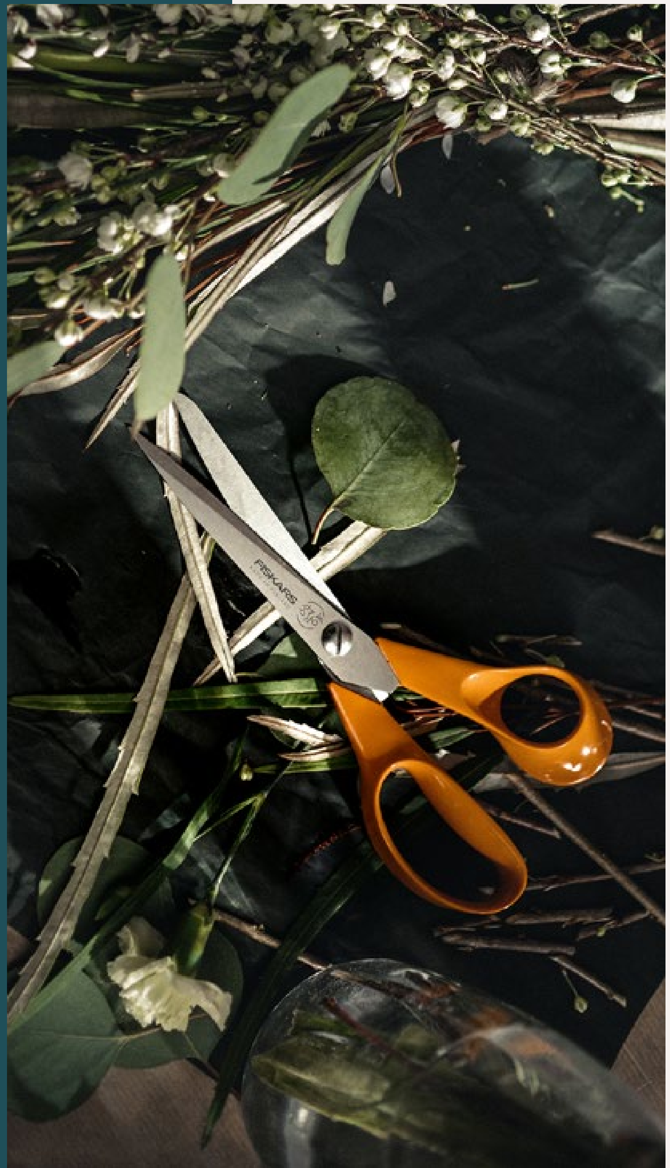
FISKARS GROUP EST. 1649



# Annual Report *2024*

# Contents

# Key figures 2024

| EUR million (unless otherwise noted) | 2024 | 2023 | Change |
|---|---|---|---|
| Net sales | **1,157.1** | 1,129.8 | 2.4% |
| Comparable net sales[1] | **1,018.1** | 1,071.4 | -5.0% |
| EBIT | **37.1** | 98.9 | -62.4% |
| Items affecting comparability in EBIT | **74.3** | 11.4 | |
| Comparable EBIT[2] | **111.4** | 110.3 | 1.1% |
| Comparable EBIT margin | **9.6%** | 9.8% | |
| EBITDA | **119.6** | 164.9 | -27.5% |
| Comparable EBITDA[3] | **193.5** | 175.8 | 10.0% |
| Profit before taxes | **18.5** | 79.7 | -76.8% |
| Profit for the period | **27.3** | 70.0 | -61.0% |
| Earnings per share, EUR | **0.33** | 0.86 | -61.3% |
| Comparable earnings per share, EUR | **1.07** | 0.99 | 7.7% |
| Cash earnings per share (CEPS), EUR | **1.39** | 2.68 | -48.2% |
| Equity per share, EUR | **9.80** | 10.15 | -3.3% |

[1] Comparable net sales exclude the impact of exchange rates, acquisitions and divestments.

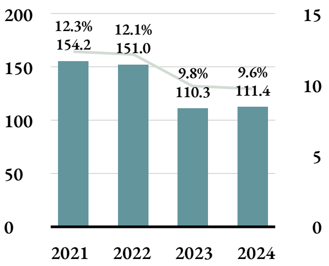
[2] EBIT excluding items affecting comparability. Comparable EBIT is not adjusted to exclude the EBIT contribution of acquisitions/divestments/disposals.

[3] EBITDA excluding items affecting comparability. Comparable EBITDA is not adjusted to exclude the EBIT contribution of acquisitions/divestments/disposals.

| EUR million (unless otherwise noted) | 2024 | 2023 | Change |
|---|---|---|---|
| Cash flow from operating activities before financial items and taxes | **145.4** | 247.5 | -41.3% |
| Free cash flow | **81.7** | 184.9 | -55.8% |
| Free cash flow/comparable net profit (LTM), % | **94.8%** | 231.0% | |
| Net debt | **493.9** | 446.7 | 10.6% |
| Net debt/comparable EBITDA (LTM), ratio | **2.55** | 2.54 | 0.5% |
| Equity ratio, % | **47%** | 47% | |
| Net gearing, % | **62%** | 54% | |
| Capital expenditure | **52.5** | 50.8 | 3.4% |
| Personnel (FTE), average | **6,446** | 6,133 | 5.1% |

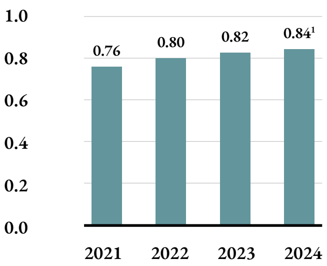
| Environmental key figures | 2024 | 2023 | Target |
|---|---|---|---|
| Share of net sales from circular products and services | **26%** | 14% | >50% by 2030 |
| Scope 1 and 2 GHG emissions reduction compared to base year 2017 | **-54%** | -56% | -60% by 2030 |
| Scope 3 emissions (transportation and distribution) reduction compared to base year 2018 | **-44%** | -46% | -30% by 2030 |
| Share of purchased goods and services suppliers by spend having set science-based targets | **64%** | 45% | 60% by 2024 |

## Comparable EBIT and EBIT margin, EUR million, %



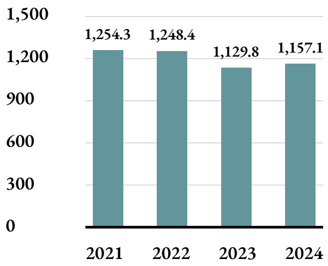

Comparable EBIT margin
Comparable EBIT

## Dividend per share, EUR

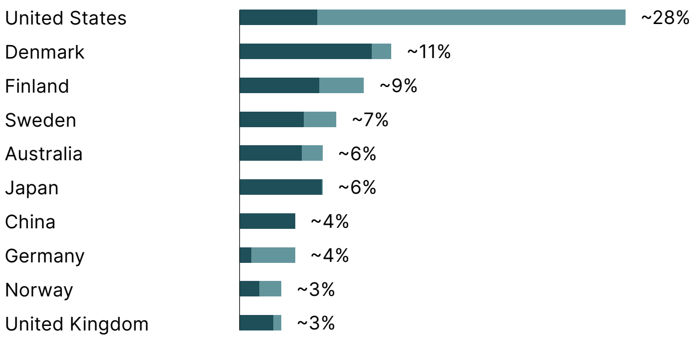



[1] Board's proposal

## Net sales, EUR million




## Largest countries by sales, % of the Group net sales




Business Area Vita
Business Area Fiskars

# Highlights 2024

## Separating the Business Areas

Fiskars Group announced its plans to separate the two Business Areas into independent operations and legal entities, completing the 'brands first' approach.

Read more

## Fiskars turned 375

Throughout 2024, Fiskars celebrated its 375th anniversary of championing high quality, timeless design, and unparalleled functionality.

Read more


## Sustainability-Linked Bond Framework

Fiskars Group's debut bond was issued under the Sustainability-Linked Bond Framework. Trading started on the list of sustainable bonds of Nasdaq Helsinki Ltd in January 2024.

Read more

## Direct-to-consumer (DTC) sales increasingly important for Vita

BA Vita had approx. 500 stores in 2024, and the share of DTC sales of BA Vita's net sales was already 50%. DTC is important for BA Vita for sparking brand desire.

## Red dot recognitions

Fiskars won two Red Dot 'Best of the Best' Product Design Awards for the 5th consecutive year. Fiskars has received 64 awards in the competition throughout its history spanning back to 1955.

Read more

## Surrounding the consumer

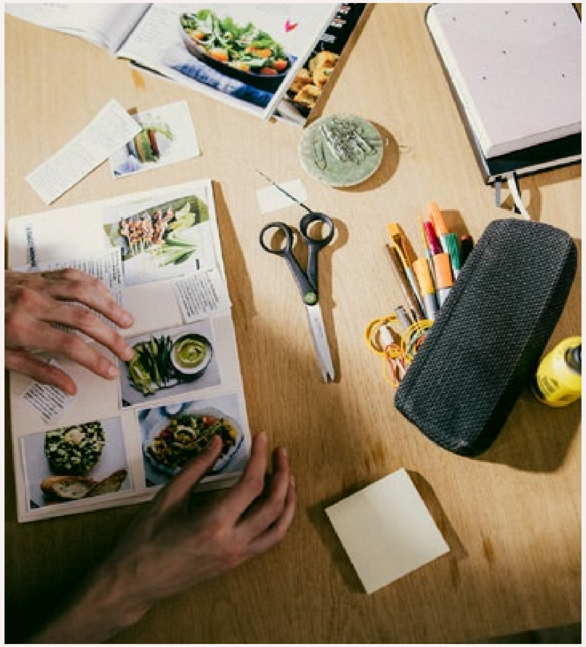
As additional growth building blocks, Fiskars Group launched several category expansion initiatives to surround the consumer. For example, already 20% of Moomin Arabia's net sales comes from textiles.

## Georg Jensen integration

The third quarter marked the first full year of Georg Jensen as part of Fiskars Group. The Group now operates on a business-as-usual basis and are well on track with cost synergy realization.

## Reaching supplier engagement target ahead of schedule

Already over 60% of Fiskars Group's suppliers by spend covering purchased goods and services have set science-based emission reduction targets.



## 26% of circular sales

In circular product design, Fiskars Group aims to expand the use of recycled, renewable and recirculated materials, and prioritize longevity, repairability, and recyclability aspects of products.

## Setting a long-term net-zero climate target

Fiskars Group plans to reduce climate emissions in our operations and the whole value chain to net zero by the year 2049, which will also be the year Fiskars turns 400 years.

Read more

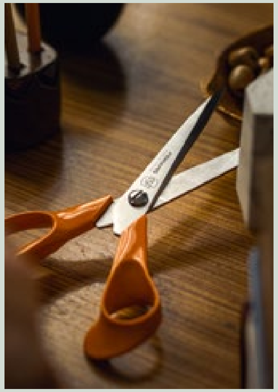
## MyFiskars

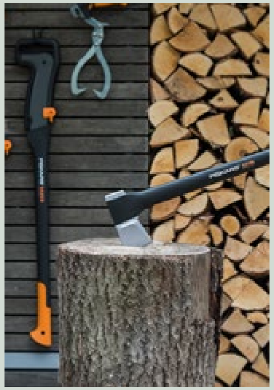
Fiskars Group continued its employee share savings plan, where the Group grants participating employees one free matching share for every two savings shares acquired.

MYFISKARS

# Our key brands

## FISKARS





FISKARS

GERBER

## VITA



GEORG JENSEN
ESTABLISHED 1904

ROYAL COPENHAGEN
BY APPOINTMENT TO THE ROYAL DANISH COURT

WEDGWOOD
EST. IN ENGLAND 1759

IITTALA
1881

MOOMIN
ARABIA
FINLAND

WATERFORD
IRELAND 1783

# Report by the Board of Directors 2024

# Contents

# Report by the Board of Directors

## Business model and strategy

Fiskars Group is the global home of design-driven brands for indoor and outdoor living. The Group is driven by its common purpose: Pioneering design to make the everyday extraordinary.

Fiskars Group has a well-balanced portfolio of unique brands including Fiskars, Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia, Gerber, Iittala and Waterford, as well as several smaller tactical brands. The Group's brands are present in more than 100 countries in Asia-Pacific, Europe and the Americas.

In 2024, Fiskars Group had two Business Areas (BA): Vita and Fiskars. Business Area Vita accounted for approximately 52%, and Fiskars 47%, of net sales. The Business Areas have full accountability for their global offering, enabling them to leverage the full potential of their strong brands. Both Business Areas have strong, yet BA specific, business drivers.

Recognized for creative design, BA Vita consists of brands such as Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia, Iittala and Waterford. It offers premium and luxury products for the tableware, drinkware, jewelry and interior categories. Europe is the largest geographical segment for BA Vita, with 55% net sales coming from the region, followed by Asia-Pacific with 35% and the Americas with 10%. China is a key market with high potential for the Business Area, particularly in the luxury segment.

The innovation-driven BA Fiskars' brands include Fiskars and Gerber. It consists of the gardening and outdoor categories in addition to the scissors and creating, as well as cooking categories. The Americas is the largest geographical segment for BA Fiskars with 50% of net sales coming from the region, followed by Europe with 46% and Asia-Pacific with 4%. The U.S. is clearly the largest single market for the BA, making it of high strategic importance.

Fiskars Group serves wholesale customers and B2B customers as well as consumers directly through its own stores and ecommerce.

Serving end consumers in direct-to-consumer (DTC) channels is a strategic focus area for Business Area Vita, as storytelling and customer journeys through own channels are important for fostering brand desire and essential for luxury brands. In 2024, DTC accounted for 50% of BA Vita's net sales and 28% of the Group's net sales. Fiskars Group has approximately 500 own stores around the world, majority of them in the Asia-Pacific region. All own stores are BA Vita's brands' stores.

Wholesale is Fiskars Group's largest channel generating close to 70% of the Group's sales. This channel is of particular importance to Business Area Fiskars, and it accounted for over 90% of the BA's sales in 2024. Commercial excellence, including close collaboration with key retailer customers, is therefore of strategic importance to BA Fiskars.

Fiskars Group has a diverse team of close to 7,000 employees based in 29 countries. The Group recognizes the importance of its people in contributing to its success, and continually invests in opportunities for employees to learn and grow. The Group promotes employee engagement by creating an open and inclusive working environment where everyone can make a meaningful contribution and feel that they belong.

Fiskars Group combines own manufacturing operations with those of its carefully selected suppliers. Fiskars Group has 13 own manufacturing units in Europe, Asia and the U.S. Fiskars Group has approximately 170 finished goods suppliers and a wide network of suppliers for raw materials, components and services. The Group has built a strong supplier network that meets its business needs, as well as its values and social and environmental expectations.

Fiskars Group's Growth Strategy outlines the strategic choices that will put the Group on a healthy path of organic growth and profitability improvement. The strategic logic is clear: the Group focuses on winning brands, winning channels and winning countries. The Growth Strategy consist of four transformation levers: commercial excellence; direct to consumer; the U.S.; and China. These levers are transforming Fiskars Group across brands, channels and countries. The growth enablers for the strategy are people, digital, innovation & design and sustainability. These enablers are at the core of Fiskars Group, and they are critical for executing the Growth Strategy.

During 2024, Fiskars Group announced plans to separate its Business Areas Fiskars and Vita into operationally independent companies to accelerate their different strategic growth opportunities and expedite serving their investment needs. This is a natural step completing the Group’s move towards a “brands first” approach and enabling improved flexibility and speed of execution, as well as further transparency for shareholders for example. Fiskars and Vita will become two separate, fully accountable businesses with own CEOs and independent legal entities, owned by Fiskars Group. In 2024, Fiskars Group announced that the new organization was expected to be effective from April 1, 2025. The organization was operationally in force ahead of schedule on February 1, 2025. The legal entity structure is expected to be completed by the end of the first quarter of 2026.

## Operating environment in 2024

In 2024, low consumer confidence impacted demand negatively in most of the Group's key markets. Retailers continued to be cautious regarding inventory management, which affected demand in this customer segment.

The U.S. economy was resilient, although consumer spending was tilted toward categories other than discretionary goods.

In the first half of the year, the demand environment in China was healthier than in other areas, although it had been stabilizing since late 2023. Low consumer confidence continued to affect demand in the country in the second half of 2024.

Continued conflicts in the Red Sea, as well as political strikes in Finland at the start of the year, caused some supply chain disturbances. These events did not have a material impact on Fiskars Group in 2024.

## Year in brief: Strong finish to the year in challenging market conditions

The year 2024 was characterized by a challenging operating environment globally, with low consumer confidence and retailer customers' cautious inventory management affecting demand. Despite this, Fiskars Group had a strong finish to the year, driven by a clear improvement in gross margin and continued prudent cost management. The full-year comparable EBIT was EUR 111 (2023: EUR 110) million, increasing slightly from the previous year.

Net sales in 2024 were EUR 1,157 (2023: EUR 1,130) million, increasing by 2%, whilst comparable net sales decreased by 5% to EUR 1,018 million (2023: EUR 1,071). Free cash flow amounted to EUR 82 million (2023: EUR 185).

The year 2024 marked the first full year of Georg Jensen as part of Fiskars Group. Georg Jensen exemplifies a brand that BA Vita aims to accelerate; a sizeable lifestyle brand with high-end positioning and a strong presence in direct-to-consumer (DTC) channels. The Georg Jensen acquisition was financed with debt, and Fiskars Corporation issued its debut bond under a Sustainability-Linked Bond Framework in November 2023. Trading started on the list of sustainable bonds of Nasdaq Helsinki Ltd in January 2024.

During 2024, Fiskars Group continued its transformation journey and the execution of the Growth Strategy. In line with the strategy, Fiskars Group announced plans to separate its Business Areas Fiskars and Vita to accelerate their different strategic growth opportunities and expedite serving their investment needs, completing its “brands first” approach.

Fiskars Group continued to make good progress in sustainability, one of the key enablers of its strategy. A key highlight of 2024 was that 26% of the Group's net sales were already generated from circular products and services. Fiskars Group's target is that the majority of its sales comes from circular products by 2030, and the development of new solutions therefore continues. Fiskars Group also reached its supplier engagement target ahead of schedule in the third quarter: over 60% of its suppliers by spend covering purchased goods and services have set science-based emission reduction targets. In addition, Fiskars Group also set a long-term net-zero climate target. The plan is to reduce climate emissions in the Group's operations and the whole value chain to net zero by 2049.

Throughout 2024, Fiskars celebrated its 375th anniversary of championing high quality, timeless design and unparalleled functionality.

## Group performance

In 2024, Fiskars Group's organizational structure featured two Business Areas (BA): Vita and Fiskars. Fiskars Group's three primary reporting segments are Vita, Fiskars and Other. In addition, Fiskars Group reports net sales for three geographical areas: Europe, Americas and Asia-Pacific.

BA Vita offers premium and luxury products in the tableware, drinkware, jewelry and interior categories. It consists of brands such as Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia, Iittala and Waterford.

BA Fiskars consists of the gardening and outdoor categories in addition to the scissors and creating, as well as cooking categories. The brands include Fiskars and Gerber.

The Other segment contains the Group's investment portfolio, the real estate unit, corporate headquarters and shared services.

### Net sales

| EUR million | 2024 | 2023 | Change | Comparable change[1] |
|---|---|---|---|---|
| Group | **1,157.1** | 1,129.8 | 2.4% | -5.0% |
| Vita | **605.1** | 555.3 | 9.0% | -6.0% |
| Fiskars | **547.2** | 570.5 | -4.1% | -4.2% |
| Other | **4.8** | 4.0 | | |

[1] Comparable net sales exclude the impact of exchange rates, acquisitions and divestments.

Fiskars Group's comparable consolidated net sales decreased by 5.0% to EUR 1,018.1 million (2023: 1,071.4). Reported net sales increased by 2.4%. Georg Jensen's full year 2024 sales and fourth quarter 2023 sales are included in reported net sales.

Comparable net sales decreased in both Business Areas and all three geographical segments, as low consumer confidence and retailer customers' focus on inventory management continued to affect demand.

Fiskars Group's comparable DTC sales decreased by 1%, with own retail network decreasing by 1%, and own e-commerce decreasing by 3%. The decline in DTC sales was mainly due to store closures resulting from network optimization, as well as a slowdown of e-commerce in China.

### Comparable EBIT

| EUR million | 2024 | 2023 | Change |
|---|---|---|---|
| Group | **111.4** | 110.3 | 1.1% |
| Vita | **47.6** | 62.3 | -23.5% |
| Fiskars | **77.3** | 73.8 | 4.7% |
| Other | **-13.4** | -25.8 | |

Fiskars Group's comparable EBIT increased slightly to EUR 111.4 million (2023: 110.3) and was 9.6% (9.8%) of net sales. Comparable EBIT decreased in Business Area Vita and increased in Business Area Fiskars.

Comparable EBIT increased as the all-time high gross margin for a full year and lower SG&A costs were able to mitigate the impact of lower volumes.

Comparable EBIT excludes items affecting comparability. In 2024, items affecting comparability were mainly related to the Georg Jensen acquisition and organizational changes.

Items affecting comparability in EBIT include items such as restructuring costs, impairment or provisions charges and releases, acquisition-related costs, and gains and losses from the sale of businesses. Comparable EBIT is not adjusted to exclude the EBIT contribution of acquisitions/divestments/disposals.

## Reporting segments and geographies

### Vita segment in 2024

| EUR million | 2024 | 2023 | Change |
|---|---|---|---|
| Net Sales[1] | **605.1** | 555.3 | 9.0% |
| Comparable EBIT | **47.6** | 62.3 | -23.5% |
| Capital Expenditure | **29.6** | 26.8 | 10.5% |

[1] Using comparable exchange rates excl. acquisitions and divestments, net sales decreased by 6.0%.

Reported net sales in the Vita segment increased by 9.0% to EUR 605.1 million (2023: 555.3). Comparable net sales decreased by 6.0%, as low consumer confidence and retailer customers' cautious inventory management affected demand. The Royal Copenhagen and Moomin Arabia brands delivered growth in 2024.

Net sales in DTC channels were 50% (47%) of total Vita net sales, surpassing 50% for the first time in the first quarter of 2024.

Comparable EBIT in the Vita segment declined to EUR 47.6 million (62.3), or 7.9% of net sales (11.2%) due to lower volumes. The impact from lower volumes was partially mitigated by cost savings from the previous year's efficiency programs. During the second quarter, the Group initiated changes in the Iittala and Rogaska glass factories to adjust capacity to lower volumes and to improve their competitiveness. Modernizing the Rogaska glass factory will also lead to meaningful reductions in carbon dioxide emissions.

## Fiskars segment in 2024

| EUR million | 2024 | 2023 | Change |
|---|---|---|---|
| Net Sales[1] | **547.2** | 570.5 | -4.1% |
| Comparable EBIT | **77.3** | 73.8 | 4.7% |
| Capital Expenditure | **19.5** | 20.0 | -2.5% |

[1] Using comparable exchange rates excl. acquisitions and divestments, net sales decreased by 4.2%.

Reported net sales in the Fiskars segment decreased by 4.1% to EUR 547.2 million (2023: 570.5). Comparable net sales decreased by 4.2% due to low consumer confidence and retailer customers' cautious inventory management.

Comparable EBIT in the Fiskars segment increased to EUR 77.3 million (73.8), or 14.1% (12.9%) of net sales. Comparable EBIT increased as the improved gross margin and prudent cost management were able to mitigate the impact of lower volumes.

## Other segment in 2024

| EUR million | 2024 | 2023 |
|---|---|---|
| Net Sales | **4.8** | 4.0 |
| Comparable EBIT | **-13.4** | -25.8 |
| Capital Expenditure | **3.4** | 4.0 |

Reported net sales in the Other segment amounted to EUR 4.8 million (2023: 4.0), consisting of timber sales and rental income. Comparable EBIT for the Other segment was EUR -13.4 million (-25.8). It improved from the comparison period, driven by lower expenditure in external services. The improvement was also partially due to a low base effect compared to the previous year.

## Net sales by geography in 2024

| EUR million | 2024 | 2023 | Change | Comparable change[1] |
|---|---|---|---|---|
| Europe | **586.5** | 552.2 | 6.2% | -3.3% |
| Americas | **338.9** | 362.4 | -6.5% | -7.6% |
| Asia-Pacific | **230.5** | 211.3 | 9.1% | -3.4% |
| Unallocated[2] | **1.1** | 3.9 | | |
| Group Total | **1,157.1** | 1,129.8 | 2.4% | -5.0% |

[1] Comparable net sales exclude the impact of exchange rates, acquisitions and divestments.

[2] Geographically unallocated exchange rate differences.

Reported net sales in Europe increased by 6.2%, amounting to EUR 586.5 million (2023: 552.2). Comparable net sales decreased by 3.3%, with increased sales to the Nordic region and a decline to Continental Europe and the U.K.

Reported net sales in the Americas decreased by 6.5% to EUR 338.9 million (362.4). Comparable net sales decreased by 7.6%.

Reported net sales in Asia-Pacific increased by 9.1% to EUR 230.5 million (211.3). Comparable net sales decreased by 3.4%. In China, comparable net sales increased by 1%.

# Research and development

In 2024, research and development expenses totaled EUR 18.8 million (2023: 19.8), equivalent to 1.6% (1.8%) of net sales.

# Personnel

The average number of full-time equivalent employees (FTE) was 6,446 (2023: 6,133) in 2024. At the end of the year, the Group employed 6,850 (7,162) employees, of whom 1,042 (1,078) were in Finland. In 2024, personnel costs amounted to EUR 301.8 million (289.2), of which wages and salaries constituted EUR 249.5 million (233.9).

## Financial items, net result and cash flow

In 2024, financial income and expenses amounted to EUR -25.2 million (2023: -24.0). Foreign exchange differences accounted for EUR 2.1 million (-4.8) of financial items. Net interest expenses from funding, currency hedging and leasing liabilities amounted to EUR -25.6 million (-21.2) and were impacted by higher interest rates and a higher net debt level resulting from the Georg Jensen acquisition.

Profit before taxes was EUR 18.5 million (79.7). Income taxes were EUR 8.9 million (-9.7). Earnings per share were EUR 0.33 (0.86). Comparable earnings per share were EUR 1.07 (0.99).

Cash flow from operating activities before financial items and taxes decreased to EUR 145.4 million (247.5). Cash flow was positively impacted by the decrease of inventories of EUR 46.2 million (114.9). Cash flow from financial items and taxes amounted to EUR -33.1 million (-26.7).

Cash flow from investing activities was EUR -49.5 million (-169.8), including EUR 52.5 million of capital expenditure. The comparison figure from 2023 included EUR -50.8 million of capital expenditure on fixed assets and EUR -121.3 million relating to business combinations.

Cash flow from financing activities was EUR -128.6 million (-40.0), including EUR -25.4 million of change in current debt, EUR -63.3 million of dividends paid and EUR -40.6 million of payments of lease liabilities.

The comparison figure from 2023 included EUR 198.8 million proceeds from non-current debt, EUR -145.6 million of change in current debt, EUR -65.1 million of dividends paid and EUR -30.8 million of payments of lease liabilities.

Capital expenditure totaled EUR 52.5 million (50.8). Investments were mainly related to IT and Retail projects. Depreciation, amortization and impairment amounted to EUR 82.5 million (66.0).

## Balance sheet and financing

Fiskars Group's working capital totaled EUR 281.2 million (304.2) at the end of December. The equity ratio was 47% (47%), and net gearing was 62% (54%).

Cash and cash equivalents at the end of the period totaled EUR 60.8 million (127.3). Net interest-bearing debt amounted to EUR 493.9 million (446.7), of which lease liabilities classified as interest-bearing debt under IFRS 16 accounted for EUR 147.6 million (150.8). Long-term lease liabilities were EUR 113.9 million (117.4), and short-term lease liabilities EUR 33.6 million (33.3).

Excluding lease liabilities, short-term borrowing totaled EUR 76.1 million (92.5), and long-term borrowing EUR 331.0 million (330.7). Short-term borrowing consisted of commercial paper maturing in 2025. Long-term borrowing included bilateral loans from financial institutions, and an unsecured sustainability-linked bond issued in November 2023 to finance the acquisition of Georg Jensen.

Fiskars Group had EUR 250.0 million (250.0) of long-term committed credit facilities and uncommitted overdraft facilities of EUR 51.7 million (49.4). A commercial paper program of EUR 400.0 million was available with Nordic banks. The long-term committed credit facilities were not in use (0.0). Of the commercial paper program, EUR 75.2 million (92.4) was in use.

## Changes in organization and management

### Organizational changes

On October 24, 2024, Fiskars Group announced plans to separate its Business Areas Fiskars and Vita to accelerate their different strategic growth opportunities and expedite serving their investment needs. Fiskars and Vita will become two separate, fully accountable businesses and independent legal entities.

At the time of the announcement, the new organization was expected to be effective starting on April 1, 2025. The organization was operationally in force ahead of schedule on February 1, 2025. The legal entity structure is expected to be completed by the end of the first quarter of 2026.

