

FISKARS
EST. GROUP 1649



Investor presentation

UPDATED MARCH 8, 2024



Content



Fiskars Group in brief

Strategy

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Q4 2023

Appendices



375 years of
Pioneering design to make
the everyday extraordinary

FISKARS®


ROYAL COPENHAGEN
BY APPOINTMENT TO THE ROYAL DANISH COURT

◆ GEORG JENSEN

IITTALA
1881

◆ MOOMIN
ARABIA
FINLAND

◆  GERBER

WEDGWOOD
MADE IN
ENGLAND JW
1759

◆ WATERFORD
IRELAND 1797

ROYAL DOULTON
LONDON 1815

◆ ROYAL ALBERT
ENGLAND 1904


ROGASKA

ARABIA
1873

◆ -HACKMAN®

◆ 
Rörstrand



◆ Fiskars Group key figures 2023

Net sales
EUR million

1,129.8

**Comparable earnings
per share**
EUR

0.99

Personnel
Dec 31, 2023

7,162

Comparable EBIT
EUR million

110.3

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

247.5



Business Areas and key categories

**BUSINESS
AREAS & KEY
CATEGORIES**

KEY BRANDS

**BA SHARE OF
NET SALES**



Tableware Drinkware Interior Jewelry



GEORG JENSEN

IITTALA
1881

WATERFORD
IRELAND 1783

WEDGWOOD
EST. IN ENGLAND 1759

MOOMIN
ARABIA
FINLAND

49%



Gardening Outdoor Cooking Scissors & creating

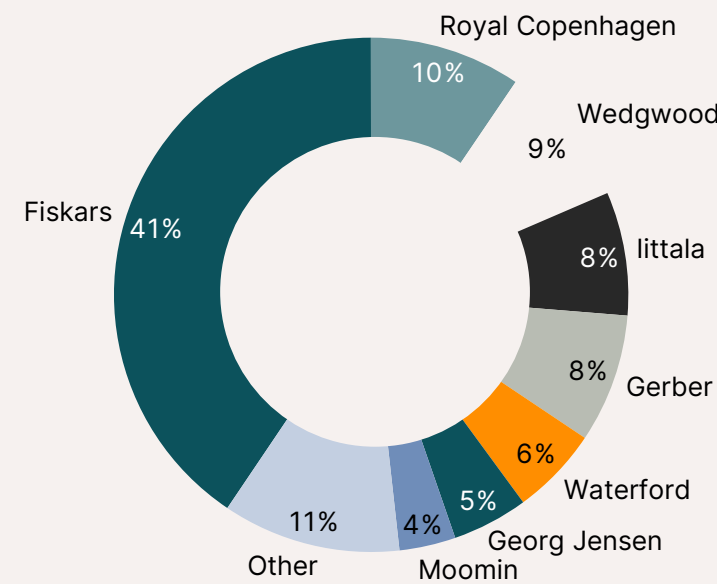
FISKARS GERBER

51%

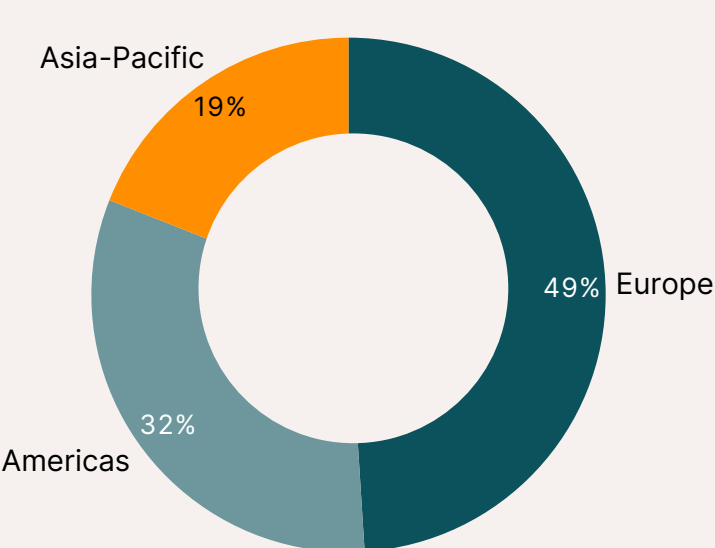


Fiskars is the largest brand – 2023 sales splits

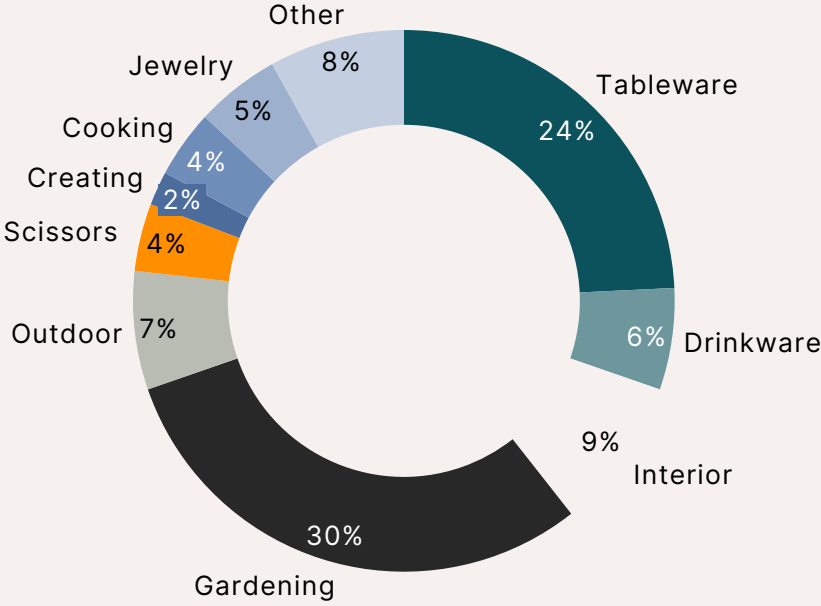
SALES SPLIT BY BRAND



SALES SPLIT BY GEOGRAPHY



SALES SPLIT BY CATEGORY

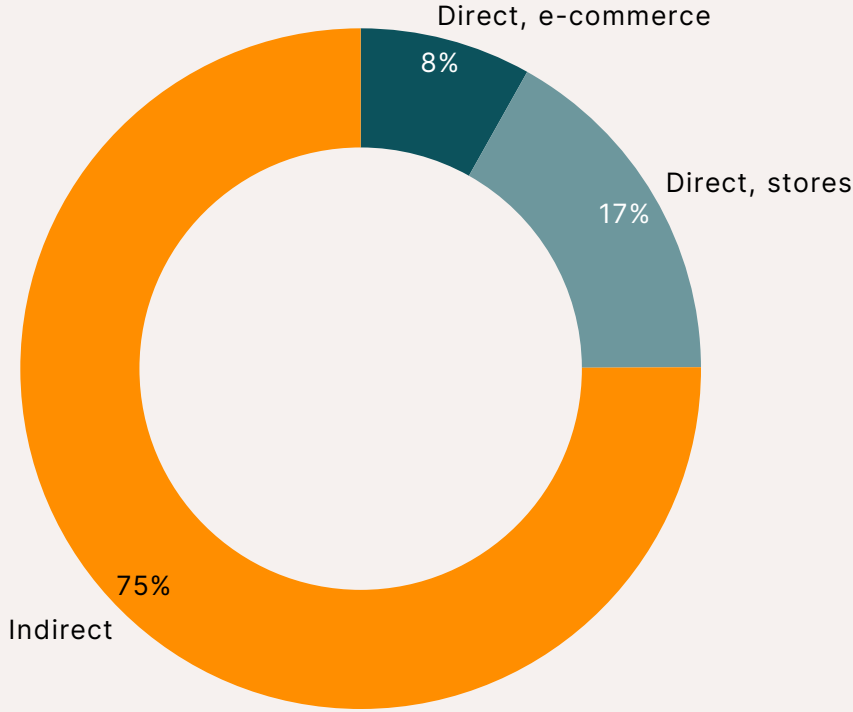


*Georg Jensen included only from October 2023 onwards

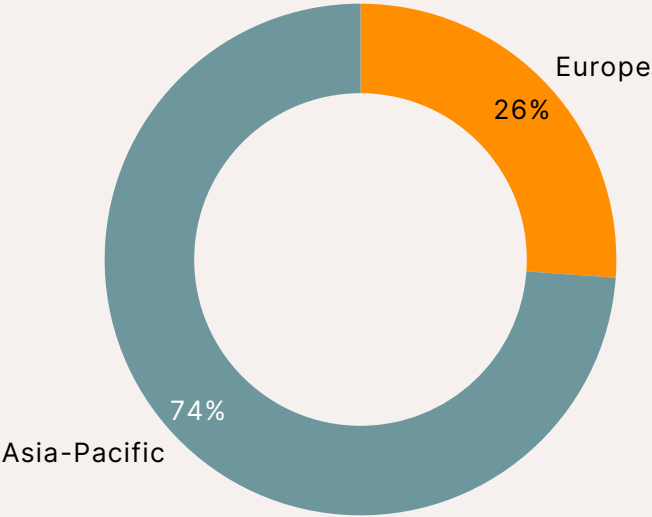


Direct-to-Consumer increasingly important – Fiskars Group had close to 450 own stores in 2023

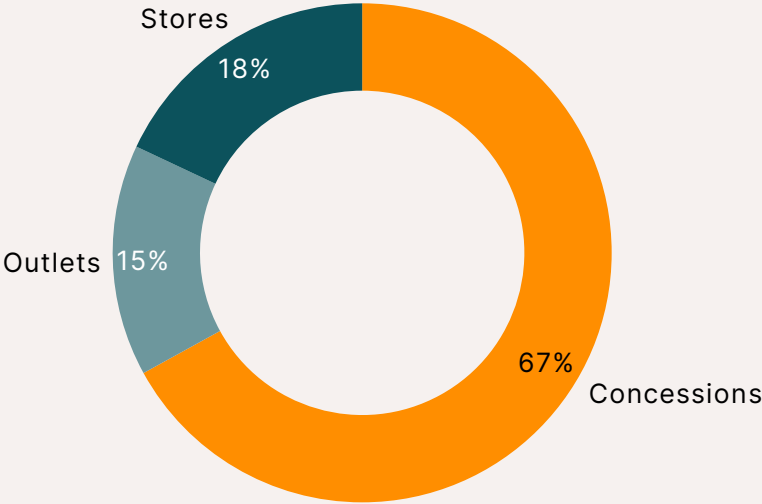
GROUP SALES BY CHANNEL



STORES BY GEOGRAPHY



STORES BY TYPE



Our global presence

AMERICAS
Sales*: 362.4 EURm

EUROPE
Sales*: 552.2 EURm

APAC
Sales*: 211.3 EURm

In 2023, our brands were present
in over **100** countries

We had close to **450** own stores

Approximately **7,000** employees
globally

13 own manufacturing units



Own manufacturing units



Headquarters

*Net sales 2023



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Long-term market dynamics remain attractive

POWERFUL BRANDS THAT SURROUND THE CONSUMER

50% of consumers globally willing to spend extra for brand image¹

IMPORTANCE OF DIRECT-TO- CONSUMER

Integral to buyer's journey – storytelling, experience and connection with brand

LUXURY IS RESILIENT

6-8% CAGR forecast for the global personal luxury market²

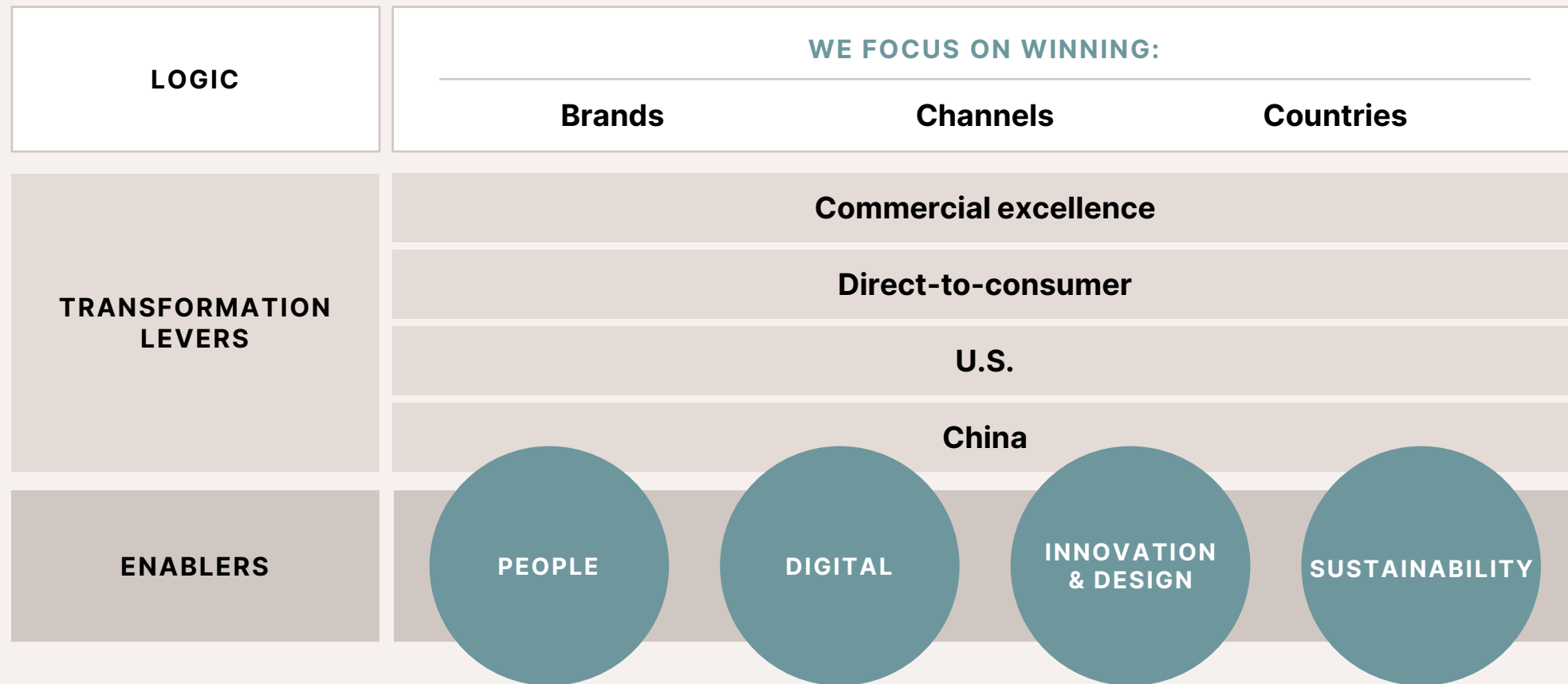
SUSTAINABILITY IS KEY

58% of consumers feel they can make a difference through their choices³

Sources: 1: Statista, 2023; 2: BCG, 2023, 3: Euromonitor, 2022

The Growth Strategy

– clear strategic focus and transformation levers



Sharpened portfolio logic accelerating Group profile improvement

SHARPENED PORTFOLIO LOGIC

Increase focus on brands which can:

- Move the needle – make the big brands bigger and more powerful
- Surround the consumer through category expansion
- Command a high-end positioning and strong GM% – towards luxury
- Expand Direct-to-Consumer
- Demonstrate sustainability leadership

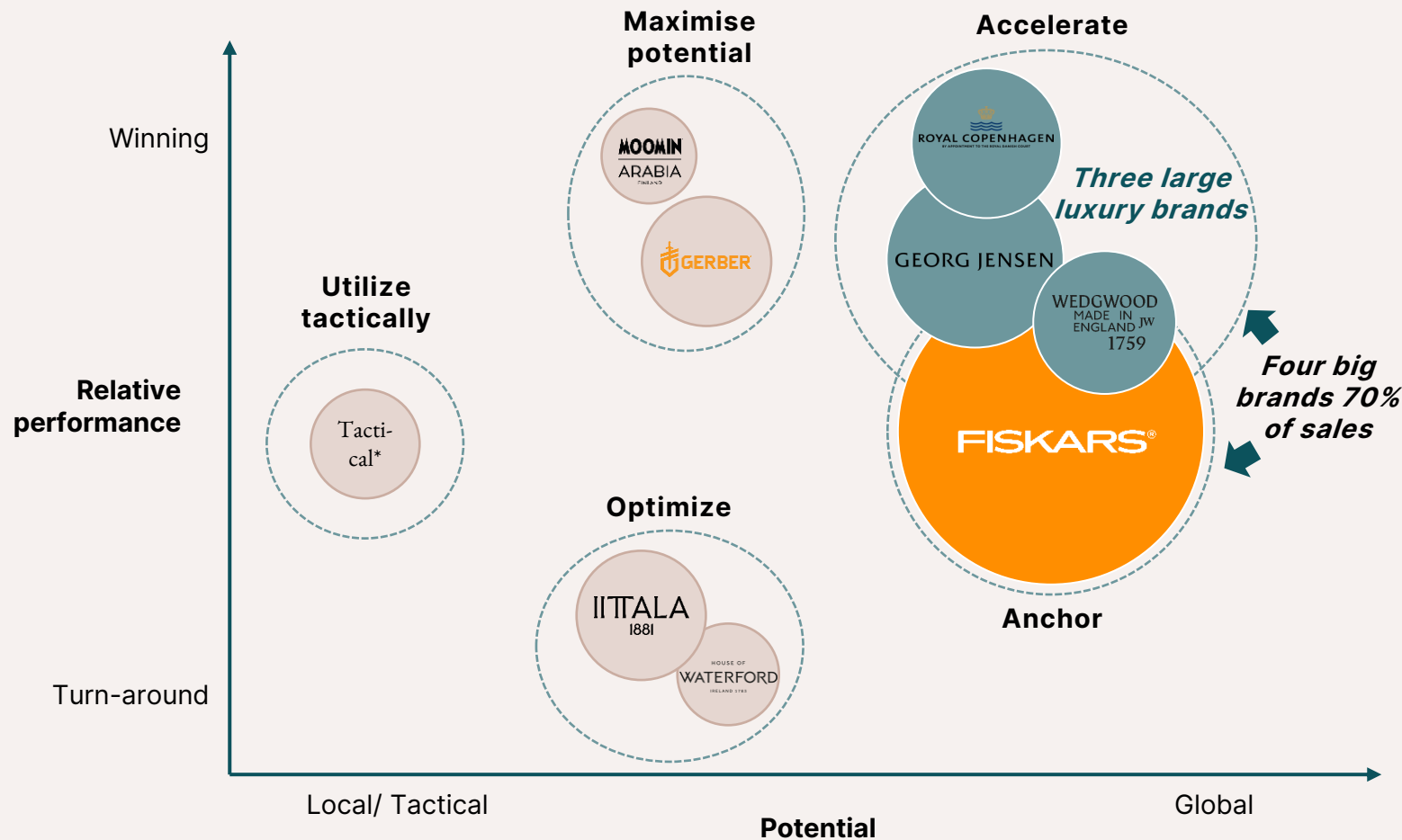


OUTCOME: ACCELERATED GROUP PROFILE IMPROVEMENT

Faster growth
Higher profitability
Better asset efficiency



Clear portfolio roles for each brand with investments and resources allocated accordingly



MAKE THE BIG BRANDS BIGGER

- **Accelerate:** Over-invest to grow DTC first, across key cities & categories
- **Anchor:** Unlock Fiskars brand potential, and focus

DRIVE VALUE CREATION AS PER BRAND ROLE

- **Maximise potential:** Self-funded growth
- **Optimize:** Profit first to step up performance
- **Utilize tactically:** Complement brand portfolio locally



