive impact on free cash flow from closing onwards
- Financial targets maintained regarding organic net sales growth, EBIT margin, Cash Conversion and Net Debt / EBITDA
- Current guidance for 2023 does not take into account the impact of the transaction

## Approvals & closing

- Expected closure in the beginning of Q4 2023, subject to customary closing conditions.



# Georg Jensen's key figures

AS PUBLISHED IN GEORG JENSEN'S CONSOLIDATED FINANCIAL STATEMENTS AND INTERIM FINANCIAL REPORTS,  
IN ACCORDANCE WITH IFRS

		<b>LTM (June 2023)</b>	<b>1-6/2023</b>	<b>2022</b>	<b>2021</b>
Revenue, EUR million		153.5	59.3	158.1	149.3
Gross profit, EUR million		94.1	36.0	97.8	92.8
Gross margin		61%	61%	62%	62%
EBITDA, EUR million		26.9	3.7	30.6	31.1
EBITDA margin		18%	6%	19%	21%
EBIT, EUR million		11.5	-4.1	14.9	14.6
EBIT margin		8%	-7%	9%	10%
Net debt, incl. IFRS16 leases, EUR million	-		56.3	39.9	39.4
Net debt, EUR million	-		37.4	21.0	10.6
Number of employees, FTE's	-		-	1,205	1,097
Number of stores	-		96	96	93

Figures have been converted from DKK to EUR based on average rates for each reporting period.