Once completed, the new structure together with other simplification actions initiated by Fiskars Group are expected to generate annual, run-rate cost savings of approximately EUR 12 million, the majority of which will be realized in 2025. The expected one-off transition expenses, reported as items affecting comparability, of approximately EUR 8 million will be recorded gradually as actions are completed.

### Changes in management

On January 31, 2024, Fiskars Group announced the termination of the Group-level position of Chief Sales Officer, Europe and APAC (excl. China). As a result of this change, Gennady Jilinski stepped out of the Leadership Team and left the company.

On October 3, 2024, Fiskars Group announced that Peter Holmberg, Chief Digital Officer and member of the Fiskars Group Leadership Team, had decided to leave Fiskars Group to join a new employer outside the company.

On October 24, 2024, Fiskars Group announced its plans to separate its two Business Areas into operationally independent companies. Consequently, the Group announced changes in its Leadership Team.

The two operationally independent companies will be headed by their own CEOs. Dr. Steffen Hahn, previously Executive Vice President, Business Area Fiskars, was promoted to the role of CEO of Fiskars. Christian Bachler, Executive Vice President of Business Area Vita, left Fiskars Group. In addition to her role as Fiskars Group's President and CEO, Nathalie Ahlström took on the position of CEO, Vita on an interim basis until the new CEO of Vita is appointed.

Aamir Shaukat, previously Chief Supply Chain Officer, was promoted to the role of Executive Vice President, Group Operations and Sustainability. He will remain in Fiskars Group's Leadership Team, and also take on the new position of Chief Operations Officer in Vita. Anna Mindelöf, Chief People Officer, will continue on the Fiskars Group Leadership Team until 1 April 2025, after which she will transition into her new role in Vita as its Chief Human Resources Officer.

## Other significant events during the year

### Fiskars Group recognized negative goodwill from the Georg Jensen acquisition

On January 9, 2024, Fiskars Group announced that it had finalized the purchase price allocation of the Georg Jensen acquisition and recognized negative goodwill from it. As a result, the company recorded a gain of EUR 25.4 million as items affecting comparability (IAC) in Q4 2023. As the negative goodwill was recorded as IAC in other operating income, it did not impact Fiskars Group's comparable EBIT in 2023 or the company's guidance for 2023. The negative goodwill was generated as the purchase price was lower than the fair value of acquired net assets. In addition to the negative goodwill, the other main items from the purchase price allocation with income statement impact were fair valuation of inventory and intangible assets.

The purchase price allocation related was adjusted according to IFRS 3 one year after the closing of the acquisition on September 30, 2024. Changes to the original purchase price allocation were mainly related to tax-related assets and liabilities. As a result of the updated purchase price allocation the negative goodwill recognized from the acquisition amounted to EUR 19.4 million.

### Fiskars Corporation submitted a listing application for sustainability-linked notes

On January 10, 2024, Fiskars Corporation announced that it had submitted an application for its EUR 200 million sustainability-linked notes to be admitted to trading on the list of sustainable bonds of Nasdaq Helsinki Ltd. Trading on the Notes was expected to commence on or about 12 January 2024 under the trading code "FSKRSJ512528".

Fiskars Corporation announced its decision to issue the notes on 9 November 2023. The Notes were issued on 16 November 2023.

## Corporate Governance

Fiskars Corporation is a Finnish public limited company whose duties and responsibilities are defined in Finnish law. Fiskars Group comprises the parent company Fiskars Corporation, and its subsidiaries. The statutory governing bodies of Fiskars Corporation are the General Meeting of Shareholders, the Board of Directors, the Managing Director (President and CEO), and the Auditor. Other Group management supports the statutory governing bodies of Fiskars Corporation. The company's domicile is Raseborg, Finland.

Corporate governance at Fiskars Corporation is based on the Finnish Limited Liability Companies Act, the rules and regulations concerning publicly listed companies, the Company's Articles of Association, the charters of the Company's Board of Directors and its Committees, and the rules and guidelines of Nasdaq Helsinki Ltd. Fiskars Corporation is a member of the Finnish Securities Market Association and complies, with an exception concerning the Nomination Committee, with the Finnish Corporate Governance Code approved by the Securities Market Association, which came into force on January 1, 2025, and can be reviewed at www.cgfinland.fi. In terms of the composition of the Nomination Committee, the company has departed from Recommendation 15 of the Finnish Corporate Governance Code as explained in more detail in the Corporate Governance Statement 2024.

## Resolutions of Annual General Meeting 2024 and Board's constitutive meeting

The Annual General Meeting of shareholders of Fiskars Corporation was held at the Helsinki Exhibition & Convention Centre, the Conference Center Siipi (visiting address: Rautatieläisenkatu 3, Helsinki, Finland), on March 13, 2024.

The Annual General Meeting approved the financial statements for 2023 and discharged the members of the Board and the President and CEO from the liability.

The Annual General Meeting decided in accordance with the proposal of the Board of Directors to pay dividend of EUR 0.82 per share for the financial period that ended on December 31, 2023. The dividend was paid in two instalments. The ex-dividend date for the first instalment of EUR 0.41 per share was on March 14, 2024. The first instalment was paid to a shareholder who was registered in the shareholders' register of the company maintained by Euroclear Finland Ltd. on the dividend record date of March 15, 2024. The payment date for this instalment was March 22, 2024.

On September 12, 2024, the Board of Directors resolved in accordance with the resolution of the Annual General Meeting the record date and the payment date of the second instalment of EUR 0.41 per share. The ex-dividend date for the second instalment was September 13, 2024, the dividend record date September 16, 2024, and the dividend payment date September 23, 2024.

The Annual General Meeting decided to adopt the Remuneration Report for the governing bodies.

The Annual General Meeting decided that the Board of Directors shall consist of eight (8) members. Albert Ehrnrooth, Paul Ehrnrooth, Louise Fromond, Julia Goldin, Carl-Martin Lindahl, Volker Lixfeld and Jyri Luomakoski were re-elected to the Board of Directors. Susan Repo was elected as a new member of the Board of Directors. The term of the Board members will expire at the end of the Annual General Meeting in 2025.

Ernst & Young, the Authorized Public Accountants firm, was re-elected as auditor for the term, which will expire at the end of the Annual General Meeting in 2025. Ernst & Young has announced that the responsible auditor will be Kristina Sandin, APA. The Annual General Meeting decided that the auditors' fees shall be paid according to a reasonable invoice approved by the Board of Directors.

Ernst & Young Oy, as the Auditor of the company, will also carry out the assurance of the company's sustainability reporting for the financial year 2024 in accordance with the Act 1252/2023 regarding amendments to the Finnish Companies Act.
Ernst & Young Oy will be imbursed for this task as per a reasonable invoice approved by the Board of Directors.

Convening after the Annual General Meeting held on March 13, 2024, the Board of Directors elected Paul Ehrnrooth as its Chair and Jyri Luomakoski as the Vice Chair. The Board decided to establish a Nomination Committee and appointed Paul Ehrnrooth (Chair) and Louise Fromond as members and Alexander Ehrnrooth as an external member to the Nomination Committee and further decided to establish an Audit Committee and appointed Jyri Luomakoski (Chair), Albert Ehrnrooth, Louise Fromond and Susan Repo as members of the Audit Committee and a Human Resources and Compensation Committee and appointed Paul Ehrnrooth (Chair), Jyri Luomakoski, Carl-Martin Lindahl and Volker Lixfeld, as members of the committee.

# Board authorizations

## Authorizing the Board of Directors to decide on the repurchase and/or the acceptance as pledge of the company's own shares

The Annual General Meeting decided to authorize the Board of Directors to decide on the repurchase of the company's own shares and/or the acceptance as pledge of the company's own shares. The maximum number of shares to be repurchased and/or accepted as pledge is 4,000,000. Acquisitions of the company's own shares may be made in one or several instalments and by using the unrestricted shareholders' equity of the company.

The company's own shares may be acquired in public trading on Nasdaq Helsinki Ltd at a price formed in public trading at the time of the acquisition.

The authorization may be used to acquire shares to be used for the development of the capital structure of the company, as consideration in corporate acquisitions or industrial reorganizations and as part of the company's incentive system, as well as otherwise for further transfer, retention or cancellation.

The Board of Directors is authorized to decide on all other terms and conditions regarding the acquisition and/or pledge of the company's own shares. Based on the authorization, the acquisition of the company's own shares may be made otherwise than in proportion to the share ownership of the shareholders (directed acquisition).

The authorization is effective until June 30, 2025, and it canceled the authorization to decide on the repurchase of the company's own shares granted to the Board of Directors by the Annual General Meeting on March 15, 2023.

**Purchases of the company's own shares in 2024**

In 2024, the company acquired 40,718 of its own shares for approximately EUR 0.6 million. The average price of the acquired shares was EUR 14.61 per share, the highest price being EUR 15.24 per share, and the lowest price EUR 14.07 per share. The shares were acquired based on the authorization given by the Annual General Meeting 2024.

## Authorizing the Board of Directors to decide on the transfer of the company's own shares held as treasury shares (share issue)

The Annual General Meeting decided to authorize the Board of Directors to decide on the transfer of a total maximum of 4,000,000 of the company's own shares held as treasury shares (share issue), in one or several instalments, either against or without consideration.

The company's own shares held as treasury shares may be transferred, for example, as consideration in corporate acquisitions or industrial reorganizations or for the development of the capital structure of the company, or as part of its incentive system.

The Board of Directors is authorized to decide on all other terms and conditions regarding the transfer of the company's own shares held as treasury shares. The transfer of the company's own shares may also be carried out in deviation from the shareholders' pre-emptive rights to the company's shares (directed issue).

The authorization is effective until June 30, 2025, and it cancelled the corresponding authorization granted to the Board of Directors by the Annual General Meeting on March 15, 2023.

**Transfers of the company's own shares in 2024**

In 2024, the company transferred 101,715 of its own shares in five directed issues. The company transferred 88,821 shares in directed issues (without consideration) that were related to rewards based on the company's Restricted Share Plan and Performance Share plan. They were based on the authorizations given by the Annual General Meeting 2023 and the Annual General Meeting 2024. The company also transferred 12,894 shares in a directed issue (against payment) that was related to the Fiskars Ownership Plan directed to the company's President and CEO, Group Leadership Team and certain key employees determined by the Board. This issue was based on the authorization given by the Annual General Meeting 2023.

## Shares and shareholders

Fiskars Corporation has one share series (FSKRS). All shares carry one vote and equal rights. The number of shares in the Corporation totals 81,000,000. Fiskars Corporation held 141,930 of its own shares at the end of the year. The share capital remained unchanged, at EUR 77,510,200.

Fiskars Corporation shares are traded in the Large Cap segment of Nasdaq Helsinki. The volume weighted average share price in 2024 was EUR 16.30 (16.33). At the end of December, the closing price was EUR 14.94 (EUR 17.86) per share and Fiskars Corporation had a market capitalization of EUR 1,208.0 million (1,443.0). The number of shares traded on Nasdaq Helsinki and in alternative marketplaces in 2024 was 3.1 million (6.0), which represents 3.8% (7.4%) of the total number of shares.

The total number of shareholders was 32,625 (33,776) at the end of 2024.

### Flagging notifications

Fiskars was not informed of any significant changes among its shareholders during the year.

# Risks and business uncertainties

Fiskars Group's operations are subject to risks and uncertainties arising from the Group's operations or changes in the operating environment. The most significant risks and business uncertainties that may have an adverse impact on the Group's business and financial performance have been identified. Uncertainties related to sustainability are reviewed as a part of Fiskars Group's annual enterprise risk management process and as such are also presented in the following pages. However, risks that are presently either unidentified or deemed immaterial to the Group could emerge as material concerns in the future. Fiskars Group's risk management framework is further explained in a separate Corporate Governance Statement.

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Strategic risks | | | | |
| | Adaptation to external environment | The risks associated with changes in the external environment, such as a shift in consumer behavior and demand, buying power, actions of retail customers and competitors, trade partners' financial position, regulatory changes, climate change, and the macroeconomic environment, may lead to decreased net sales and profit.<br><br>Failure to effectively address these challenges increases the risk of losing market position due to insufficient innovation, ineffective pricing strategies, or a lack of operational agility. Additionally, an inability to anticipate and respond to evolving market trends, or to ensure adequate business continuity plans, may compromise profitability, disrupt operations during crises, weaken competitive advantages and threaten long-term business sustainability. | Fiskars Group mitigates the risk by maintaining a diversified commercial footprint across geographies and product portfolios, enabling effective portfolio management and reducing dependence on any single market or product.<br><br>To address changes in the external environment, the company continuously adapts its business procedures. By adjusting its organizational structure and operating model to enhance agility, Fiskars Group ensures swift adjustments to business plans, enables a proactive response to evolving circumstances and minimizes potential disruptions. | ↓ |
| | Geopolitics | Geopolitical risks, including trade relationships, supply chain disruptions, territorial disputes and tariffs, may lead to reduced net sales through sanctions, import restrictions and shifts in consumer behavior.<br><br>Escalating tensions could disrupt business operations, impacting sales and sourcing in affected markets. Supply chain disruptions may increase the cost of raw materials or sourced goods, or limit their availability. Additionally, changes in the geopolitical environment may affect business dealings with specific countries, influencing value chains and potentially resulting in lost sales. | Fiskars Group's diversified commercial footprint enhances resilience by diversifying risks across multiple regions and markets. The production strategy combines the Group's own manufacturing with carefully selected supply partners.<br><br>The Group operates its own manufacturing facilities in Europe, Asia and the United States, and the Group continuously evaluates the utilization capacity of its different manufacturing units to respond to e.g. disruptions in trade relationships.<br><br>To optimize sourcing and mitigate geopolitical risks, the Group has diversified its sourcing footprint across Asia. By fostering long-term partnerships with reliable suppliers who share the Group's values and engaging multiple suppliers, the company minimizes reliance on any single source, reducing vulnerabilities in the supply chain.<br><br>To ensure product availability during challenging geopolitical situations, the Group may also maintain safety stocks, providing a buffer against potential disruptions. | ↑ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Strategic risks | | | | |
| | Organizational changes | Fiskars Group is in the process of separating its Business Areas Fiskars and Vita into operationally independent companies to accelerate their different strategic growth opportunities and expedite serving their investment needs. Fiskars and Vita will become two separate fully accountable businesses and independent legal entities.<br><br>Despite thorough planning, the separation of Business Areas into operationally independent companies may introduce risks. These include potential delays in project timelines, unforeseen cost increases, and challenges in implementing legal entity structures and necessary IT system changes. Additionally, the transition may lead to concerns among personnel, potentially impacting employee retention and a loss of critical talent during the change process. If not managed effectively, these risks may impact the successful execution of the separation. | To mitigate the risks associated with the separation of business operations, the Group has prioritized the change process across the entire company. A dedicated Project Management Office (PMO) has been established, supported by necessary resources to ensure the project's success. Comprehensive and detailed execution plans have been developed to guide the process.<br><br>To maintain control and ensure timely progress, the company has implemented a strict execution cadence, with systematic monitoring across workstreams. This ensures that the project stays aligned with established timelines, and possible issues are addressed promptly.<br><br>A steering committee, including key Group executives, is established to secure progress and strategic alignment throughout the transition. | NEW RISK |
| Operational risks | | | | |
| | IT systems and cybersecurity | Fiskars Group increasingly depends on centralized information technology systems and suppliers that hold and process critical business information. Breaches, malfunctions, cyberattacks and fraud attempts directed at Fiskars Group or its suppliers may cause interruptions in the company's operations at either a regional or global level. Such an interruption may have a material adverse effect on the net sales, profit and reputation of the Group.<br><br>Risks related to major IT projects, such as conflicting or missing data, budget overspend, and project delays may affect business negatively. Operating against IT best practices such as following poor lifecycle management may leave systems vulnerable and cause compromised security. The risk applies both to the Group's own and suppliers' or other third parties' IT environment. | Fiskars Group continuously mitigates IT-related risks by deploying high-quality IT solutions and by maintaining, developing, and testing their function and integrity in accordance with internal IT control framework and industry best practices. Critical service and technology providers are required to have continuity and recovery plans for their services in the event of disruptions. Changes to new and existing IT systems are made in accordance with standard processes and procedures.<br><br>Fiskars Group's information and cybersecurity governance works to integrate risks into corporate decision making. Security posture and capabilities are ensured with various security technologies, including network, endpoint and cloud detection and response, firewalls, threat intelligence, and security operations. The security awareness program develops and promotes a cybersecurity and data privacy mindset in all the Group's employees. | ↑ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Operational risks | | | | |
| | Environment and climate change | The impact of climate change and loss of biodiversity on well-functioning ecosystems, temperatures and sea levels may cause unforeseen challenges to Fiskars Group. Regulations aiming to decrease dependence on fossil fuels and to reduce emissions, including the introduction of new tax policies, may raise energy prices and other associated costs. As regulations are tightening, and public awareness and expectations are growing, past measures to reduce the environmental impact may prove insufficient. The increasing frequency of natural catastrophes such as floods and typhoons and loss of biodiversity may interrupt and impact the operations of Fiskars Group.<br><br>Water and resource scarcity related to exhaustible fossil materials are increasing long-term global challenges, leading to increased materials costs and the risk of production interruptions. Currently, the challenge is the limited availability and higher prices of raw materials such as certified wood materials, bio-based plastics and recycled raw materials. | Fiskars Group is constantly increasing its sustainability efforts and aims to minimize environmental risks through systematic risk management. Fiskars Group is committed to promoting the circular economy, combating climate change by taking actions to reduce emissions, reducing the use of energy and promoting renewable energy sources. One example of Fiskars Group's commitment to ESG is the issuance of the sustainability-linked bond framework in 2023, with the aim of aligning the company's long-term financing strategy with its sustainability targets.<br><br>Multiple source contracts and ongoing research on alternative materials are utilized for managing price and availability risks.<br><br>The financial implications of business interruptions caused by natural hazards are mitigated by insurance. | ↔ |
| | Seasonality and weather | The demand for Fiskars Group's products across categories may be influenced by both seasonal variations and weather conditions.<br><br>For Business Area Fiskars, the first half of the year is important for the gardening category. The demand for garden tools may be significantly influenced by weather conditions. Unfavorable weather, i.e., a cold and rainy spring, may negatively impact the sales of these products, while favorable conditions may boost their sales. In the winter months, a snowless winter may negatively impact sales of snow tools and vice versa. The back-to-school season during the second and third quarters of the year is also important for the scissors category in Business Area Fiskars.<br><br>For Business Area Vita, the fourth quarter is the most important time of year due to the holiday season.<br><br>Any negative developments related to product availability, demand, or increased costs in manufacturing or logistics during the important seasons may significantly affect the Group's full-year net sales and profit. The seasonality of demand may differ from a typical year due to volatile market conditions. Extreme weather conditions, for example, storms and wildfires, are expected to increase in the future due to climate change and may also have a local impact on business operations. | Fiskars Group mitigates the impact of seasonality and changing weather conditions through a combination of an extensive and diverse product portfolio and a broad geographical footprint. This diversification ensures that fluctuations in demand or supply in specific regions or product categories are balanced by stability in others.<br><br>To address potential supply chain disruptions, the Group may maintain safety stocks against possible supply chain disruptions to provide a critical buffer to sustain operations and meet customer demand. Additionally, reliance on multi-source contracts reduces dependence on any single supplier, thereby minimizing exposure to risks related to price volatility, material shortages or regional disruptions.<br><br>The financial implications of property damage and business interruptions resulting from natural hazards are further mitigated through comprehensive insurance cover. This ensures that the Group can recover swiftly from unforeseen events, protecting its operational continuity and financial stability. | ↔ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Operational risks | | | | |
| | People | People are central to Fiskars Group's strategy, being its most valuable asset and key enabler. Achieving strategic objectives relies on having the right individuals in the right roles. Risks such as an uncompetitive employer brand, insufficient efforts to foster an inspiring work environment, or the inability to ensure the workforce has necessary skills and capabilities may undermine the Group's ability to attract and retain skilled professionals. Beyond talent retention, a lack of critical skills may impede the execution of strategic initiatives, delay key objectives, and limit the Group's ability to innovate and adapt to evolving market conditions. This may lead to operational inefficiencies, increased costs and result in the loss of competencies, the departure of key employees and reduced workforce engagement.<br><br>The evolving demands of modern work life, if not adequately addressed, risk reducing employee engagement, increasing absenteeism and turnover, and threatening the company's strategic execution. Additionally, occupational health and safety risks threaten employee wellbeing and business continuity, with potential reputational and financial repercussions. | Fiskars Group actively promotes employee engagement by providing opportunities for professional growth, including leadership training and skills development, while fostering a diverse and inclusive culture.<br><br>To monitor engagement and wellbeing, regular "Our Voice" employee surveys are conducted. Employee commitment is further strengthened through "MyFiskars," a voluntary employee share savings plan, which rewards participants with one free matching share for every two shares acquired, provided they remain employed at Fiskars Group and retain their acquired shares until the end of the plan period.<br><br>The Group is also committed to achieving its Group-level target of zero lost-time accidents (LTAs). To support this goal, multiple measures are implemented, including risk assessment workshops and LTA review boards, to identify and mitigate workplace safety risks effectively. | ↑ |
| | Brand reputation and ESG | As consumer expectations for ESG (environmental, social, and governance) performance continue to rise, failing to meet these standards, or insufficient transparency in the supply chain or suppliers' actions, may harm the Group's brand reputation.<br><br>Issues such as biodiversity loss or unethical labor practices are under increasing scrutiny from consumers, investors and other stakeholders. Any perceived shortcomings in these areas risk eroding consumer trust and loyalty, potentially resulting in decreased net sales.<br><br>Furthermore, negative publicity related to ESG matters may attract regulatory scrutiny, diminish the Group's appeal to investors, and undermine efforts to attract and retain top talent. | Sustainability is a key element and one of the strategic growth enablers for Fiskars Group, and the Group has set concrete ESG targets and linked them to decision making. Sustainability, beyond posing a risk, represents an opportunity for Fiskars Group to further strengthen the reputation and consumer desire of its brands. More comprehensive information about the Group's sustainability work and results can be found in the 2024 Sustainability Statements, ESRS 2 General Disclosures (Risk management and internal controls over sustainability reporting) and Corporate Governance Statement, published as part of this Annual Report.<br><br>Fiskars Group strives to build strong and long-term relationships with trusted suppliers that live up to the Group's corporate values. All suppliers and business partners must comply with the Supplier Code of Conduct, which outlines non-negotiable minimum standards on topics such as health and safety, environmental protection, and human and labor rights. Suppliers are instructed to adopt similar requirements for their suppliers and to monitor their supply chains. The Group conducts assessments on its finished goods suppliers. For raw material and component suppliers, as well as out-licensing partners, the Group uses third-party audit services to complement internal assessments. | ↔ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Operational risks | | | | |
| | Acquisitions | While organic growth remains the cornerstone of Fiskars Group's strategy, the company may also grow through targeted acquisitions. All acquisitions and integrations of acquired businesses include risks. Acquired businesses may not perform as expected, key individuals may decide to leave the company, the costs of integration may exceed expectations, and synergy effects may be lower than expected.<br><br>Employee uncertainty during the integration process may arise, as the need to harmonize disparities in company cultures, ways of working, processes, tools and practices requires careful consideration. This transitional phase may lead to frustration and disengagement, impacting overall performance. | Fiskars Group follows an acquisition strategy characterized by a systematic and disciplined approach to identifying potential targets. The strategy ensures that only those targets that are closely aligned with the Group's objectives and business goals are considered for acquisition.<br><br>In the acquisition due diligence process, Fiskars Group conducts a thorough investigation of the target company's business, market, financial, operational, legal and regulatory aspects. This is a crucial step in evaluating the value and potential of the target company, enhancing the likelihood of a successful acquisition. In this phase of the acquisition, Fiskars Group formulates an integration pre-plan, outlining the key steps needed for successful integration and synergy realization for post-acquisition.<br><br>The post-acquisition integration program features multiple streams, each with detailed action plans and assigned responsible people to ensure a structured and coordinated approach to successful integration. | ↓ |
| | Product safety and liability | Fiskars Group is committed to offering high quality and functional products that are safe to use and fit for purpose.<br><br>As a manufacturer and seller of an extensive portfolio, including sharp cutting tools, food contact items and children's products with a broad distribution, there is a risk that the Group's products and packaging fail to meet or do not comply with safety, quality and legal requirements, causing a possible halt to deliveries or a product recall, reputational loss, indemnities, and lost sales. | Fiskars Group seeks to ensure all its products meet the pre-set high standards for quality, compliance and product safety. The product development process at Fiskars Group is based on continuous testing and learning, and the Group has invested in product development and quality assurance resources to mitigate against any potential product safety concerns at an early stage of product development.<br><br>Comprehensive insurance cover and a product recall policy are in place to mitigate the financial impact of a recall and to precipitate the process of recalling potentially harmful products from the markets. | ↔ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Compliance risks | | | | |
| | Legal and regulatory compliance | As a global company with operations in multiple countries, the changing legal and regulatory environment, both regional and supraregional, may expose Fiskars Group to compliance and litigation risks regarding corruption, tax, customs or export controls, among others. Furthermore, environmental, social and governance (ESG) related legislation and regulations are increasing and may affect the Group's supply chain management and choices regarding product materials and manufacturing techniques, for example. Non-compliance with anti-trust/fair competition laws may result from someone in the Group or any of its agents failing to comply with anti-trust/competition laws and engaging in conduct that would distort a free and competitive market, e.g., through pricing, anti-competitive agreements or abuse of a dominant position. If the Group is not predictive in identifying changes in laws and regulations and fails to implement necessary compliance programs consistently in its business operations, this may cause financial or reputational damage and exposure to criminal liability.<br><br>Fiskars Group registers, processes, stores and uses personal data in the course of its business operations, specifically regarding personal data related to consumers. There are increasing regulatory requirements for data protection, as well as accelerating changes in technology, and heightened consumer and public expectations. If the Group fails to fulfill its control obligations or processes or prevent or detect unauthorized access to personal information causing a violation of the GDPR or other applicable law or leakage of personal data, this may result in reputational damage and/or fines. | Fiskars Group is committed to ethical and responsible business practices, including respecting human rights and maintaining a strong emphasis on compliance. To enhance legal and regulatory compliance, Fiskars Group has implemented various compliance programs, policies and processes. There is a mandatory Code of Conduct training program for all employees and other mandatory training such as anti-trust training for targeted employee groups. All finished goods suppliers need to comply with Fiskars Group's Supplier Code of Conduct requirements. Fiskars Group has established a cross-functional body to lead and govern its privacy and cybersecurity-related policies, processes and practices.<br><br>To ensure accountability, a whistleblowing channel allows anonymous reporting of any misconduct, with the Group committed to taking swift corrective action when necessary. | ↑ |
| | Intellectual property rights | Fiskars Group's well-known and strong brands are exposed to infringement of intellectual property rights (IPR). There is a risk that the Group, its agents or suppliers may be harmed by employees, agents or third parties using company trade secrets or intellectual property to the Group's detriment. Counterfeit products may present quality and safety risks to consumers and may damage consumer confidence in the Group's products. Fiskars Group is also exposed to the risk of unintentionally violating other parties' intellectual property rights. Infringement of IPRs may lead to a loss of net sales and profit. | Potential IPR infringements are monitored through cross-functional processes, and through online monitoring and systems. Fiskars Group has an enforcement policy in place that governs the enforcement actions that are taken to protect the exclusivity of Fiskars Group's IPRs. Fiskars Group has a good understanding of the competitive landscape and provides its employees with training in IPRs. | ↔ |

[1] Risk trend compared to previous year

| Risk category | Risk name | Risk description | Risk mitigation actions | Risk trend[1] |
|---|---|---|---|---|
| Financial risks | | | | |
| | Currency rates | With a significant part of the business in the United States and in other countries outside the eurozone, Fiskars Group is exposed to fluctuations in foreign currency rates. A change in the exchange rate may have a material impact on the reported financial figures. A change in the exchange rate may also negatively impact the local competitiveness of a Fiskars Group company. The most significant transaction risks are related to the appreciation of DKK, THB and USD, and the depreciation of SEK, AUD and JPY. The most significant translation risks are related to the depreciation of USD. | Currency risks related to commercial cash flows are first managed by offsetting cash flows denominated in the same foreign currency. Purchases of production inputs and the sales of products are primarily denominated in the local currencies of the Fiskars Group companies. The remaining net exports or imports in foreign currencies are hedged up to 15 months in advance using currency forwards and swaps. | ↔ |
| | Tax and customs compliance | Fiskars Group entities are subject to tax and customs audits in several countries. The risk that the Group fails to comply with international or local tax or customs regulations may lead to additional tax obligations and changes in tax or import duty liabilities and may cause loss of profit, penalties and interest, and a negative reputational impact. | Fiskars Group closely monitors changes in tax and customs regulations and international agreements to proactively manage risks related to taxes and duties. Processes and controls are actively developed and maintained to ensure compliance with any local and international requirements. Fiskars Group promotes an open dialog with the tax and customs authorities, and may seek advance rulings and other advance processes where necessary to secure its tax positions and customs compliance. | ↔ |
| | Financial investments | The financial investment portfolio of Fiskars Group consists mainly of investments in unlisted private equity funds. The value of the investments is exposed to fluctuations in the financial markets, including changes in interest rates and foreign exchange rates, and increases in credit risk. Financial investments are treated at fair value through profit or loss. | The foreign exchange risk is hedged up to 15 months in advance using currency forwards and swaps. | ↔ |

[1] Risk trend compared to previous year

## Guidance for 2025

Fiskars Corporation expects comparable EBIT to improve from the 2024 level (2024: EUR 111.4 million).