Georg Jensen acquisition – example of a strong portfolio fit

- Georg Jensen acquired in 2023: renowned Danish luxury lifestyle brand offering Home and Jewelry products
- Strong portfolio fit: big brand that moves the needle, offers high-end positioning with a combination of luxury & lifestyle, DTC led
- Consolidated to the Group's financial reporting, under BA Vita, as of Oct 1, 2023

GEORG JENSEN IMPACT ON FISKARS GROUP (ILLUSTRATIVE*)

>1/3
of net sales from
luxury brands

Another
>100 EURm
brand
in net sales

>1/4
of net sales from
DTC, half in Vita



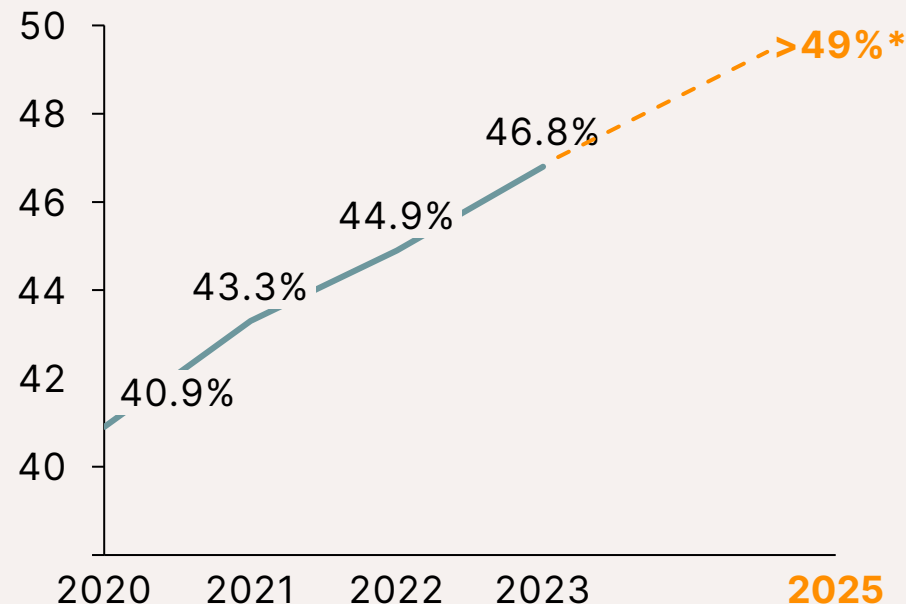
*Based on 2023 figures, if Georg Jensen had been a part of Fiskars Group the whole year



Commercial Excellence: Focused actions to take our brands where they deserve to be

- Executing channel strategy:
 - Prioritize own channels
 - Win with the winning partners
 - Leave unhealthy business behind
 - Utilize our full portfolio
- Pricing in line with brand & product positioning
- Excelling in-store and online

**GROSS MARGIN HAS IMPROVED CLEARLY
– WE ARE RAISING OUR AMBITIONS**



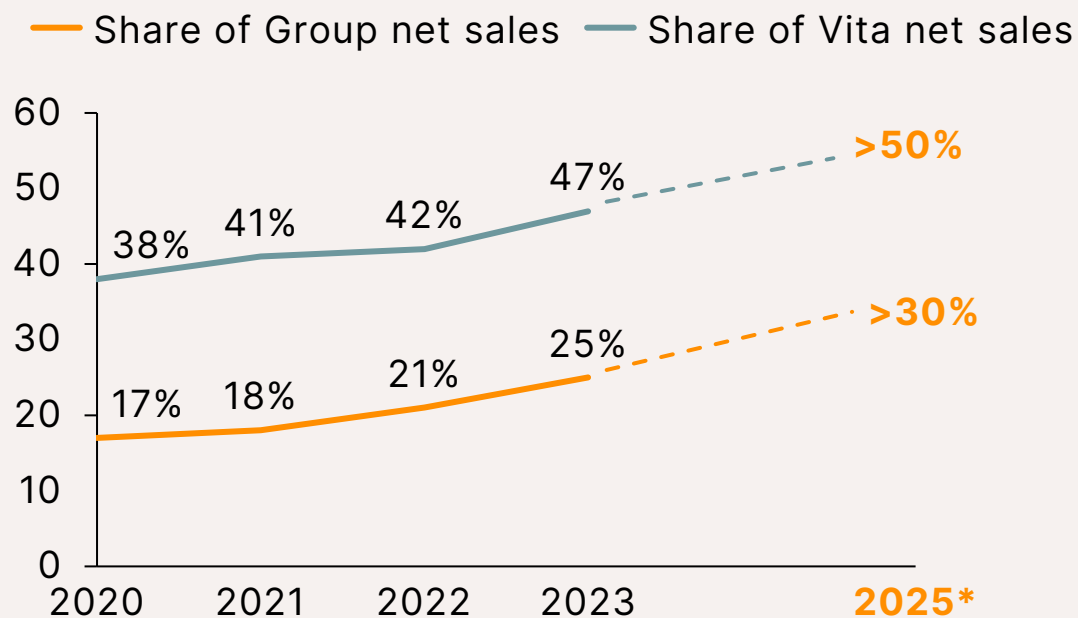
*Including Georg Jensen



Direct-to-Consumer: We continue to grow in DTC – consumer appetite for our brands is strong

- Leveraging central e-commerce capabilities
- Continuing systematic roll-out of digital and analytics capabilities
- Fixing variation in retail performance – then accelerating expansion
- Accelerating China DTC

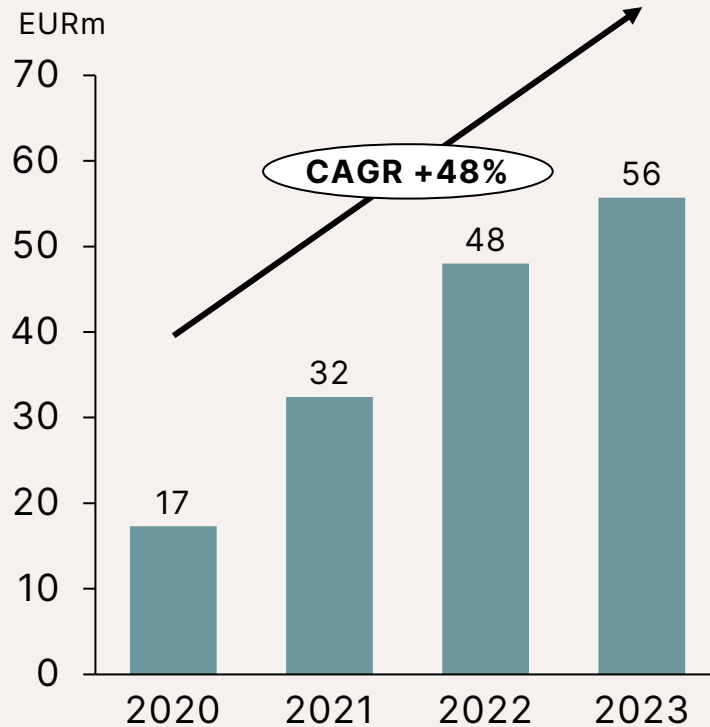
SHARE OF DTC SALES HAS GROWN STEADILY



China: Strong growth through a repeatable model is strengthening our #1 position

- Benefiting from brand heat – Wedgwood clear #1 in its category
- Leveraging our platform: Strong local team with impressive track record and capabilities
- Penetrating the market further (close to 50 own and concession stores today)
- Accelerating with broader portfolio: Wedgwood, Royal Copenhagen (only since 2021) and Georg Jensen

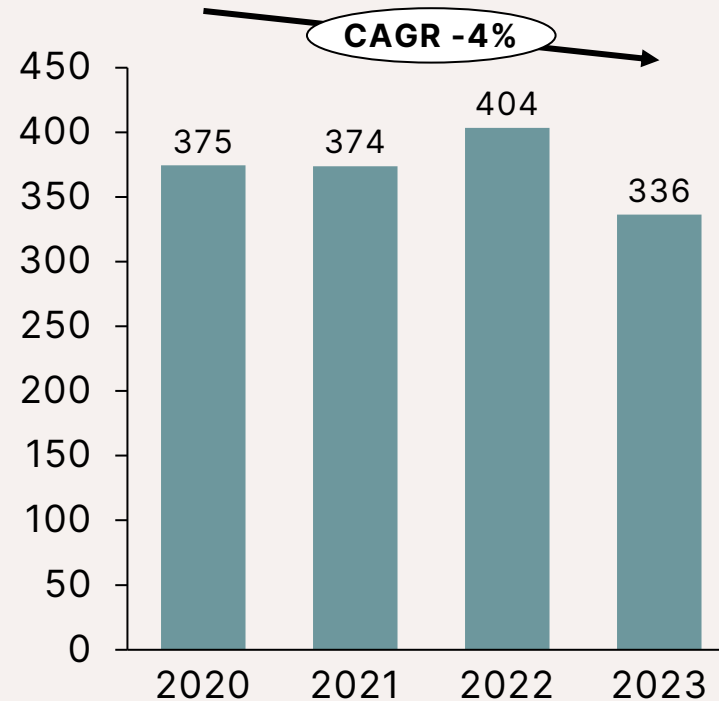
CHINA NET SALES HAVE MORE THAN TRIPLED FROM 2020



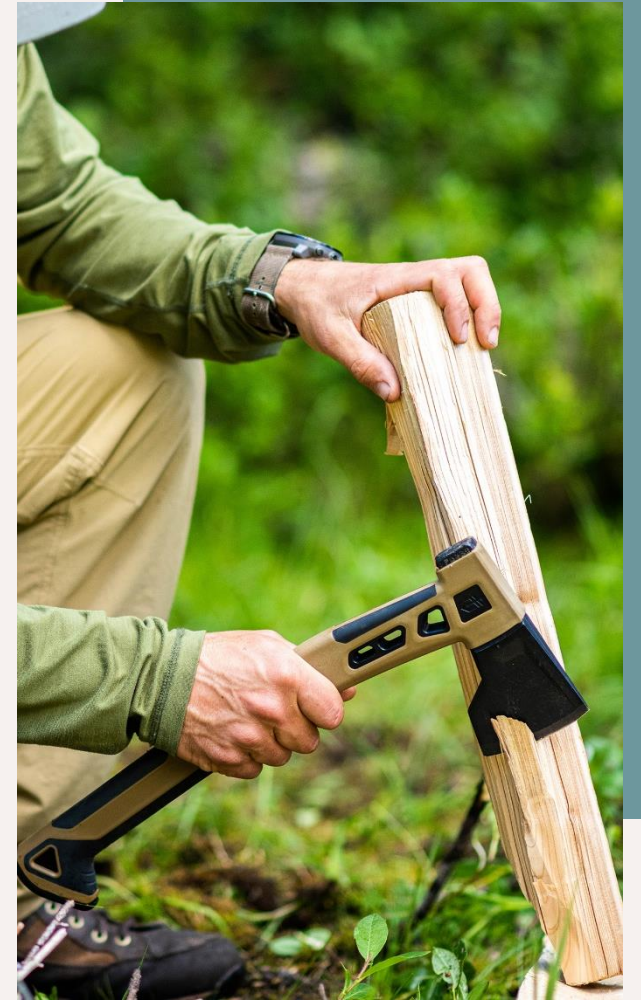
U.S.: Adverse development driven by retailers' focus on inventory management

- Tough market environment – retailers' focus on inventory management continues
- Gross margin has improved driven by our channel strategy and price increases
- Our focus:
 - Executing the simplified, U.S.-led structure
 - Deepening relationship with our key accounts
 - Enhancing innovation pipeline
 - Accelerating DTC

U.S. NET SALES DECLINED IN 2023*
EURm



*Net sales in 2020-2022 excluding US Watering business, which was divested in February 2022.

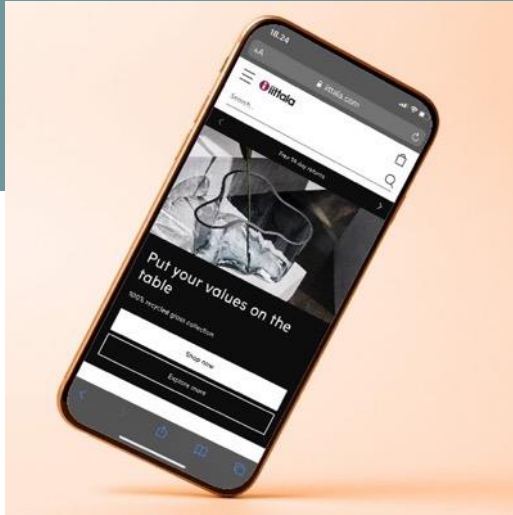


Our enablers for the future



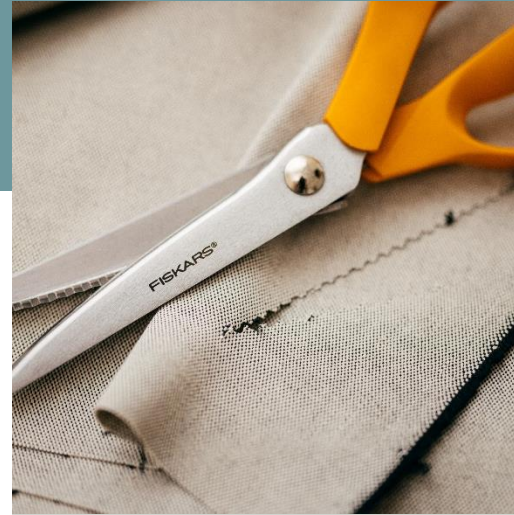
PEOPLE

We are committed to building an inclusive culture. We want to ensure that we have the right people capabilities, the right organization and efficient ways of working to achieve our ambitious goals and create value.



DIGITAL

We want to be data-driven, and are investing significantly in our digital organization and capabilities.



INNOVATION & DESIGN

We are known for our design, and want to develop bold new initiatives and growth opportunities that enrich people's lives.



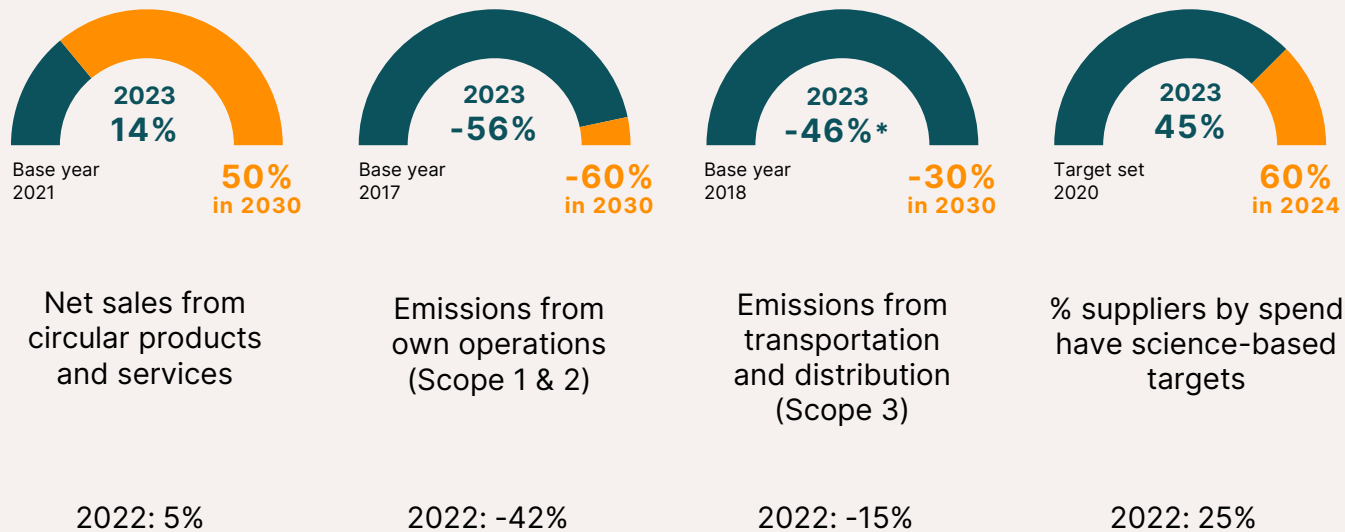
SUSTAINABILITY

We are committed to designing and delivering sustainable growth. ESG factors are linked to all our decision-making.

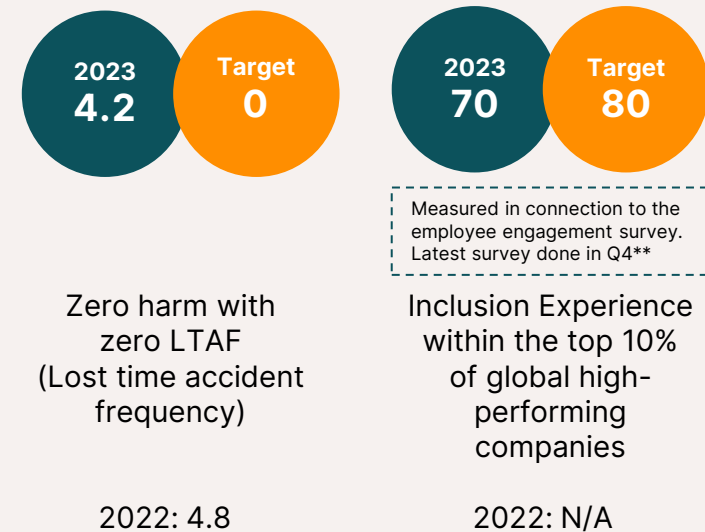


Continued good progress in our ESG strategy

ENVIRONMENTAL



SOCIAL



Note: Georg Jensen figures are included in all targets except for Scope 3 emissions and the Inclusion Experience score

*Decrease mostly due to lower sales and production volumes

**The score is updated every six months with the latest data and might change depending on how the global benchmark develops