### Assumptions behind the guidance

The operating environment is expected to remain challenging and impact demand in 2025. Visibility in the market remains limited, as uncertainties in the global economy persist.

Further gross margin improvement is expected to support EBIT in 2025. The savings from completed organizational changes are also expected to continue supporting EBIT improvement together with other further efficiency improvement actions.

The Group's EBIT generation is seasonally tilted towards the end of the year, highlighting the importance of the second half and especially the fourth quarter. During this period, the development of Business Area Vita's volumes will play a significant role.

## Proposal for the distribution of dividend

Fiskars Corporation's aim is to distribute a stable, over time increasing dividend, to be paid biannually. According to the balance sheet of the parent company at the end of the financial period 2024, the distributable equity of the parent company was EUR 790.0 million (2023: EUR 855.8 million).

The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 0.84 per share shall be paid for the financial period that ended on December 31, 2024. The dividend shall be paid in two instalments. The ex-dividend date for the first instalment of EUR 0.42 per share shall be on March 13, 2025. The first instalment shall be paid to a shareholder who is registered in the shareholders' register of the company maintained by Euroclear Finland Oy on the dividend record date March 14, 2025. The payment date proposed by the Board of Directors for this instalment is March 21, 2025.

The second instalment of EUR 0.42 per share shall be paid in September 2025. The second instalment shall be paid to a shareholder who is registered in the shareholders' register of the company maintained by Euroclear Finland Oy on the dividend record date, which, together with the payment date, shall be decided by the Board of Directors in its meeting scheduled for September 9, 2025. The ex-dividend date for the second instalment would be September 10, 2025, the dividend record date for the second instalment would be September 11, 2025, and the dividend payment date September 18, 2025, at the latest.

On the publication date of the Financial Statement Release, the number of shares entitling their holders to a dividend was 80,813,490. The proposed distribution of dividends would thus be EUR 67.9 million (EUR 66.3 million). This would leave EUR 722.6 million (EUR 789.5) of distributable earnings in the parent company.

No material changes have taken place in the financial position of the company since the end of the financial period. The financial standing of the company is good and, according to the Board of Directors' assessment, distributing the proposed dividend will not compromise the company's solvency.

# Sustainability Statement

# ESRS content index

The following content table lists all of the ESRS disclosure requirements in ESRS 2 and the seven topical standards which are material to Fiskars Group, on the basis of the company's DMA. Fiskars Group has omitted all the disclosure requirements in the topical standards E2, E3 and S3 as these are below the set materiality thresholds.

The table can be used to navigate to information relating to a specific disclosure requirement in the Sustainability Statement.

## ESRS 2 General disclosures

| Disclosure requirement | | Section |
|---|---|---|
| BP-1 | General basis for preparation of sustainability statements | ESRS 2: Basis for preparation |
| BP-2 | Disclosures in relation to specific circumstances | ESRS 2: Basis for preparation<br><br>Reported ESRS topic standards |
| GOV-1 | The role of the administrative, management and supervisory bodies | ESRS 2: Governance |
| GOV-2 | Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies | ESRS 2: Governance<br><br>ESRS 2: Double materiality assessment - Double Materiality Outcome |
| GOV-3 | Integration of sustainability-related performance in incentive schemes | ESRS 2: Governance - Integration of sustainability-related performance in incentive schemes |
| GOV-4 | Statement on due diligence | ESRS 2: Governance - Statement on due diligence |
| GOV-5 | Risk management and internal controls over sustainability reporting | ESRS 2: Governance - Risk management and internal controls over sustainability reporting<br><br>ESRS 2: Double Materiality Assessment<br><br>Reported ESRS topic standards |
| SBM-1 | Strategy, business model and value chain | ESRS 2: Business model and strategy<br><br>ESRS S1: Characteristics of Fiskars Group's employees |

| Disclosure requirement | | Section |
|---|---|---|
| SBM-2 | Interests and views of stakeholders | ESRS 2: Business model and strategy - Interests and views of stakeholders<br><br>ESRS 2: Governance<br><br>ESRS 2: Double materiality assessment |
| SBM-3 | Material impacts, risks and opportunities and their interaction with strategy and business model | ESRS 2: Strategy and business model<br><br>ESRS 2: Double materiality assessment<br><br>Reported ESRS topic standards |
| IRO-1 | Description of the processes to identify and assess material impacts, risks and opportunities | ESRS 2: Governance - Risk management and internal controls over sustainability reporting<br><br>ESRS 2: Double materiality assessment - Double materiality assessment methodology |
| IRO-2 | Disclosure requirements in ESRS covered by the undertaking's sustainability statement | ESRS 2: Double materiality assessment<br>ESRS content index<br><br>Datapoints that derive from other EU legislation |

## ESRS E1 Climate change

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, GOV-3 | Integration of sustainability-related performance in incentive schemes | ESRS 2: Governance<br><br>ESRS E1: Climate resilience in strategy |
| E1-1 | Transition plan for climate change mitigation | ESRS E1: Actions<br>ESRS E1: Targets |
| ESRS 2, SBM-3 | Material impacts, risks and opportunities, and their interaction with strategy and business model | ESRS 2: Business model and strategy<br><br>ESRS E1: Introduction to the topic - Climate resilience in strategy<br><br>ESRS E1: Introduction to the topic - Scenario analysis |
| ESRS 2, IRO-1 | Description of the processes to identify and assess material climaterelated impacts, risks and opportunities | ESRS 2: Double materiality assessment - Double Materiality Outcome<br><br>ESRS E1: Introduction to the topic - Scenario analysis |
| E1-2 | Policies related to climate change mitigation and adaptation | ESRS E1: Approach and policies |
| E1-3 | Actions and resources in relation to climate change policies | ESRS E1: Actions |
| E1-4 | Targets related to climate change mitigation and adaptation | ESRS E1: Actions<br><br>ESRS E1: Targets |
| E1-5 | Energy consumption and mix | ESRS E1: Energy consumption |
| E1-6 | Gross Scopes 1, 2, 3 and Total GHG emissions | ESRS E1: Greenhouse gas emissions |
| E1-7 | GHG removals and GHG mitigation projects financed through carbon credits | ESRS E1: Actions<br><br>(Section is mainly omitted due to Fiskars Group not utilising carbon removals or credits) |

## ESRS E4 Biodiversity and ecosystems

| Disclosure requirement | | Section |
|---|---|---|
| E4-1 | Transition plan and consideration of biodiversity and ecosystems in strategy and business model | ESRS E4: Introduction to the topic |
| ESRS 2, SBM-3 | Material impacts, risks and opportunities and their interaction with strategy and business model | ESRS E4: Actions |
| ESRS 2, IRO-1 | Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities | ESRS E4: Actions |
| E4-2 | Policies related to biodiversity and ecosystems | ESRS E4: Approach and policies |
| E4-3 | Actions and resources related to biodiversity and ecosystems | ESRS E4: Actions |
| E4-4 | Targets related to biodiversity and ecosystems | ESRS E4: Approach and policies |
| E4-5 | Impact metrics related to biodiversity and ecosystems change | ESRS E4: Actions |

## ESRS E5 Resource use and circular economy

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, IRO-1 | Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities | ESRS 2: Governance<br>ESRS 2: Business model and strategy<br>ESRS 2: Double materiality assessment - Double Materiality Outcome<br><br>ESRS E5: Introduction to the topic<br><br>ESRS S4: Engaging with consumers and end-users |
| E5-1 | Policies related to resource use and circular economy | ESRS E5: Approach and policies |
| E5-2 | Actions and resources related to resource use and circular economy | ESRS E5: Actions |
| E5-3 | Targets related to resource use and circular economy | ESRS E5: Targets |
| E5-4 | Resource inflows | ESRS E5: Resource inflows |
| E5-5 | Resource outflows | ESRS E5: Resource outflows |

## ESRS S1 Own workforce

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, SBM-2 | Interests and views of stakeholders | ESRS 2: Business model and strategy |
| ESRS 2 SBM-3 | Material impacts, risks and opportunities and their interaction with strategy and business model | ESRS S1: Introduction to the topic |
| S1-1 | Policies related to own workforce | ESRS S1: Approach and policies<br><br>ESRS G1: Remediation and whistleblowing channel |
| S1-2 | Processes for engaging with own workers and workers' representatives about impacts | ESRS S1: Introduction to the topic<br><br>ESRS S1: Engaging with the company's own employees |
| S1-3 | Processes to remediate negative impacts and channels for own workers to raise concerns | ESRS G1: Remediation and whistleblowing channel |
| S1-4 | Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions | ESRS S1: Actions |
| S1-5 | Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | ESRS S1: Targets |
| S1-6 | Characteristics of the undertaking's employees | ESRS S1: Characteristics of Fiskars Group's employees |
| S1-9 | Diversity metrics | ESRS S1: Diversity metrics |
| S1-10 | Adequate wages | ESRS S1: Adequate wages |
| S1-14 | Health and safety metrics | ESRS S1: Health and safety (metrics) |
| S1-16 | Compensation metrics (pay gap and total compensation) | ESRS S1: Compensation metrics |
| S1-17 | Incidents, complaints and severe human rights impacts | ESRS G1 - Remediation and whistleblowing channel |

## ESRS S2 Workers in the value chain

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, SBM-2 | Interests and views of stakeholders | ESRS 2: Business model and strategy |
| ESRS 2, SBM-3 | Material impacts, risks and opportunities and their interaction with strategy and business model | ESRS S2: Introduction to the topic<br><br>(Mainly omitted due to no impacts identified in the DMA) |
| S2-1 | Policies related to value chain workers | ESRS S2: Approach and policies<br><br>ESRS G1: Remediation and whistleblowing channel<br><br>ESRS G1: Management of relationships with suppliers |
| S2-2 | Processes for engaging with value chain workers about impacts | ESRS S2: Engaging with value chain workers |
| S2-3 | Processes to remediate negative impacts and channels for value chain workers to raise concerns | ESRS S2: Remediation |
| S2-4 | Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions | ESRS S2: Actions |
| S2-5 | Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | ESRS S2: Targets |

## ESRS S4 Consumers and end-users

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, SBM-2 | Interests and views of stakeholders | ESRS 2: Business model and strategy |
| ESRS 2, SBM-3 | Material impacts, risks and opportunities and their interaction with strategy and business model | ESRS S4: Introduction to the topic |
| S4-1 | Policies related to consumers and end-users | ESRS S4: Approach and policies |
| S4-2 | Processes for engaging with consumers and end-users about impacts | ESRS S4: Engaging with consumers and end-users |
| S4-3 | Processes to remediate negative impacts and channels for consumers and end-users to raise concerns | ESRS S4: Remediation<br><br>ESRS G1: Remediation and whistleblowing channel |
| S4-4 | Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions | ESRS S4: Actions |
| S4-5 | Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | ESRS S4: Targets |

## ESRS G1 Business conduct

| Disclosure requirement | | Section |
|---|---|---|
| ESRS 2, GOV-1 | The role of the administrative, supervisory and management bodies | ESRS 2: Governance<br><br>ESRS G1: Business conduct policies and corporate culture |
| ESRS 2, IRO-1 | Description of the processes to identify and assess material impacts, risks and opportunities | ESRS 2: Double materiality assessment<br><br>ESRS G1: Introduction to the topic |
| G1-1 | Corporate culture and business conduct policies and corporate culture | ESRS G1: Business conduct policies and corporate culture<br><br>ESRS G1: Remediation and whistleblowing channel<br><br>ESRS G1: Prevention and detection of corruption and bribery |
| G1-2 | Management of relationships with suppliers | ESRS G1: Management of relationships with suppliers |
| G1-3 | Prevention and detection of corruption and bribery | ESRS G1: Remediation and whistleblowing channel<br><br>ESRS G1: Prevention and detection of corruption and bribery |
| G1-4 | Confirmed incidents of corruption or bribery | ESRS G1: Incidents of corruption and bribery |

Sustainability Statement

# 1. General information



# ESRS 2 General Disclosures

## Basis for preparation

### Reporting period

The reporting period applicable to the Sustainability Statement is equal to the reporting period for the Financial Statements covering the period from January 1 to December 31, 2024.

### Framework and data disclosure

The Sustainability Statement of Fiskars Group is prepared in accordance with the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG). All data points included in this report have been assessed as material according to the company's double materiality assessment (DMA). The material topics are explained in detail under Double materiality assessment in this section, ESRS 2 General Disclosures. All disclosure requirements included in the Sustainability Statement, can be found in the Content index at the beginning.

### Consolidation

The Fiskars Group Sustainability Statement is consolidated in the same way as its Financial Statements, and include the parent company, Fiskars Corporation, and the subsidiaries in which it holds, directly or indirectly, over 50% of the voting rights or over which it otherwise has control. Acquired or established subsidiaries are included in the consolidated Sustainability Statement from the date of control until the date that control ceases.

Consolidation of all quantitative environmental, social, and governance (ESG) data follows the principles above, unless otherwise specified in the accounting policy placed next to the respective topic or data point, while any possible estimations used for quantitative disclosures are specified beneath the respective data points.

The material impacts, risks and opportunities connected to Fiskars Group's value chain have been assessed as part of the company's DMA, and both upstream and downstream information are included in the reporting scope, respectively. Fiskars Group's value chain is presented in the *Business model and strategy* section.

### Omissions

Fiskars Group has utilized the general list of phased-in disclosure requirements from ESRS 1 Appendix C (excluding phased-in disclosure requirements for undertakings not exceeding on their balance sheet dates the average number of 750 employees during the financial year).

Fiskars Group considers the monetary amount of its investment plans for climate transition as sensitive information, and therefore does not publicly disclose this information.

Fiskars Group considers the list of material suppliers sites on assessed for E4 Biodiversity and ecosystems as sensitive information, and therefore does not publicly disclose this information.

Fiskars Group does not disclose the number of cases of recordable work-related ill health due to legal restrictions over collecting the data. The company is currently unable to collect this information on the company level, and thus does not report on the matter.

No exemptions provided in articles 19a(3) and 29a(3) of Directive 2013/34/EU (in Finland Kirjanpitolaki 1336/1997 - Ajantasainen lainsäädäntö - FINLEX ® KPL 7 chapter 13 §) are otherwise used.

### Disclosures incorporated by reference

No disclosures incorporated by reference, but certain information related to

- Market position, strategy and business model
- Risk management and internal controls
- Remuneration

are elaborated further in other parts of the Report by the Board of Directors, in the Corporate Governance Statement and in Remuneration report.

# Governance

Fiskars Corporation is a Finnish public limited company in which duties and responsibilities are defined according to Finnish law. Fiskars Group is comprised of the parent company Fiskars Corporation and its subsidiaries. The statutory governing bodies of Fiskars Corporation are the General Meeting of Shareholders, the Board of Directors, the Managing Director (President and CEO), and the Auditor. Other Group management supports the statutory governing bodies of Fiskars Corporation. The company's domicile is Raseborg, Finland.

Corporate governance at Fiskars Corporation is based on the Finnish Limited Liability Companies Act, the rules and regulations concerning publicly listed companies, the Company's Articles of Association, the charters of the Company's Board of Directors and its Committees, and the rules and guidelines of Nasdaq Helsinki Ltd. Fiskars Corporation is a member of the Finnish Securities Market Association and complies, with an exception concerning the Nomination Committee, with the Finnish Corporate Governance Code approved by the Securities Market Association.

In accordance with the Articles of Association, the Board of Directors consists of a minimum of five and a maximum of ten members. All members of the Board are non-executive directors. The Board regularly evaluates the independence of its members annually in compliance with Recommendation 10 of the Corporate Governance Code. All members of the Board of Directors are considered to be independent of the Company (100% independent). Currently there is no representation of employees in the members of the Fiskars Group's administrative, management and supervisory bodies.

Diversity of the Board is considered from a number of aspects, including, but not limited to gender, age, nationality, cultural background and individual differences both in professional and personal experiences. The Nomination Committee deems it is important to have a Board with an appropriate age mix with different experiential and educational backgrounds as well as work experiences. The Board composition should also take into account the scale of Fiskars' business operations and requirements of the Company's development stage as well as the ownership structure of the Company. The Board shall ideally consist of members with experience from international business representing different industries, tasks, positions, cultures and countries. Having members providing a balanced representation of both genders on the Board is essential, in particular where Board candidates are equally qualified. A high priority is given to maintain the balanced status in terms representation of both genders. In addition to the above principles, the selection of candidates will also be based on the Board members' ability to commit enough time for the Board work including its committees.

Currently, the less-represented gender (female) accounts for ca. 40% of members of the Board, and from other perspectives, the current status of diversity is considered reasonably balanced. The Board's diversity in terms of directors' educational background, professional experience, length of service, age, and nationality is explained in detail in Corporate Governance Statement. Diversity of the management and the organization in total is reported in section *ESRS S1 Own workforce*, under *Diversity metrics*.

The Board of Directors is responsible for the Company's governance and the proper organization of operations in accordance with applicable laws and regulations, its Articles of Association, and the decisions taken by the General Meetings. The Board of Directors has approved the principles of internal control, risk management, and internal auditing to be followed within the Group. In practice, it is the responsibility of the President and CEO, together with the Fiskars Group Leadership Team (FGLT) and other management, to put in place and oversee accounting and control mechanisms and other similar mechanisms. The Risk Management function supports the identification, assessment, management and monitoring of risks that may compromise the achievement of Fiskars Group's business goals.

Fiskars Corporation has a Managing Director (President and CEO) who is responsible for the day-to-day management and administration of the Company in accordance with the Finnish Companies' Act, the Company's Articles of Association, the instructions and orders given by the Board, and reporting to the Board on the Company's business operations, operating environment and financial situation. The President and CEO is also responsible for ensuring that the Company's accounting methods comply with applicable law, and that financial matters are managed reliably. The President and CEO is assisted in these duties by the Leadership Team.

The company's President and CEO and CFO participate in the Board meetings, and the Chief Legal Officer acts as the secretary of the Board Other members of the company's management and other executives participate in the meetings when necessary.

## Governance of sustainability matters

During 2022, Fiskars Group reviewed, updated and simplified its ESG strategy to ensure focus on the areas that  have the largest impact. The updated strategy, approved by the Board of Directors, is closely linked to the company's business and purpose: Pioneering design to make the everyday extraordinary. During this process, the governance model and regularly reported Group level key performance indicators (KPI) were agreed on, to better incorporate ESG factors in the Group's Growth Strategy. ESG factors are linked to Fiskars Group's decision making process and this is supported by a governance model to ensure clear responsibilities and to focus on how sustainability is managed throughout the company.

The company's Board of Directors and Audit Committee possess expertise in ESG matters through both experience and education. Additionally, in line with the company's internal ESG governance model, the ESG Strategy team, led by the CFO, has regularly reported on progress towards objectives and is available as needed, providing access to expertise to oversee sustainability matters. The Audit Committee also received training and regular updates from internal and external parties regarding Corporate Sustainability Reporting Directive (CSRD) reporting and other relevant topics.

**The Board of Directors** (Board) and **Audit Committee** approve and review the ESG and sustainability ambition level, commitments, and targets annually. The Board also follows up on progress towards Fiskars Group's commitments and targets on a quarterly basis. The Audit Committee has an advisory role regarding ESG strategy and management at Fiskars Group, and reviews the progress of the strategy and actions to meet sustainability requirements and proposes items to the Board for approval.

**The Fiskars Group Leadership Team** approves and reviews the ESG and sustainability approach, commitments, roadmaps, and targets. The FGLT ensures the integration of ESG and sustainability into the company's overall strategy, and owns the targets. Progress and the execution of the commitments and targets are followed up on as part of the regular, monthly agenda. The Chief Financial Officer and deputy to the CEO has the overall responsibility for driving the sustainability agenda in the FGLT.

**The Group ESG Strategy Team** provides central expertise and capabilities on sustainability: formulating and driving forward the ESG strategy, spotting trends, following regulatory updates, and creating commitment for sustainability within Fiskars Group. The team supports Business Areas (BAs) and global functions with setting BA- and global-function-level ESG targets and KPIs, and supports the organization overall in reaching the ambition level, commitments and targets set by the Board and FGLT. The team also collects and consolidates data from BAs and global functions for overall progress reporting.

**The ESG Management Team** is a cross-functional team that supports the Group ESG strategy and management team by enabling strategic decision making over required BA- and function-level choices on such sustainability topics as prioritization and roadmaps. The team includes members from the Group ESG strategy team, BAs and global functions. The team aligns and prioritizes activities for the Fiskars Group sustainability agenda, and reviews roadmaps and performance against the company's commitments and Group-level targets.

**Business Areas and Global Functions** integrate the commitments and targets into their operations and respective business and investments plans. BAs and global functions are responsible for setting their own sub-targets to support achieving the higher-level Group targets. BAs and global functions follow up on their own progress towards commitments, targets and roadmaps.

## Integration of sustainability-related performance in incentive schemes

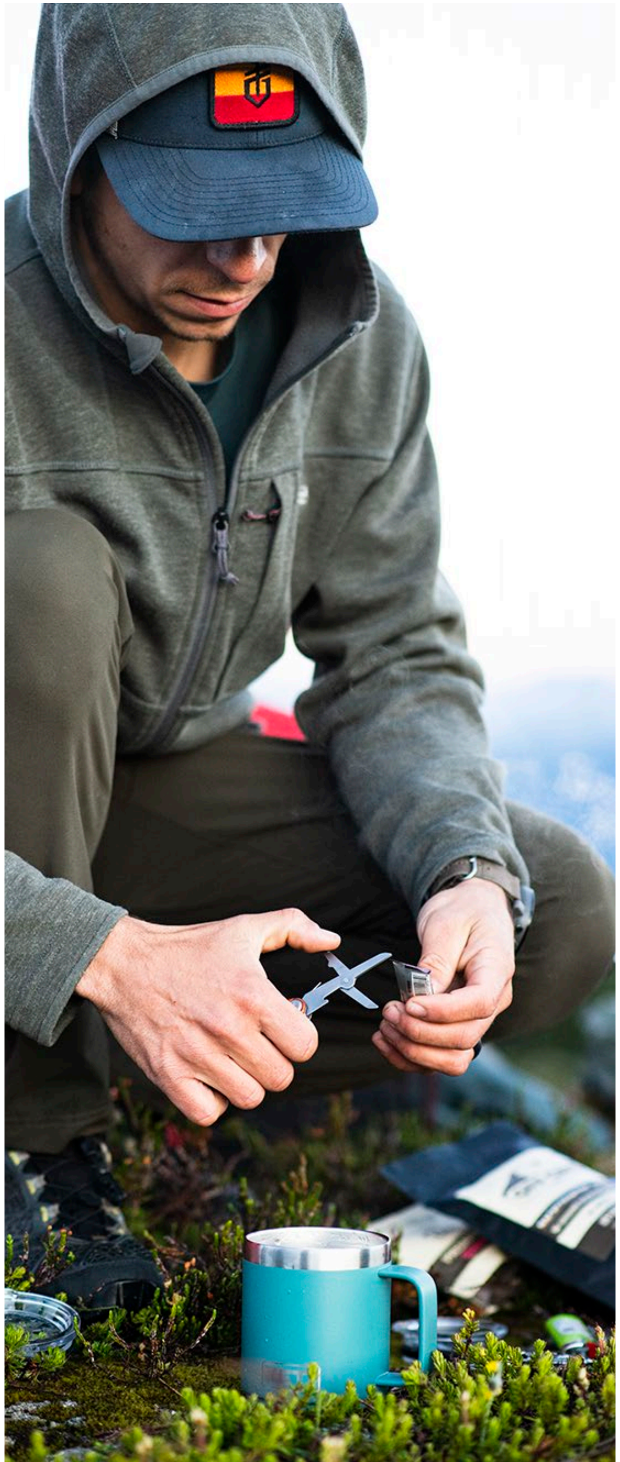
Fiskars Group's compensation philosophy and compensation structures are designed to be market-relevant and performance-based ensuring that outstanding performance is rewarded more than average performance. For most of Fiskars Group's employees, compensation consists of three elements: base salary, bonus and benefits. For all employees, salary is based upon relevant local salary market, role's level of responsibility and contribution to the business, employee's experience and performance. The total compensation, including incentives, should be competitive when compared to the relevant market.

Reaching sustainability targets requires Group-wide work and collaboration. Individual targets and incentives are specified according to job description, and to the areas to which different parts of the organization can best contribute.

The variable performance-based short-term and long-term incentives align the remuneration and the company's performance and reflect the objective that remuneration should be closely tied to the company's strategy and its long-term financial success.

The Performance Share Plan consists of annually commencing individual performance share plans, each with a three-year performance period, followed by the payment of the potential share reward. The Board of Directors decide separately the commencement of each individual plan, the performance criteria and related targets of the plan, the participants and the minimum, target and maximum rewards for each participant. The amount of the reward paid to a key person depends on achieving the pre-established targets. In 2023 and 2024, a measure related to the circular economy (CE) was added to the Fiskars Group Performance Share Plan for 2023-2025 and 2024-2026. The addition was made in order to reinforce commitment to achieving Fiskars Group's sustainability ambitions. Total shareholder return, cumulative comparable EBIT and a measure related to advancing circular products and services. Circularity advancement KPI is the ability to reach the target set in the company's ESG metrics. The percentage of the circularity target is 10% of the potential total reward. The share plans are annually reviewed by the HR and Compensation Committee and approved by the Board of Directors.

Employees working specifically with sustainability and environmental topics have various sustainability-linked incentives. In addition, Business Areas and other parts of the organization have targets and incentives linked to sustainability. These targets and incentives have been constructed to fit their line of work. The targets and incentives are tailored to the job descriptions and the specific areas where different parts of the organisation can best contribute.



## Statement on due diligence

Mapping of the information provided in Fiskars Group's sustainability reporting regarding the due diligence process.

| Core elements of due diligence | Sections in the Sustainability Statement |
|---|---|
| a) Embedding due diligence in governance, strategy and business model | **General governance:** ESRS 2 General disclosures, Governance; ESRS G1 Business Conduct, Business conduct policies and corporate culture; ESRS 2 General Disclosures, Business model and strategy<br><br>**Environmental:** ESRS E1 Climate change, Climate resilience in strategy; ESRS E1 Climate change, Scenario analysis; ESRS E5 Resource use and circular economy, Introduction to the topic; ESRS E5 Resource use and circular economy, Framework for enhancing circularity<br><br>**Social:** ESRS S2 Workers in the value chain, Introduction to topic; ESRS S4 Consumers and end-users, Introduction to the topic |
| b) Engaging with affected stakeholders in all key steps of the due diligence process | **General Governance:** ESRS 2 General disclosures, Interests and views of stakeholders; ESRS G1 Business Conduct, Management of relationships with suppliers; ESRS 2 General disclosures, Double materiality assessment methodology<br><br>**Social:** ESRS S1 Own workforce, Engaging with company's own employees; ESRS S2 Workers in value chain, Engaging with value chain workers; ESRS S4 Consumers and end-users, Engaging with consumers and end-users<br><br>**Environmental**: ESRS E4 Biodiversity and ecosystems, Actions; ESRS E5 Resource use and circular economy, Actions |
| c) Identifying and assessing adverse impacts | **General Governance**: ESRS 2 General disclosures, Risk management and internal controls over sustainability reporting; ESRS 2 General disclosures, Double materiality assessment methodology<br><br>**Social**: ESRS S1 Own workforce, Actions; ESRS S2 Workers in the value chain, Engaging with value chain workers; ESRS S4 Consumers and end-users, Introduction to topic; ESRS S4 Consumers and end-users, Actions<br><br>**Environmental**: ESRS E1 Climate change, Introduction to topic; ESRS E4 Biodiversity and ecosystems, Actions; ESRS E5 Resource use and circular economy, Introduction to topic |
| d) Taking actions to address those adverse impacts | **General Governance**: ESRS 2 General disclosures, Governance<br><br>**Social**: ESRS S1 Own workforce, Actions; ESRS S2 Workers in the value chain, Actions; ESRS S4 Consumers and end-users, Actions<br><br>**Environmental**: ESRS E1 Climate change, Actions; ESRS E4 Biodiversity and ecosystems, Actions; ESRS E5 Resource use and circular economy, Approach and policies; ESRS E5 Resource use and circular economy, Actions |
| e) Tracking the effectiveness of these efforts and communicating them | **General Governance**: ESRS 2 General disclosures, Governance; ESRS 2 General disclosures, Business model and strategy; ESRS G1 Business conduct, Remediation and whistleblowing channel; ESRS 2 General disclosures, Interests and views of stakeholders<br><br>**Social**: ESRS S1 Own workforce, Targets; ESRS S1 Own workforce, Engaging with the company's own employees; ESRS S2 Workers in the value chain, Targets; ESRS S4 Consumers and end-users, Actions<br><br>**Environmental**: ESRS E1 Climate change, Actions; ESRS E1 Climate change, Targets; ESRS E5 Resource use and circular economy, Targets; Environmental disclosures, EU Taxonomy |

## Risk management and internal controls over sustainability reporting

The objective of risk management is to identify, assess, manage and monitor risks that may compromise the achievement of the company's business goals and commitments. This includes protecting personnel and assets, ensuring the uninterrupted delivery of safe and high-quality products and services to customers, and safeguarding Fiskars Group's reputation, brands, and shareholder value.

Fiskars Group's Risk Management Policy provides comprehensive guidelines for managing risks across the organization. Responsibility for risk identification, assessment, managing and monitoring lies with the business areas and global functions. The Risk Management function facilitates the enterprise risk management process and provides the needed support. The Fiskars Group Leadership Team (FGLT) assesses major risks within the company in a separate process, and these assessments are incorporated into risk information from business areas and global functions. Cross-functional collaboration is used to develop action plans to mitigate the financial impact and probability of the most significant risks, which are then presented to the Audit Committee for review.

Fiskars Group's operations are subject to risks and uncertainties arising from the company's operations or changes in the operating environment. The most significant risks and business uncertainties that may have an adverse impact on the company's business and financial performance have been identified and presented in total in the section on Risks and business uncertainties of the Report by the Board of Directors. Sustainability related uncertainties, impacts and risks also derived from the DMA process, are reviewed as a part of Fiskars Group's annual enterprise risk management process and as such are also presented below. However, risks that are presently either unidentified or deemed immaterial to the company could emerge as material concerns in the future.

A similar approach is applied to the sustainability-related Group opportunities, where an opportunity is assessed based on potential positive financial impact and the effort required to achieve the opportunity. Opportunities sometimes act as a way to mitigate risks, e.g. the opportunity to source energy from renewable sources, or to develop alternative concepts supporting the circular economy.

Fiskars Group conducted a DMA in extension of the enterprise risk management (ERM) process, aligning with the CSRD requirements. The DMA identified the priority sustainability topics acknowledging Fiskars Group's end-to-end value chain. The results from the earlier ERM process were utilized as input for the initial DMA, while also the final results regarding all the impacts, risks and opportunities from the DMA , were utilized in the 2024 ERM process and the results were presented to the Board's Audit Committee. The identification of priority sustainability topics recognizes Fiskars Group's most significant positive and negative impacts and dependencies upon people and the environment, as well as the most significant business risks and opportunities arising from sustainability. The assessment utilized existing sustainability-related information, analyses, reports and plans, as well as drawing upon a previous materiality assessment, which also served as the source for external stakeholder input. The concept of materiality is at the core of defining sustainability priorities, to focus on impactful activities as a company.

Fiskars Group's risk management and internal control processes, including those related to sustainability, are outlined above. Internal controls for sustainability reporting vary depending on the specific reporting area, as multiple internal functions contribute to the preparation of the report. At the consolidated level, control measures and assurance processes are in place to ensure accurate and comprehensive ESG reporting, which is included in the Report by the Board of Directors.

The Fiskars Group Leadership Team (FGLT), the Audit Committee, and the Board of Directors are regularly informed about key ESG-related KPIs, which represent part of the IROs derived from the DMA process, and the progress made towards set targets. ESG-related to KPIs are also reviewed in relation to the company's other strategic objectives. This monitoring occurs on a quarterly basis. The Audit Committee is specifically tasked with reviewing the company's Sustainability Statement and other ESG-related disclosures and their tasks include:

- Presenting to the Board of Directors the results of sustainability reporting assurance, how sustainability reporting assurance has increased the integrity of reporting and the committee's role during the sustainability reporting assurance process.

- Monitoring the procedures for sustainability reporting, procedures for identifying information to be reported in accordance with the sustainability reporting standards, the effectiveness of internal control and audit as well as risk management in relation to the above, performance of sustainability reporting assurance and the independence of the sustainability reporting assurance provider.

The overall governance of sustainability matters, including detailed roles and responsibilities, is described in the *Governance* section of the ESRS 2 standard.

## Business model and strategy

Fiskars Group is the global home of design-driven brands for indoor and outdoor living. The Group is driven by its common purpose: Pioneering design to make the everyday extraordinary.

Fiskars Group has a well-balanced portfolio of unique brands including Fiskars, Georg Jensen, Gerber, Iittala, Moomin Arabia, Royal Copenhagen, Waterford, and Wedgwood, as well as several smaller tactical brands. The company's brands are present in more than 100 countries in Asia-Pacific, Europe and the Americas.

In 2024, Fiskars Group was organized in two Business areas (BAs): Vita and Fiskars. Business Area Vita accounts for approximately 52% and Fiskars 47% of net sales. The Business areas have full accountability for the global offering, enabling them to leverage the potential of their strong brands. Both Business areas have strong, yet BA specific, business drivers.

Recognized for creative design, BA Vita consists of brands such as Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia and Iittala. It offers premium and luxury products for the tableware, drinkware, jewelry and interior categories. The year 2024 marked the first full year of jewelry in Fiskars Group's portfolio as the category became a part of the Group when the Georg Jensen brand was acquired in 2023. Georg Jensen's jewelry is certified by the Responsible Jewellery Council, and the brand utilizes recycled gold and silver. Furthermore, in 2024, BA vita expanded its textiles offering via brands such as Moomin Arabia and Royal Copenhagen. This expansion follows the Group's strategy of surrounding the consumer with products in increasingly different categories. Textiles carrying the Global Organic Textiles Standard (GOTS) certification are preferred wherever possible, and recycled alternatives are also continuously researched. Regarding Vita's geographical presence, Europe is the largest geographical segment for the BA with 55% net sales coming from the region, followed by Asia-Pacific with 35% and Americas with 10%. China is a key market with high potential for the Business Area, particularly in the luxury segment.

The innovation-driven BA Fiskars' brands include Fiskars and Gerber. It consists of the gardening and outdoor categories as well as the scissors and creating, and cooking categories. Notably, following 2024, all products in Fiskars' cooking category are made free from per-and polyfluoroalkyl (PFAs) thanks to rigorous product innovation. Overall, BA Fiskars utilizes recycled and renewable materials wherever feasible, and designs products with repairability options in mind. Regarding BA Fiskars' geographical presence, Americas is the largest geographical segment for the BA with 50% net sales coming from the region, followed by Europe with 46% and Asia-Pacific with 4%. The U.S. is clearly the largest single market for the BA, making it of high strategic importance.

Fiskars Group serves wholesale customers and B2B customers as well as consumers directly through its own stores and ecommerce (downstream value chain). Serving end consumers in the direct-to-consumer (DTC) channels is a strategic focus area for Business Area Vita. In 2024, DTC accounted for 50% of BA Vita's sales, and 28% of Fiskars Group's sales. Wholesale is of particular importance to Business Area Fiskars, and it accounted for over 90% of the BA's sales. Wholesale is also Fiskars Group's largest channel generating close to 70% of the company's sales.

Fiskars Group has a diverse team of employees. The Group recognizes the importance of its people in contributing to its success, and continually invests in opportunities for employees to learn and grow. The Group promotes employee engagement by creating an open, inclusive working environment where everyone can make a meaningful contribution and feel that they belong.

Fiskars Group combines own manufacturing operations with those of its carefully selected suppliers. Fiskars Group's manufacturing units are located in Europe, Asia and the U.S. The company has built a strong supplier network that meets its business needs, as well as its values and social and environmental expectations, including finished goods, raw materials, components, and service suppliers (upstream value chain).

Fiskars Group's business and value creation model is further disclosed in the attached image. More details on Fiskars Group's business model can also be found in the other section of the Report by the Board of Directors, under Business model and strategy.

Fiskars Group's Growth Strategy outlines the strategic choices that will put the company on a healthy path of organic growth and profitability improvement. The strategic logic is clear: the company focuses on winning brands, winning channels, and winning countries. The Growth Strategy consists of four transformation levers; commercial excellence, direct to consumer, the U.S. and China. These levers are transforming Fiskars Group across brands, channels, and countries. The growth enablers for the strategy are people, digital, innovation & design, and sustainability. These enablers are at the core of Fiskars Group, and they are critical for executing the Growth Strategy.

During 2024, Fiskars Group announced plans to separate its Business Areas Fiskars and Vita into operationally independent companies to accelerate their different strategic growth opportunities and investment needs. This is a natural step in the Group's "brands first" approach as Fiskars and Vita will become two separate, fully accountable businesses and independent legal entities. This will enable flexibility and speed of execution as well as, for instance, further transparency for shareholders. Fiskars Group announced in 2024 that the new organization is expected to be effective starting on 1 April 2025, with the legal entity structure completed by the end of the first quarter of 2026.

Sustainability is a key element of Fiskars Group's strategy, and one of the strategic growth enablers for the company. It represents an opportunity for the company to further strengthen its reputation and increase brand love. Fiskars Group ensures sustainable profitable growth in the long term by setting concrete ESG targets and linking them to decision making. The ESG strategy ensures focus is placed on the areas where the company has the biggest impact.

The ESG strategy is closely linked to the company purpose: Pioneering design to make the everyday extraordinary. Informed by the continued process of assessing material sustainability dependencies, impacts, risks and opportunities, decisions are made ensuring their alignment with the Group's commitments, stakeholder expectations and business needs. A well-managed sustainability agenda creates competitive advantages and opportunities, reduces risks, and addresses societal challenges by creating innovative solutions, as well as helping the company to attract and engage the best talent.

Two commitments, **pioneering design against throwaway culture** and **making the everyday extraordinary,** guide Fiskars Group's decisions. The five key targets displayed are monitored and frequently reported on at the company level, both internally and externally. These targets represent part of the material impacts, risks and opportunities identified in the DMA. More detailed information on sustainability actions during 2024 can be found under the disclosures for each material topic respectively.

Furthermore, Fiskars Group remains committed to the UN Global Compact and recognizes the importance of global collaboration to solve the significant challenges that the world faces, as outlined in the UN Sustainable Development Goals (SDGs). The company's sustainability commitments are inspired by SDGs, focusing on three of them: SDG 10 Reduced inequalities, SDG 12 Responsible consumption and production, and SDG 13 Climate action.

The resilience of Fiskars Group's strategy and business model is reflected in its adjustable business model, risk and opportunity management and investment decision process. The company balances the impact of demand fluctuations by having an extensive and diverse product portfolio and continuously developing this with circular options, as well as broad geographical coverage. The company can maintain safety stocks as a buffer against possible supply chain disruptions. Additionally, the company relies on multiple source contracts to manage both price and availability risks, while striving to build strong and long-term relationships with trusted suppliers that live up to the Group's

## Business model and value creation

### Input

**Financial capital**
Cash and equity to invest

**People and culture**
Talent retention and people development. 6,851 employees in 29 countries.

**Raw materials**
Renewable, non-renewable, recycled and recirculated materials for products

**Energy**
Fuels 153,942 MwH
Purchased energy 79,681 MwH

**Suppliers and partners**
Approximately 173 finished goods suppliers

**Design, Innovation, IPR**
R&D EUR 18.8 million

### Fiskars Group

Established in Fiskars Village, Finland in 1649

**Strategy and values**
Fiskars Group is the global home of design-driven brands for indoor and outdoor living.

Brands are present in more than 100 countries in Asia-Pacific, Europe and the Americas.

Shared values: creating change, celebrating the everyday, growing with compassion

**Sales**
With approximately 500 own stores, Direct-to-consumer generates 28% of the Group's net sales.

Indirect sales generate 72% of the Group's net sales

**13 own manufacturing units**

**Destinations & forests**
Fiskars Group has 14,000 hectares of sustainably managed forests, and operates destinations such as Fiskars Village and House of Waterford.

### Output

**Economic value**
Net sales EUR 1,157.1 million

**Products and services**
Key categories provided: tableware, drinkware, interior, jewelry, gardening, outdoor, cooking and scissors & creating.

Largest countries by sales: United States, Denmark, Finland, Sweden and Australia

26% of net sales from circular products and services.

**Emissions to air**
Scope 1 and 2: 39,650 $tCO_2eq$
Scope 3: 140,131 $tCO_2eq$

**Waste**
811t to landfill
7,353t recycled
-79% compared to 2017

**Supplier audits**
81 sustainability audits conducted on own suppliers

### Value created

**Shareholders**
Comparable EBIT EUR 111.4 million
Cash dividends per share EUR 0.84

**Employee wages, benefits, and career paths**
EUR 302 million

**Income taxes**
EUR 8.9 million

**Pioneering design to make the everyday extraordinary**

**Carbon neutral future**
Targeting net-zero emissions by 2049. Scope 1 and 2 emissions reduced by 54% compared to 2017.

**Corporate community engagement**
EUR 0.1 million invested (Group)

**Supplier engagement**
64% of suppliers by spend have set science-based targets

Upstream activities → Own operations → Downstream activities corporate values and standards. Material impacts, risks and opportunities are utilized in decision making processes as well as risk and opportunity assessments. As a part of Fiskars Group's financial planning, for example process investments for energy efficiency and low-carbon solutions in manufacturing units and distribution centers are evaluated and capital expenditures are applied to seize opportunities for investing.

# ESG targets and progress

## *Environmental*: Pioneering design against throwaway culture

### 1 Circular economy

2024
26%

Base year 2021
50% in 2030

A majority of our net sales comes from circular products and services by 2030

### 2 Our own emissions

GHG (greenhouse gas) emissions

2024
-54%

Base year 2017
-60% in 2030

from own operations (Scope 1 and 2) reduced by 60% by 2030

2024
-44%

Base year 2018
-30% in 2030

from transportation and distribution (Scope 3) reduced by 30% by 2030

### 3 Our suppliers' emissions

2024
64%

Target set 2020
60% in 2030

60% of our suppliers by spend covering purchased goods and services will have science-based targets by 2024

## *Social*: Making the everyday extraordinary

### 1 Safe workplace

2024 2.5
Target 0

Zero harm with zero LTAF (Lost time accident frequency) by 2030

### 2 Inclusive workplace

2024 77
Target 80*

Inclusion Experience within the top 10% of global high-performing companies

* Current benchmark: 80 (June 2024). The benchmark score is updated every six months with the latest data and might change depending on how the global benchmark develops.

## Interests and views of stakeholders

Fiskars Group's stakeholders are entities or individuals that have a moderate impact on the business, or are affected by the company's activities, products, and services, presenting both risks and opportunities. For Fiskars Group, it is essential to stay informed of continuously developing stakeholder expectations, in order to better align these with the company's strategy and sustainability approach. The continuous strategy process takes into account stakeholder views and the rapidly changing business environment. By adjusting the company's organizational structure and operating model to enhance agility, the company enables swift adaptation of business plans to respond promptly to evolving external circumstances. Fiskars Group's long-term strategy aims to effectively position the company to capitalize on the opportunities arising from the evolving landscape while concurrently addressing threats emerging from the external environment.

Engaging with stakeholders provides the company with insights to support continuous development, helping it to grasp new business opportunities, review alignment of its long-term targets, and mitigate the risks also around sustainability.

In the tables below the most important stakeholders and their expectations, the approach of the engagement and response of the company is disclosed.

The views, interests and expectations of affected stakeholders are communicated to internal stakeholders (including administrative bodies) in accordance with the ESG management model and as a part of the strategy process as well as ERM and DMA processes.

Dialogue on multiple fronts is crucial, and both internal and external ESG communications and reporting are continuously developed to reflect this importance. ESG and sustainability measures are reported frequently in interim reports, the annual Board of Directors' report containing the Sustainability Statement, UN Global Compact, Ecovadis and CDP platforms, as well as through a platform provided by the Upright Project. Fiskars Group also engages with its corporate customers and investors through its detailed questionnaires related to ESG topics.

| Stakeholder group | Engagement approach |
|---|---|
| Consumers | Fiskars Group continuously engages with consumers through numerous touchpoints, including customer service and care, surveys, written communications, social media, and discussions. Consumers were invited to participate in the company's materiality assessment in 2022. |
| Customers | Fiskars Group works closely with its corporate customers through dedicated account teams, joint initiatives and customer care. In addition to inviting them to participate in a survey, in 2022 the company also conducted interviews with its customers on their sustainability expectations during its materiality assessment. |
| Employees and potential employees | Employee engagement is based on frequent employee surveys, town hall meetings and other events, employee communications, individual development plans, and a variety of Fiskars Group training sessions, as well as internal and external social media. Employees were invited to participate in the company's materiality assessments in 2022-2024. |
| Suppliers and subcontractors | Fiskars Group engages with its suppliers through site visits, annual supplier days, questionnaires, training (regarding, for example, setting science-based targets) and the company's supplier audit program. Suppliers were invited to participate in its materiality assessment in 2022. |
| Shareholders and investors | Fiskars Group engages shareholders and investors through its Annual General Meeting, quarterly reporting and webcasts, Capital Markets Day, investor meetings and presentations, and ongoing dialogue with investors and analysts. In addition to inviting them to participate in a survey, in 2022 the company also conducted interviews with investors on their sustainability expectations during its materiality assessment. |
| Non-governmental organizations (NGOs) | Forms of engagement with NGOs include partnerships, memberships, events organized with them and ongoing dialogue. In addition to inviting NGOs to participate in a survey, in 2022 Fiskars Group also conducted an interview with an NGO representative on their sustainability expectations during the company's materiality assessment. |
| Media | Fiskars Group engages with the media through specific media events, interviews and articles, press releases, and connecting with media influencers, including those in social media. Representatives of the media were invited to participate in the company's materiality assessment in 2022. |
| Research institutes, universities and vocational schools | Fiskars Group actively collaborates with universities and institutes, for example, through its product development and with new business models. |
| **Stakeholder expectations** | **Response** |
| Products produced by Fiskars Group are produced in a sustainable and ethical manner | Fiskars Group has clear policies and guidelines in place for its own manufacturing as well as its suppliers, on how to ensure proper health and safety procedures, environmental protection, and human and labor rights.. When designing new products, the company considers environmental impacts with sustainability guidelines, including checklists and material evaluations. Fiskars Group is working towards its target of having the majority of net sales coming from circular products and services by 2030. |
| Longevity and quality of the products, increased efforts on circular economy | Product design and life cycle management focuses on high quality, safe, and long-lasting design products. Services, e.g. pan care and spare parts, are continuously developed, and part of the Fiskars Group's offering. |
| Product sustainability is disclosed in a transparent and clear manner | Fiskars Group discloses information on product packaging, brand, and company websites as well as in-store materials. The company has organized internal training on the upcoming EU Directive on Green Claims and taken it into account in the company's marketing policy. Trust is built on honest communication and this is what Fiskars Group strives for in all its communications. The company will continue to work on maintaining and developing its disclosure. |
| Sharing information about the company's sustainability journey and targets | The company discloses sustainability information in its annual and interim reporting, external reporting platforms such us Ecovadis, Global compact and CDP, stakeholder questionnaires, social media, newsletters, and websites. The company aims to be open about its progress and will continue to share information on its sustainability journey. |
| Ensuring responsible and transparent supply chain practices | Fiskars Group manufactures products in its own factories and together with partners. The majority of its own manufacturing units are ISO 45001, ISO 9001 and ISO 14001 certified (International Organization for Standardization). The company's suppliers must meet strict sustainability requirements, and are audited by Fiskars Group's own experts as well as external partners. They must also commit to the company's Supplier Code of Conduct. Fiskars Group is a global company and has manufacturing units as well as suppliers in different parts of the world. The company aims to be transparent regarding its supply chain practices.<br><br>In addition to manufacturing, Fiskars Group strives to further optimize logistics and transportation from packaging to vehicles and route planning. |
| Employee well-being and competence development | At Fiskars Group, the health, safety, and well-being of employees are key priorities. The company offers learning and development opportunities for employees, is committed to actively listening to its people through regular employee surveys, and acknowledges that everyone is unique and has different needs. Hybrid working has become part of Fiskars Group's everyday work practices, and the company aims to improve the physical, social, and emotional well-being of its people and promote a healthy work-life balance. |
| Clear sustainability commitment | Fiskars Group has simplified its ESG strategy to ensure focus on the areas the company believes will have the greatest impact. During the strategy review process, it also reviewed and updated its ESG governance model. The company has clearly defined responsibilities and plans in place to move forward with its approach. |

## Double materiality assessment

Fiskars Group has conducted impact materiality assessments for several years, according to the approach defined by the Global Reporting Initiative (GRI). The most recent impact materiality assessment was conducted in 2022.

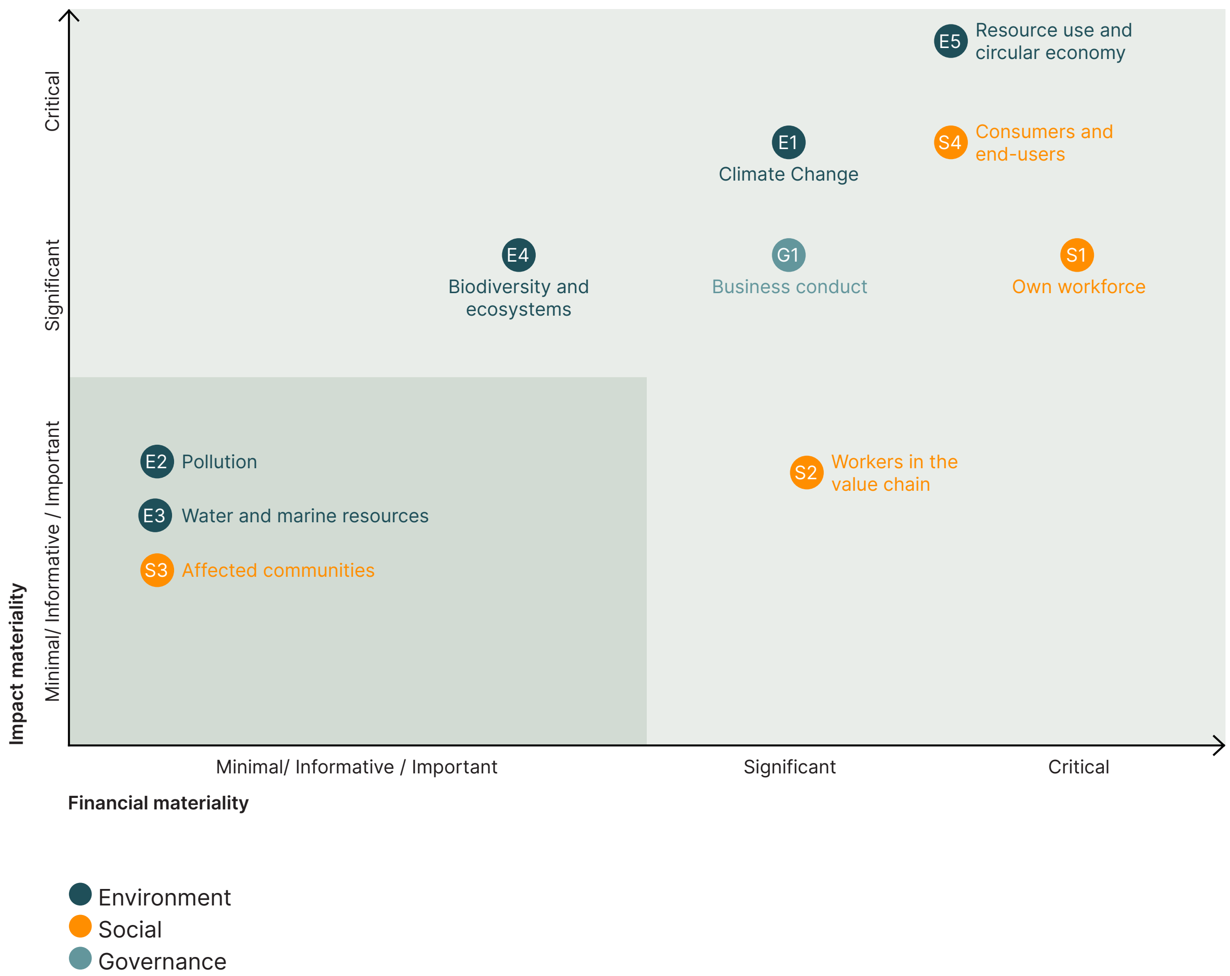
In 2023, Fiskars Group conducted a more thorough financial materiality assessment, to complement the results of the 2022 impact materiality assessment and fulfill the requirements of a DMA, as per the CSRD and ESRS. At the time of conducting the assessment, EFRAG's IG 1 Materiality Assessment Guidance was not yet published. Fiskars Group applied the ESRS 1 principles in the DMA. The assessment covered Fiskars Group's value chain, including its own activities as well as those in the upstream and downstream value chain.

The following sections provide more information on the results of Fiskars Group's DMA and the process applied.

### Double materiality assessment outcome

Fiskars Group has identified its impacts on the environment and society (impact materiality assessment), as well as sustainability-related risks and opportunities impacting the company (financial materiality assessment). The outcome of the assessment is shown below, displaying that the critical topics for Fiskars Group are E1, E5, S1 and S4, while significant topics include E4, S2 and G1. Topics that received an overall assessment of minimal, informative or important are not considered material by this methodology, and thus excluded from

## Double materiality matrix




All the impacts and risks assessed have been mapped to their relevant topical ESRS. The highest scored impact or risk within a topic determines the placement in the DMA matrix.

the reporting scope. Topics E2, E3 and S3 scored under the threshold of significant and critical, and are thus not included in this report. The methodology and scoring are explained under *Double materiality assessment methodology*.

The material topics are well aligned with Fiskars Group's business and focus points. E1, E4 and E5 are all linked together. What all the brands within Fiskars Group share is their development and provision of high quality, safe to use, and long-lasting products. Fiskars Group is focused on expanding its circular offering, investigating alternative materials and incorporating circular principles in the design phase. Minimizing the impacts from Fiskars Group's own operations is imperative. This covers not only improving resource and energy efficiency and reducing emissions, but also examining impacts on biodiversity.

Regarding material social topics S1, S2 and S4: as a global company, Fiskars Group affects or may affect its own employees, those working in the value chain, and also the consumers and end-users of the products distributed. Due diligence aspects covering both upstream and downstream operations are crucial. Overall, having a responsible corporate culture (G1) and ensuring transparency towards stakeholders are crucial for upholding good relationships and the company's reputation.

In the following section, the results of the DMA are presented on the sub-topic level.

## Material sustainability-related impacts, risks and opportunities

The tables presented in this section list the impacts, risks and opportunities that have been assessed as material for Fiskars Group and utilized for determining the reporting scope, as a result of the DMA.

As shown in the matrix in the previous section, seven out of the ten ESRS topics are material for Fiskars Group. Each material topic is presented in the following tables, with specifications on the sub-topics that the material impacts, risks and opportunities are related to.

In addition, the tables indicate whether material impacts are negative or positive impacts, and whether the material impacts, risks or opportunities are actual or potential. Each impact, risk and opportunity is briefly described. Impacts have been considered holistically through the company's own operations, as well as a result of main business relationships, and the results are also displayed in the tables. In cases where impacts are driven through business relationships, the value chain phase depicts whether they are driven by the upstream or downstream value chain. The score for each impact, risk or opportunity is also disclosed. The time horizons considered are short-, medium- and long-term. For material impacts, the expected time horizon is medium-term (1-5 years), but also short-term as they are already taking place. For the material risks and opportunities, no considerable financial effects on the company's financial position, financial performance or cash flows have currently been identified. Sustainability-related risks and opportunities are linked to the Fiskars Group ERM process, and mitigation efforts have been put in place as required. With these, the company has not identified any material risks or opportunities for which there is a significant risk of a material adjustments in the related financial statements. Details on the ERM process can be found under the *Governance* section of the *General Disclosures*.

More information on Fiskars Group's approach to handling the effects of material topics, can be found under the relevant topics within the environmental, social and governance sections. Additional information on Fiskars Group's business model and value chain can be found in this ESRS 2 standard, in the section on *Business model and strategy*.