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Business Area Vita

KEY CATEGORIES



Tableware



Drinkware



Interior

KEY BRANDS



IITTALA
1881

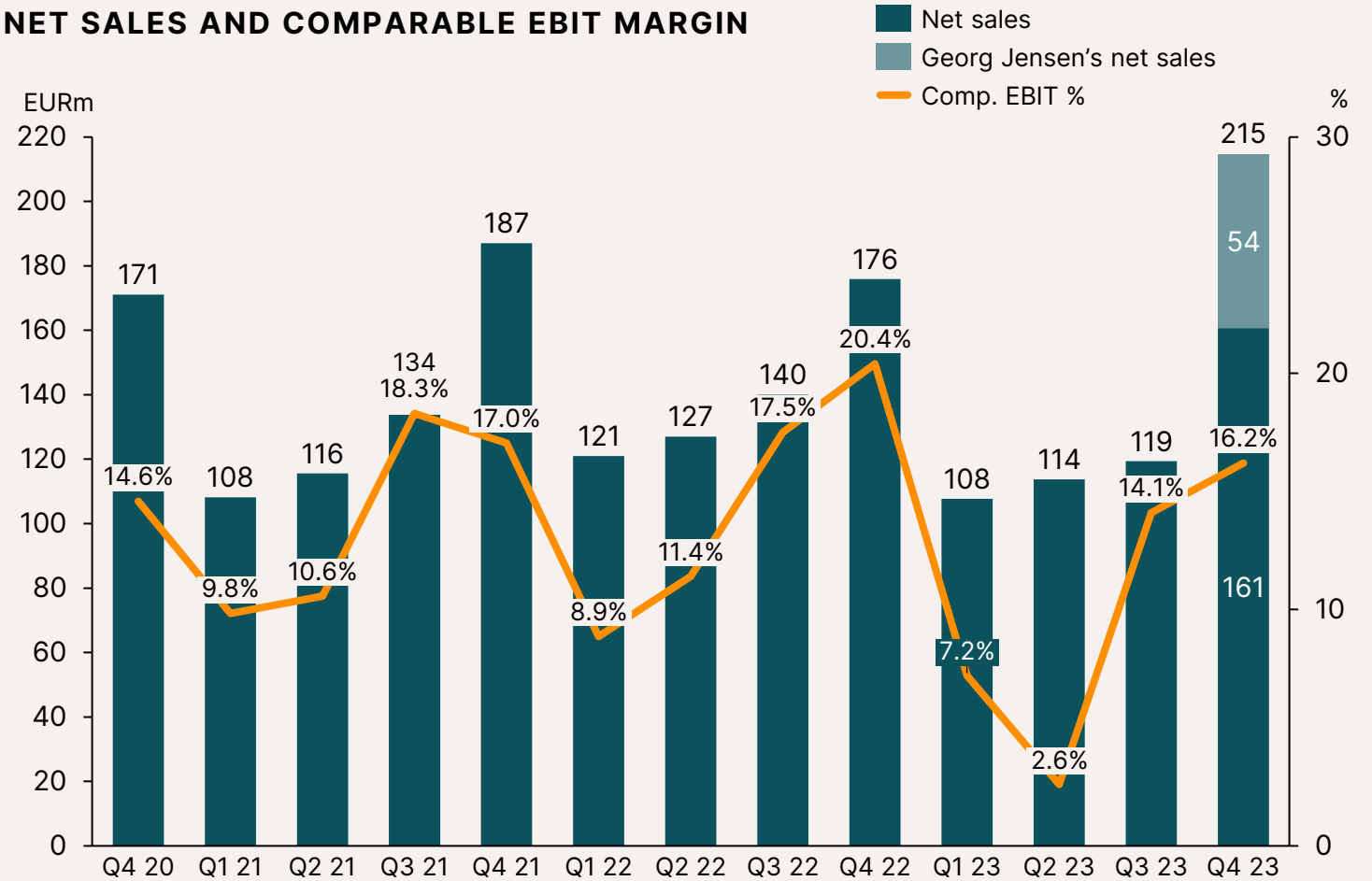
WEDGWOOD
EST. IN ENGLAND 1759

MOOMIN
ARABIA
FINLAND

GEORG JENSEN

WATERFORD
IRELAND 1783

NET SALES AND COMPARABLE EBIT MARGIN





Business Area Vita – Markets and channels

KEY MARKETS

- Nordics
- UK
- U.S.
- China
- Japan
- Australia

DISTRIBUTION CHANNELS

Retailers;
Stores &
e-comm

Direct
consumer
sales;
stores &
e-comm

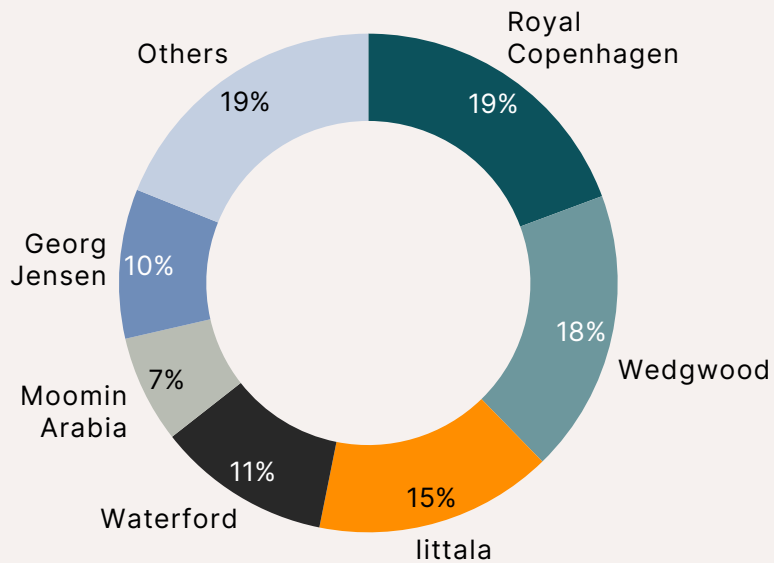
BtoB



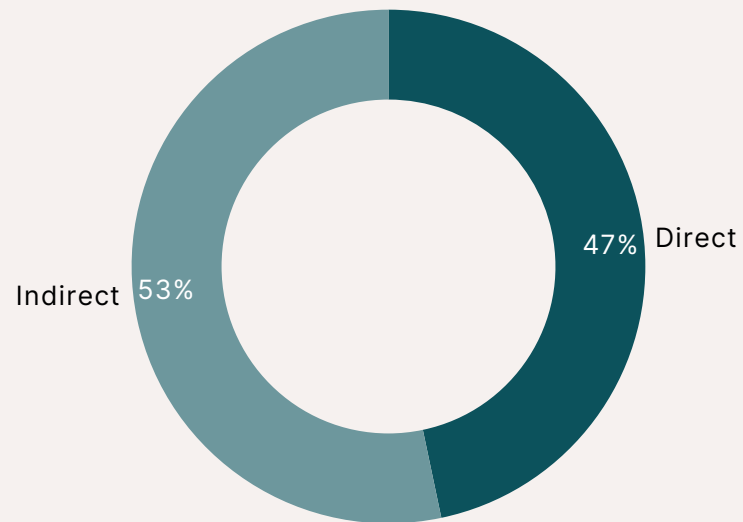


Business Area Vita – Net sales splits (2023)*

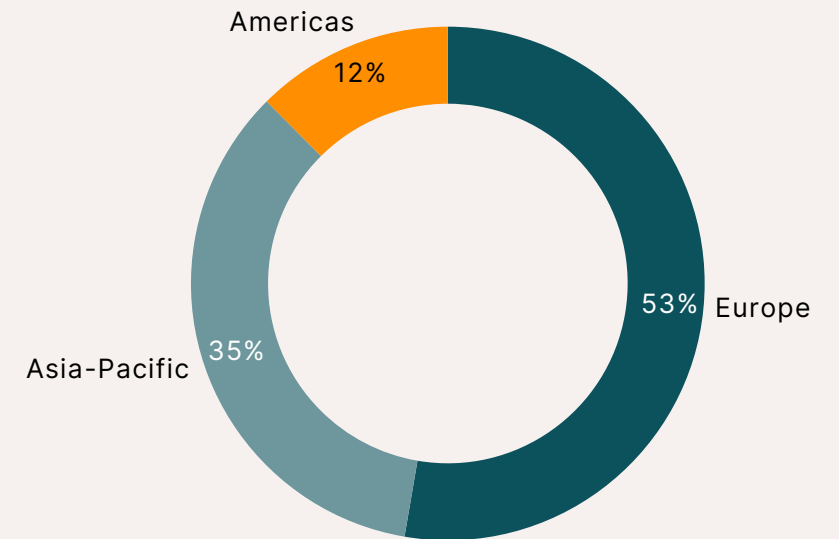
SALES SPLIT BY BRAND



SALES SPLIT BY CHANNEL



SALES SPLIT BY GEOGRAPHY



*Georg Jensen figures only from October 1, 2023 onwards.





Business Area Fiskars

KEY CATEGORIES



Gardening



Outdoor



Watering



Cooking



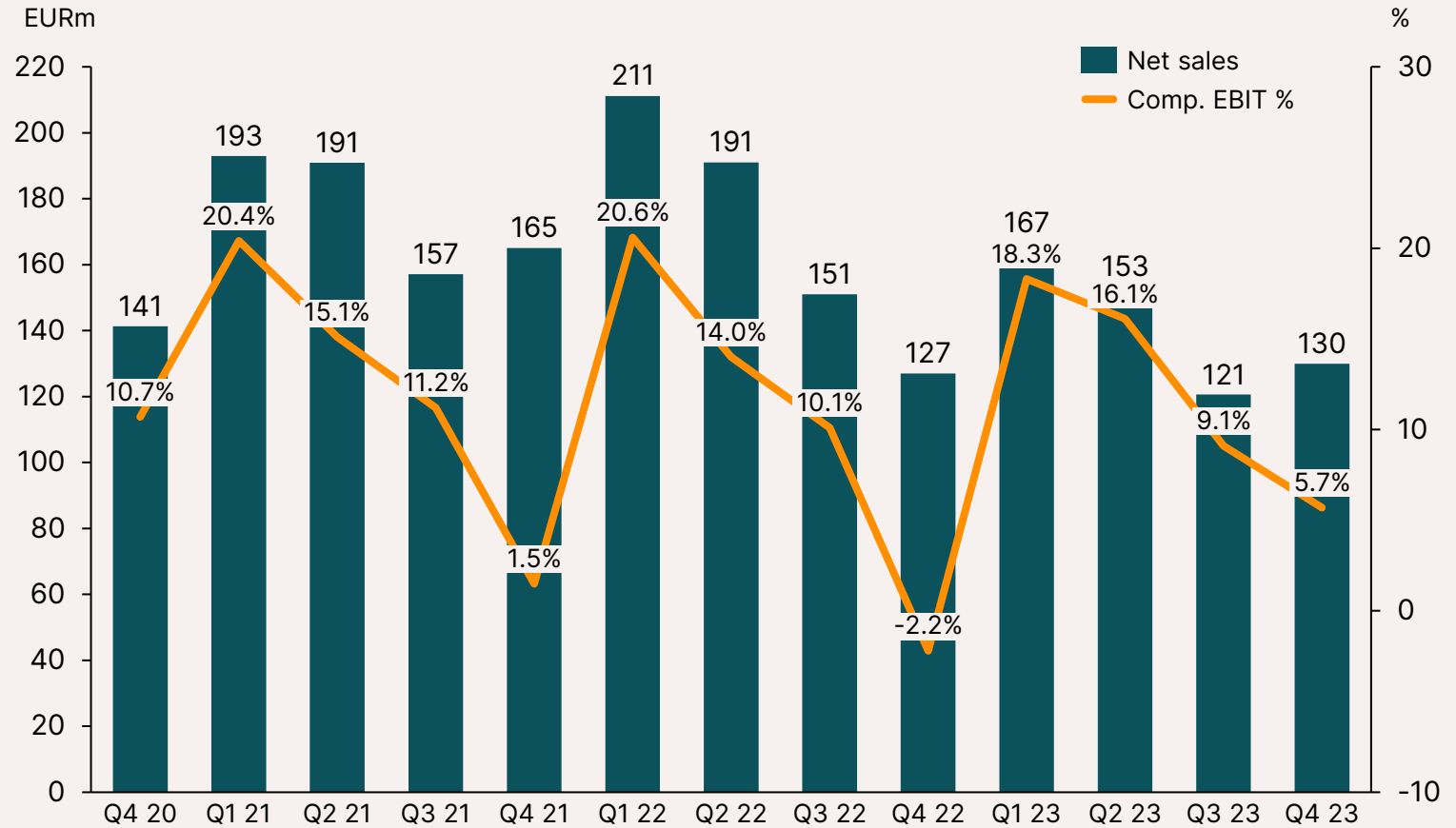
Scissors & creating

KEY BRANDS

FISKARS



NET SALES AND COMPARABLE EBIT MARGIN*



*Previous Business Areas Terra and Crea were combined into new Business Area Fiskars in Q4 2023.
Figures in the graph are unaudited.





Business Area Fiskars – Markets and channels

KEY MARKETS

- U.S.
- North & Central Europe

DISTRIBUTION CHANNELS

Retailers;
Stores &
e-comm

BtoB

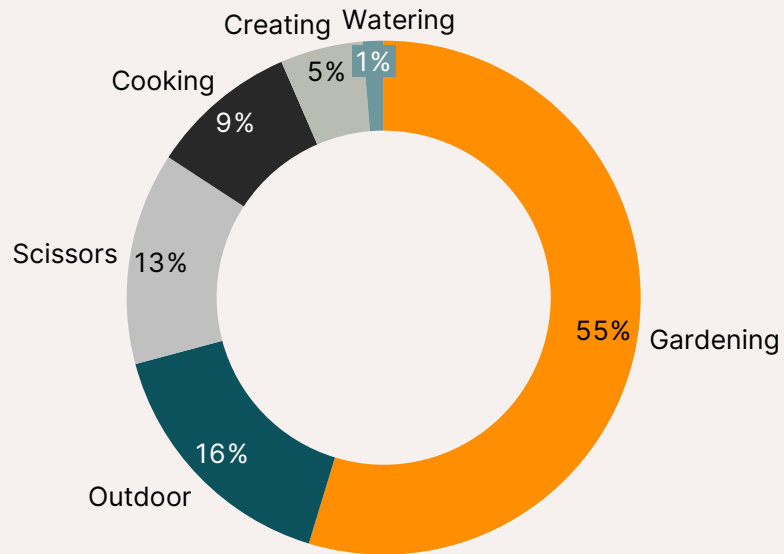
Direct
consumer
sales; stores
& e-comm;



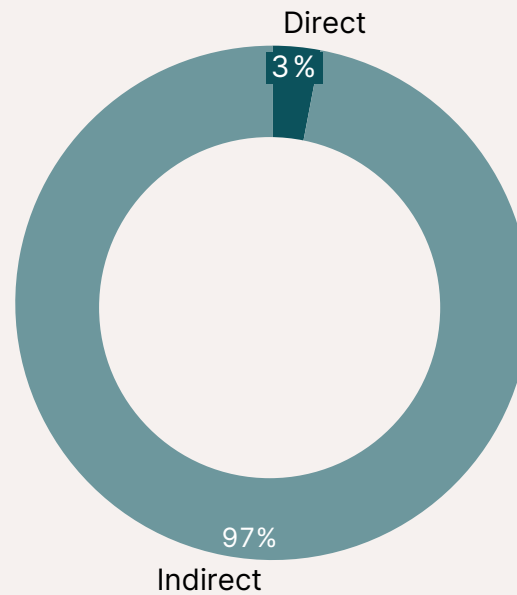


Business Area Fiskars – net sales splits (2023)

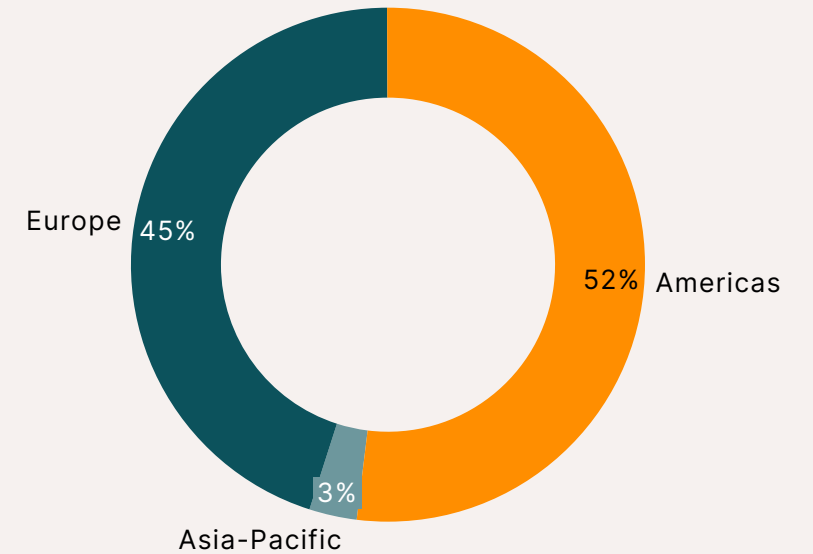
SALES SPLIT BY CATEGORY



SALES SPLIT BY CHANNEL

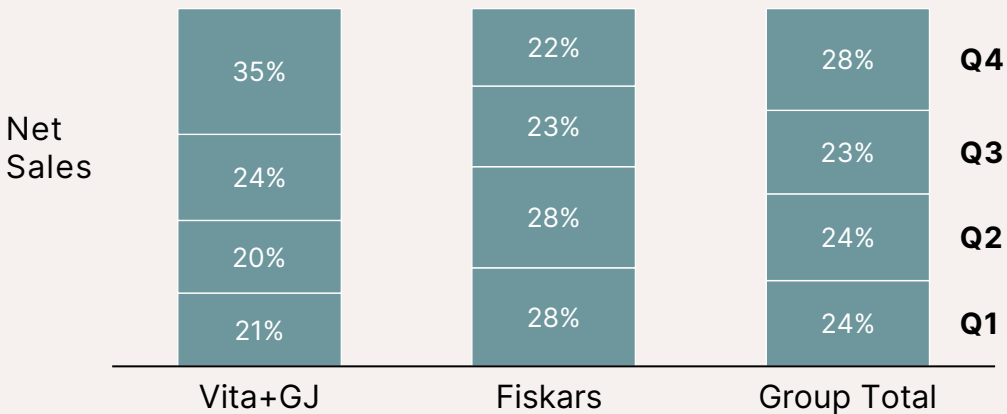


SALES SPLIT BY GEOGRAPHY

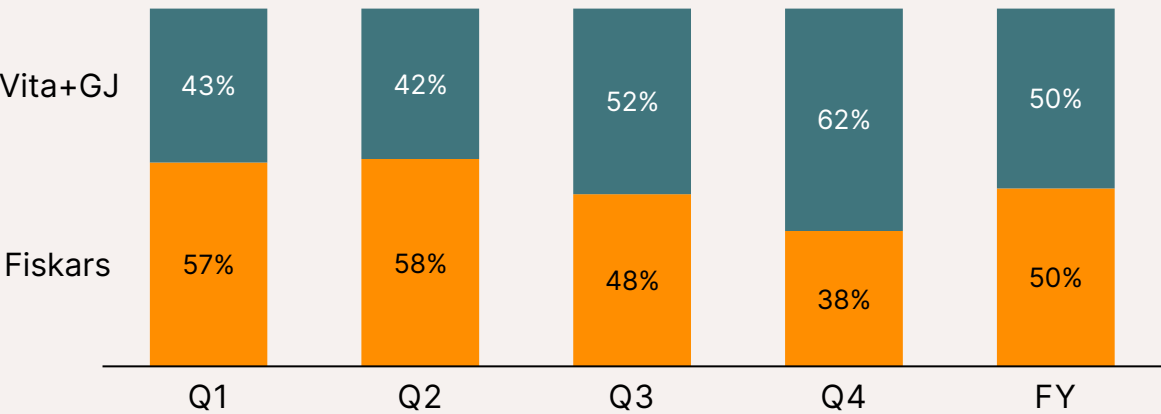


Seasonal volatility: BA Fiskars H1, BA Vita H2 focused – Group net sales and EBIT evenly split between quarters