# Material impacts, risks and opportunities

## E1. Climate Change

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Energy** | **Actual negative impact** | Energy-intensive processes (raw materials) | Energy-intensive processes in raw material production (e.g. steel, aluminium, plastics, glass). | Upstream<br>Own operations | Critical (5) |
| | **Actual negative impact** | Energy-intensive processes (own manufacturing) | Energy-intensive own manufacturing processes, e.g. glass manufacturing. Consumption of fossil fuels and other non-renewable energy sources both in own operations and in the value chain. | Upstream<br>Own operations | Significant (4) |
| **Climate change adaptation** | **Potential financial risk** | Disruptions due to extreme weather conditions | Increasing amount of extreme weather conditions such as storms, floods, draughts, and heatwaves bring increasing risks to disruptions in supply chain and own manufacturing. Exposure to risk is considerable due to global value chain. | Upstream<br>Own operations<br>Downstream | Significant (4) |
| **Climate change mitigation** | **Actual negative impact** | Scope 3 emissions | Significant Scope 3 emissions. Major part of Scope 3 emissions driven by purchased goods and services. Other significant source is upstream and downstream transportation (due to global value chain and distribution network). | Upstream<br>Downstream | Critical (5) |
| | **Actual negative impact** | Scope 1 and 2 emissions | Manufacturing of physical goods plays a major role in Scope 1 and 2 emissions, even though reductions have been made. | Own operations | Significant (4) |

## E4. Biodiversity and ecosystems

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Direct impact drivers of biodiversity loss** | **Actual negative impact** | Biodiversity impacts across the value chain | Biodiversity impacts across the value chain. All specific biodiversity impacts throughout the global value chain have not yet been identified, but as Fiskars Group's business is reliant on ecosystem services, the impacts can be assumed to be there. | Upstream<br>Own operations<br>Downstream | Significant (4) |
| **Impacts and dependencies on ecosystem services** | **Actual negative impact** | Reliance on ecosystem services | Fiskars Group's business is reliant on ecosystem services. While there is limited understanding of specific biodiversity impacts, the impacts can be assumed to be there. | Upstream<br>Own operations<br>Downstream | Significant (4) |

## E5. Resource use and circular economy

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Resource inflows including resource use** | **Actual negative impact** | Resource-intensive business model | Resource-intensive business model and high consumption of non-renewable virgin materials. | Upstream<br>Own operations | Critical (5) |
| | **Potential financial risk** | Ability to replace certain raw materials | Ability to replace raw materials profitably: availability and price of alternative materials (e.g. recycled materials) can become an issue due to high demand, and may generate supplier lock-ins. In addition, alternative materials may influence product quality. | Upstream<br>Own operations | Significant (4) |
| **Resource outflows related to products and services** | **Actual positive impact** | Longevity of the products | Product design and lifecycle management focusing on providing long-lasting design products. | Own operations<br>Downstream | Critical (5) |
| | **Actual positive impact** | Circular product portfolio | Investments to increase circular product portfolio. | Own operations | Significant (4) |
| | **Actual financial risk** | Reaching commercially viable circularity | Reaching ambitious circularity targets in a commercially viable manner. Circular product and service development comes with a cost both in offline and online channels. Scaling new circular services is challenging in global markets. | Own operations | Significant (4) |
| | **Actual financial opportunity** | High quality and long-lasting products | Product longevity: High quality and long-lasting products increasing the value for users and decreasing product lifecycle footprint. Further opportunities exist in extending product life through for example services. Design for functionality and sustainability is critical. | Own operations<br>Downstream | Critical (5) |
| | **Actual financial opportunity** | Improving productivity and resource efficiency | Further improving productivity and resource efficiency in own manufacturing. Further development opportunities to increase resource efficiency (reducing materials and decreasing weight of for example packaging materials). | Own operations | Significant (4) |
| | **Potential financial opportunity** | Increasing interest for circular products and services | Circularity is an opportunity when leading change. Increasingly many customers value circular products and many consumer segments favour high quality, long-lasting and circular products. Opportunities associated with maintenance and repair, recycling (e.g. collaborations) and aftermarket (e.g. takeback programs). | Own operations<br>Downstream | Significant (4) |
| **Waste** | **Actual negative impact** | Waste generation in the value chain | Waste generation in the value chain by raw material and product suppliers, including hazardous waste, from e.g. steel production. | Upstream | Significant (4) |

### S1. Own workforce

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Working conditions** | **Potential negative impact** | Health and safety hazards | Health and safety hazards of employees. The risk of injuries is present mainly for employees working at manufacturing and distribution facilities. | Own operations | Significant (4) |
| | **Actual positive impact** | Health, safety and wellbeing | Health, safety and wellbeing of own employees. | Own operations | Significant (4) |
| | **Potential financial opportunity** | Talent attraction and retention | Good reputation exists regarding Fiskars Group's sustainability actions, positively contributing to talent attraction. Opportunities to strengthen image as a sustainable company through improved communications regarding positive actions to support employee attraction and retention. | Own operations | Critical (5) |
| | **Actual financial opportunity** | Health, safety and wellbeing | Focus on the health, safety and wellbeing of employees. | Own operations | Significant (4) |
| **Equal treatment & opportunities for all** | **Actual positive impact** | Fair, equitable and inclusive workplace | Efforts made towards a fair, equitable and inclusive workplace, including building awareness, new networks, and concrete policies to contribute positively in different markets. | Own operations | Significant (4) |

### S2. Workers in the value chain

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Working conditions** | **Potential financial risk** | Human rights risks in the value chain | Risks to human rights are present as sourcing also reaches areas with elevated risk levels. If issues are identified, they could significantly affect the Group's reputation. These risks are likely to grow as new requirements and expectations arise. | Upstream | Significant (4) |

## S4. Consumers and end-users

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Personal safety of consumers and end-users** | **Actual positive impact** | Product safety | Integration of robust safety measures promotes consumer wellbeing by minimizing the risk of accidents, injuries or health issues associated with the products usage. | Own operations<br>Downstream | Critical (5) |
| **Social inclusion of consumers and end-users** | **Potential positive impact** | Durable, high quality products | The durable and high quality designs promote sustainable consumption patterns by reducing the frequency of product replacements. | Own operations<br>Downstream | Significant (4) |
| | **Actual financial risk** | Communications and labeling | Potential risks arise if responsible marketing and sales practices are not adhered to, especially in communications and labeling. It is essential to carefully support marketing claims with verified information, certifications, and effective product information management. | Own operations<br>Downstream | Critical (5) |
| | **Actual financial opportunity** | Company  reputation | Fiskars Group holds a strong reputation as one of the largest companies in Finland and in the Nordic region. Fiskars Group is recognized as a forerunner, and it's important to emphasize the Group's values, and commitment to circularity | Own operations<br>Downstream | Critical (5) |
| | **Potential financial opportunity** | Demand for sustainable products | Increasing customer expectations and demand for sustainable products. | Own operations<br>Downstream | Significant (4) |

## G1. Business Conduct

| Sub-topic | Material impact/risk/opportunity | | Description of material impact, risk or opportunity | Value chain phase driving impact | Score |
|---|---|---|---|---|---|
| **Corporate culture** | **Actual positive impact** | Comprehensive policies | Sustainable policies and business practices, employee and supplier code of conduct. | Upstream<br>Own operations | Significant (4) |
| | **Potential financial risk and opportunity** | Sustainability- driven publicity | Publicity through sustainability can be an opportunity and a risk factor, e.g. communications of sustainability performance and controversies. | Own operations<br>Downstream | Significant (4) |
| | **Actual financial opportunity** | Integration of sustainability | Sustainability integrated in business strategy and management incentives. | Own operations | Significant (4) |
| | **Potential financial opportunity** | Robust corporate culture | Responsible corporate culture, which is adopted by employees, brings reputational benefits and minimizes risks. | Own operations | Significant (4) |

## Double materiality assessment methodology

Fiskars Group conducted an impact materiality assessment in 2022. A stakeholder survey was conducted as a part of the impact materiality assessment, and the results were utilised in the review of Fiskars Group's sustainability commitments. In addition to the impact lens, financially material topics were also identified in a leadership team discussion, thus expanding the scope to cover elements of double materiality. In 2023, Fiskars Group conducted a more thorough financial materiality assessment, to complement the results from the impact materiality assessment and fulfill the requirements of the DMA.

### Impact materiality

The impact materiality assessment in 2022 was conducted to update Fiskars Group's understanding on material topics and the main impacts throughout the value chain on the economy, environment and society. Material topics were identified and prioritized in a process that involved external and internal stakeholders. GRI's approach to determining material topics was taken into account throughout the process.

The first step was to conduct a current state analysis as a desktop study including benchmark studies. Existing materials on the company's sustainability initiatives and actions, impacts and risks, business offering, and strategy and business environment were examined. Upcoming regulatory requirements and global drivers were also reviewed. This first step helped to identify relevant topics for Fiskars Group.

The second step included conducting a global online stakeholder survey and several in-depth interviews. The stakeholder groups comprised both affected stakeholders and intended users of the Sustainability Statement. The survey was conducted to identify stakeholder views on Fiskars Group's sustainability performance and the most material sustainability topics and external drivers. The survey was conducted in English, Finnish, Swedish, Japanese and Chinese. Questions included the selection and scoring of topics, and two open questions. The survey was distributed via online channels and email invitations to the following stakeholder groups: consumers, corporate customers, employees or potential employees, suppliers, investors, NGOs, and the media. The survey was open for two weeks, and the results were analyzed according to three geographic areas (Americas, Asia-Pacific, and Europe), while also considering differences between internal and external stakeholder groups. Initial lists and matrices of material sustainability topics were formulated based on the survey results. Fiskars Group received 1,136 responses from almost 40 countries. The majority of the respondents represented external stakeholder groups, consumers representing the largest group.

In addition to the online survey, five in-depth key stakeholder interviews were held. The interviews were conducted to deepen the understanding of stakeholder needs and expectations for Fiskars Group's sustainability performance and future focus points. The stakeholder groups represented in the interviews were investors, board members, NGOs, and corporate customers.

The third step included a benchmark study and a working meeting with Fiskars Group Leadership Team (FGLT) representatives. The sustainability benchmark study was conducted to complement the stakeholder study results and gather new angles, especially considering the company's Growth Strategy and focus markets, the U.S. and China. Two competitors from both markets were selected for the benchmark study. The working meeting with leadership team members was organized to discuss the sustainability landscape, focusing on financially material sustainability topics.

The results from the survey and stakeholder interviews were discussed and prioritized in an internal workshop with key experts from the company's Business Areas and functions. The final results and prioritized list of material topics were then reviewed and approved by the FGLT, as defined in the company's governance model. The Upright Project's net impact assessment on Fiskars Group was also reviewed here.

### Double materiality

The DMA in 2023 began with a desktop study. The impact materiality assessment, including stakeholder inputs, was reviewed, gaps against CSRD requirements were identified and the impact materiality assessment was updated, to align it with these requirements. This was done to ensure the impact materiality assessment and related scoring of impacts were aligned with the financial materiality assessment approach, to ensure robust double materiality reporting. The desktop study was complemented by identification of typical industry impacts, risks and opportunities. Insights were gathered on relevant global megatrends and benchmarks, as well as potential financially material topics in the industry. All relevant existing information for the financial materiality assessment was analyzed, and gaps in background information identified.

Internal working sessions were held to discuss the materiality analysis and potential impacts. Nine internal key decision makers from Business Areas and key functions were engaged to assess sustainability-related risks and opportunities through interviews. Within these steps, a list of preliminary hypotheses for potential material topics was formed and reviewed, to identify any possible gaps.

Based on the discovery phase, an initial materiality analysis was performed. This included justification for the business risks and opportunities identified against the sustainability topics. Performing this initial financial materiality included: risks and opportunities associated with the sustainability topics across the value chain, reasoning for the drivers of these risks and opportunities, and a preliminary analysis of likelihood and size of effect, and differences expected between short, medium and long term. The identified risks and opportunities are largely driven by and dependent on impacts, and vice versa. Due to certain impacts from its business model and operations, Fiskars Group faces both business risks and opportunities. In the DMA process, Fiskars Group for example acknowledged it may have an impact on value chain workers of its direct suppliers. However, as an example, due to robust requirements Fiskars Group places on suppliers on i.a. health and safety topics, this impact overall received a score of 3 (important). The potential financial risk related to the overall topic of human rights risks in the value chain received a score of 4 (significant) as Fiskars Group sees that in a global supply chain, such risks may exist among indirect suppliers or even further down the value chain, forming a potential financial risk. These kinds of dependencies were considered throughout the assessment.

The preliminary analysis was used to prepare for and execute a financial materiality workshop. The workshop was a deep dive into financial materiality, assessing and scoring the sustainability topics. Focus was maintained on the risks and opportunities with a material influence on Fiskars Group’s cashflows, development, performance, position, costs of capital or access to finance.

Finally, the findings were validated and aligned with impact materiality. The results of the assessment were reviewed and validated by the FGLT, and presented to the Audit Committee and Board of Directors.

The DMA process took a holistic approach, considering all material topics. This approach includes activities, business relationships and geographies that may contribute to adverse impacts, but specific focus was not placed on them.

**Assessment criteria**

The materiality scoring was conducted using a 1-5 scoring range for both impact and financial materiality. The scoring is based on the more detailed estimates of severity or financial effect and likelihood (actual or potential). For the impact assessment, the review included assessing whether the topic causes negative or positive impacts on people or the environment, the severity (scale, scope, irremediability) of actual and potential impacts, and whether the impacts are actual or potential. In the scoring method, severity precedes likelihood meaning that a topic with a high severity score may become material even with low likelihood, but a topic with high likelihood and low severity is not deemed material. In the case of financial materiality, the review included assessing whether the topic poses a business risk or an opportunity, its likelihood, and the size of any potential financial effects.

# Double materiality assessment scoring has been aligned with CSRD requirements

## Impact assessment

Is the topic causing negative or positive impacts on people or the environment?

- What is the severity (scale, scope, irremediability) of actual and potential impacts? Scoring 1 (Very low) - 5 (Very high).
- Are the impacts actual or potential? If potential, what is the likelihood of the potential impacts? Scoring 1 (Very unlikely) - 5 (Actual)

## Financial materiality

Is the topic posing a business risk or an opportunity?

- What is the size of potential financial effects? Scoring 1 (Very low) - 5 (Very high).
- What is the likelihood of the topic posing a business risk or an opportunity? Scoring 1 (Very unlikely) - 5 (Actual)

## Materiality scoring

The materiality scoring has been done using a 1-5 scoring range for both impact and financial materiality. The scoring is based on the more detailed estimates of severity or financial effect and likelihood (actual or potential).

Minimal (1)

Informative (2)

Important (3)

Significant (4)

Critical (5)

## Consideration of the entire value chain

Upstream → Own operations → Downstream

Double materiality assessment must to acknowledge both impacts, risks and opportunities directly linked to own operations and in the upstream and downstream value chain, not limited to contractual relationships.

**Time perspectives to be acknowledged**

| Short-term | Medium-term | Long-term |
|---|---|---|
| Under 1 year | 1-5 years: baseline considered in the assessment | Over 5 years |

Would the significance of some impacts, risks or opportunities increase or decrease, when considering them in short- or long-term horizon?

Utilizing these assessments, scores (1-5) were calculated for each sustainability sub-topic. The thresholds for material sub-topics were set at “significant” (4) and “critical” (5), i.e. all sub-topics reaching a score of 4 or 5 were deemed to be material for Fiskars Group. According to the assessed sub-topics, the material topics were determined.

For determining material information to be disclosed in this report, Fiskars Group had a list of all disclosure requirements, and mapped them to the results of the DMA. The mapping was initiated with topics, and then sub-topics, finally looking into each disclosure requirement and assessing whether it is material or not, based on the identified impacts, risks and opportunities. As a result of this assessment, Fiskars Group was left with a list of material ESRS disclosure requirements. These disclosure requirements are reported on in this Sustainability Statement.

Topics E2, E3 and S3 scored under the threshold of significant and critical, and are thus not included in this report. The topics E2 Pollution, and E3 Water and marine resources, have been assessed according to the methodology described in this section. In addition, Fiskars Group has a process in place to evaluate and identify site specific material impacts, risks and opportunities related to these environmental topics. Each manufacturing site and distribution center periodically evaluates environmental risks related to their operations. This review considers the nature of the operations, raw materials utilized at the sites, environmental impacts, waste, emissions and changes in the operating environment. In addition, each site, Business Area and global function conducts a mapping of actual and potential risks and opportunities related to their line of business and operations. The assessments consider upstream and downstream partners and operations in addition to the company’s own operations. These are part of Fiskars Group’s annual ERM process, to which the DMA is conducted as an extension. The ERM process is further described under the *Governance* section of *General Disclosures*, as well as in the section on *Risks and business* uncertainties in the Report by the Board of Directors.

**Stakeholder involvement/engagement**

During the DMA, nine Fiskars Group’s key decision-makers participated in materiality interviews, in which business risks and opportunities were discussed. Interviewees represented the relevant business functions in relation to the materiality assessment: Finance, Business Areas, Supply Chain, Risk, and the Audit Committee. Additionally, internal key decision-makers and experts participated in a workshop regarding financial-materiality evaluations and assessment.

Fiskars Group’s stakeholder approach regarding each stakeholder group and its response to stakeholder expectations are described under the *Governance* section of this ESRS 2 standard.

Sustainability Statement

# 2. Environmental disclosures



# EU Taxonomy

Fiskars Group discloses information according to the Commission Delegated Regulation (EU) 2023/2486, supplementing Regulation (EU) 2020/852 ("EU Taxonomy for sustainable activities") and amending the Disclosures Delegated Act (Delegated Regulation (EU) 2021/2178) of the European Parliament and of the Council.

The EU has taken an active role in driving sustainable growth. Directing investments toward sustainable projects and activities is necessary to meet the climate targets set by the EU. To support this, the EU has established a classification system for sustainable economic activities, the EU Taxonomy.

The EU Taxonomy consists of a list of environmentally sustainable economic activities. The Taxonomy Regulation establishes six environmental objectives. The Climate Delegated Act (Delegated Regulation (EU) 2021/2139 and Delegated Regulation (EU) 2023/2485 amending the Climate Delegated Act) include technical screening criteria for economic activities that substantially contribute to the objectives of climate change mitigation (CCM) and climate change adaptation (CCA).

The reporting requirements for EU Taxonomy have gradually expanded. As of January 2023, large companies in Europe have been required to provide information about their Taxonomy-aligned economic activities in addition to Taxonomy-eligible activities for climate change mitigation and climate change adaptation. The Environmental Delegated Act (Delegated Regulation (EU) 2023/2486) includes the set of EU Taxonomy criteria for economic activities making a substantial contribution to one or more of the non-climate environmental objectives. As of January 2025, large companies in Europe report on Taxonomy-eligible and Taxonomy-alignment activities for all climate and environmental objectives.

The European Parliament and the Council have prioritized those economic activities that can make the most relevant contribution to the environmental objectives defined in the Taxonomy. The Environmental Delegated Act has extended the Taxonomy beyond climate, but many economic activities remain excluded from the Taxonomy regulation. Retail mainly remained outside the EU Taxonomy coverage until the Environmental Delegated Act was published. Relevant activities for retail, such as sales of spare parts or second-hand goods, and repair, refurbishment and remanufacturing, have been added under the environmental objective "transition to a circular economy". However, some relevant sectors and economic activities remain excluded from the Taxonomy, as the EU Commission has stated that it has not been possible to develop criteria for all the sectors in which activities could conceivably make a substantial contribution.

The Taxonomy will continue to be developed gradually over time. Fiskars Group's main business is in manufacturing consumer products for indoor and outdoor living. The majority of economic activities carried out by Fiskars Group remain outside the current scope of the EU Taxonomy.

## Taxonomy assessment

Fiskars Group has assessed turnover, capital and operational expenditure (CapEx and OpEx) for Taxonomy eligibility and alignment for its forestry, cultural, manufacturing, services and real estate activities. Within the current Taxonomy scope, the most significant environmental objectives for Fiskars Group are the transition to a circular economy and climate change mitigation.

Sustainability is an important part of Fiskars Group's Growth Strategy, and the company is constantly working to further improve its performance in this area. Fiskars Group views sustainability as an opportunity to take action in solving global challenges and to create solutions that support consumers and customers in their journey toward a more sustainable future. Fiskars Group designs products of timeless, purposeful and functional beauty, and is actively utilizing circular principles to do so. The company continues to research and innovate with new sustainable materials.

Fiskars Group has also introduced new service-based business models (for example, the Vintage service and Fiskars pan-care service) to keep products in circulation for as long as possible. The company has set ambitious science-based targets to reduce emissions and invests in its operations to constantly improve efficiency and become more circular. More information about Fiskars Group's environmental sustainability can be found under each of the topic standard disclosures E1, E4 and E5.

The assessment of economic activities for Taxonomy alignment include meeting the criteria of substantial contribution, do-no-significant harm (DNSH) and complying with minimum safeguards. Fiskars Group assesses the criteria on substantial contribution for the specific activity under assessment, whereas the DNSH criteria and minimum safeguards are assessed at Group level. If relevant, DSNH criteria are also assessed at the activity level (e.g., 1.3 Forest Management) involving internal subject experts to ensure compliance with the established criteria. The activities that meet all the Taxonomy criteria (substantial contribution, DNSH and minimum safeguards) are considered Taxonomy-aligned.

Fiskars Group has global management processes and policies in place to cover environmental topics. These include areas such as emissions, waste and pollution. As of 2024, 89% of Fiskars Group's manufacturing units and distribution centers are ISO 9001 certified, and 84% are ISO 14001 and ISO 45001 certified. It is the ambition to further expand certifications in the future. Regarding the value chain, the company has specific requirements in place to which suppliers must commit. These management processes help ensure negative impacts on the environment are minimized.

Fiskars Group has reviewed the Minimum Social Safeguards set out in Regulation (EU) 2020/852 and the Final Report on Minimum Safeguards by the EU Platform on Sustainable Finance. The minimum safeguards cover minimum criteria on human rights, bribery and corruption, taxation and fair competition. Fiskars Group has assessed its activities, policies and processes to be aligned with the established criteria. Fiskars Group has extensive policies in place for the aforementioned topics, extending requirements to the company's business partners. The company is committed to and supports the values, freedoms and fundamental rights promoted in internationally recognized labor and human rights standards, as well as guidelines on taxation and preventing bribery and corruption. More information about advancing human rights, anti-corruption and the prevention of bribery can be found under the topic disclosures S1 and G1.

There are several reasons why certain activities are not considered to be Taxonomy-aligned based on Fiskars Group's evaluation. For certain activities, the technical screening criteria may not be completely relevant or coherent with the activity in question, leaving the objective as eligible for Fiskars Group. Other activities which Fiskars Group consider environmentally sustainable may not yet be established in the Taxonomy at all.

Fiskars Group expects the share of eligibility and alignment to increase as the Taxonomy continues to be developed, and the economic activities within the Taxonomy expanded. The share of turnover, CapEx, and OpEx figures are accounted for within the relevant separate International Financial Reporting Standards (IFRS) -reported account groups. Each project activity is assessed individually and assigned to only one economic activity under the EU Taxonomy. Thus, no items have been double-counted for the numerator, as further defined under the next sections.

## Taxonomy-eligible and Taxonomy-aligned turnover

The proportion of Taxonomy-eligible turnover has been calculated as the part of the net turnover derived from products or services, including intangibles, associated with Taxonomy-eligible economic activities (numerator), divided by the net turnover (denominator) of Fiskars Group. The proportion of Taxonomy-aligned turnover has been calculated as the part of net turnover derived from products or services, including intangibles, associated with Taxonomy-aligned economic activities (numerator), divided by the net turnover (denominator) of Fiskars Group. Group net revenue (net sales) information is disclosed in the *Financial Statements – Consolidated Income Statement.* Specifications on net sales are available under *Financial Statements – Notes to the consolidated financial statements – 2 Financial Performance – 2.1 Segment information.*

In addition to providing consumer products and services, Fiskars Group's activities include museums and cultural activities, real estate activities, and forest management. However, these represent a minority of the overall business.

Fiskars Group has identified certain activities as Taxonomy-eligible, according to the economic activities CCM 1.3 Forest management, CCM 7.7 Acquisition and ownership of buildings, CCA 13.1 Creative, arts and entertainment activities, and CCA 13.2 Libraries, archives, museums and cultural activities in Annex I of Regulation (EU) 2021/2139. In addition, the economic activities CE 1.2. Manufacture of electrical and electronic equipment, CE 5.1. Repair, refurbishment and remanufacturing, CE 5.2 Sale of spare parts, and CE 5.4. Sale of second-hand goods have been identified as Taxonomy-eligible in Annex II of Regulation (EU) 2023/2486.

Of the eligible activities mentioned, CCM 1.3 Forest management, CE 5.1. Repair, refurbishment and remanufacturing, CE 5.2 Sale of spare parts, and CE 5.4. Sale of second-hand goods have also been assessed as Taxonomy-aligned.

**CCM 1.3 Forest management**

Fiskars Group owns around 14,000 hectares of FSC™-certified (FSC C109750) and PEFC-certified (PEFC / 02-21-18) forests around the area of the company-owned Fiskars Village and elsewhere in Finland. Fiskars Group actively manages these forests and generates income from selling wood (logging).

The carbon stock of the forests is significant. According to an assessment conducted with Natural Resources Institute Finland, the current carbon stock of trees is 2.2 million tons of $CO_2$ equivalent, and the total combined carbon stock of trees, other biomass and soils is 5.7 million tons of $CO_2$ equivalent. The current annual carbon sink of the forests is 18,000 tons of $CO_2$ equivalent. Fiskars Group's forest management meets, and in many parts exceeds, the criteria set by Finnish law.

The company has assessed the substantial contribution criteria and fulfills the required criteria. Its forest management is also continuously audited through the FSC certification requirements. Forest management has been assessed as Taxonomy-eligible and Taxonomy-aligned.

**CCM 7.7 Acquisition and ownership of buildings**

Fiskars Group owns real estate and collects income from tenants renting the buildings in question. However, the majority of rental properties are in protected buildings, for which energy performance certificates (EPCs) have not been acquired. Protected buildings do not require EPCs. Energy performance measures have not been thoroughly assessed, and therefore Fiskars Group has assessed this activity as Taxonomy-eligible, and not aligned.

**CCA 13.1 Creative, arts and entertainment activities**

Fiskars Group's brands have a strong heritage, and historical and cultural connections are maintained, for example, by offering creative experiences, from which the company generates some income. The Iittala Design Museum in Finland offers glass vase mouth-blowing for visitors. The World of Wedgwood in the UK offers creative experiences in the form of clay studios, pottery painting, and other activities and workshops. Iittala & Arabia Design Centre in Helsinki invites visitors to explore their own creativity through workshops, lectures and events.

These activities are solely Taxonomy-eligible and not aligned, as they are not linked to climate change adaptation.

**CCA 13.2 Libraries, archives, museums and cultural activities**

Fiskars Group collaborates with museums and institutions, including Design Museum Helsinki, generating some income from ticket sales and tours.

Visits and guided tours are also arranged, e.g. at Fiskars Group's factories in Ireland (the House of Waterford), the U.K. (the World of Wedgwood) and Slovenia (Rogaska).

These activities are solely Taxonomy-eligible and not aligned, as they are not linked to climate change adaptation.

**CE 1.2. Manufacture of electrical and electronic equipment**

Lamps are part of Fiskars Group's product offering, specifically under the Iittala and Georg Jensen brands. Furthermore, a new Georg Jensen product line was introduced in 2024, categorized under domestic appliances – including products such as toasters and electric kettles. This economic activity has been assessed as Taxonomy-eligible and not aligned.

**CE 5.1. Repair, refurbishment and remanufacturing**

Fiskars Group offers repair services for e.g. old frying pans (Fiskars brand), and jewelry and watches (Georg Jensen brand), matching activity CE 5.1, which entails repair and refurbishment of goods that have been used for their intended purpose before by a customer. For example, the life cycle of Fiskars-brand pans is long, but the Fiskars pan-care service extends the life cycle of these products even further by recoating them.

Fiskars pan care was first piloted in 2021. In time, the coating used on frying pans may start to wear off. Instead of buying a new pan, consumers in Finland have been able to bring their old pans to Fiskars Group's stores for proper cleaning and recoating. The Fiskars pan-care service restores the pans' best features and saves natural resources compared to buying a new pan.

Reporting for 2023 only covered eligibility. In 2024, the repair services have been assessed and fulfill the required substantial contribution criteria as the services significantly extend the lifetime of the products. As a result, this economic activity has been assessed as Taxonomy-eligible and Taxonomy-aligned.

**CE 5.2 Sale of spare parts**

Fiskars Group offers spare parts that enable longer life cycles for its products, specifically for certain Fiskars-brand products, especially Fiskars gardening tools, and for Georg Jensen watches. Focusing on product design is at the core of the company's sustainability actions and circular economy framework. Designing for quality, longevity and circularity decreases the burden that manufacturing places on natural resources. Fiskars Group wants to encourage consumers to take proper care of products to keep them in use for as long as possible, providing appropriate instructions and spare parts to do so.