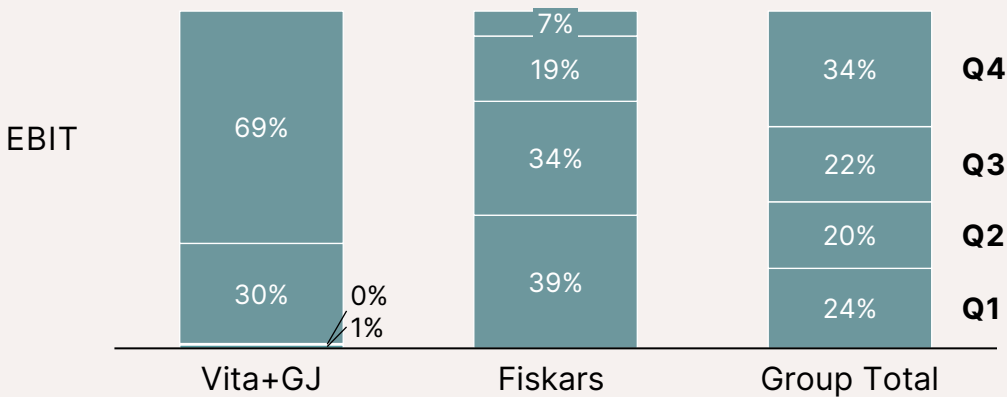
QUARTERLY NET SALES BY BA



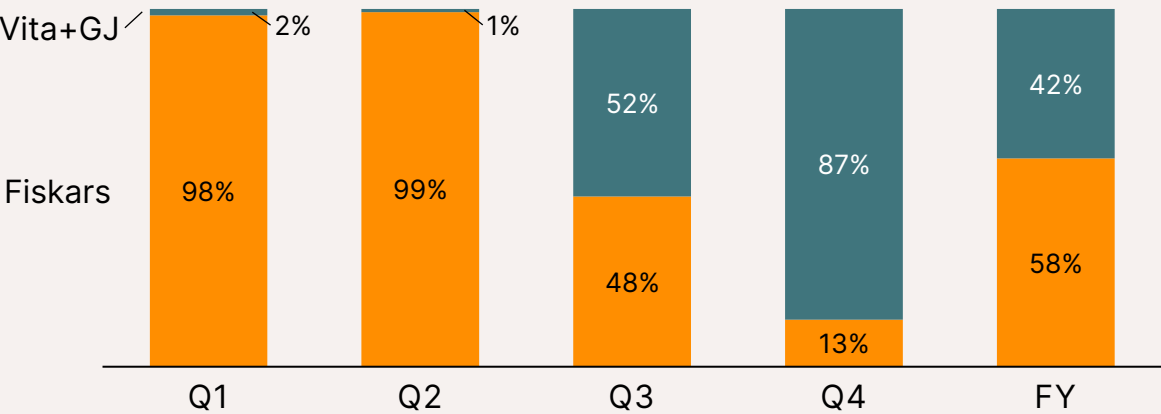
QUARTERLY NET SALES SPLIT BY BA



QUARTERLY EBIT BY BA



QUARTERLY EBIT SPLIT BY BA



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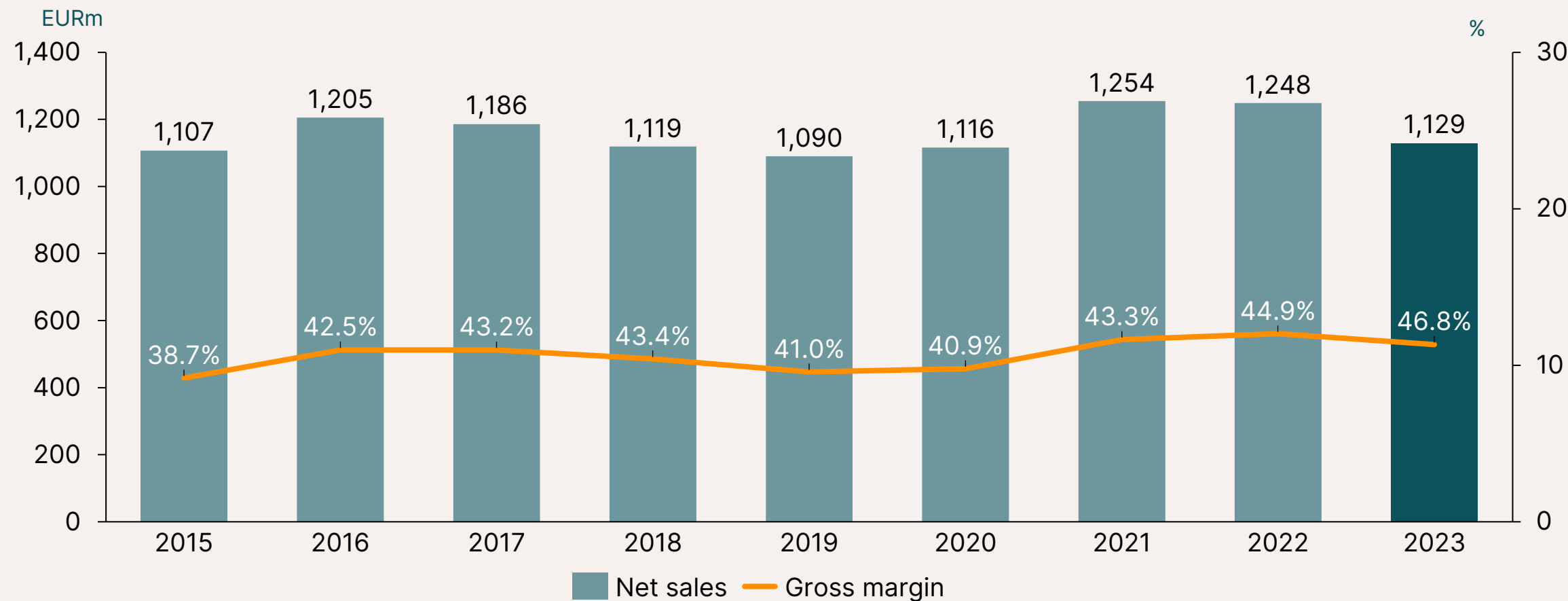
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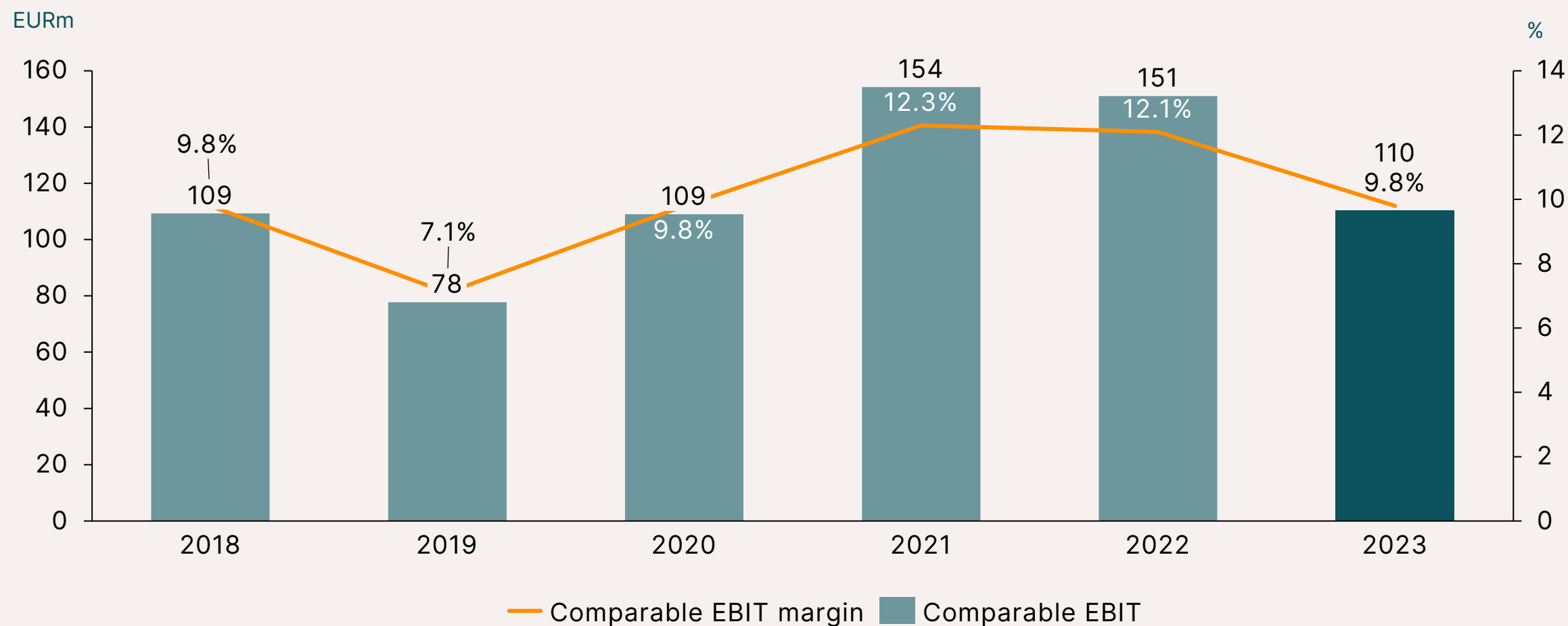
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Group net sales and gross margin development

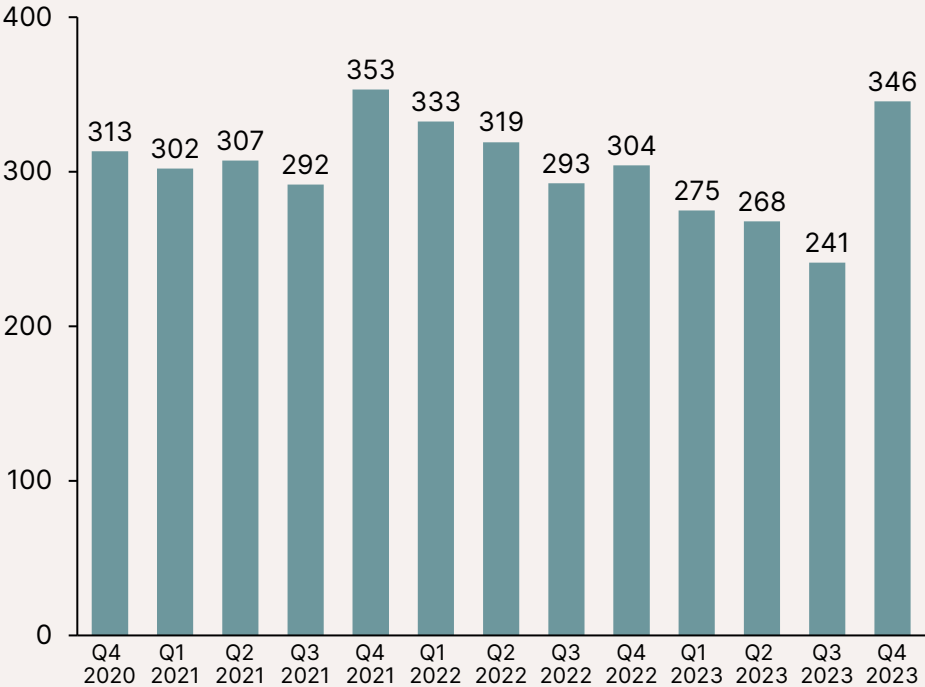


Profitability development

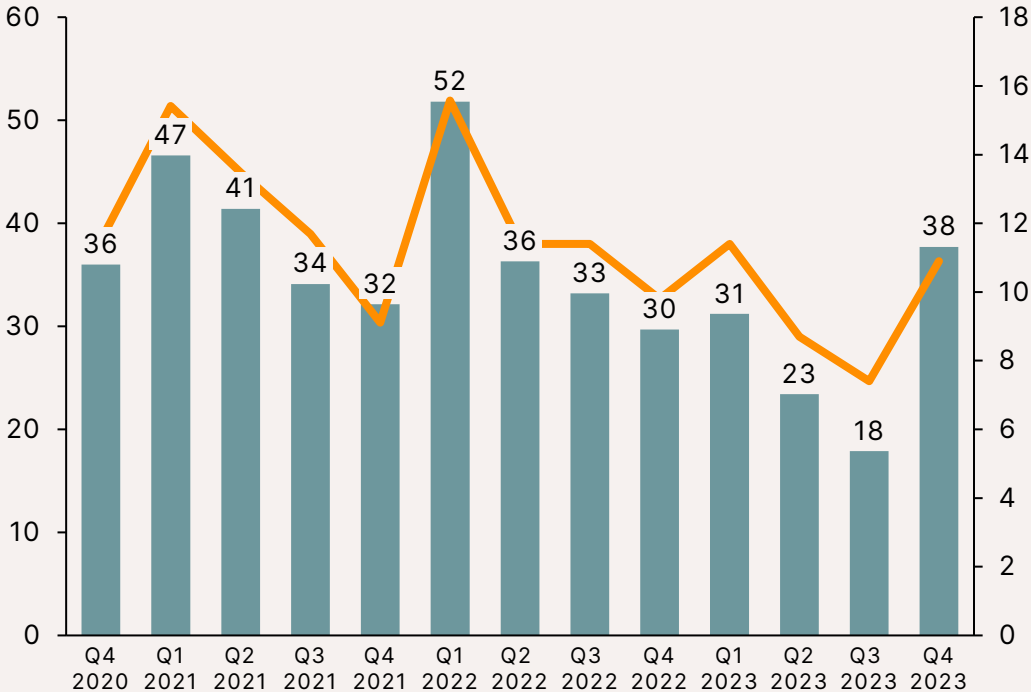


Quarterly development – last 3 years

NET SALES, EUR MILLION























COMPARABLE EBIT (EUR MILLION) AND EBIT MARGIN (%)



Focus on cash flow has delivered, challenging operating environment reflected in progress in sales and EBIT

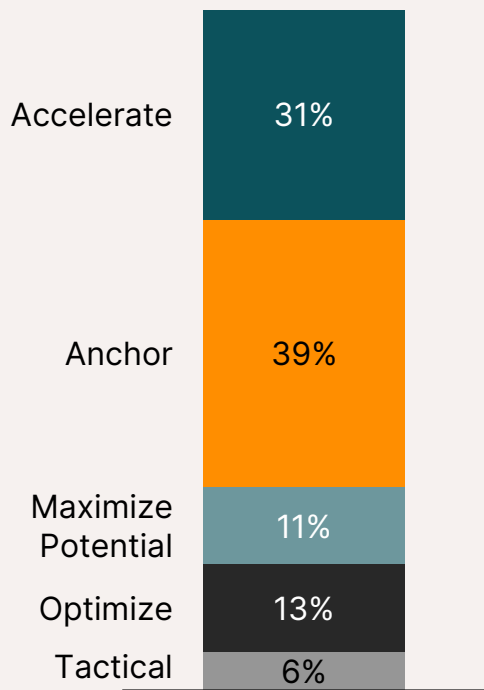
FINANCIAL TARGETS TRACKING

KPI	TARGET	2020	2021	2022	2023	LAST 3 YEARS
NET SALES	Organic, FX neutral Mid-Single-Digit growth	 +3.4%	 +14.2%	 +1.7%	 -9.7%	 CAGR +1.4%
EBIT	Mid-teen EBIT margin (excl. IAC) by end of 2025	 9.8%	 12.3%	 12.1%	 9.8%	 11.0%
CASH FLOW	Free Cash Flow / Net Profit \geq 80%	 255%	 109%	 Neg.	 231%	 92%
BALANCE SHEET	Net Debt / LTM EBITDA \leq 2.5X	 0.8X	 0.7X	 1.5X	 2.5X	 1.3X

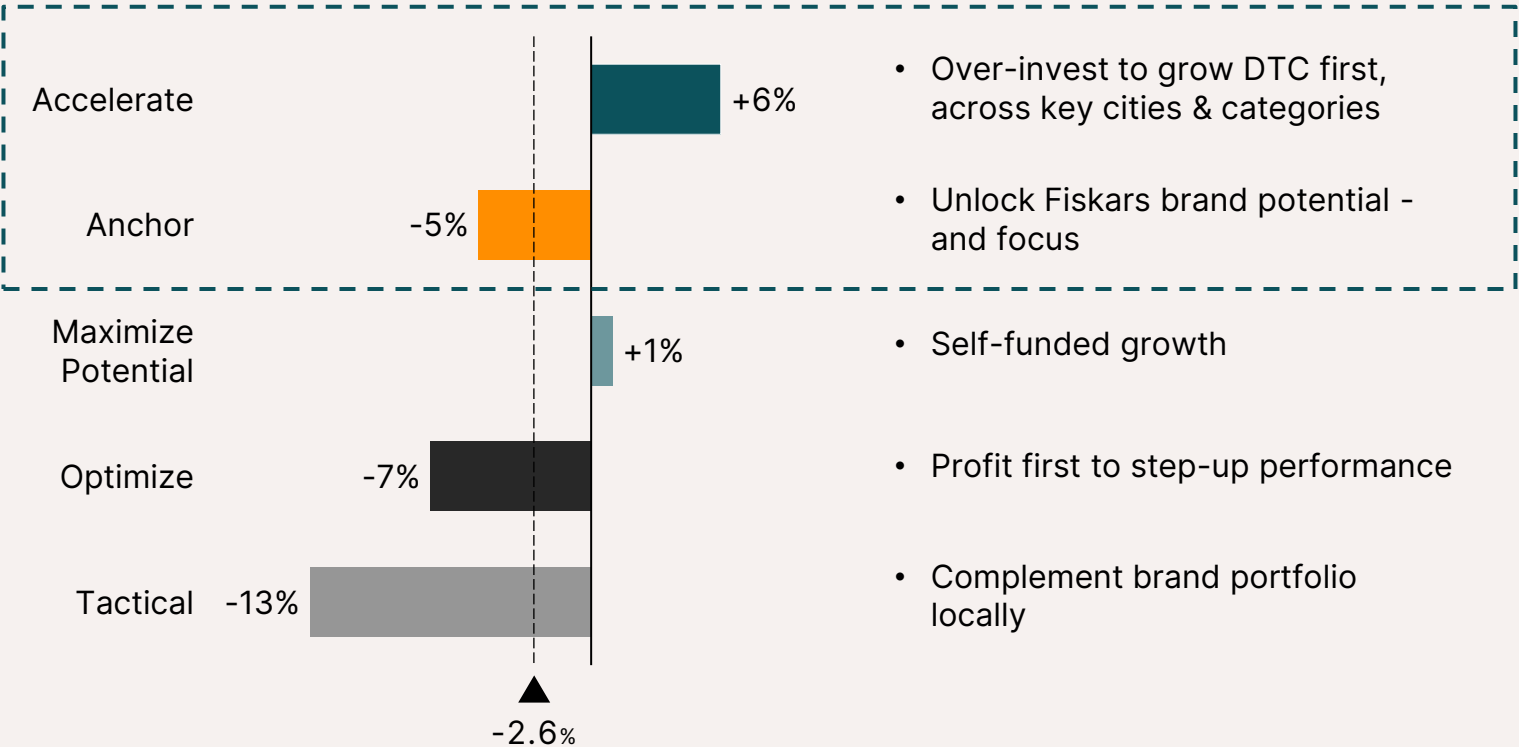


Net sales: Four brands (70% of net sales) are expected to deliver solid growth in the next two years

NET SALES, FY 2023*



ANNUAL GROWTH LAST 2 YRS



GROWTH RATIONALE FOR THE NEXT 2 YRS

- Over-invest to grow DTC first, across key cities & categories
- Unlock Fiskars brand potential - and focus
- Self-funded growth
- Profit first to step-up performance
- Complement brand portfolio locally