Reporting for 2023 only covered eligibility for this activity. For 2024, the economic activity has been assessed and fulfills the required substantial contribution criteria, as each sold spare part for a product replaces an existing part to restore or upgrade the product's functionality, in cases where the existing part is broken. Therefore, this economic activity has been assessed as Taxonomy-eligible and Taxonomy-aligned.

**CE 5.4. Sale of second-hand goods**

Fiskars Group has established a service named Vintage for consumers to buy and sell second-hand Iittala, Arabia and Rörstrand tableware. The company enables passing pre-loved classics on to new hands to keep them in use longer. First launched in 2019, the Vintage service is currently available in the company's own stores across Finland and Sweden.

There is clear consumer demand for and great interest in buying used products and extending the lifetime of timeless designs. The Vintage service enables sustainable consumption. Consumers can find items that are no longer in production and replenish their tableware collections. Tens of thousands of vintage items have already found new homes through the service.

Reporting for 2023 covered only eligibility for this activity. In 2024, this economic activity has been assessed as both Taxonomy-eligible and Taxonomy-aligned due to it consisting of selling a second-hand product that has been used for its intended purpose by a customer.

Fiskars Group has identified 1.3% of Taxonomy-eligible turnover from the economic activities listed above in 2024, of which 0.8% is Taxonomy-aligned turnover.

### Taxonomy-eligible and aligned CapEx

The proportion of taxonomy-eligible CapEx has been calculated as part of the total CapEx related to assets or processes associated with Taxonomy-eligible economic activities. The proportion of Taxonomy-aligned CapEx has been calculated as part of the total CapEx related to assets or processes associated with Taxonomy-aligned economic activities. In addition, the numerator includes individual measures that enable target activities to become low carbon or lead to GHG reductions – notably, activity 7.3 Installation, maintenance and repair of energy-efficiency equipment.

The denominator has been compiled in accordance with the application of IFRS as adopted by Regulation (EC) No. 1126/2008. In addition to Group CapEx, the denominator includes leasing assets additions. Group capital expenditure is disclosed in the *Financial Statements – Notes to the consolidated financial statements*, under *2.1 Segment information*. Leasing assets additions are dislosed under *3.3 Right-of-use assets (additions)*.

Fiskars Group has set ambitious science-based targets to reduce emissions. In line with these targets, the company is investing in ways to improve energy efficiency and cut GHG emissions. To distinguish the investments with the most significant impacts on Fiskars Group's operations and to ensure they represent a meaningful share of the company's overall CapEx, Fiskars Group has decided to gather CapEx information mainly for activities exceeding EUR 100,000.

Fiskars Group has identified five economic CapEx activities under which certain projects were found either eligible or eligible and aligned in Annex I of Regulation (EU) 2021/2139. These are as follows:

- CCM 4.16 Installation and operation of electric heat pumps
- CCM 7.2 Renovation of existing buildings
- CCM 7.3 Installation, maintenance and repair of energy-efficiency equipment
- CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings
- CCM 7.6 Installation, maintenance and repair of renewable energy technologies

**CCM 4.16 Installation and operation of electric heat pumps**

At its factory in Slupsk, Poland, Fiskars Group has invested in the installation of a heat pump and air compressor to recover heat to reduce emissions by approximately 280 $tCO_2$ per year. The investment meets the energy-efficiency requirements laid down in the implementing regulations (Commission Regulation (EU) No 206/2012, Commission Regulation (EU) No 813/2013 and Commission Regulation (EU) 2016/2281) under Directive 2009/125/EC, yet has a higher global-warming potential than the threshold for substantial contribution to mitigating climate change. Therefore, the activity is considered Taxonomy-eligible.

**CCM 7.2 Renovation of existing buildings**

In 2024, Fiskars Group invested in the newly acquired distribution center in Hjørring, Denmark to reduce heating costs and energy consumption and extend the buildings' lifetime. The renovation ensures integrity and weather resistance and fortifies the buildings against future wear. Furthermore, the building renovation complies with the applicable requirements for major renovations under the EU Directive 2010/31 on energy performance of buildings. Thus, this economic activity has been found Taxonomy-eligible and Taxonomy-aligned.

**CCM 7.3 Installation, maintenance and repair of energy-efficiency equipment**

Under Installation, maintenance and repair of energy-efficiency equipment, Fiskars Group has identified equipment-related expenditures which improve energy efficiency and/or reduce emissions in manufacturing operations.

These expenditures cover projects replacing existing machinery at various Fiskars Group-owned factories including a new cup line at the PT Doulton factory in Indonesia and stainless-steel surface-finishing machinery at its Sorsakoski factory in Finland.

Furthermore, Fiskars Group has been implementing an energy investment at the Iittala glass factory in Hämeenlinna, to transition away from fossil fuels.

As this economic activity is listed under Construction and real estate in the EU Taxonomy, the technical criteria listed are related to the energy efficiency of buildings. The criteria are not relevant regarding the investments mentioned above. The investments mentioned have therefore been assessed as Taxonomy-eligible but not aligned.

However, the company has also continued to replace lighting systems with more energy-efficient LED lighting. These investments have been assessed as Taxonomy-eligible and Taxonomy-aligned since 2023. CapEx related to LED light fixtures in the company's distribution center in Southaven, Mississippi, USA is therefore also assessed as Taxonomy-aligned.

**CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings**

As part of the energy investment in the Iittala glass factory, an electric infrastructure renewal was deemed a pre-requisite for the electric melting, and further electrification of Iittala's production.
The activity was assessed as Taxonomy-eligible and Taxonomy-aligned as it complies with the substantial contribution criteria on either an installation, maintenance or repair of building automation and control systems, building energy management systems (BEMS), lighting control systems or energy management systems (EMS).

**CCM 7.6 Installation, maintenance and repair of renewable energy technologies**
During 2024, Fiskars Group continued to invest in solar photovoltaic systems at its manufacturing units. Solar -panel installations have now been been completed at various sites in recent years, with the latest conducted in manufacturing units at the manufacturing unit in in Finland, Poland and Slovenia, and it is the company's ambition to continue in the years to come with several projects outlined. This activity has been assessed as Taxonomy-eligible and Taxonomy-aligned.

Of the economic activities listed above, Fiskars Group has identified 4% as Taxonomy-eligible in 2024, of which 3% has been identified as Taxonomy-aligned CapEx.

## Taxonomy-eligible and aligned OpEx

The OpEx denominator covers direct non-capitalized costs related to research and development, building renovation measures, short-term leases, maintenance and repair, and other direct expenditure related to the day-to-day servicing of assets of property, plant and equipment. This may be conducted by Fiskars Group or a third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.

The OpEx numerator equates to the part of the operating expenditure included in the denominator that is related to assets or processes associated with Taxonomy-eligible economic activities, including training and other human-resources adaptation needs, and direct non-capitalized costs that represent research and development.

Fiskars Group has identified relevant operational expenditures related to Taxonomy-eligible turnover from CCM 1.3 Forest management, and CCM 7.7 Acquisition and ownership of buildings and CE 5.1 Repair, refurbishment and remanufacturing. These operational expenditures include personnel, IT, rents and leases, and other running expenses. For forest management, these also include expenses from planting new trees. Fiskars Group's forest management as well as Repair, refurbishment and remanufacturing have been assessed as Taxonomy-aligned, and the related OpEx is therefore also assessed as Taxonomy-aligned. Turnover from the acquisition and ownership of buildings has been assessed as Taxonomy-eligible, but not aligned. OpEx for this is therefore also assessed as Taxonomy-eligible.

Of the economic activities listed above, Fiskars Group has identified 6.6% of Taxonomy-eligible OpEx in 2024, of which 1.6% has been identified as Taxonomy-aligned.

## Taxonomy tables on the upcoming pages

For the economic activities reported in both 2024 and the previous year 2023: if the economic activity has been reported as Taxonomy-eligible in 2023, but in 2024 reported as Taxonomy-aligned, the tables attached may present the economic activities under both A.1. and A.2. This enables presenting the previous years' proportion of Taxonomy-eligible or aligned activities in the correct way.

# Turnover

| Financial year 2024 | | 2024 | | Substantial contribution criteria | | | | | | DNSH criteria ('Does Not Significantly Harm') | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic Activities | Code(s) | Turnover | Proportion of Turnover, 2024 | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Minimum safeguards | Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year 2023 | Category enabling activity | Category transitional activity |
| | | *M EUR* | *%* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *%* | *E* | *T* |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| Forest management | CCM 1.3 | 2.5 | 0.2 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.2 | | |
| Repair, refurbishment and remanufacturing | CE 5.1 | 1.0 | 0.1 | N/EL | N/EL | N/EL | Y | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.0 | | |
| Sale of spare parts | CE 5.2 | 5.0 | 0.4 | N/EL | N/EL | N/EL | Y | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.0 | | |
| Sale of second-hand goods | CE 5.4 | 0.6 | 0.0 | N/EL | N/EL | N/EL | Y | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.0 | | |
| **Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)** | | 9.1 | 0.8 | 27% | 0% | 0% | 73% | 0% | 0% | Y | Y | Y | Y | Y | Y | Y | 0.2 | | |
| **Of which Enabling** | | 0 | 0 | | | | | | | | | | | | | | 0 | | |
| **Of which Transitional** | | 0 | 0 | | | | | | | | | | | | | | 0 | | |
| **A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| | | | | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | | | | | | | | | | |
| Acquisition and ownership of buildings | CCM 7.7 | 1.7 | 0,1 | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.1 | | |
| Creative, arts and entertainment activities | CCA 13.1 | 0.3 | 0.0 | N/EL | EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.0 | | |
| Libraries, archives, museums and cultural activities | CCA 13.2 | 1.0 | 0.1 | N/EL | EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.1 | | |
| Manufacture of electrical and electronic equipment | CE 1.2 | 2.4 | 0.2 | N/EL | N/EL | N/EL | EL | N/EL | N/EL | | | | | | | | 0.1 | | |
| Repair, refurbishment and remanufacturing | CE 5.1 | 0.0 | 0.0 | N/EL | N/EL | N/EL | EL | N/EL | N/EL | | | | | | | | 0.0 | | |
| Sale of spare parts | CE 5.2 | 0.0 | 0.0 | N/EL | N/EL | N/EL | EL | N/EL | N/EL | | | | | | | | 0.2 | | |
| Sale of second-hand goods | CE 5.4 | 0.0 | 0.0 | N/EL | N/EL | N/EL | EL | N/EL | N/EL | | | | | | | | 0.1 | | |
| **Turnover of Taxonomy-Eligible but not environmentally sustainable activities (not-Taxonomy-aligned activities) (A.2)** | | 5.4 | 0.5 | 31% | 24% | 0% | 45% | 0% | 0% | | | | | | | | 0.5 | | |
| **A. Turnover of Taxonomy eligible activities (A.1+A.2)** | | 14.5 | 1.3 | 29% | 9% | 0% | 62% | 0% | 0% | | | | | | | | 0.7 | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **Turnover of Taxonomy-non-eligible activities** | | 1,142.6 | 98.7 | | | | | | | | | | | | | | | | |
| **TOTAL** | | 1,157.1 | 100 | | | | | | | | | | | | | | | | |

# CapEx

| Financial year 2024 | | 2024 | | Substantial contribution criteria | | | | | | DNSH criteria ('Does Not Significantly Harm') | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic Activities | Code(s) | CapEx | Proportion of CapEx, 2024 | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Minimum safeguards | Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2023 | Category enabling activity | Category transitional activity |
| | | *M EUR* | *%* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *%* | *E* | *T* |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| Renovation of existing buildings | CCM 7.2 | 1.0 | 1.3 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.0 | | T |
| Installation, maintenance and repair of energy efficiency equipment | CCM 7.3 | 0.4 | 0.4 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.2 | E | |
| Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings repair of renewable energy technologies | CCM 7.5 | 0.2 | 0.3 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.0 | E | |
| Installation, maintenance and repair of renewable energy technologies | CCM 7.6 | 0.9 | 1.0 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0.1 | E | |
| **CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)** | | 2.5 | 3.0 | 100% | 0% | 0% | 0% | 0% | 0% | Y | Y | Y | Y | Y | Y | Y | 0.3 | | |
| **Of which Enabling** | | 1.5 | 1.8 | 59% | 0% | 0% | 0% | 0% | 0% | Y | Y | Y | Y | Y | Y | Y | 0.3 | E | |
| **Of which Transitional** | | 1.0 | 1.3 | 41% | 0% | 0% | 0% | 0% | 0% | Y | Y | Y | Y | Y | Y | Y | 0.0 | | T |
| **A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| | | | | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | | | | | | | | | | |
| Installation and operation of electric heat pumps | CCM 4.16 | 0.1 | 0.1 | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0 | | |
| Installation, maintenance and repair of energy efficiency equipment | CCM 7.3 | 0.7 | 0.8 | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 3.2 | | |
| **CapEx of Taxonomy-Eligible but not environmentally sustainable activities (not-Taxonomy-aligned activities) (A.2)** | | 0.8 | 0.9 | 100% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 3.2 | | |
| **A. CapEx of Taxonomy eligible activities (A.1+A.2)** | | 3.3 | 4.0 | 100% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 3.5 | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **CapEx of Taxonomy-non-eligible activities** | | 79.5 | 96.0 | | | | | | | | | | | | | | | | |
| **TOTAL** | | 82.8 | 100 | | | | | | | | | | | | | | | | |

# OpEx

| Financial year 2024 | | 2024 | | Substantial contribution criteria | | | | | | DNSH criteria ('Does Not Significantly Harm') | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic Activities | Code(s) | OpEx | Proportion of OpEx, 2024 | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Minimum safeguards | Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2023 | Category enabling activity | Category transitional activity |
| | | *M EUR* | *%* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y;N;N/EL* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *Y/N* | *%* | *E* | *T* |
| **A. TAXONOMY-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| Forest management | CCM 1.3 | 0.6 | 1.6 | Y | N/EL | N/EL | N/EL | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 1.5 | | |
| Repair, refurbishment and remanufacturing | CE 5.1 | 0.0 | 0.0 | N/EL | N/EL | N/EL | Y | N/EL | N/EL | Y | Y | Y | Y | Y | Y | Y | 0 | | |
| **OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)** | | 0.6 | 1.6 | 97% | 0% | 0% | 3% | 0% | 0% | Y | Y | Y | Y | Y | Y | Y | 1.5 | | |
| **Of which Enabling** | | 0 | 0 | | | | | | | | | | | | | | 0 | | |
| **Of which Transitional** | | 0 | 0 | | | | | | | | | | | | | | 0 | | |
| **A.2. Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| | | | | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | *EL; N/EL* | | | | | | | | | | |
| Acquisition and ownership of buildings | CCM 7.7 | 1.8 | 5.0 | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 5.7 | | |
| **OpEx of Taxonomy-Eligible but not environmentally sustainable activities (not-Taxonomy-aligned activities) (A.2)** | | 1.8 | 5.0 | 100% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 5.7 | | |
| **A. OpEx of Taxonomy eligible activities (A.1+A.2)** | | 2.4 | 6.6 | 99% | 0% | 0% | 1% | 0% | 0% | | | | | | | | 7.2 | | |
| **B. TAXONOMY-NON-ELIGIBLE ACTIVITIES** | | | | | | | | | | | | | | | | | | | |
| **OpEx of Taxonomy-non-eligible activities** | | 33.1 | 93.4 | | | | | | | | | | | | | | | | |
| **Total** | | 35.4 | 100 | | | | | | | | | | | | | | | | |

## Taxonomy eligibility and alignment per environmental objective

| | Proportion of turnover/Total turnover | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 0.2% | 0.1% |
| CCA | 0.0% | 0.1% |
| WTR | 0.0% | 0.0% |
| CE | 0.6 % | 0.2% |
| PPC | 0.0% | 0.0% |
| BIO | 0.0% | 0.0% |

| | Proportion of CapEx/Total CapEx | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 3.0% | 0.9% |
| CCA | 0.0% | 0.0% |
| WTR | 0.0% | 0.0% |
| CE | 0.0% | 0.0% |
| PPC | 0.0% | 0.0% |
| BIO | 0.0% | 0.0% |

| | Proportion of OpEx/Total OpEx | |
|---|---|---|
| | Taxonomy-aligned per objective | Taxonomy-eligible per objective |
| CCM | 1.6% | 5.0% |
| CCA | 0.0% | 0.0% |
| WTR | 0.0% | 0.0% |
| CE | 0.0% | 0.0% |
| PPC | 0.0% | 0.0% |
| BIO | 0.0% | 0.0% |

CCM = Climate change mitigation
CCA = Climate change adaptation
WTR = Water and marine resources
CE = Circular economy
PPC = Pollution prevention and control
BIO = Biodiversity and ecosystems

## 2. Environment

# ESRS E1 Climate change

## Introduction to the topic

The planet's climate is changing, requiring immediate action from businesses and society to stay in line with a 1.5°C future. The impact of global climate change is already being felt economically, environmentally, and socially, and is expected to intensify in the coming decades.

In this section, Fiskars Group's climate transition plan is presented, with the main decarbonization levers, as well as investments and funding presented under Actions. The targets and metrics related to climate change mitigation are presented under their respective sections, *Targets, Energy Consumption, and Greenhouse gas emissions*.

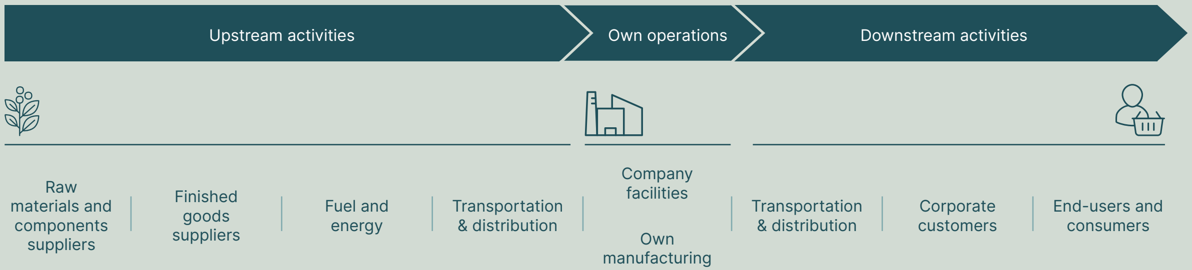
The identified material impacts, risks and opportunities from the DMA related to climate change are summarized in the table. The general process to identifying these is described in *General Disclosures*, under *Double materiality assessment*.

The identification of material impacts, risks, and opportunities related to climate change integrates multiple approaches. The company's manufacturing sites and distribution centers periodically assess

## Material impacts, risks and opportunities

### E1. Climate change

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| Negative impacts | **Actual negative impact** | Energy-intensive processes (raw materials) | Upstream<br>Own operations | Critical (5) |
| | **Actual negative impact** | Energy-intensive processes (own manufacturing) | Upstream<br>Own operations | Significant (4) |
| | **Actual negative impact** | Scope 3 emissions | Upstream<br>Downstream | Critical (5) |
| | **Actual negative impact** | Scope 1 and 2 emissions | Own operations | Significant (4) |
| Risk | **Potential financial risk** | Disruptions due to extreme weather conditions | Upstream<br>Own operations<br>Downstream | Significant (4) |



environmental risks, considering operational activities and environmental data, including data on emissions. Each site, Business Area and global function maps actual and potential risks and opportunities across their operations, including upstream and downstream activities. These assessments form part of Fiskars Group's annual ERM process, with the DMA serving as an extension. Details on the ERM process can be found under the *Governance* section of the General Disclosures and in the Report by the Board of Directors.

### Climate resilience in strategy

The link between sustainability and strategy is disclosed in the *General disclosures*, under *Strategy*. Environmental interconnectivities and implications are considered as part of the decision-making process and ensure that decisions are aligned with the environmental targets set for the company. The Fiskars Group ESG strategy, Environmental Policy and other related policies support decision making in material topics, outlining key priorities that are to be weighed. Climate-related considerations are not currently part of the remuneration of members of the administrative, management and supervisory bodies.

Fiskars Group has integrated climate resilience into its business strategy by aligning with global climate goals, committing to take climate action, and becoming a net-zero entity by the end of 2049. The company is part of the UN Business Ambition for the 1.5°C initiative, and the near-term science-based emission reduction targets set by Fiskars Group have been approved by the Science Based Targets initiative (SBTi).

Being a manufacturing business, Fiskars Group's production strategy plays a critical role in achieving these goals. It is based on a combination of its own factories and distribution centers and carefully selected suppliers. Manufacturing takes place in the United States, Europe, and Asia, and Business Areas continuously assess their climate-related risks. One example is Fiskars Group's own manufacturing unit in Thailand, which is prone to extreme weather risk drivers, such as tropical cyclones, floods, landslides, and extreme heat. Continuous assessments and risk evaluations are conducted, and necessary actions taken to mitigate risks, regarding floods and other natural disasters, which could potentially occur in locations where Fiskars Group has its own manufacturing sites (own operations).

Fiskars Group's annual revenue depends on an adjustable business model. The demand for Fiskars Group's products across categories can be influenced by both seasonal variations and weather conditions. For Business Area Fiskars, the first half of the year is important for the gardening category. The demand for garden tools can be significantly influenced by weather conditions. Unfavorable weather, i.e., a cold and rainy spring, can negatively impact the sales of these products, while favorable conditions can boost their sales. In the winter months, a snowless winter can negatively impact sales of snow tools and vice versa.

For Business Area Vita, the second half, in particular the fourth quarter, is the most important time of year due to the holiday season. Any negative developments related to product availability, demand or increased costs in manufacturing or logistics during the important seasons can significantly affect the full-year net sales and profit. The seasonality of demand can differ from a typical year due to volatile market conditions.

Fiskars Group balances the impact of seasonality and changing weather conditions by having an extensive and diverse product portfolio and broad geographical coverage. The company can maintain safety stocks as a buffer against possible supply chain disruptions. Additionally, the company relies on multiple source contracts to manage both price and availability risks. The financial implications of property damage and business interruptions caused by natural hazards are mitigated by comprehensive insurance coverage.

As a part of Fiskars Group's financial planning, process investments for energy efficiency and low-carbon solutions in manufacturing units and distribution centers are evaluated and capital expenditures are applied to seize opportunities for investing. If acquisitions and divestments are conducted, climate and other ESG related risks and opportunities are evaluated separately in the financial planning process.

### Scenario analysis

Fiskars Group has applied the global warming scenarios Representative Concentration Pathway (RCP) 2.6 and RCP 8.5 by the Intergovernmental Panel on Climate Change (IPCC) to its scenario analysis. The analysis considered a variety of risk types, including policy-, market-, reputation-, technology-, acute physical- and chronic physical-related risks. The timeframes covered included 2025 (short-), 2030 (medium-) and 2050 (long-term time horizons). The background work was concluded in 2021, and included benchmarking and gap analysis, as well as baselining and risk prioritization. The work was conducted in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD), and the scope was defined by three key dimensions: geographical coverage, business lines and value chain.

Based on the key dimensions, a long-list of all Fiskars-Group-relevant climate risks and opportunities were defined, and potential impacts arising from these risks and opportunities were outlined. From the climate risk long-list, ten risks or opportunities were prioritized as being the most important and have since been further analyzed (see table). However, the scenario analysis still requires further work, as the scenarios for each risk type have not been fully assessed, and a more detailed assessment is needed. As of yet, there are no critical climate-related assumptions which would have impact on Financial Statements.

The key drivers of the two scenarios relate to the effects of climate risks, technological improvement requirements on energy usage and emissions, and development assumptions. Fiskars Group has assumed more stringent policy on climate change action on a global level. After the scenario analysis has been conducted, the ambition level however has changed in some regions, but overall the company continues its actions towards emissions reductions.

Fiskars Group also carries out local risk and impact audits according to the relevant standards and management systems. The results of these assessments support additional local development plans and implementation of actions.

## Prioritized top climate risks

| Risk type | Risk Category | Risk / Opportunity | Description |
|---|---|---|---|
| Transition risk | Policy | Increased price on GHG emissions | Carbon pricing, Emission Trading Systems (ETS). |
| Transition risk | Policy | Legislation supporting use of clean energy | EU’s climate and energy framework and Paris Agreement targets. |
| Transition risk | Market | Use of lower-emission sources of energy | Decoupling from carbon-based energy sources will reduce exposure to price fluctuations. |
| Transition risk | Reputation | Increased investor awareness on climate activities | Investors increasingly aim to eliminate portfolio companies with poor climate risk performance. Opportunity to increase investor backing if could company can demonstrate progress in transitioning to a low-carbon business. |
| Transition risk | Reputation | Increasing consumer awareness about climate change | Increasing consumer awareness about climate change could have an impact on customer preferences, with focus on products with low climate impact. |
| Physical risk | Temperature extremes | Delays in transportation and distribution times/ Decrease in workers’ productivity | Increase in surface temperature may cause equipment to overheat and shutdown, increased rutting in roads may cause delays in the transportation times and impact workers’ productivity. |
| Physical risk | Season cycles | Products dependent on weather | Demand for some of the company's products is dependent on the weather, particularly garden tools and watering products during the spring and snow tools during the winter (United States). |
| Physical risk | Season cycles | Products dependent on weather | Demand for some of the company's products is dependent on the weather, particularly garden tools and watering products during the spring and snow tools during the winter (Other key markets). |
| Physical risk | Flooding – extreme rainfall | Delays in distribution times and damage to assets | Increase in the likelihood of floods and landslides caused by heavy rainfall may result in roads partially or fully closing, impacting the transport and distribution times. |
| Physical risk | Wildfires | Increased frequency and severity of wildfires | Increase in temperatures and decrease in rainfall may impact the severity and frequency of wildfires. |

Since this work, increased focus has been placed on climate risk mapping in Fiskars Group's ERM process to ensure a solid understanding of climate-related risks relevant to the company. The identified risks are consolidated and reviewed annually by the Fiskars Group Leadership Team and the Board's Audit Committee. In addition, company-wide action plans are executed for the top ten risks in co-operation with the applicable Business Areas and global functions, to lessen the impact of the risks and to define ownership and timeframes for the actions. The action plans are presented to the Audit Committee and reviewed regularly.

This multi-disciplinary company-wide approach addresses climate-related risks from different perspectives. Certain climate change related risks, such as unforeseen natural hazards, are transferred to the company's global insurance program. The most significant climate-related risks are reported to the Board of Directors, and externally as a part of the integrated annual report.

## Approach and policies

The Fiskars Group Environmental Policy emphasizes common targets and ways of working across the value chain. The Environmental Policy supports the company's sustainability commitments and provides the framework to manage potential or actual environmental impacts and mitigate the risks. The policy outlines the company's commitment to reduce emissions. This includes its climate change mitigation efforts, which are centered around energy efficiency initiatives, the use of renewable energy, supplier engagement, and reducing the environmental impact of logistics.

The Policy also outlines that the company's supply chain function and new product development process, and most of Fiskars Group's factories and distribution centers are multisite certified in accordance with the ISO 14001 standard. The Environmental Policy shall be complied with by all employees working under the Fiskars Group's direction and is approved by the Fiskars Group Leadership Team.

While Fiskars Group has established clear policies on energy efficiency and renewable energy, it currently does not have a formal policy on climate change adaptation. However, the impacts of climate change on Fiskars Group have been assessed as part of the company's risk assessment, and requirements for climate change adaptation measures have been identified and implemented.

The Fiskars Group Supplier Code of Conduct also outlines expectations regarding the company's suppliers' energy and emissions management, and every supplier must sign and commit to it to be able to do business with Fiskars Group. These policies can be found on Fiskars Group's website and are available for stakeholders.

## Actions

Fiskars Group's climate transition plan is compatible with the Paris Agreement's target of limiting global warming to 1.5°C above pre-industrial levels as it is aligned with SBTi criteria for the 1.5°C pathway. The transition plan includes a concrete investment plan on how to reach the company's science-based emission reduction targets for 2030, and initial plans for the net-zero target towards 2049. The company has identified emissions-reduction potential in its own operations and created a roadmap for investment requirements to achieve the 2030 targets and initial plans for 2049.

To form an overarching roadmap, all manufacturing units and distribution centers have been involved in compiling the 2030 transition plan, by identifying current emissions and reduction opportunities. The cross-functional project team also noted risks that may interfere with the planned roadmap, as well as working on risk-mitigation measures. The key risks include availability of renewable energy, and technological development for emissions reduction.

Fiskars Group's emission-reduction roadmap to 2030 is based on technical solutions that are readily available, but the company has assessed and identified unavoidable, or locked-in, emissions for moving towards net-zero in 2049. Achieving net-zero by 2049, will require further technological developments and deployment. These technological development requirements to achieve net-zero, are the identified unavoidable or locked-in GHG emissions. Fiskars Group has not identified locked-in emissions for the 2030 emission-reduction target, all required emission reduction activities are feasible. Regarding renewable energy, Fiskars Group closely monitors country-specific development of renewable-energy availability and the legislative environment, with focus on high-risk countries which Fiskars Group owns facilities in.