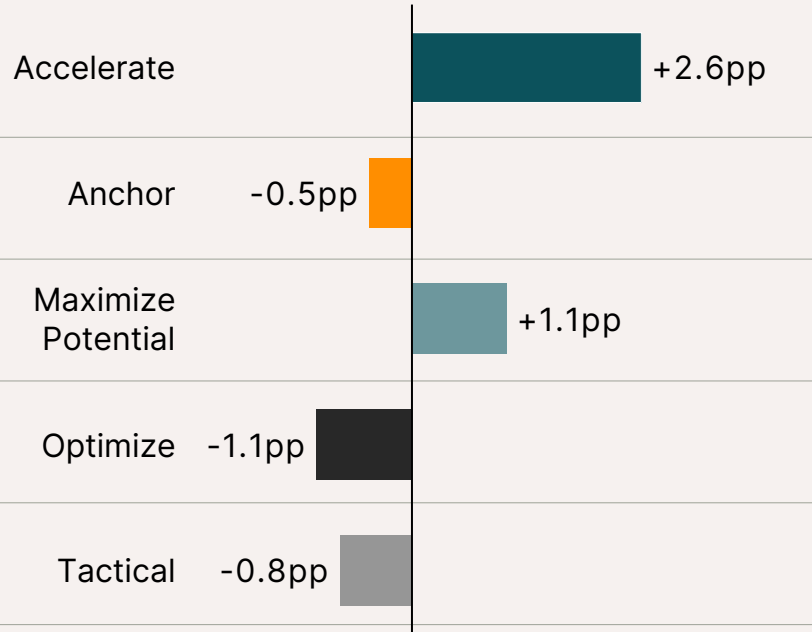
Accelerate: Royal Copenhagen, Wedgwood, Georg Jensen | Anchor: Fiskars | Maximize Potential: Moomin Arabia, Gerber | Optimize: Iittala, Waterford | Tactical: Royal Albert, Royal Doulton, Rörstrand, Arabia

*) pro-forma: includes Georg Jensen Net Sales for full year 2023 (consolidated into Fiskars group from 1.10.2023 onwards)

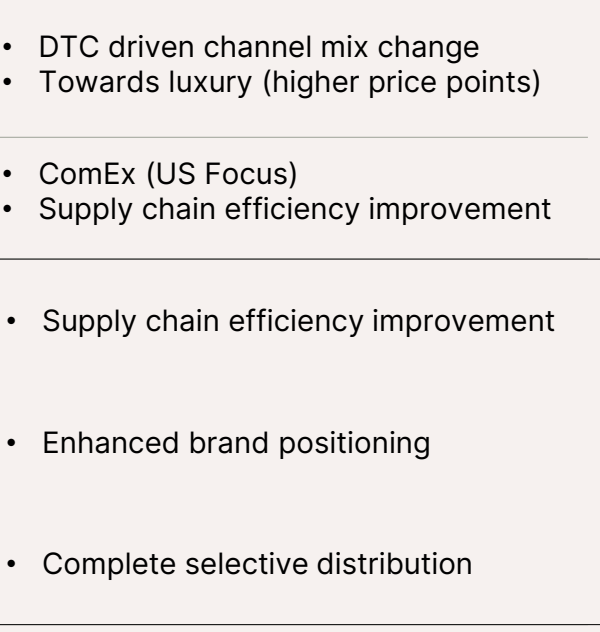


Profitability: Further gross margin improvement through investments in growth drivers and supply chain efficiency gains

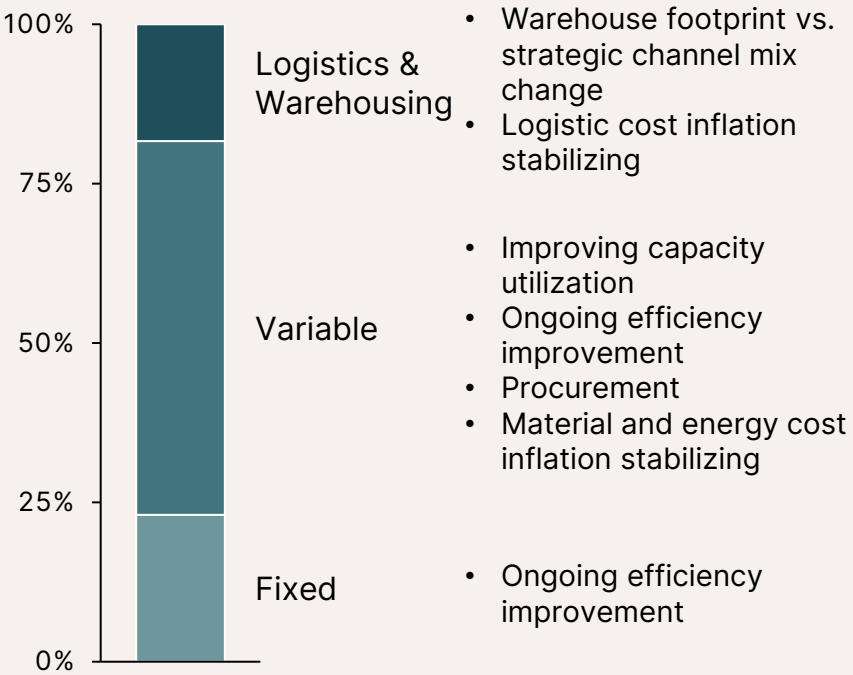
GM CONTRIBUTION (PP), LAST 2 YRS



ENHANCED GROSS MARGIN DRIVERS



COST OF GOODS POTENTIAL FOR GROSS MARGIN IMPROVEMENT

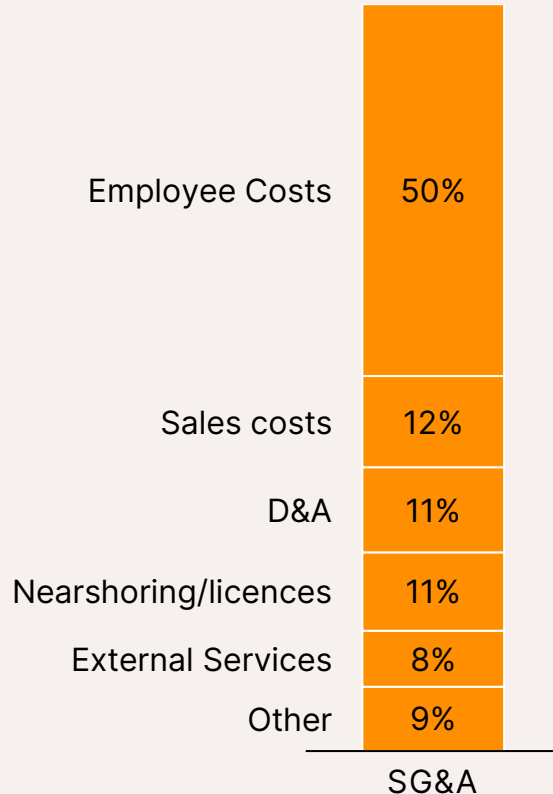


Accelerate: Royal Copenhagen, Wedgwood, Georg Jensen | Anchor: Fiskars | Maximize Potential: Moomin Arabia, Gerber | Optimize: Iittala, Waterford | Tactical: Royal Albert, Royal Doulton, Rörstrand, Arabia



Profitability: Further SG&A leverage through the ongoing programs

SG&A STRUCTURE 2023 (%)



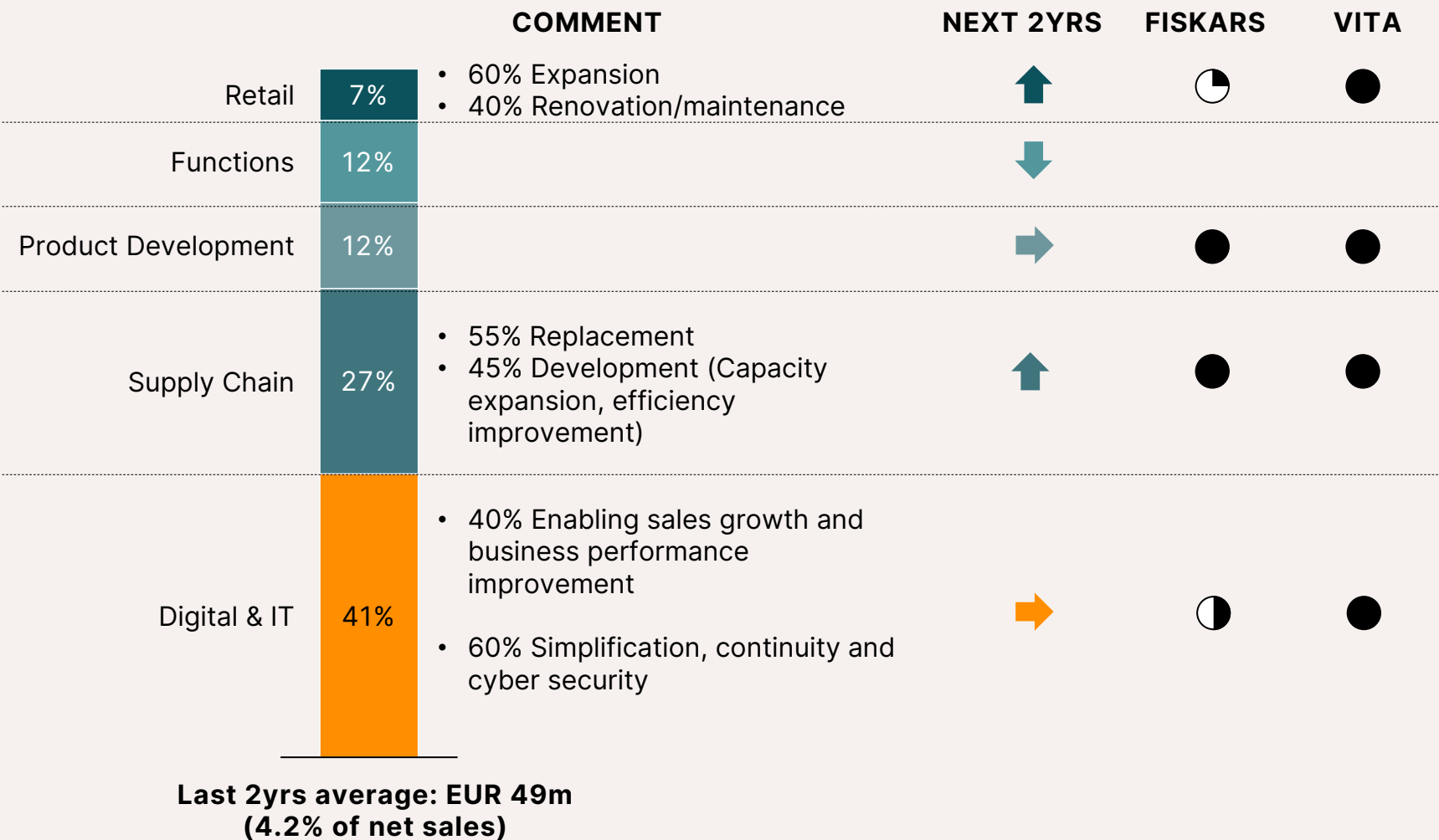
ONGOING PROGRAMS

Program	Target and main levers	Related one-offs	Status
January 2023	<ul style="list-style-type: none"> Savings of EUR 30m, half of which in H2 2023. Net reduction of 100 roles, termination of external services, renegotiations of supply contracts Positive impacts mainly in SG&A, partially also in COGS 	<ul style="list-style-type: none"> EUR 6m Fully recorded in YTD September-23 results Reported as Items Affecting Comparability 	<ul style="list-style-type: none"> 100 roles reduced External services reduced Savings partially offset by inflation, especially in people costs
September 2023	<ul style="list-style-type: none"> Savings of EUR 25m, the majority of which in 2024 Net reduction of 400 roles through organization delayering especially in supply chain Positive impacts mainly in COGS, partially also in SG&A 	<ul style="list-style-type: none"> EUR 5m EUR 2m recorded in Q3-23 results. The remaining EUR 3m in Q4-23. Reported as Items Affecting Comparability 	<ul style="list-style-type: none"> Consultations completed in Q4 2023 400 roles reduced



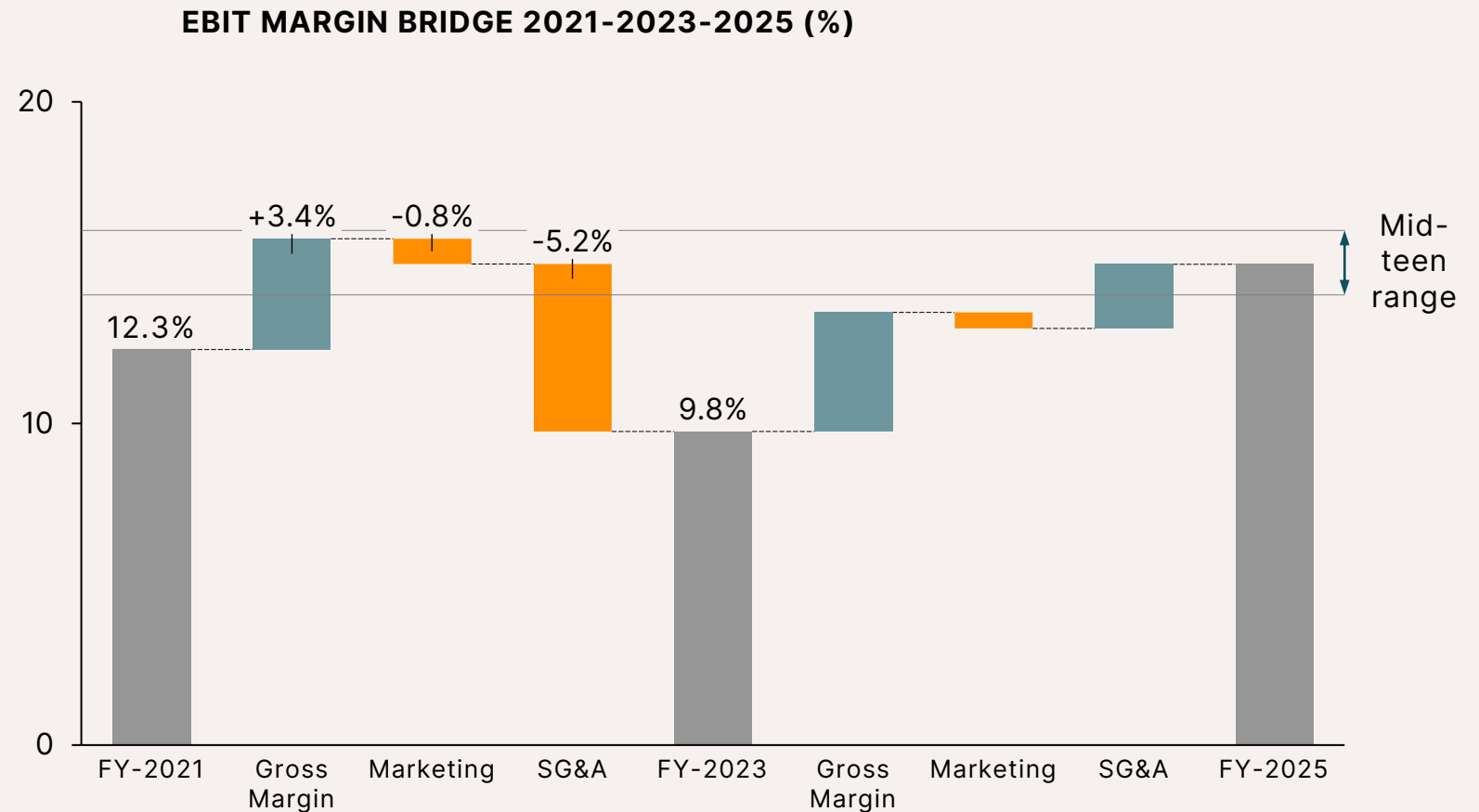
Growth investments' share of CAPEX allocation will increase

- CAPEX 4-5% of Net Sales (earlier approx. 4%)
- Growth investments' share in Retail, Supply Chain and Digital will increase



Towards mid-teen EBIT% – balanced improvement boosted through gross margin & announced cost efficiency programs

- Gross margin improvement expected to continue supported by the Georg Jensen acquisition
- SG&A efficiency mainly through the ongoing efficiency programs

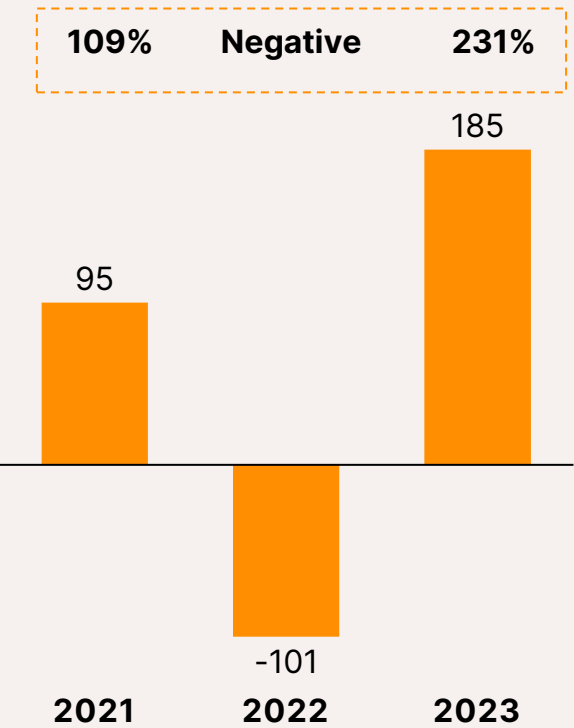


Free cash flow (FCF) and net debt

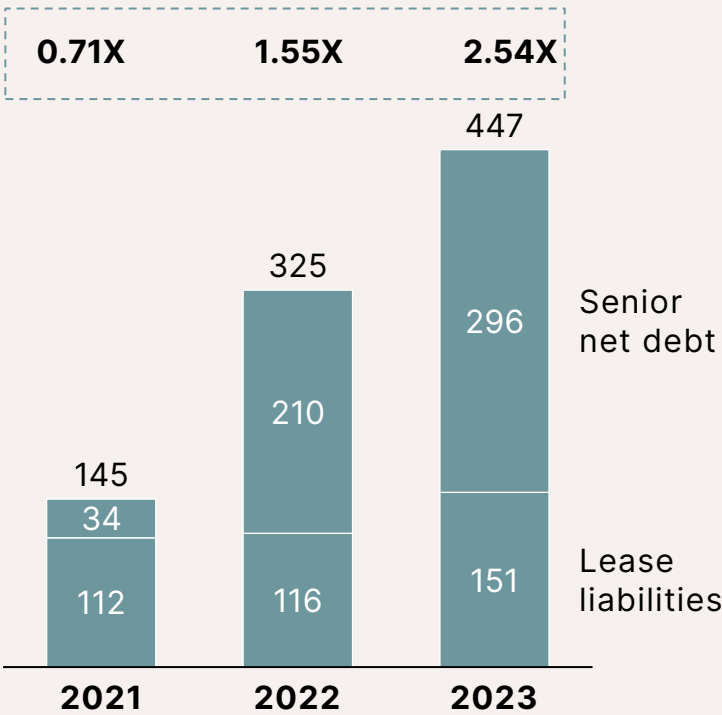
231%
92% (L3yrs)
Cash conversion rate

2.5X
1.3X (L3yrs)
Net debt / LTM EBITDA
(excl. IAC)

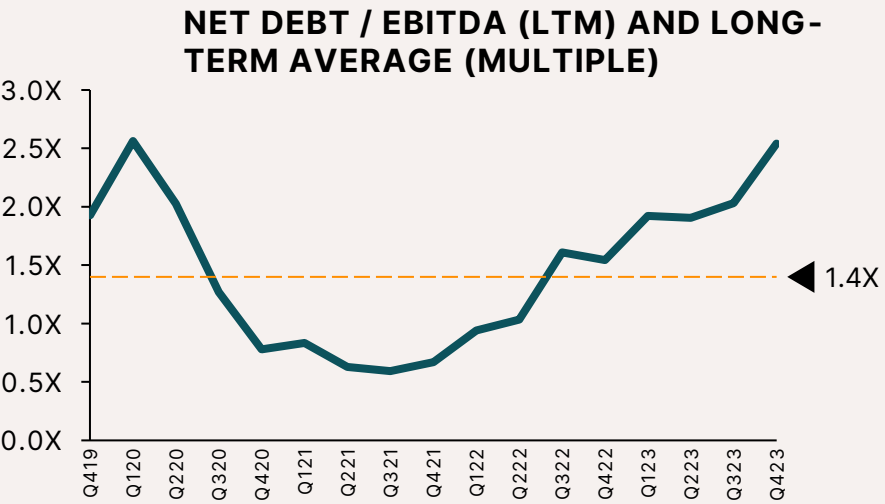
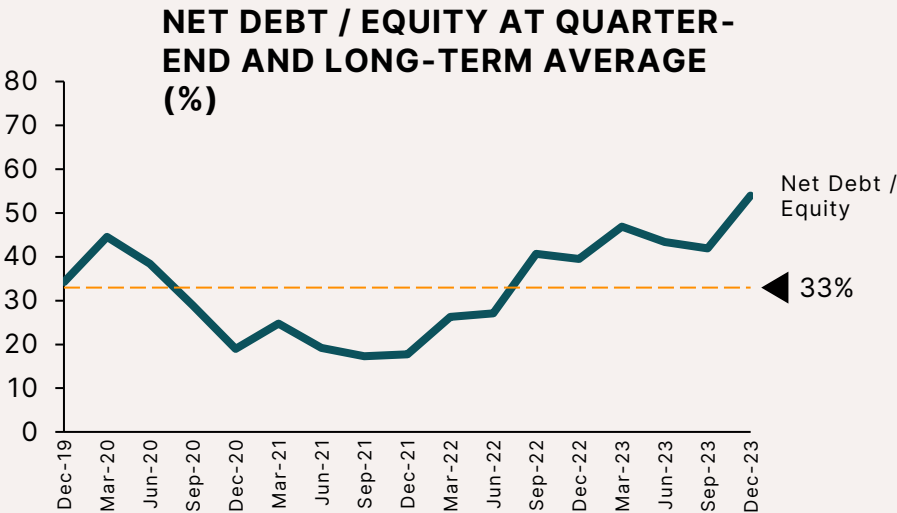
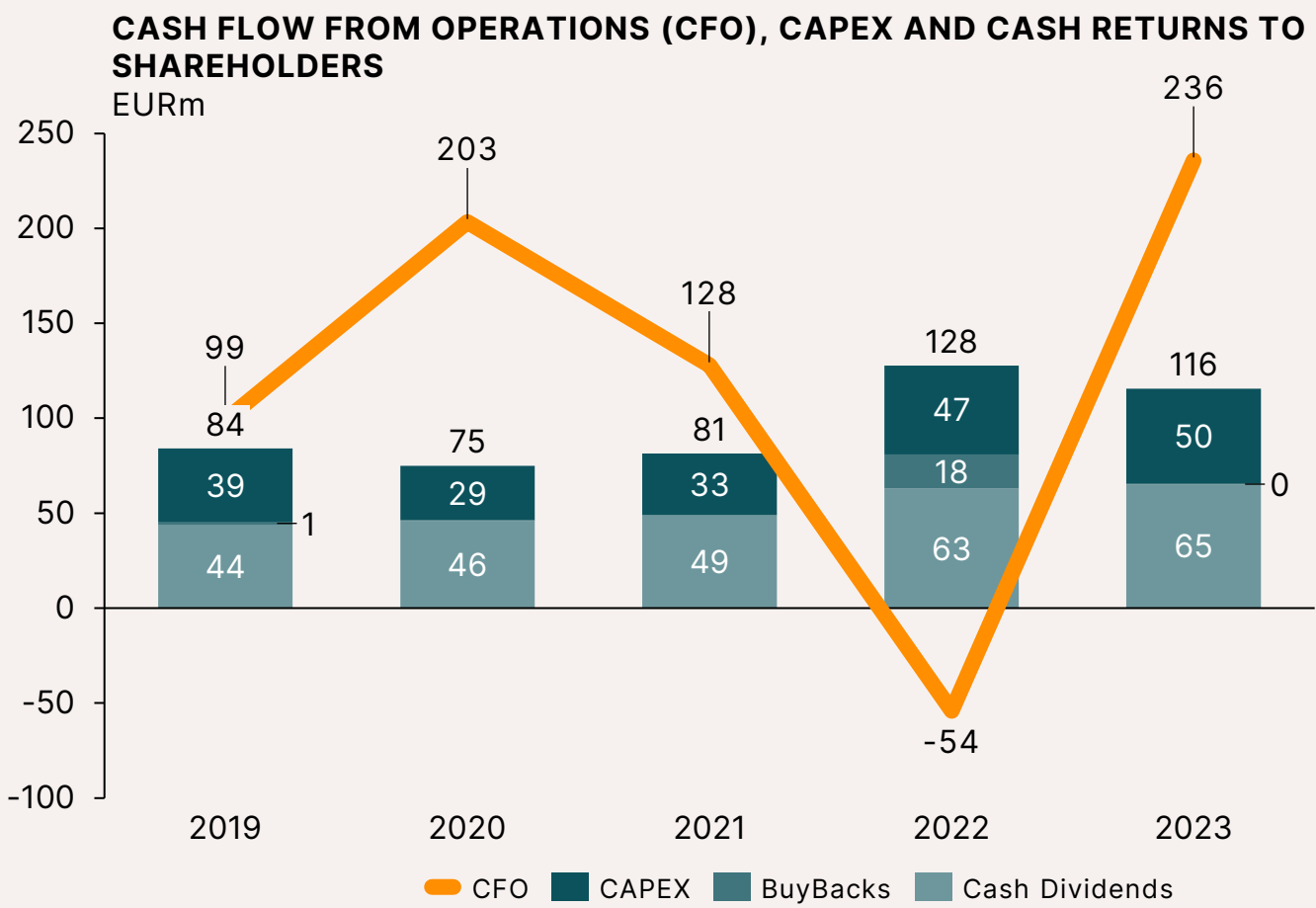
FY FREE CASH FLOW, EURM AND FREE CASH FLOW / LTM NET PROFIT (EXCL. IAC)



NET DEBT, EURM (31.12.) AND NET DEBT / LTM EBITDA (EXCL. IAC)

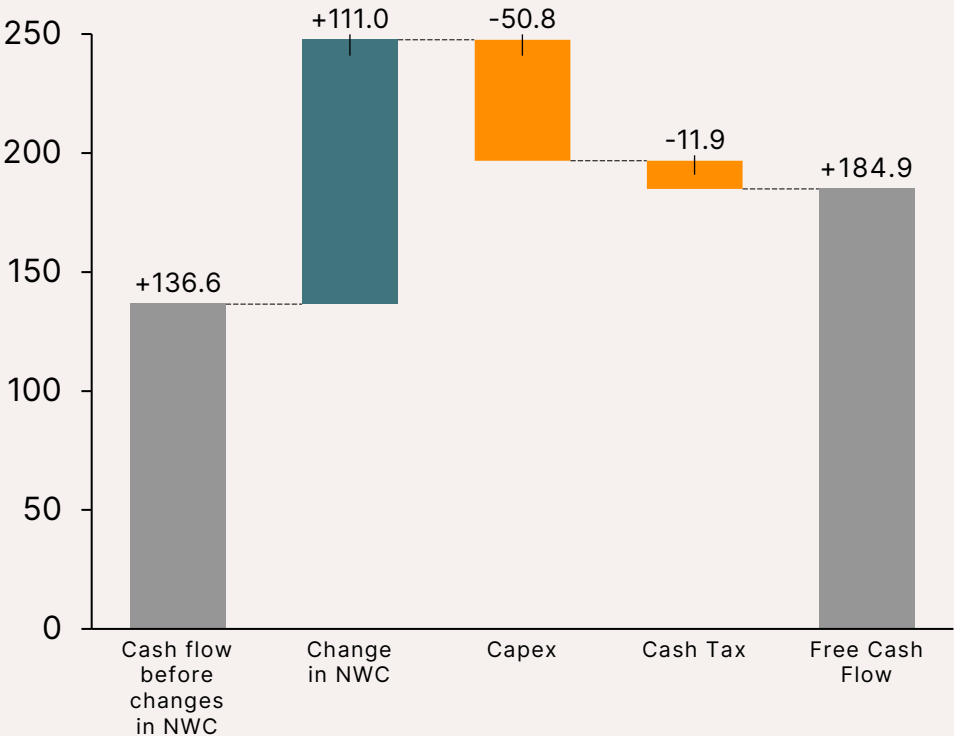


Strong balance sheet has enabled steady investments and increasing shareholder returns despite recent cash flow volatility

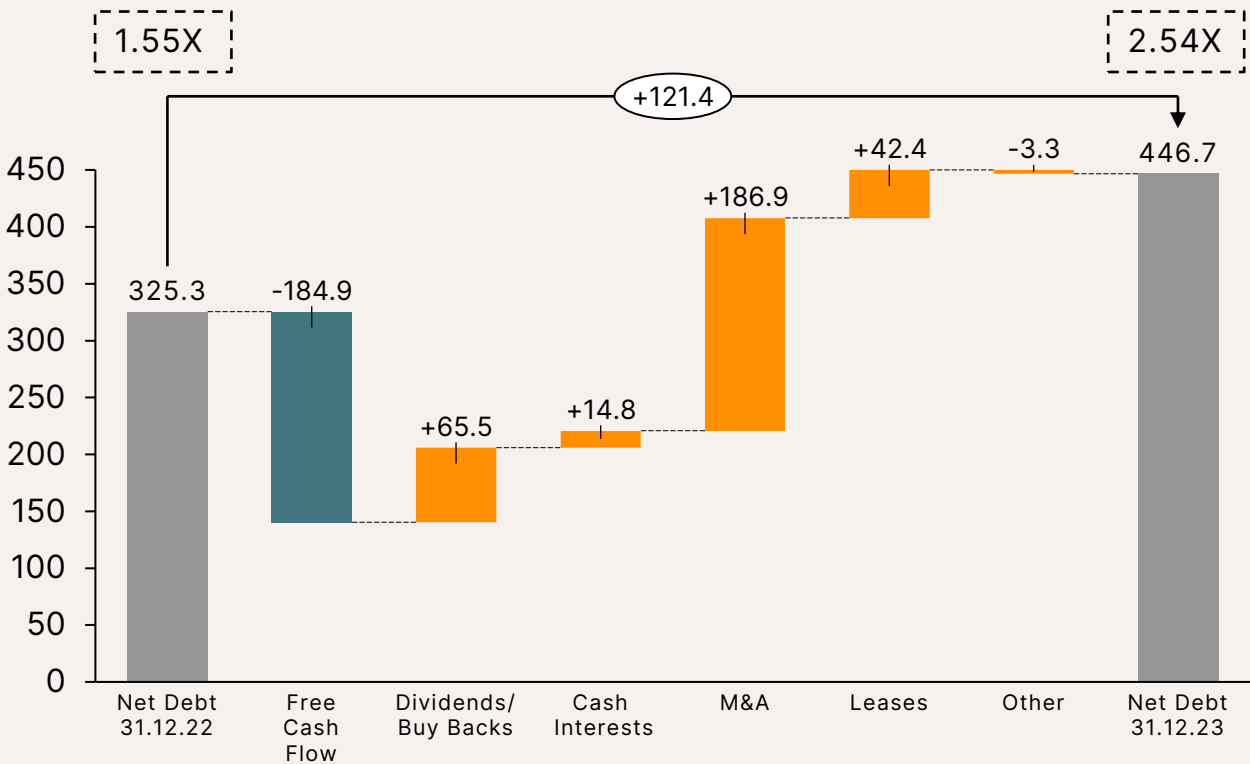


Acquisition impact on leverage offset by strong free cash flow, target leverage achieved well in advance of the original schedule

FULL-YEAR FREE CASH FLOW, EURm



CHANGE IN NET DEBT, EURm AND NET DEBT / LTM EBITDA (EXCL. IAC)



Principles for capital allocation prioritization

	2024	2025
Deleverage balance sheet back to the target level	Priority	Maintain
Secure funding for organic growth investment	Maintain	Maintain
Ensure stable, sustainably increasing cash dividend	Priority	Priority
Maintain financial flexibility for future M&A	Maintain	Maintain



Strong cash position enables an increasing dividend: Board's proposal EUR 0.82 per share

2.5%*

Dividend growth
2022-2023

4.6%*

Dividend yield

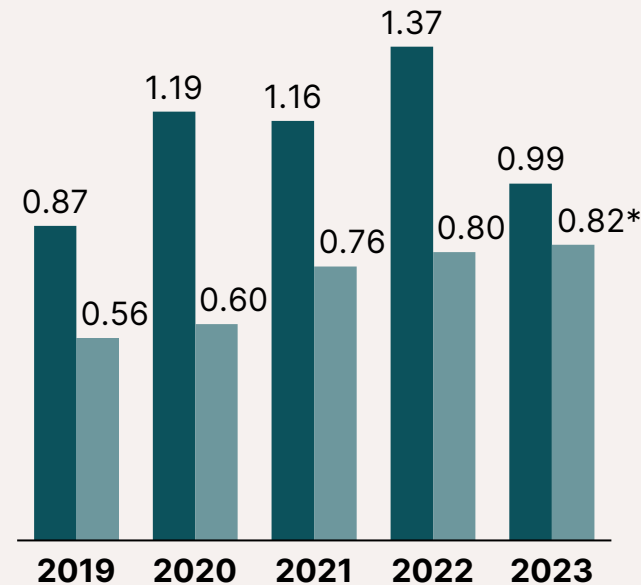
83%*

Payout Ratio on EPS excl. IAC

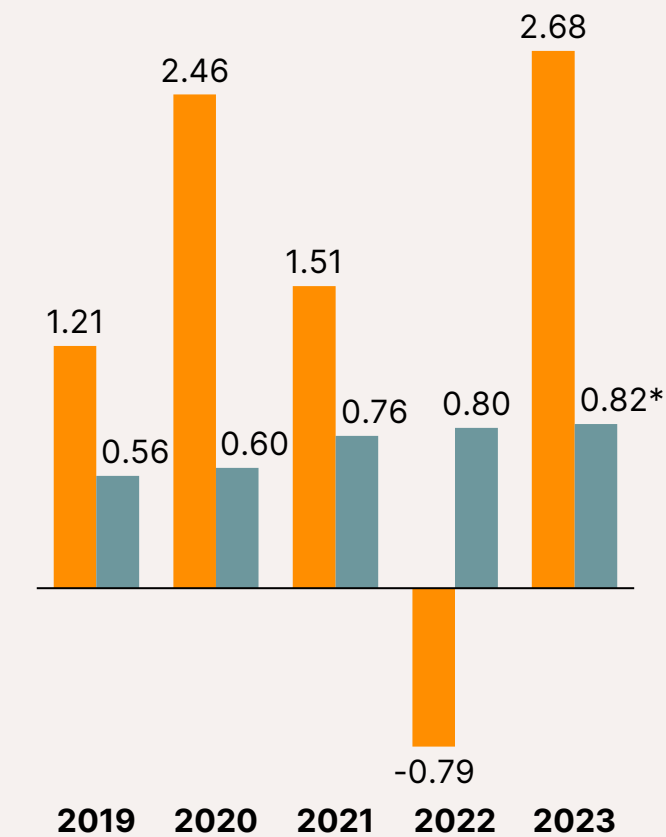
31%*

Payout Ratio on CEPS

EPS (EXCL IAC) AND DPS 2019-2023
EUR



CEPS AND DPS 2019-2023
EUR



● EPS ● CEPS ● DPS

*Based on Board's proposal



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A person wearing a bright blue winter jacket and black gloves is shoveling a large pile of snow. The shovel is black with a silver handle, and a large cloud of snow is being tossed into the air. The background is a snowy landscape with some bare trees and a fence in the distance.

Highlights of Q4 and FY 2023

2023 CASH FLOW
ALL-TIME HIGH –
SALES AND EBIT
DECLINED

Q4 AS EXPECTED
WITH STABLE
COMPARABLE
NET SALES

TRANSFORMATION
DELIVERING:
COMEX, DTC, CHINA

GEORG JENSEN
INTEGRATION
PROCEEDING WELL

THE BOARD
PROPOSES AN
INCREASING
DIVIDEND:

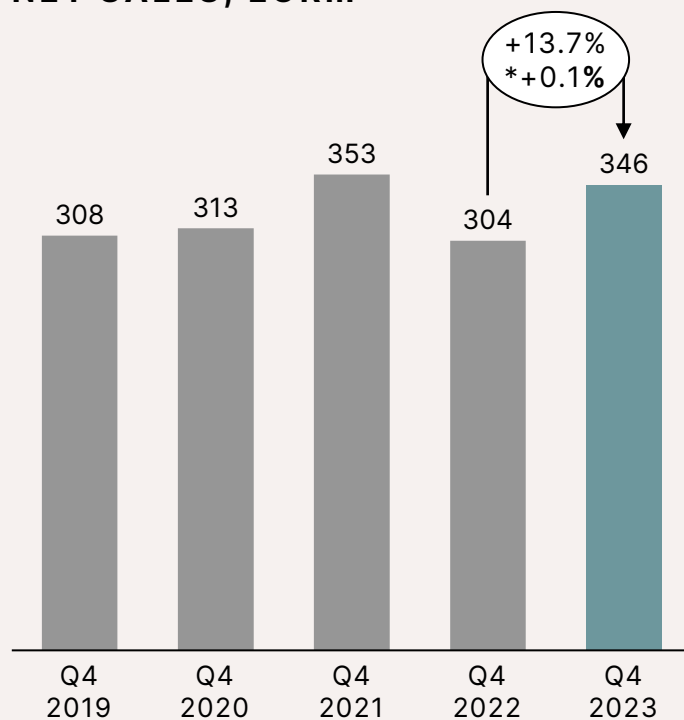
EUR 0.82 PER
SHARE

GUIDANCE FOR
2024:

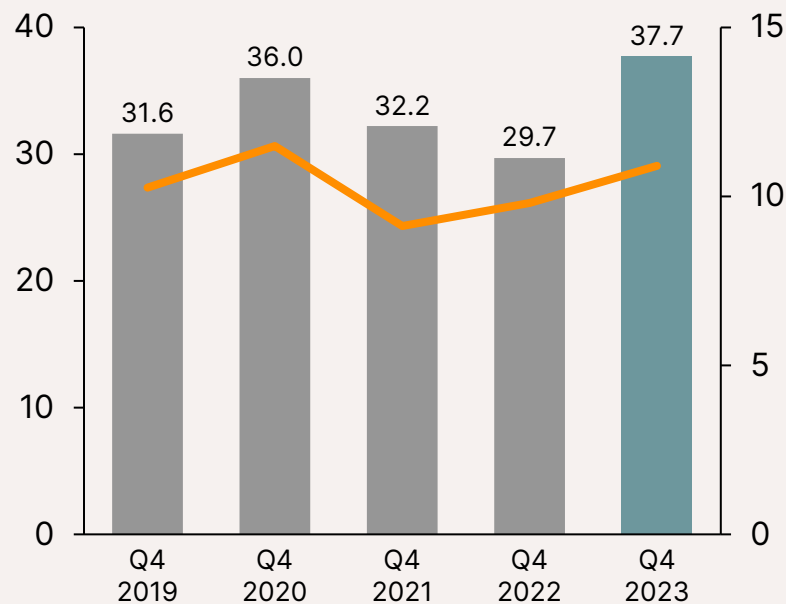
COMPARABLE EBIT
EXPECTED TO BE
SLIGHTLY ABOVE
THE 2023 LEVEL

Q4 2023 Group key figures

NET SALES, EURm



COMPARABLE EBIT (EURm) AND EBIT MARGIN (%)