Fiskars Group's transition plan is aligned with the company's overall business strategy and financial planning. Sustainability is a strategic enabler of the company strategy, and the investment plans are reviewed in executive teams and by the Audit Committee and Board of Directors. The transition plan has been reviewed and approved by these parties. The performance against the plan is tracked through and aligned with Fiskars Group's sustainability governance model (*General disclosures, Governance*). Fiskars Group has not been excluded from the EU Paris-aligned Benchmarks.

## Greenhouse gas emissions and energy in the company's own operations

International standards and guidelines, such as ISO 14001, create an important foundation for Fiskars Group's climate management. Continuous performance tracking helps the company to evaluate the effectiveness of its environmental and climate management approach. Fiskars Group actively follows industry best practices, conducts internal and external audits applying the management system ISO 14001, and strives for continuous improvement based on, for example, feedback from external performance ratings.

Fiskars Group reduces its climate change impact by a combination of approaches. It invests in its factories to increase operational efficiency, actively identifies energy-efficiency opportunities and invests in renewable energy. Furthermore, Fiskars Group is actively looking for opportunities to expand renewable-energy utilization in its other locations. The company's climate change mitigation strategy involves investing in and implementing measures to replace fossil-based fuels and energy sources with renewables at its own factories and distribution centers. Additionally, it is committed to enhancing energy efficiency through ongoing improvements and targeted investments.

Fiskars Group does not generate any revenue from, or have activities that contribute to, fossil fuel expansion. Some spending remains on, for example, natural gas, but on-going projects related to the transition plan aim to minimize the company's dependency on this fuel. The company has an ongoing Iittala manufacturing unit furnace renewal project, enabled by new electric infrastructure. At Iittala, the company is replacing old, natural gas-powered furnaces with new, more efficient ones.

Fiskars Group's climate transition plan includes a concrete investment plan on how to reach the target of reducing Scope 1 and 2 emissions from the company's own manufacturing and distribution centers by 60% by 2030, from the base year 2017. Fiskars Group also has an initial plan to reduce the GHG emissions from its own factories and distribution centers to as close to zero as possible. The final toolbox to achieving the net-zero target and carbon-neutral production includes beyond-value-chain mitigation actions, such as carbon removals and neutralization of residual process emissions. In 2024, Fiskars Group did not participate in removal of GHG emissions from the atmosphere in its own operations or upstream and downstream value chain.

The main decarbonization levers include industrial energy efficiency, building energy efficiency, industrial electrification, use of renewables, and other. Priority manufacturing units are glass and ceramic factories.

The climate transition plan is dependent on investments. The yearly CapEx on the Iittala renewal project is presented among the EU Taxonomy indicators, under *CCM 7.3 Installation, maintenance and repair of energy efficiency equipment*. In 2024, the factory's carbon-dioxide emissions have been decreased by 33% compared to the base year 2017, due to the investment as well as other factors. Fiskars Group does not disclose the total planned investment requirement to achieve the 2030 targets, as it is considered sensitive information. There are no plans for specifically aligning related economic activities with the criteria established in Commission Delegated Regulation 2021/2139. For operational expenditure, there is not direct link between EU Taxonomy indicators and the transition plan.

In 2024, Fiskars Group improved its energy efficiency through a range of energy-saving initiatives, resulting in a reduction of 1,280 MWh in energy consumption. These efforts included measures such as waste-heat recovery and investing in newer, more energy-efficient equipment. Additionally, the company transitioned from non-renewable fuels to renewable alternatives for forklifts in one of its locations. Altogether, these actions have cut annual emissions by 642 tons of $CO_2e$.

### Greenhouse gas emissions in the value chain

The purchasing of raw materials, components, and finished goods make up a noticeable portion of Fiskars Group's value-chain emissions. To reduce these emissions, Fiskars Group must partner with the right suppliers who share the ambition to reduce emissions in line with the most ambitious goals of the Paris Agreement.

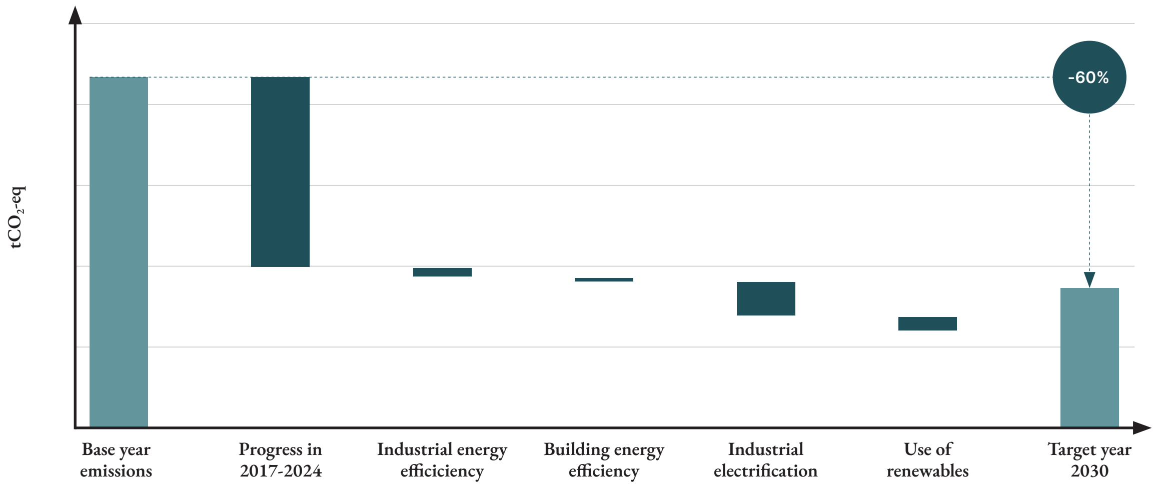
Fiskars Group is committed to having 60% of its raw material, component, and finished goods suppliers by spend, set science-based targets by 2024. The company has initiated a call to action and supports its suppliers by engaging with them, and by providing direct local support, guidance materials and emissions-calculation tools.

To lower emissions from raw materials, Fiskars Group aims to increase the share of recycled content in its products, through its circularity target. This not only reduces emissions but also helps address material-scarcity challenges. One such example is Fiskars Group's use of emission-minimized stainless steel when producing Fiskars All Steel frying pans.

Emission-minimized stainless steel has a 92% smaller carbon footprint compared to the global average, according to the GHG Protocol Scopes 1 to 3*.

Fiskars Group is committed to reducing GHG emissions from upstream transportation and distribution (Scope 3) by 30% by 2030 from the base year 2018. The company measures and reports its inbound and outbound upstream transportation and distribution emissions annually. The company collects GHG emission reports directly from its key logistics service providers, enabling it to identify emission hotspots and target reduction opportunities more effectively. Fiskars Group has been improving the efficiency of its logistics by increasing packaging efficiency and reducing delivery frequency.

### Transition plan for climate change mitigation (own operations)




* Figures do not include any carbon offsetting. These calculations aim to be compliant with the ISO 14067:2018 (Greenhouse gases — Carbon footprint of products) standard with certain identified simplifications. The calculations have been reviewed by WSP, the strategic advisory, engineering and design services consultancy company.

## Targets

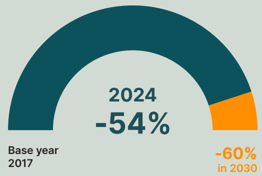
Fiskars Group has set near-term targets in 2020, and the targets have been validated by the SBTi. These targets have voluntarily been set by Fiskars Group. Targets cover both own and suppliers' emissions by three targets:

- Fiskars Group commits to reduce greenhouse gas emissions from own operations (scope 1 and 2) by 60% by 2030 from a 2017 base year. Scope 2 emissions are calculated with the market-based method and includes the GHG emissions required by the GHG Protocol Corporate Standard. The target covers 100% of the company's scope 1 and 2 emissions.
- Fiskars Group commits to reduce greenhouse gas emissions from upstream transportation and distribution (scope 3) by 30% by 2030 from a 2018 base year. The target includes the GHG emissions required by the GHG Protocol Corporate Standard. The target covers 100% of the scope 3 category 4 emissions.
- Fiskars Group commits that 60% of its suppliers by spend covering purchased goods and services, will have science-based targets by 2024.

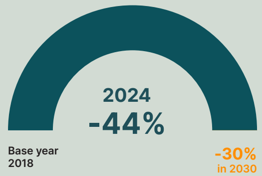
In addition to its current near-term targets, Fiskars Group has set a long-term net-zero emission target. The company plans to reduce climate emissions in its operations and the entire value chain to net zero by the end of the year 2049. The net-zero emission target has been submitted for SBTi's validation. These targets have voluntarily been set by Fiskars Group. Fiskars Group's climate transition plan and set targets are compatible with the Paris Agreement's target of limiting global warming to 1.5°C above pre-industrial levels, as they are aligned with SBTi criteria for the 1.5°C pathway.

Fiskars Group has not published milestones or interim targets for its main emission reduction targets. Fiskars Group's climate transition plan includes a concrete investment plan on how to reach the emission targets, and the reduction levels are continuously monitored and assessed, in order to ensure the company reaches the set targets.

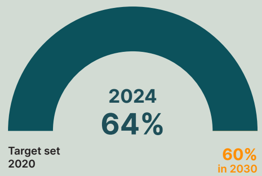
## Targets




GHG emissions from own operations (Scope 1 and 2) reduced by 60% by 2030.




GHG emissions from transportation and distribution (Scope 3) reduced by 30% by 2030.




60% of suppliers by spend covering purchased goods and services will have science-based targets by 2024.

## Energy consumption

Energy is one of Fiskars Groups main commodities in its factories, with natural gas being particularly significant in the glass and ceramic factories. Fiskars Group's Royal Copenhagen manufacturing unit in Denmark has transitioned to using certified biogas in its kilns.

Currently, Fiskars Group uses renewable electricity in Finland, Slovenia, Poland, Norway, Ireland and the UK, as well as selected locations in the U.S. and Denmark. In 2024, 81% of the purchased electricity was from renewable sources. In addition, Fiskars Group has invested in solar panels at its factories Royal Copenhagen Thailand; Rogaška, Slovenia; and Slupsk in Poland; and in its distribution centers in Wall, New Jersey, U.S.; Sydney, Australia; and Hämeenlinna, Finland.

### Energy consumption and mix

| | 2024 | 2023 | 2022 | 2017 |
|---|---|---|---|---|
| Fuel consumption from coal and coal products (MWh) | 0 | 0 | 0 | 0 |
| Fuel consumption from crude oil and petroleum products (MWh) | 37 | 137 | 150 | 964 |
| Fuel consumption from natural gas (MWh) | 152,845 | 156,758 | 201,007 | 213,005 |
| Fuel consumption from other fossil sources (MWh) | 953 | 570 | 979 | 1,626 |
| Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil fuels (MWh) | 18,911 | 15,318 | 20,857 | 94,206 |
| **Total fossil energy consumption (MWh)** | 172,746 | 172,783 | 222,993 | 309,801 |
| Share of fossil sources in total energy consumption (%) | 73% | 75% | 78% | 99% |
| Consumption from nuclear sources (MWh) | 197 | n.a. | n.a. | n.a. |
| Share of nuclear sources in total energy consumption (%) | 0.1% | n.a. | n.a. | n.a. |
| Fuel consumption for renewable sources, including biomass (MWh) | 107 | 105 | 302 | 0 |
| Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh) | 60,770 | 53,589 | 60,454 | 0 |
| Consumption of self-generated non-fuel renewable energy (MWh) | 3,854 | 2,850 | 2,742 | 1,560 |
| **Total renewable energy consumption (MWh)** | 64,731 | 56,544 | 63,498 | 1,560 |
| Share of renewable sources in total energy consumption (%) | 27% | 25% | 22% | 1% |
| **Total energy consumption (MWh)** | 237,674 | 229,326 | 286,491 | 311,361 |

### Energy intensity per net revenue

| | 2024 | 2023 | 2022 | 2017 |
|---|---|---|---|---|
| Total energy consumption from activities per net revenue (MWh/EUR Million) | 205 | 203 | 230 | 262 |

Net revenue (net sales) information is disclosed in the Financial Statements – Consolidated Income Statement. Specifications on net sales are available under Financial Statements – Notes to the consolidated financial statements – 2 Financial Performance – 2.1 Segment information.

# Accounting policies

**Energy consumption**
Energy consumption includes both direct and indirect energy use within Fiskars Group's factories and distribution centers. Direct energy consumption covers non-renewable fuels, such as natural gas, light fuel oil, and propane, as well as renewable sources such as biogas, on-site solar power, and geothermal energy. Indirect energy consumption refers to all purchased energy used in the company's operations, such as electricity and district heating. The reported data is derived from direct measurements based on meter readings and invoices provided by external service partners. For purchased renewable energy, Fiskars Group collects the necessary renewable energy certificates.

**High climate impact sectors**
The high climate impact sectors (HCIS) that are used to determine the energy intensity are listed as follows. Additionally, a negligible amount of revenue is derived from sectors that are excluded from the HCIS categorization, and thus Fiskars Group utilised the overall net revenue to determine the energy intensity.

- A1.7.0 Hunting, trapping and related service activities
- A2 Forestry and logging
- C22.2.9 Manufacture of other plastic products
- C23.1.3 Manufacture of hollow glass
- C23.1.9. Manufacture and processing of other glass
- C23.4.1 Manucature of ceramic household and ornamental articles
- C25.7.1 Manufacture of cutlery
- C25.7.3 Manufacture of tools
- C26.5.2 Manufacture of watches and clocks
- C27.5.1 Manufacture of electric domestic appliances
- C27.9 Manufacture of other electrical equipment
- C32.1.1 Striking of coins
- C32.1.2 Manufacture of jewelry and related articles
- C32.1.3 Manufacture of imitation jewelry and related articles
- C32.9.1 Manufacture of brooms and brushes
- G46.3.7 Wholesale of coffee, tea
- G46.4.1 Wholesale of textiles
- G46.4.3 Wholesale of electrical household appliances
- G46.4.4 Wholesale of china and glassware
- G46.4.7 Wholesale of lighting equipment
- G46.4.8 Wholesale of watches and jewelry
- G46.4.9 Wholesale of other household goods
- G47.5.1 Retail sale of textiles in specialised stores
- G47.5.9 Retail sale of lighting equipment and other household articles in specialised stores
- G47.7.7 Retail sale of watches and jewellery in specialised stores
- G47.7.8 Other retail sale of new goods in specialised stores
- G47.7.9 Retail sale of second-hand goods in stores
- G47.9.1 Retail sale via mail order houses or via internet
- L68.2.0 Renting and operating of own or leased real estate

## Greenhouse gas emissions

In 2020, Fiskars Group assessed its emissions throughout its value chain and defined the GHG emission categories with the largest impact. Based on the assessment, most of the GHG emissions in Fiskars Group's value chain are generated in the manufacturing of purchased goods and services (Scope 3, category 1) as well as in the manufacturing of products in Fiskars Group's own factories (Scope 1 and 2), as well as the upstream transportation and distribution of Fiskars Group's goods (Scope 3, category 4).

In 2024, Fiskars Group's GHG emissions increased by 4% compared to the previous year due to the increased production volumes. Compared to the 2017 base year, Fiskars Group has utilised has reached a reduction of 54%, as a result of energy-saving actions and investments in renewable energy.

Fiskars Group did not engage in any carbon removal or neutralization activities during the reporting year.

## Total GHG emissions

| | Retrospective | | | | Milestones and target years | |
|---|---|---|---|---|---|---|
| | Base year[1] | 2024 | 2023 | 2022 | 2030 | Annual % target / Base year |
| *Scope 1 GHG emissions* | | | | | | |
| Gross Scope 1 GHG emissions ($tCO_2eq$) | 42,807 | 30,496 | 31,207 | 40,068 | 34,790[2] | -5%[2] |
| Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%) of total Gross Scope 1 emissions | 19% | 15% | 19% | 17% | | |
| *Scope 2 GHG emissions* | | | | | | |
| Gross location-based Scope 2 GHG emissions ($tCO_2eq$)[3] | 34,319 | 25,321 | 21,511 | 27,121 | | |
| Gross market-based Scope 2 GHG emissions ($tCO_2eq$) | 44,169 | 9,154 | 7,026 | 10,181 | 34,790[2] | -5%[2] |
| *Significant Scope 3 emissions*[4, 5, 6] | | | | | | |
| Total Gross indirect (Scope 3) GHG emissions ($tCO_2eq$) | 209,106 | 140,131 | 89,900 | 162,394 | - | - |
| 1 Purchased goods and services[7] | 162,988 | 101,576 | 64,755 | 127,656 | - | - |
| 3 Fuel and energy-related activities | 5,100 | 5,763 | 4,914 | 6,302 | - | - |
| 4 Upstream transportation and distribution | 26,000 | 14,489 | 12,752[8] | 22,142 | 7,800 | -6% |
| 5 Waste generated in operations | 318 | 210 | 1,266 | 394 | - | - |
| 6 Business travel | 5,000 | 2,691 | 2,229 | 1,414 | - | - |
| 7 Employee commuting | 9,700 | 7,649 | 3,984 | 4,486 | - | - |
| 8 Leased assets | - | 3,835 | - | - | - | - |
| 11 Use of sold products | - | 3,918 | - | - | - | - |
| *Total GHG emissions* | | | | | | |
| Total GHG emissions (location-based) ($tCO_2eq$) | 286,232 | 195,948 | 142,618 | 229,583 | - | - |
| Total GHG emissions (market-based) ($tCO_2eq$) | 296,082 | 179,781 | 128,133 | 212,643 | - | - |

[1] For Scope 1 and 2 GHG emissions, the base year is 2017, and for Scope 3 GHG emissions, 2018. Base year emissions have been calculated according to GHG Protocol and validated by SBTi.

[2] Fiskars Group has established a combined near-term target for Scope 1 and Scope 2 (market-based) emissions. The milestone and annual progress relative to the base year are reported together, as separate targets for Scope 1 and Scope 2 have not been established.

[3] Scope 2 emissions from district heating are reported solely for $CO_2$ emissions. Other greenhouse gas (GHG) types are not available and are therefore excluded from the calculation.

[4] Scope 3 emissions from categories 10 and 14 are not relevant to Fiskars Group and hence not calculated. Categories 2, 9, 12, 13 and 15 have minor impacts and not included in the emission figures.

[5] For Scope 3 categories 1, 4 and 8, the reporting period is October 2023 to September 2024, due to reporting time constraints. For other Scope 3 categories, the reporting period is a calendar year.

[6] 33% of the disclosed Scope 3 emissions has been calculated using primary data sources.

[7] Fiskars Group updated its calculation approach in 2024 to also include services purchased for the reporting period and hence the Scope 3 emissions from this category are significantly larger than in previous years.

[8] Upstream transportation and distribution emission reported for the reporting period 2023 has been updated due to a mistake found in the calculation.

Biogenic emissions, which are not included in the emissions table, amounted to 312 tons of $CO_2$eq. These emissions are generated from the biogas used in one of Fiskars Group's factories as well as some of the district heat consumption in own factories and distribution centers in Finland and Denmark.

## Total GHG emissions by Business Area

| | Base year | 2024 | 2023 | 2022 |
|---|---|---|---|---|
| *Gross Scope 1 GHG emissions (t$CO_2$eq)* | | | | |
| BA Fiskars | 2,357 | 1,247 | 1,451 | 2,110 |
| BA Vita | 40,450 | 29,249 | 29,756 | 37,958 |
| *Gross location-based Scope 2 GHG emissions (t$CO_2$eq)*[2] | | | | |
| BA Fiskars | 15,273 | 8,807 | 7,480 | 11,079 |
| BA Vita | 19,046 | 16,514 | 14,031 | 16,042 |
| Gross market-based Scope 2 GHG emissions (t$CO_2$eq) | | | | |
| BA Fiskars | 20,465 | 395 | 443 | 1,322 |
| BA Vita | 23,703 | 8,759 | 6,583 | 8,859 |

[2] Fiskars Group has established a combined near-term target for Scope 1 and Scope 2 (market-based) emissions. The milestone and annual progress relative to the base year are reported together, as separate targets for Scope 1 and Scope 2 have not been established.

## GHG intensity per net revenue

| | 2024 |
|---|---|
| Total GHG emissions (location-based) per net revenue (t$CO_2$eq/EUR Million) | 169 |
| Total GHG emissions (market-based) per net revenue (t$CO_2$eq/EUR Million) | 155 |

Net revenue (net sales) information is disclosed in the Financial Statements – Consolidated Income Statement. Specifications on net sales are available under Financial Statements – Notes to the consolidated financial statements – 2 Financial Performance – 2.1 Segment information.

# Accounting policies

**Scope 1 GHG emissions**
Scope 1 GHG emissions are reported based on the Greenhouse Gas Protocol, and cover all direct emissions from Fiskars Group's own factories and DCs. One of Fiskars Group's factories is reporting under the EU Emission Trading System (ETS) and its Scope 1 emissions are calculated accordingly.  For other Fiskars Group locations, Scope 1 emissions are calculated by multiplying the fuel consumption with the corresponding emission factor. Fuel-specific emission factors are provided by Statistics Finland.

**Scope 2 GHG emissions**
Scope 2 emissions are reported based on the GHG Protocol and include indirect emissions generated from Fiskars Group's energy purchases in its own factories and distribution centers, i.e. electricity or heat. The emissions are calculated by multiplying the electricity consumption (measured in MWh) with the appropriate emission factor. Market-based emissions are primarily calculated using supplier-specific, local-grid emission factors, which are collected from each manufacturing unit and distribution center. The company applies contractual instruments, such as Renewable Energy Certificates, in calculating market-based scope 2 emissions. For the reporting year, 26% of the energy was bundled with these contractual instruments.  The company uses $CO_2$eq emission factors when possible. Location-based emissions are calculated using average country-specific emission factors published by the International Energy Agency (IEA).

**Scope 3 GHG emissions**
Scope 3 emissions are reported based on the GHG Protocol, where they are split into 15 categories (C1-C15):

C1 (Purchased goods and services): The supplier-specific method is applied to estimate the scope 1 and 2 emissions of finished goods suppliers. In 2024, Fiskars Group collected data from 75% of its finished goods suppliers by spend. The average method is applied to estimate emissions associated with input materials as well as services purchased by Fiskars Group. Fiskars Group uses average emission factors provided by the Department of Environment, Food and Rural Affairs in the United Kingdom.

C3 (Fuel and energy related activities):  To calculate the emissions from fuel and energy related activities, the average method is used. The annual energy consumption in Fiskars Group's own factories and distribution centers is multiplied with fuel- and energy-type-specific emission factors provided by the Department of Environment, Food and Rural Affairs in the United Kingdom. In this category, the indirect emissions from fuel extraction, refining and transportation of upstream energy but not included in 1 and 2, as well as transmission and distribution losses are accounted.

C4 (Upstream transportation and distribution): The GHG emissions from upstream transportation and distribution are calculated primarily using either the GHG emission reports provided by Fiskars Group's logistic partners or by the distance-based method. In 2024, 95% of Fiskars Group's transportation emissions were calculated with either of these methods. The remaining 5% was extrapolated by spend to cover all annual transportation emissions.

C5 (Waste generated in operations): To calculate the emissions from waste generated in Fiskars Group's own factories and distribution centers, the average method is used. The amount of generated waste by category is multiplied with waste-type-specific emission factors provided by the Department of Environment, Food and Rural Affairs in the United Kingdom.

C6 (Business travel): The reported business-travel emissions include all air and rail business trips from the company's main locations. The emissions are derived from GHG emission reports provided by travel agencies.

C7 (Employee commuting): The average-data method is applied using averages of daily commuting distances, transport modes, number of commuting days per week, average number of weeks worked per year, and Fiskars Group's head count.

C8 (Leased assets): The average-data method is applied using the number of leased shops, estimated average floor area per shop and average emissions per square meter.

C11 (Use of sold products): The average-data method is applied using the number of sold electrical equipment and their estimated lifetime as well as electricity consumption.

C10 and C14 are not relevant to Fiskars Group and hence not calculated. Categories 2, 9, 12, 13 and 15 have minor impacts and not included in the emission figures.

2. Environment

# ESRS E4 Biodiversity and ecosystems

## Introduction to the topic

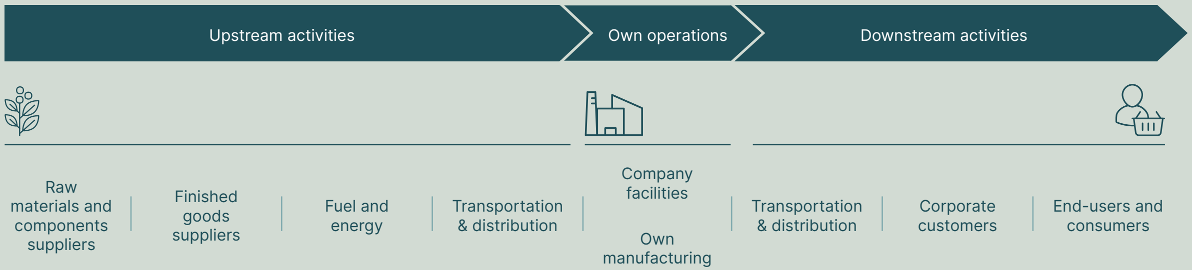
With operations across numerous regions, Fiskars Group plays an important role in addressing the nature crisis in the local ecosystems in which the company operates. Recognizing and mitigating nature-related impacts is not only essential to preserve natural habitats, but also to secure long-term business resilience, safeguard supply chain stability, and meet the growing expectations of stakeholders and regulatory bodies. By proactively accounting for and mitigating its impacts on biodiversity, Fiskars Group contributes to a more sustainable future.

The DMA indicated significant biodiversity impacts and reliance on ecosystem services. The company has mitigating actions in place for both, but also recognizes the need for a deeper understanding of the impacts and actions, in the areas of operation. The DMA process further increased the understanding of the next steps needed to increase internal understanding and actions to prevent further negative impact and secure the reliance on ecosystems within the value chain, building upon site-specific assessments done in previous years.

## Material impacts, risks and opportunities

### E4. Biodiversity and ecosystems

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| Negative impacts | **Actual negative impact** | Biodiversity impacts across the value chain | Upstream<br>Own operations<br>Downstream | Significant (4) |
| | **Actual negative impact** | Reliance on ecosystem services | Upstream<br>Own operations<br>Downstream | Significant (4) |



2024 is the first year of assessing biodiversity measures company-wide beyond the knowledge Fiskars Group already has from for example managing Fiskars Village's surroundings and the previously conducted site-specific assessments. Fiskars Group understands the role it plays in an interdependent ecosystem, and will place increasing focus on the topic of biodiversity moving forward.

## Approach and policies

The Fiskars Group Environmental Policy outlines the principles to mitigate the environmental impact of all Fiskars Group operations, including on the area of biodiversity. The policy states the commitment to take action to conserve biodiversity by sustainably managing the Fiskars Group owned forests and by collaborating in projects with local communities and NGOs where action is assessed to be needed.

In 2024, 84% of the company's sites were ISO 14001 certified. All are required to comply with national compliance requirements.

Fiskars Group has not yet established targets concerning biodiversity measures or biodiversity loss. It is the aim to further build upon this foundation in the coming years with a policy and target setting committed to the material biodiversity topics going forward. The group-level actions and targets on resource use and circular economy is further detailed in section E5 Resource Use and Circular Economy.

## Actions

Actions and resources related to biodiversity and ecosystems have been concentrated mainly on resource use and circular economy, direct surroundings and programs of operational sites, and other actions taken locally, for example with forest management in Finland.

The company has not applied the mitigation hierarchy nor used biodiversity offsets, and more assessments are required to determine the extent of local and indigenous knowledge and nature-based solutions into biodiversity and ecosystem-related actions taken. Fiskars Group will deepen the organization's knowledge base within this area starting with the first group-wide biodiversity assessment in 2024, and will proceed with the work in the upcoming years.

### Company-wide biodiversity assessment

Fiskars Group is currently working on assessing actual and potential impacts on biodiversity and ecosystems both at the company's own site locations, and in the upstream value chain. As such, the company has not conducted a full resilience analysis, yet this first assessment lays the foundation for conducting one.

In this work, the company is yet to include the downstream value chain as internal material operations and key tier one suppliers were prioritized to establish a solid foundation.