GROSS MARGIN %

46.8

Q4/2022: 45.6

FREE CASH FLOW EURm

77.5

Q4/2022: 35.7

COMPARABLE EPS EUR

0.40

Q4/2022: 0.19

CASH EARNINGS PER SHARE EUR

1.11

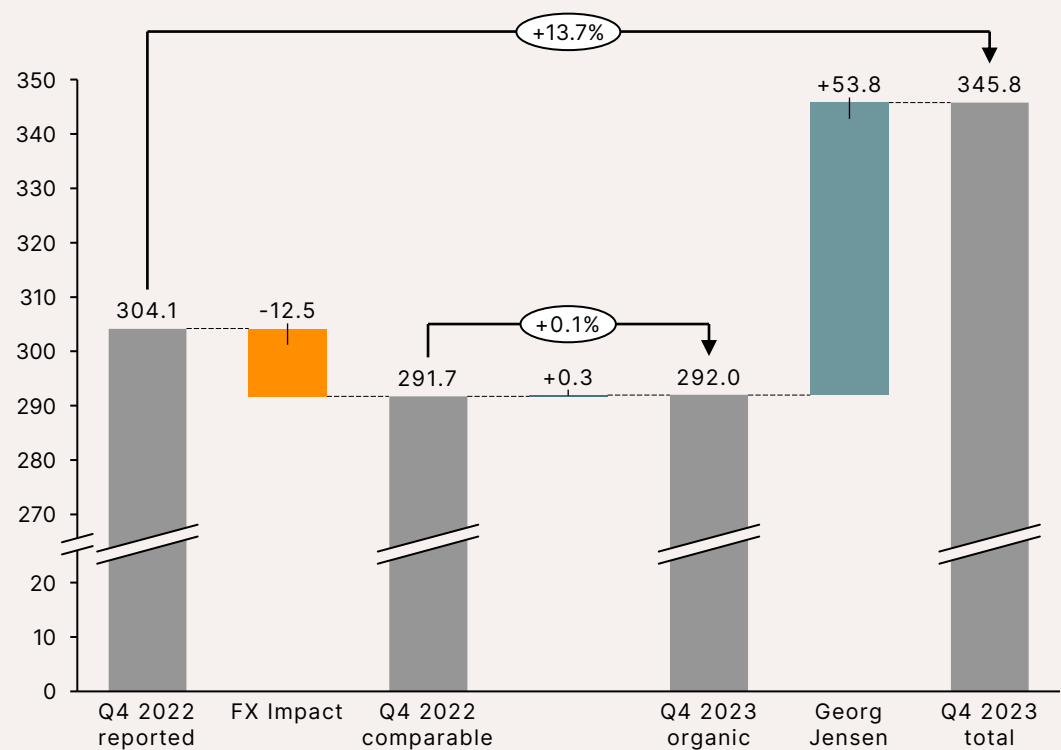
Q4/2022: 0.66

*Comparable net sales exclude the impact of exchange rates, acquisitions and divestments



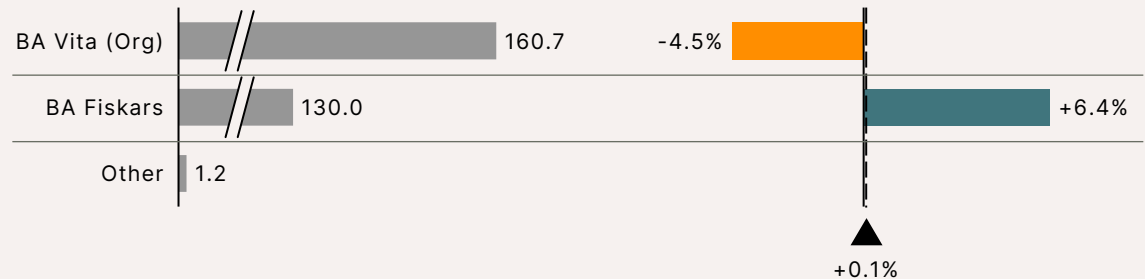
Q4 Comparable net sales stable compared to a low comparison period, BA Fiskars' sales increased

Q4 2023 NET SALES BRIDGE, EURm

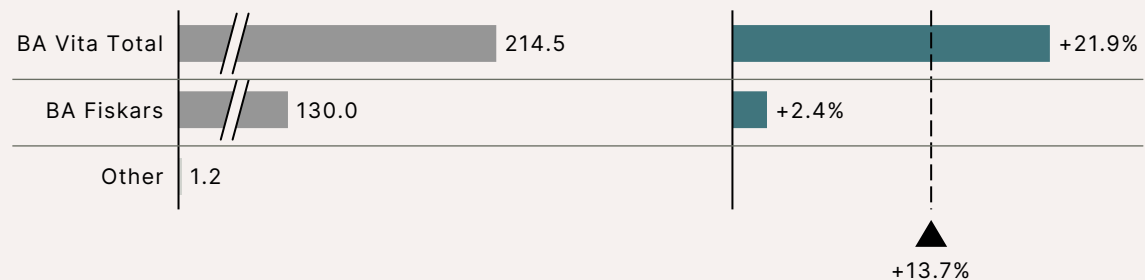


*Comparable net sales exclude the impact of exchange rates, acquisitions and divestments

Q4 2023 COMPARABLE NET SALES BY BUSINESS AREA, EURm

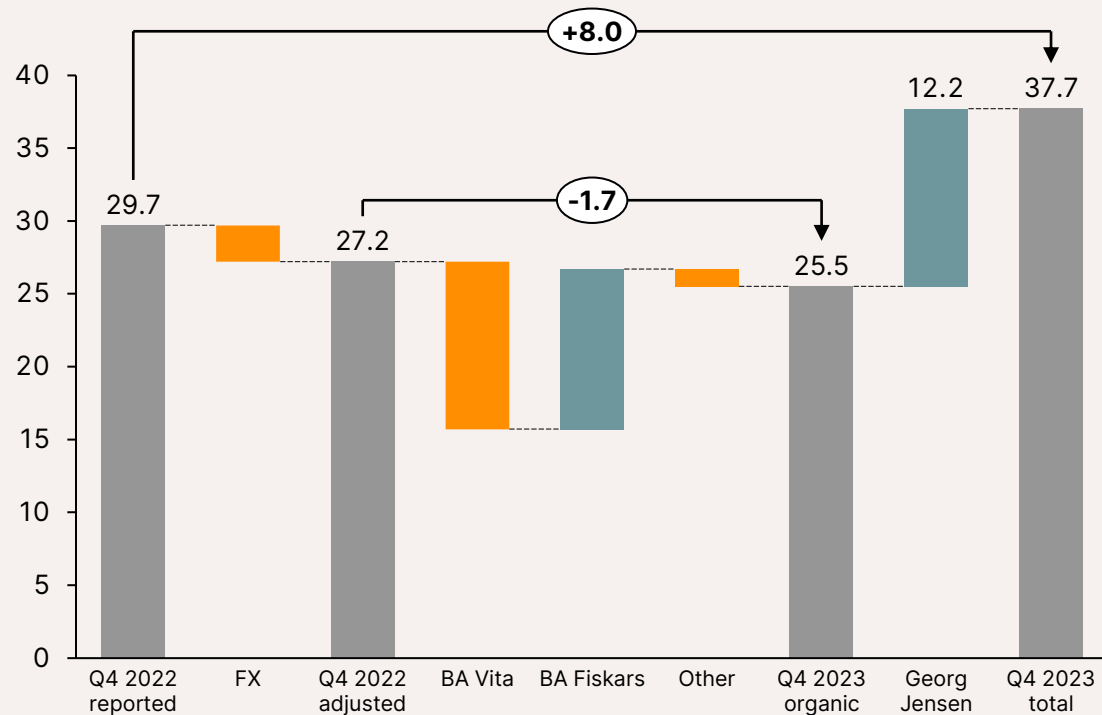


Q4 2023 REPORTED NET SALES BY BUSINESS AREA, EURm

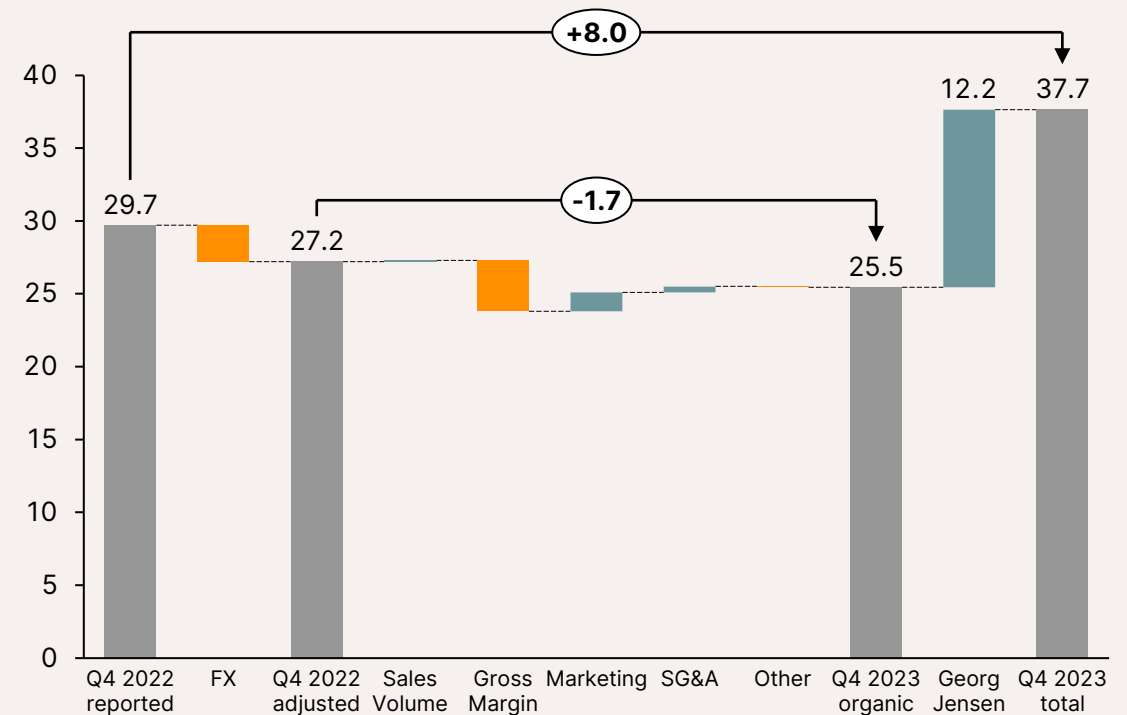


Q4 EBIT increased driven by EBIT contribution from Georg Jensen, BA Fiskars' EBIT also improved

Q4 2023 EBIT BRIDGE BY BUSINESS AREAS, EURm

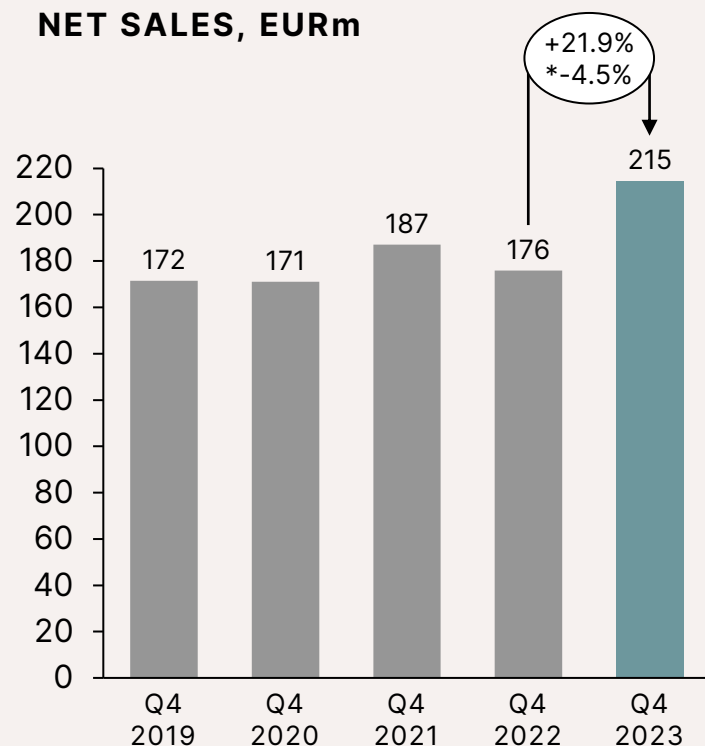


Q4 2023 EBIT BRIDGE BY COMPONENTS, EURm

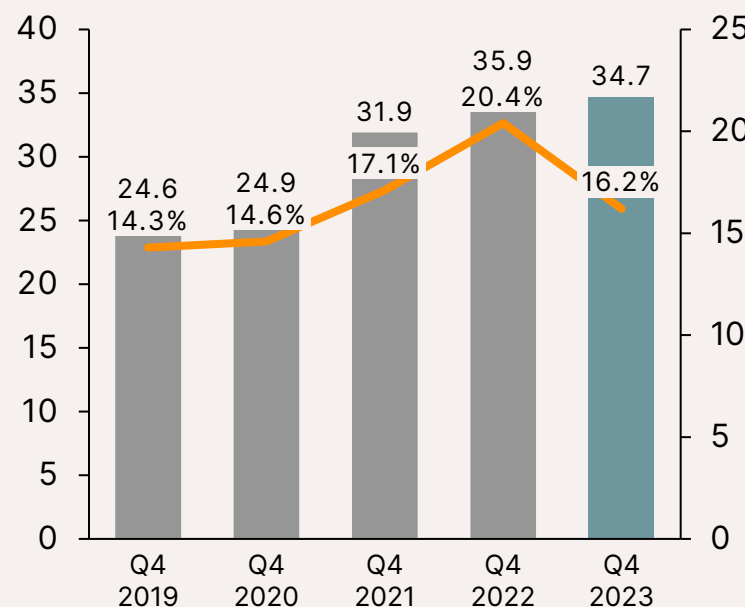


BA Vita Q4: Own e-commerce continued to develop positively, overall comparable net sales decreased

NET SALES, EURm



COMPARABLE EBIT (EURm) AND
COMPARABLE EBIT MARGIN, %



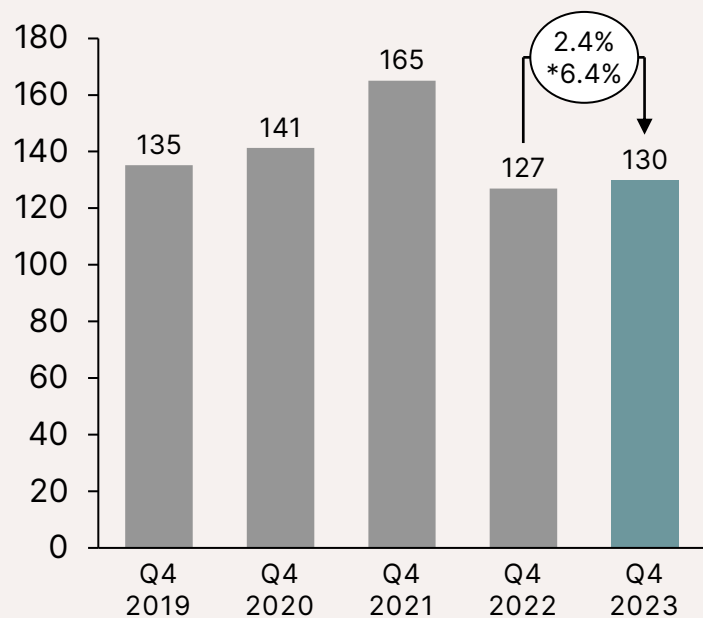
- Comparable net sales decreased due to lower demand in the retailer customer segment and the continuing execution of channel strategy
- E-commerce continued to develop positively, with growth in many markets
- Strong growth in China, 26%
- Net sales increased including Georg Jensen's Q4

*Comparable net sales exclude the impact of exchange rates, acquisitions and divestments

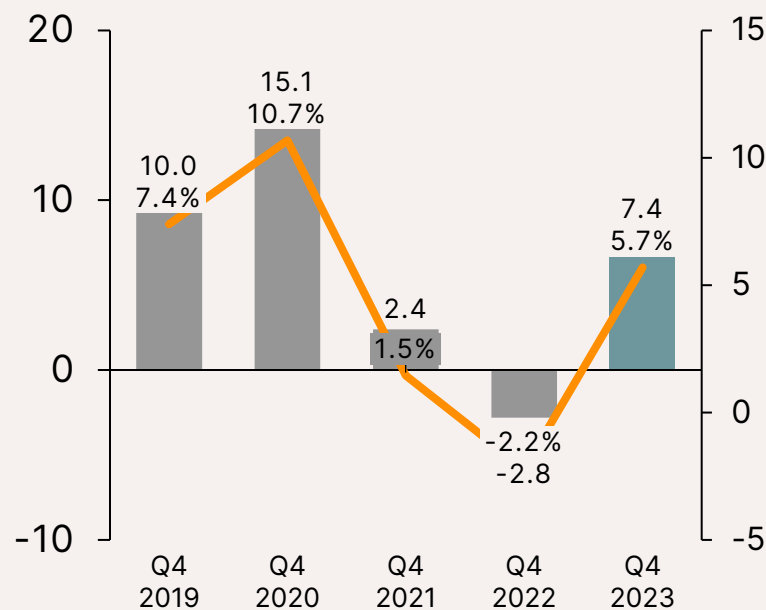


BA Fiskars Q4: Net sales increased against soft comparison period, boost from customer phasing & snow

NET SALES, EURm



**COMPARABLE EBIT (EURm) AND
COMPARABLE EBIT MARGIN, %**

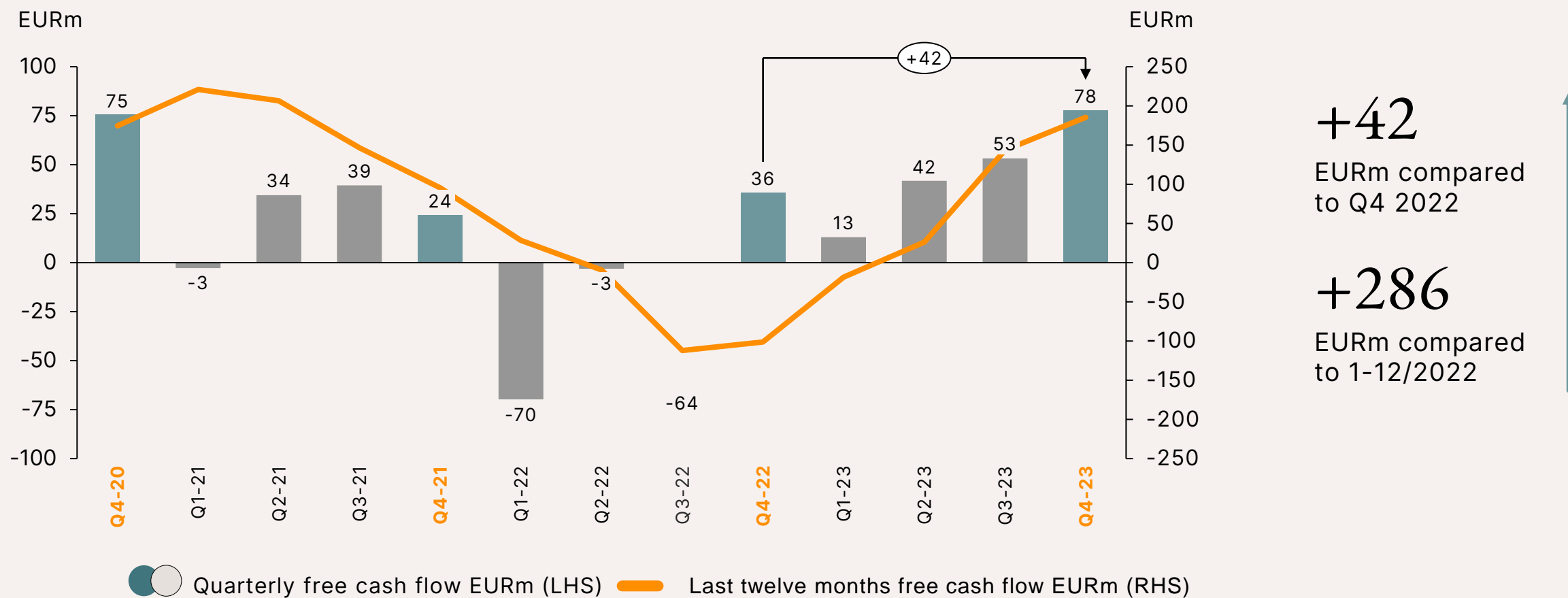


- Net sales increased driven by the U.S., where a softer comparison period and customer phasing had a positive impact
- Demand for snow tools increased sales in the Nordics
- Improvement in EBIT was driven by sales volumes, an improved gross margin and prudent cost management

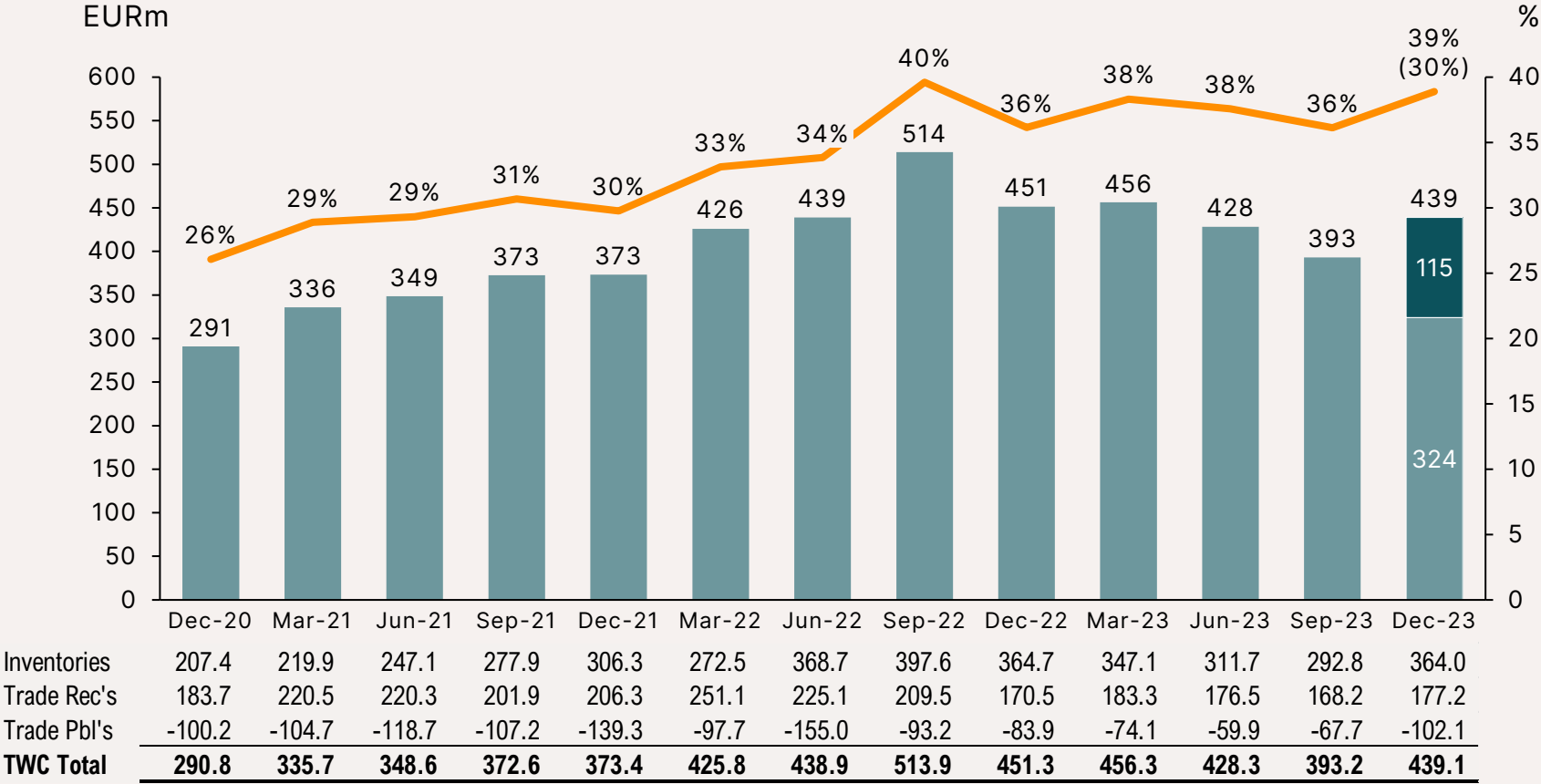
*Comparable net sales exclude the impact of exchange rates, acquisitions and divestments



Q4 Cash flow continued to improve, full-year free cash flow all-time high



Continued reduction in Trade Working Capital driven by inventories



-12
EURm compared
to 31.12.2022

-127
EURm compared
to 31.12.2022
excluding Georg
Jensen



Organic capital employed down EUR 88 million – asset efficiency decreased temporarily due to the Georg Jensen acquisition

Capital Employed (EURm)

	Dec-22	GJ Impact	Organic	Dec-23
GW and other intangible	499.8	85.9	6.1	591.8
PPE and biological assets	192.8	11.3	10.5	214.5
Capitalised leases (ROU)	110.6	21.5	11.3	143.4
Non-Current Assets	803.2	118.6	27.9	949.7
Inventories	364.7	108.5	-109.2	364.0
Trade receivables	170.5	17.6	-10.8	177.2
Trade payables	-83.9	-11.1	-7.1	-102.1
Trade Working Capital	451.3	114.9	-127.0	439.1
Other int-free receivables	55.1	9.5	-1.5	63.1
Other int-free payables	-201.2	-21.9	13.3	-209.8
Operating Capital	1,108.4	221.1	-87.3	1,242.1
Net tax liabilities	0.7	-12.6	-1.0	-12.8
Capital Employed	1,109.1	208.5	-88.3	1,229.3

Financing (EURm)

	Dec-22	GJ Impact	Organic	Dec-23
Equity	823.8	25.4	-25.6	823.7
Interest-bearing debt	325.6	168.8	-71.2	423.1
Lease liabilities	115.5	21.5	13.8	150.8
Cash	-115.8	-3.3	-8.2	-127.3
Net Debt	325.3	187.0	-65.6	446.7
Financial assets	-40.0	-3.8	2.9	-41.0
Financing Total	1,109.1	208.5	-88.3	1,229.3

Balance Sheet KPIs (EURm)

	Dec-22	Dec-23
Net Debt / Equity (%)	39.5%	54.2%
Net Debt / EBITDA (x)	1.5X	2.5X
Capital Turnover (X)	1.23X	0.97X
EBIT Margin (%)	12.1%	9.8%
ROCE (%)	14.9%	9.4%



Guidance for 2024

Fiskars Corporation expects comparable EBIT to be slightly above the 2023 level (2023: EUR 110.3 million).

Assumptions behind the guidance

- The operating environment is expected to remain challenging and impact demand, especially in the first half
- Wage inflation to remain elevated
- + Savings from the completed organizational changes are expected to support EBIT

The acquisition of Georg Jensen is shifting the Group's EBIT generation even more toward the end of the year





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Largest shareholders as of December 31, 2023

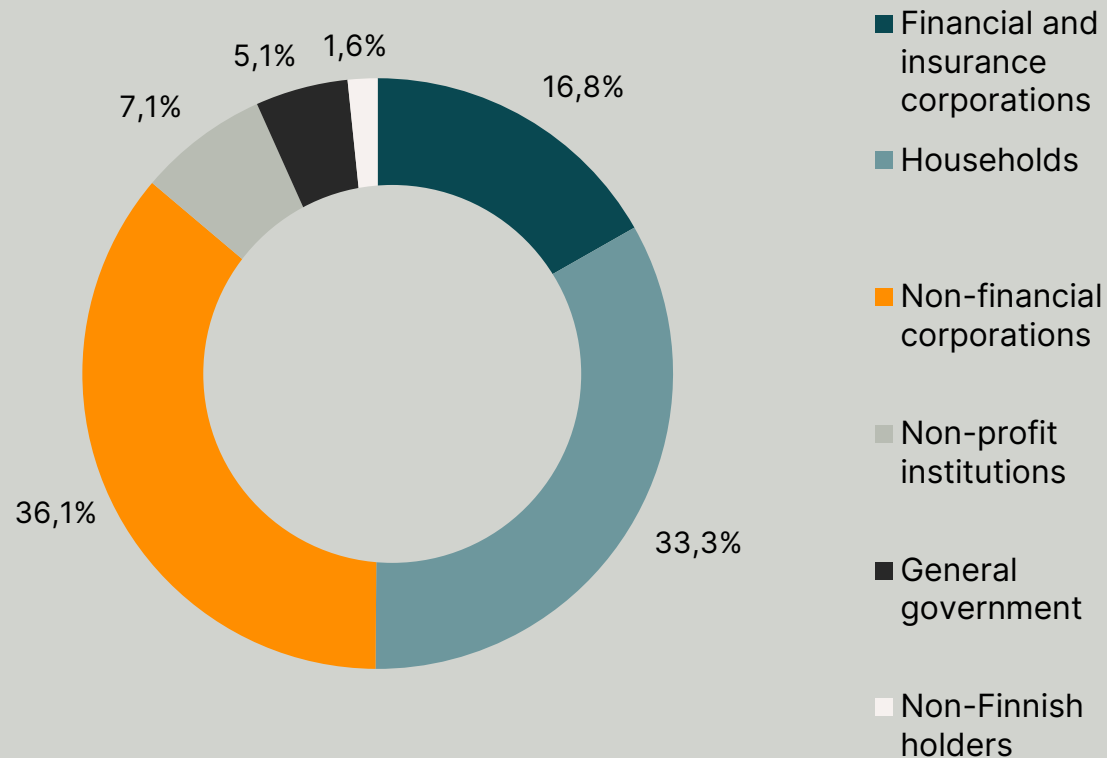
#	SHAREHOLDER NAME	NUMBER OF SHARES	% OF SHARES AND VOTES
1	Virala Oy Ab	12,740,000	15.73
2	Turret Oy Ab	11,430,961	14.11
3	Holdix Oy Ab	10,165,537	12.55
4	Sophie Von Julins Stiftelse	2,556,000	3.16
5	Julius Tallberg Corp.	2,554,350	3.15
6	Gripenberg Gerda Margareta Lindsay Db	1,983,000	2.45
7	Varma Mutual Pension Insurance Company	1,659,326	2.05
8	The estate of Greta Von Julin	1,560,000	1.93
9	Ilmarinen Mutual Pension Insurance Company	1,428,930	1.76
10	Elo Mutual Pension Insurance Company	1,005,000	1.24
	10 largest shareholders, total	47,083,104	58.13
	Other shareholders	33,916,896	41.87
	Total	81,000,000	100.00



DATA SUPPLIED BY INVESTIS



Shareholder structure as of December 31, 2023



SECTOR	NUMBER OF SHARES	% OF SHARES AND VOTES
Financial and insurance corporations	13,583,085	16.77
Households	27,005,335	33.34
Non-financial corporations	29,201,895	36.05
Non-profit institutions	5,777,949	7.13
General government	4,110,306	5.07
Non-Finnish holders	1,321,430	1.63
Total	81,000,000	100.00
<i>Of which nominee registered</i>	<i>2,726,644</i>	<i>3.37</i>

DATA SUPPLIED BY INVESTIS



Leadership Team



Nathalie Ahlström
CEO
Employed 2020



Jussi Siitonen
CFO
Employed 2021



Dr. Steffen Hahn
Executive Vice President,
Business Area Fiskars,
Employed 2024



Christian Bachler
Executive Vice President,
Business Area Vita,
Employed 2010



Peter Cabello Holmberg
Chief Digital Officer
Employed 2021



Anna Mindelöf
Chief People Officer
Employed 2022



Aamir Shaukat
Chief Supply Chain Officer
Employed 2023



Board of Directors



PAUL EHRNROOTH



JYRI LUOMAKOSKI



ALBERT EHRNROOTH



LOUISE FROMOND



JULIA GOLDIN



CARL-MARTIN LINDAHL



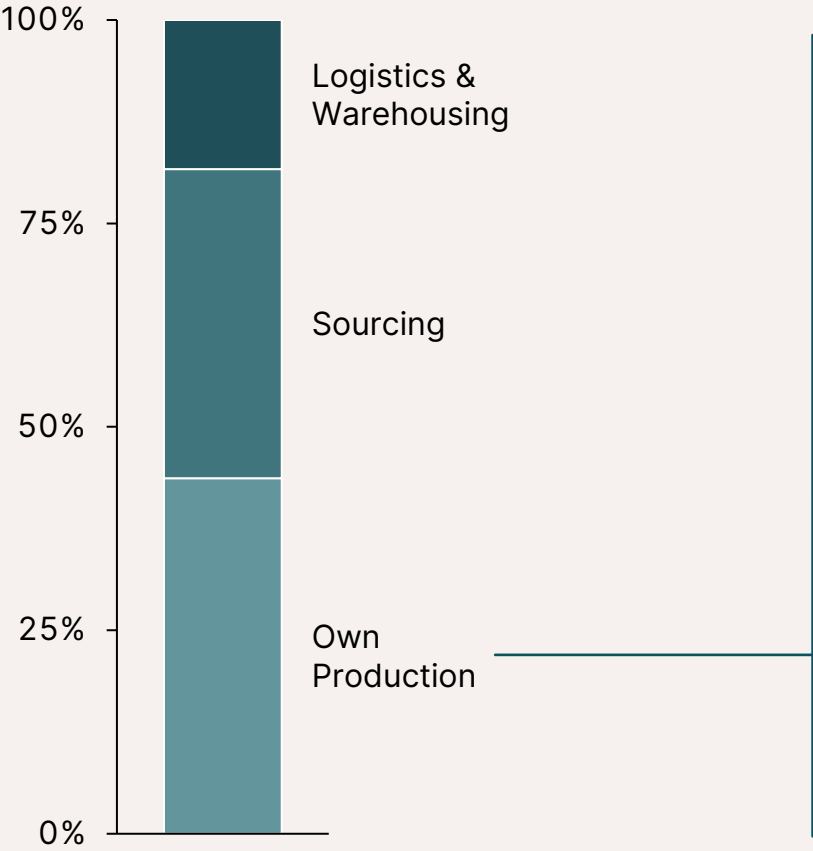
VOLKER LIXFELD



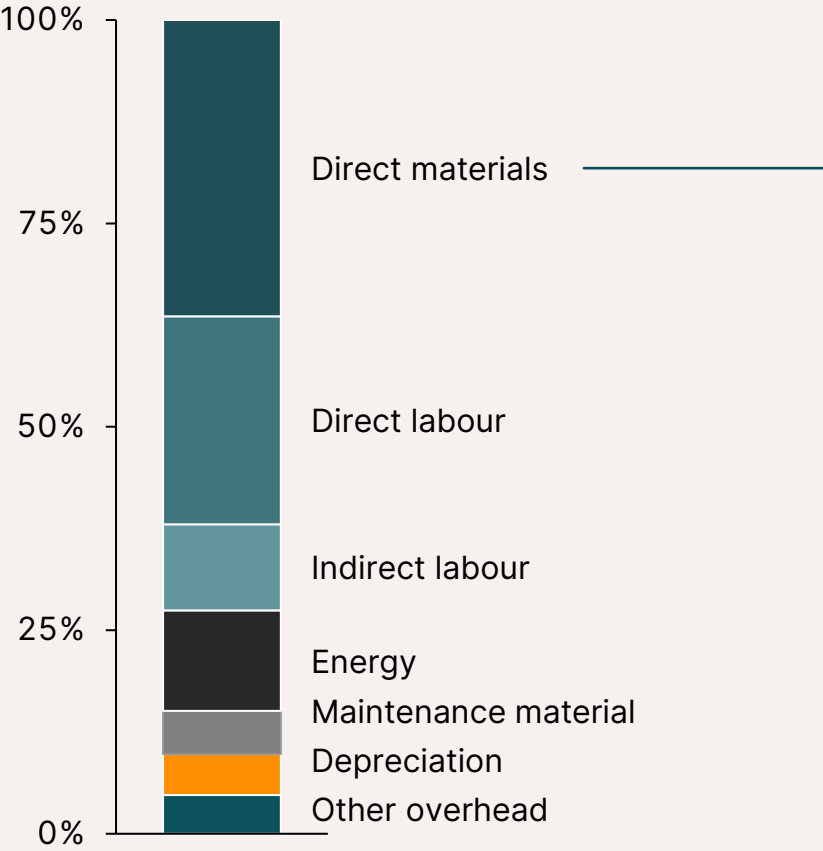
RITVA SOTAMAA

Cost of Goods Sold

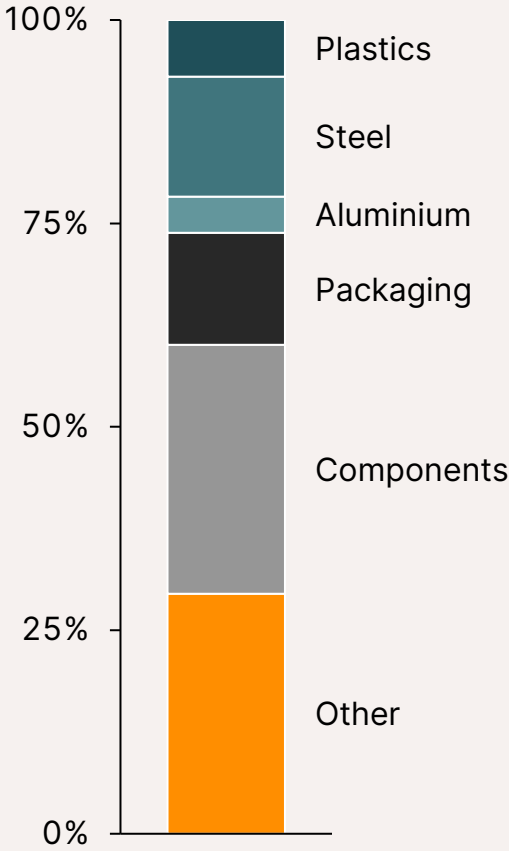
COGS TOTAL



OWN PRODUCTION



DIRECT MATERIALS



Calculation of financial indicators

INDICATOR	DEFINITION
EBIT	Operating profit
Comparable EBIT	Operating profit (EBIT) +/- items affecting comparability
Items affecting comparability	Items such as restructuring costs, impairment or provision charges and releases, acquisition related costs, and gains and losses from the sale of businesses
Comparable EBITDA	Operating profit (EBIT) + depreciations + amortizations +/- items affecting comparability
Free Cash Flow	EBITDA +/- non-cash adjustments +/- change in net working capital – capex – taxes paid
Capital employed	Non-current assets + trade working capital + Other interest-free receivables and payables +/- net tax liabilities
Capital turnover	Net sales / Capital employed
ROCE	Capital turnover * EBIT margin



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 Group 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 Group include, but are not limited to: (u) 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 Group 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.





Thank
you!