As a part of this continued work, in 2024, Fiskars Group conducted a comprehensive assessment of biodiversity risks, impacts and dependencies in the value chain, focusing on its own sites and key suppliers, by applying the WWF Biodiversity Risk Filter, the World Database for Key Biodiversity Areas, and the Natura 2000-platform. The assessment covered all fully owned and operated factories and distribution centers globally, along with critical suppliers constituting more than 75% of Fiskars Group's actual global finished goods expenditure in 2023. The assessment also covered Fiskars Village in Finland. The full list of Fiskars Group's own material sites are presented here. Fiskars Group does not disclose the list of suppliers, as it is considered sensitive information. Where relevant, specific sites are named.

| Country | Material site |
|---|---|
| Australia | Sydney distribution center |
| Denmark | Georg Jensen smithy |
| Denmark | Hjørring distribution center |
| Denmark | Lynge distribution center |
| Denmark | Royal Copenhagen manufacturing unit |
| Finland | Billnäs manufacturing unit |
| Finland | Fiskars Village destination |
| Finland | Hämeenlinna distribution center |
| Finland | Iittala manufacturing unit |
| Finland | Sorsakoski manufacturing unit |
| Indonesia | PT Doulton manufacturing unit |
| Ireland | Waterford manufacturing unit |
| Poland | Słupsk manufacturing unit |
| Slovenia | Rogaska manufacturing unit |
| Thailand | Georg Jensen manufacturing unit |
| Thailand | Royal Copenhagen manufacturing unit |
| United Kingdom | Barlaston manufacturing unit |
| USA | Gerber manufacturing unit |
| USA | Southaven distribution center |

With the aim to understand the overall biodiversity risks that may apply to the areas in which Fiskars Group operates, and which sites should include in their location-specific assessments, the assessment was conducted in three phases:

1. Desk research utilizing the WWF Biodiversity Risk Filter, the World Database for Key Biodiversity Areas, and the Natura 2000-platform (specific to European sites). By applying the exact geolocations of the sites, it was identified whether a site is in a biodiversity-sensitive area, in the proximity to sensitive local/regional ecosystems, potential threats to flora and fauna, or scape-based physical and reputational risks. This information will ensure that the coming site-specific assessments include the material risks of the area.
2. Stakeholder interactions via site-specific questionnaires surveying local site managers on proximity to biodiversity-sensitive areas, habitat loss and degradation, resource and ecosystem dependencies, and species and pollution impacts.
3. Analysis of findings to identify trends and emergent issues across operations to enable the prioritization of next steps.

### Boundaries

The initial risk-filter assessment includes a wide range of biodiversity topics, in order to gain a broad understanding of actual material topics within the company’s operations. The findings are summarized in the upcoming section.

For phase two, it was not possible to obtain data from all locations. To accommodate, Fiskars Group applied information from previous environmental and biodiversity assessments. The engagement with external stakeholders focused exclusively on tier one suppliers.

All material site locations were evaluated to determine any potential biodiversity-related risks and impacts in relation to biodiversity-sensitive areas in proximity of the locations, and dependence on ecosystem services.

The findings of the initial biodiversity assessment indicates that next steps should include actions to improve understanding of the location-specific risks, as in the risk filter assessment, and each site's dependencies on ecosystem services. The latter especially as the findings across the Group and the suppliers were limited in terms of the interdependencies in the ecosystem from a biodiversity perspective.

The topics should be incorporated in future environmental assessments to ensure continued learning and mitigation. Potentially expanding the assessment to also cover downstream operations, including retail stores and B2B customers, will be evaluated in 2025.

### Biodiversity-sensitive areas

The assessment identified the nearest biodiversity-sensitive area(s) to the sites in the assessment, including information on the ecological system (terrestrial, freshwater, marine), whether the area is protected or conserved, biodiversity elements (according to IUCN Red Lists) and other relevant information to explain any potential concerns.

Thirteen of the assessed sites are within 2 km of a protected or conserved area. Four of these are located directly in two of such areas, including Fiskars Group’s own Royal Copenhagen Thailand manufacturing unit and three suppliers. The areas of concern are the Lower Central Basin in Thailand (approximately 1,420,000 ha) and the Qingdao-Rizhao coastal wetland and islands in China (appr. 8760 ha). However, there is no indication of any significant harm to these sensitive areas caused by the activities of the assessed sites. It is therefore concluded that the risk is mitigated, and further actions are not currently required.

### Nature-related risks

The assessment identified risks classified as high to very high in the areas near the sites. These can be split into four topics:

- Pressures on biodiversity
- Ecosystem services
- Mitigating landscape risks
- Reputational risks

The first three are all physical risks and driven by the ways in which Fiskars Group depends on nature and may be affected by both natural and human-induced changes to the condition of land- and seascapes. The latter, reputational risks, may result from Fiskars Group’s actual or perceived impacts on nature and people.

The identified nature-related risks do not necessarily imply a direct risk to Fiskars Group's or any supplier's operations. They inform of a current or potentially troubling landscape in which any company must tread with caution to not expose the business to unnecessary harm nor contribute even further to negative impacts on drivers of biodiversity loss.

**Pressures on biodiversity**
According to global assessments, land, freshwater and sea use change, tree cover loss, invasives and pollution are the drivers that influence biodiversity and ecosystem processes most.[1] For Fiskars Group, tree cover loss and pollution were identified as critical, meaning sites in the company's value chain are in areas with high to very high risks.

**Tree cover loss**
For tree cover loss, the risk was deemed very high in the area of the Regional State Administrative Agency of Southern Finland, where Fiskars Group owns sustainably managed forests. The main driver of tree cover loss in Finland is the forest industry. Fiskars Group as a forest owner, however, manages its forests sustainably and only supplies FSC™-certified (FSC C109750) and PEFC-certified (PEFC / 02-21-18) wood. Furthermore, sustainable forest management enables the company to contribute to the protection of local forest biodiversity, preserving natural habitats for numerous species, and mitigating the risks of tree cover loss.

[1] IPBES, 2019

These positive impacts were found 'important' under the DMA, i.e. not material. The topic is therefore not dealt with further in this reporting beyond its eligibility and alignment with the EU Taxonomy, where the 14,000 hectares of forests have a combined annual carbon sink of 18,000 tons of $CO_2$ equivalent.

**Pollution**
Across the value chain, 90.9% of the sites assessed, including Fiskars Group's own material sites, are in areas at risk of pollution. The highest risks are with potential air, water and soil pollutants arising from steel, aluminum, ceramics, glass and plastics manufacturing and related raw-material-extraction processes.

Fiskars Group's environmental management system includes risk assessments, reviewing both internal and external risks and requires mitigation actions where needed. Therefore, potential external risks, e.g. fire hazards, or impacts directly from the sites, e.g. chemical leaks, are mitigated by the environmental process required at all sites. Furthermore, Fiskars Group requires suppliers to commit to the environmental requirements outlined in the Supplier Code of Conduct and are subject to external audits, as per the supplier audit process.

Pollution is not deemed significant or critical in the DMA.

**Ecosystem services**
Fiskars Group and its suppliers rely directly on the provisioning of natural raw materials for its operations, and ecosystem services, that enable production processes. These include the quantity or quality of direct inputs of raw materials, genetic materials, soil health, water quality and quantity and air quality. Declines in such inputs and/or services can result in increased costs or disruption of production, or even the inability to operate.

According to the assessment, the highest risks of disrupted inputs to production from ecosystem services lie with water scarcity, especially in East- and Southeast Asia, and forest productivity in Northern and Central Europe. Highest is the risk of water scarcity in Thailand. Particularly in the areas of Fiskars Group's Royal Copenhagen and Georg Jensen factories. This can be explained by both climate change, increasing population needs and inappropriate water resource development.[2]

Following direct inquiry with site managers, no significant harm to local biodiversity has been identified from sourcing water or wooden materials. However, the potential lack of e.g., high-quality water intake could disrupt production and affect local communities, and the topic should be included in the location-specific assessments in the future.

**Mitigating landscape risks**
The occurrence of natural hazards such as landslides, fires and storms can disturb or disrupt projects, operations, or entire value chains. In some cases, such occurrences can result in severe damage to, or loss of, assets.

[2] Kaewmai et al. (2021)

The risk-filter assessment identified tropical cyclones, landslides, extreme heat, and wildfire hazard as high to very high risks across the areas where the company operates, and where more than 50% of the suppliers assessed are based. Especially high is the risk of tropical cyclones for operations in East Asia. Though severe, these risks cannot be mitigated by individual entities alone but speak to the urgency of safeguarding operations from potential nature-related hazards.

As part of local risk assessments and priorities, Fiskars Group's own manufacturing units have where needed taken part in local initiatives. For example, the Gerber factory in Oregon, United States, supported a project to install native plants surrounding two protected streams (the Fanno and Ball creeks), to minimize erosion.

Further, the Georg Jensen manufacturing unit in Chiang Mai, Thailand, has previously supported the local community by co-building a check dam in a forest close to a district where many of Fiskars Group's employees live. The purpose of the dam was to reduce soil erosion and the severity of the tides, and store water from heavy rain. The dam also helps to reduce the severity of potential wildfires, and dried leaves have been collected to make fertilizer and add to the humidity of the forest.

**Reputational risks**

Reputational risks are influenced both by operational factors, i.e. what a company does, and scape-based factors, i.e. the conditions of the places in which those operations occur. Risks may be either related to environmental and socio-economic factors (e.g. protected or conserved areas and ecosystem conditions), or the level of public scrutiny of companies operating in a geographical area (e.g., political situations or sites of international interest).

Of Fiskars Group-owned and key suppliers' sites, only one received a high-risk score combining all factors in the assessment: Fiskars Group's Royal Copenhagen factory in the Saraburi province of Thailand.

This result, which narrowly met the definition of "high", can be explained partly by its location in the Lower Central Basin, an area of approximately 1,420,000 ha classified as a biodiversity hotspot, highly threatened by human interference through residential, commercial, and industrial development. The risk, however, is not deemed critical, as the area includes the entire city of Bangkok and its suburban and industrial areas, and the factory has conducted ongoing environmental assessments showing no significant reputational risk or significant harm to the area.

**Transition and systemic risks**

In addition to the physical and reputational risks identified in the assessment, Fiskars Group acknowledges the potential transition and systemic risks arising from nature-related risks though none were identified in the assessment. These include but are not limited to:

- Regulatory and policy risks as governments and international bodies are increasingly imposing stricter environmental regulations, such as resource use restrictions, and biodiversity protection requirements. Compliance with these rules can raise operational costs, force changes to product designs, and require significant investments in greener technologies.
- Market and consumer risks as consumer preferences and market demands are shifting toward more environmentally sustainable products. Failing to meet these expectations can result in reduced competitiveness, and essentially lost market shares.
- Ecosystem collapse risks should natural systems no longer function. These are highly related to the physical risks identified.

The risks are integrated into the Fiskars Group ERM system for assessment and mitigating actions.

**Dependencies on ecosystem services**

Ecosystem services are the benefits that humans derive from nature. Fiskars Group manufactures and sells products made from stainless steel, gold and silver, ceramics, glassware, plastic, wood and other materials. As such, the business relies on a series of ecosystem services for a variety of product categories, to ensure a safe and undisrupted value chain.

Based on the Common International Classification of Ecosystem Services (CICES V5.1), the following have been found particularly relevant either directly to

Fiskars Group's own operations or in the supply chain (e.g., supply of refined materials or finished goods):

- Water regulation and purification
- Raw material supply (natural resources)
- Climate regulation (carbon sequestration)
- Waste decomposition and detoxification
- Soil fertility and nutrient cycling

These services ensure sustainable resource use, manage environmental risks, and help maintain the availability of critical inputs for manufacturing and operation of the factories. They are therefore crucial for Fiskars Group's long-term business resilience and sustainability.

Though the specific ecosystem services mentioned were included as examples in phase two of the assessment, no dependence on ecosystem services causing significant harm to local biodiversity and ecosystems for either Fiskars Group's own sites or those of its suppliers has been reported.

**Potential negative impacts**
The assessment showed no significant negative impacts in relation to biodiversity-sensitive areas in the proximity of sites, including activities that affect threatened species, or negative impacts on land degradation, desertification, or soil sealing. The management system in place at Fiskars Group locations ensures compliance with both company and national regulations, and adherence to the system is regularly audited by either internal auditors or externally, for those locations that are ISO 14001 certified.

As an example, Fiskars Group's ISO 14001 certified manufacturing site in Rogaška Slatina in Slovenia, does not operate in a protected or preserved area, but is located near several Natura 2000-protected locations, including the local river Sotla. Without a proper management system, the water quality of the river could be affected, as a creek flowing through the site area also flows into a Sotla-tributary creek. This risk has been mitigated effectively and shows the importance of having robust management systems in place.

The assessment conducted in 2024 has increased the company's understanding of topics that are to be included in future location-specific risk assessments, and work in this area will be continued.

2. Environment

# ESRS E5 Resource use and circular economy

## Introduction to the topic

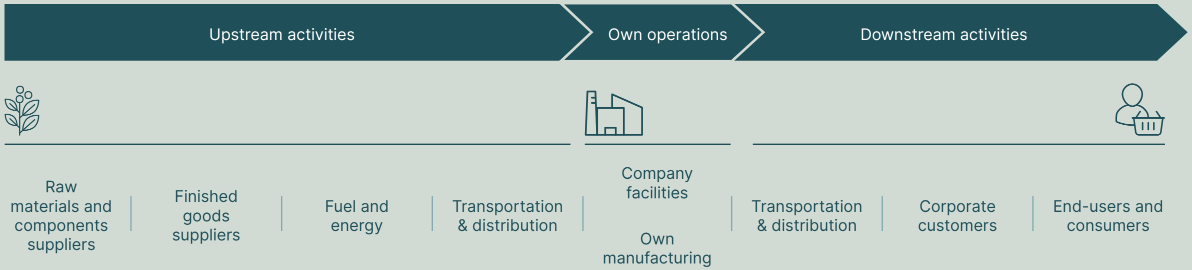
For Fiskars Group, creating lasting design and developing circular solutions are key in fighting against throwaway culture and delivering sustainable growth. Business models based on the circular economy both create and sustain value by ensuring products and materials stay in use for as long as possible. Fiskars Group set an ambitious key target to steer its activities to further utilize the potential seen in the circular economy.

The process to identify material impacts, risks and opportunities has been described in *General Disclosures*, under *Double materiality assessment*. The outcome of the DMA, specifically related to Resource use and circular economy, are summarised on the right-hand side and further discussed under *Actions*.

## Material impacts, risks and opportunities

### E5. Resource use and circular economy

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| Positive impacts | **Actual positive impact** | Longevity of the products | Own operations<br>Downstream | Critical (5) |
| | **Actual positive impact** | Circular product portfolio | Own operations | Significant (4) |
| Negative impacts | **Actual negative impact** | Resource-intensive business model | Upstream<br>Own operations | Critical (5) |
| | **Actual negative impact** | Waste generation in the value chain | Upstream | Significant (4) |
| Opportunities | **Actual financial opportunity** | High quality and long-lasting products | Own operations<br>Downstream | Critical (5) |
| | **Actual financial opportunity** | Improving productivity and resource efficiency | Own operations | Significant (4) |
| | **Potential financial opportunity** | Increasing interest for circular products and services | Own operations<br>Downstream | Significant (4) |
| Risks | **Actual financial risk** | Reaching commercially viable circularity | Own operations | Significant (4) |
| | **Potential financial risk** | Ability to replace certain raw materials | Upstream<br>Own operations | Significant (4) |



The specific process for identifying material impacts, risks and opportunities related to resource use and the circular economy combines several approaches. Each manufacturing site and distribution center periodically evaluates environmental risks related to their operations. This review considers the nature of the operations, raw materials utilized at the sites, environmental impacts, waste, emissions and changes in the operating environment. In addition, each site, Business Area and global function conducts a mapping of actual and potential risks and opportunities related to their line of business and operations. The assessments consider upstream and downstream partners and operations in addition to the company's own operations. These are part of Fiskars Group's annual ERM process, to which the DMA is conducted as an extension. The ERM process is further described under the *Governance* section of *General Disclosures*, as well as in the section on *Risks and business uncertainties* in the Report by the Board of Directors.

Information on material usage, energy consumption, emissions and waste are collected on a monthly basis from the company's sites, thus assets and activities are continuously monitored and assessed. Fiskars Group aims to manage and minimize waste throughout its value chain, and this topic is therefore also reviewed as part of Fiskars Group's Supplier Code of Conduct audits. Consultations and engagement with consumers and end-users are conducted, and Fiskars Group's approach towards and process for engagement with consumers and end-users is described in *S4 Consumers and end-users*.

## Approach and policies

Efficient resource use and the circular economy are highly important topics for Fiskars Group. The company is constantly experimenting with alternative and recycled materials, and looking for new ways to extend the life cycle of its products, as well as identifying ways to reduce waste streams.

Focusing on product design is at the core of Fiskars Group's sustainability actions and circular economy framework. Product design and testing includes material selections, ensuring user friendliness, examining durability, and also considering end-of-life options. Designing for quality, longevity, and circularity decreases the burden that manufacturing places on natural resources and biodiversity. This also makes sense from an economic point of view, as resources are used more efficiently and less waste is generated. Fiskars Group also encourages consumers to take proper care of the products and facilitates extending their lifecycle, by providing appropriate instructions and services.

Fiskars Group's approach to circularity can be summarized in two ways:

1. **Design for circularity and longevity**
   Fiskars Group focuses on materials and lasting quality when designing products. The company is constantly expanding its use of recycled, renewable, recirculated, and recyclable materials, while high quality and durability remain important aspects of its products. Fiskars Group designs products to be repairable, also offering spare parts whenever feasible. Services that help prolong the life cycle of products also play an important part in guaranteeing lasting quality.

2. **Resource efficiency and waste management**
   Fiskars Group continuously strives to improve productivity and resource efficiency in its operations. This includes adapting new technologies to reduce scrap in production processes, to increase internal circulation of materials, and diverting waste from landfill.

Fiskars Group's main policies to manage material impacts, risks and opportunities related to resource use and the circular economy are comprised of the Fiskars Group Environmental Policy, the Fiskars Group Supplier Code of Conduct, and Fiskars Group Quality Policy. In addition, Fiskars Group has a framework for enhancing circularity, which is introduced under the *Actions* part of this section.

Fiskars Group manufactures products at its own manufacturing units, and also utilizes trusted suppliers to produce some of its designs. The company carefully considers how to reduce and eliminate environmental impacts caused by its production. The environmental policy describes the environmental principles that all employees, and other personnel working under Fiskars Group's direction are expected to comply with. The policy highlights the company's aim to have no waste from its operations (manufacturing units, distribution centers, retail, and offices) going to landfill. Fiskars Group prioritizes waste reduction activities and management in accordance with the European waste hierarchy. The most important aspect of this is to minimize the amount of waste generated. When waste cannot be prevented, materials must be reused or recycled as much as possible. In the company's own manufacturing, internal reprocessing of scrap is increased without compromising product quality. In all operations, waste must be identified, sorting instructions must be in place and waste sorted appropriately. Finding the right external recycling partners is important – these partners ensure that the most efficient and responsible disposal techniques are utilized. Fiskars Group prefers to recover the energy of any remaining waste rather than add to landfill.

Fiskars Group ensures that the products offered meet the requirements on durability, functionality, safety, sustainability and aesthetic quality. Fiskars Group Quality Policy defines the approach and provides a common framework for quality management and communications of quality practices. Consumer and customer expectations are captured and verified in the New Product Development Process.

The Fiskars Group Environmental Policy outlines the company's approach to circular design, sourcing sustainable materials, chemical use and waste management. The policy states the creation of durable products and timeless design as the company's primary objective. This approach includes continuous exploration with new materials and identifying ways to reduce waste streams in production. The company aims to replace virgin fossil-based raw materials in products with recycled, or other more circular alternatives whenever possible and appropriate. For packaging materials, the company prioritizes the use of renewable and recyclable materials, while reducing plastic packaging. Regarding renewable resources, Fiskars Group aims, for example, only to use wood from certified sustainable forests and certified organic cotton in cotton-based products. Fiskars Group does not use restricted or endangered wood species.

Fiskars Group seeks to further extend the life cycle of its products by designing them in such a way that they can be resold and repaired, and also by developing these reselling and repair solutions. Fiskars Group also explores solutions for product end-of-life, such as recycling and take-back services.

The Fiskars Group Environmental Policy notes the company's continuous exploration and cooperation with major raw-material suppliers to find alternative raw materials, and investigation of potential new material suppliers. In order to minimize environmental impacts within the entire value chain, the Fiskars Group Supplier Code of Conduct outlines its standards on labor and human rights, health and safety, environment, due diligence, and business ethics and integrity.  All raw material, component, and packaging suppliers must commit to the Supplier Code of Conduct, which presents social and environmental requirements for their operations. Regarding metals, Fiskars Group only uses responsible suppliers which comply with the appropriate standards and conflict mineral regulations.

## Actions

In 2024, Fiskars Group accelerated its transition to the circular economy, emphasizing recycled and renewable content in products, and enhancing the repairability and recyclability of its products. Key actions taken to address impacts, risks and opportunities are as follows.

### Framework for enhancing circularity

Fiskars Group has formed a cross-functional Circular Economy Task Force, which brings together sustainability professionals, business and offering, product design, sourcing, and the company's own manufacturing. The task force was initiated in 2023, and during 2024, circularity was explored on a deeper level, and the number of participants in the task force was increased to provide a more strategic way of working. The task force has created Fiskars Group's circularity framework and criteria. The close cross-functional collaboration has also helped to accelerate the company's work towards circularity.

Fiskars Group's circularity framework focuses on product and service design. The company aims to design for circularity and longevity, ensuring circularity principles are better adhered to, while also maintaining the high quality of its products.

The framework establishes three options for circular products:

1. **Materials used in the product are completely or partly recycled and/or renewable**
   Depending on the material in question, the framework introduces specific criteria and

thresholds (based on industry research) that must be adhered to, in order for a product to fulfill this option. For example, the threshold for recycled content for a product made from steel can be higher, than the threshold set for recycled fibers in cotton textiles. Fiskars Group also includes tableware items which include recirculated materials, such as fired ceramic material, in this option.

2. **The product design enables repairing**
   The repairability of products is an important aspect for product categories with parts subject to wear. Taking repairability options into account already in the design phase, significantly enhances the ability to extend the products lifetime. In addition to the design angle, this option requires that the repair solution is readily available for end-users.

3. **The product is fully recyclable**
   Recyclability is an important part of the circular economy, after everything else has been done to keep the product in use for as long as possible. Recyclability is a complex topic, especially when selling products globally. Fiskars Group wants to encourage designing for recyclability, but this option requires that the product also fulfills other circularity principles: in addition to being recyclable, the product must also fulfill one of the first two options. This way, Fiskars Group ensures circular principles are adhered to, independent of the end-user's actions when they are finished with the product.

In addition to the aforementioned product options, Fiskars Group also factors in circular services, that help prolong the life cycle of the products. These services include spare parts, the Iittala Vintage service, and repair services such as the Fiskars pan-care service and Georg Jensen jewelry and watch repairs.

The circularity framework is not a static set of principles and is to be updated as needed, in the face of new innovations and technologies that may tighten the thresholds and criteria currently in place. Fiskars Group's circularity approach alleviates some of the negative impacts of a resource-intensive, linear business model, while also answering to the increasing demand for circular and long-lasting products and services. However, reaching the company's ambitious circularity targets in a commercially viable manner remains a risk. Securing the needed raw materials, infrastructure, and changing ways of working requires human and monetary capital.

## Alternative materials

Fiskars Group requires a significant amount of resources for its operations. In order to decrease environmental impacts, the company strives to find and secure alternative materials, in order to replace virgin or fossil-based raw materials. During 2024, Fiskars Group accelerated its actions in this, engaging current suppliers to secure alternative materials, and also striving to find new suppliers.

Although several new circular materials can currently be utilized, new materials may also limit the durability, usability, and functionality of products. For example, finding the right composition for recycled plastics and other materials can be more complicated than with virgin, uniform materials. New material compositions may not always be strong enough to meet Fiskars Group's standards in terms of functionality and durability, and thus are not chosen for the products. The overall design and use case of the product affects the balance between new and circular materials, and ensures its quality and safety.

## Minimizing waste

Internal recycling in the company's own factories is employed whenever possible. Fiskars Group's manufacturing unit PT Doulton in Indonesia, for example, has pioneered feeding fired ceramic waste back into its manufacturing process since 2021. The fired ceramic waste was previously sent to landfill, but with this innovation, the manufacturing unit has been able to eliminate its landfill waste, and recirculate the material in its own operations. This has also sparked development projects around the topic at other manufacturing units. Improving resource efficiency in this way, and finding ways of scaling it, provide good opportunities for the company.

Fiskars Group acknowledges waste generated in its value chain has environmental impacts, in addition to that of its own operations. The company plans to initiate the gathering of more information on this matter from its partners in the coming years.

### Partnerships

The circular economy requires partnerships. In order to learn from peers and find new possibilities for collaboration, Fiskars Group has joined a circular economy network in Finland during 2024. The network brings together different industries and researchers.

In addition, negotiating and securing partnerships with suppliers and customers that share Fiskars Group's values and ambitions is imperative. Finding suppliers that are able to accommodate Fiskars Group's growing need for alternative materials and specific product designs is an area where the company has placed efforts during 2024. Through strong partnerships and joint business planning with customers, Fiskars Group can also help customers to meet their own sustainability targets and customer demand, by providing circular solutions. This may also provide opportunities to spread awareness and circularity information to end-users.

## Targets

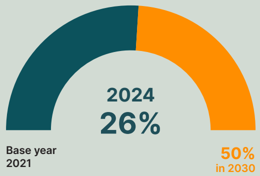
### The majority of net sales comes from circular products and services by 2030

The products and services included in the performance measurement against Fiskars Group's circular net sales target, are those that have been identified as circular according to the definitions introduced in the section on *Actions*, and *Framework for enhancing circularity*. The target helps track the effectiveness of related policies and actions, relating to the increase in circular product design, circular material use, minimizing primary raw materials, and sustainable sourcing of renewable resources. In addition, the target takes into account services that prolong the life cycle of products. This target has voluntarily been set by Fiskars Group, and includes products made by Fiskars Group and sourced finished goods. Fiskars Group's performance on circular products and services net sales has improved from 14% in 2023, to 26% in 2024.

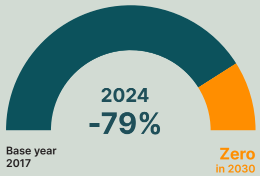
### Zero waste to landfill by 2030

As part of its commitment to fighting against throwaway culture and becoming more circular, Fiskars Group has established a goal for 2030 to ensure all waste from its operations – including factories, distribution centers, retail locations, and offices – is recovered or recycled, with no waste sent to landfill. This target is steered through the implementation of policies described, and affected by the actions described in this E5 standard. This target has been voluntarily set by Fiskars Group. Waste to landfill has decreased by 62% compared to 2023 and by 79% compared to 2017.

## Targets




A majority of our net sales comes from circular products and services by 2030




Zero waste to landfill by 2030

## Resource inflows

Fiskars Group utilizes various raw materials in its operations to produce its products, with key materials including inorganic substances for glass and ceramic production, as well as steel, aluminum and plastic. Additionally, the company uses packaging materials for primary, secondary, and tertiary packaging, such as cardboard, plastic and wood.

| | 2024 | 2023 |
|---|---|---|
| The overall total weight of materials used in the company's own operations to manufacture products (tons)[1] | 31,536 | 34,626 |
| The percentage of biological materials used in the company's own operations to manufacture products (including packaging)[2] | 5,037 | 6,288 |
| The total weight of secondary reused or recycled component materials used to manufacture products (including packaging) (tons) | 7,242 | 2,770 |
| The percentage of secondary reused or recycled component materials used to manufacture products | 23% | 14%[3] |

[1] Currently Fiskars Group is not able to report the total weight of materials used in its suppliers' operations to produce packaging, components or finished goods.

[2] Biological materials include materials derived from biological sources, such as wood, cardboard, and paper. In 2024, Fiskars Group did not source bio-based plastics.

[3] The percentage of secondary reused or recycled component materials used to manufacture products in 2023 has been updated due to a mistake found in the calculation.

## Accounting policies

The figures represent input materials reported by Fiskars Group's factories for the reporting period of October 2023 to September 2024. The materials include the most significant raw materials, associated process materials, components and packaging materials purchased from external suppliers. Data is reported by weight and is primarily derived from purchase documentation, with certain estimates applied where exact data is unavailable. There is no overlap between categories, thus no double counting. The recycling rates are based on the information provided by the raw material and component suppliers.

## Resource outflows

Fiskars Group's framework for circular products and services is explained in the *Actions* section of this E5 standard, under *Framework for enhancing circularity*. The key product groups that Fiskars Group distributes to the market, designed along the aforementioned circular principles, are: jewelry, tableware, gardening, cooking, scissors and creating, and interior.

In addition to the products, circularity principles applied and key materials utilized, Fiskars Group offers services to help prolong the life cycle of its products.

For packaging, Fiskars Group's key materials are carton, corrugated cardboard, aluminum, metal, paper, plastic and wood. The company overall strives to decrease the amount of packaging materials utilized, as well as the use of plastics. Fiskars Group encourages consumers to recycle packaging by providing the appropriate recycling instructions on product packages whenever feasible.

## Durability

Fiskars Group's Environmental Policy states that the creation of durable products and timeless design is the company's primary objective. Robust quality and durability are safety requirements for certain products. The Fiskars Group Quality Policy ensures a common approach to quality across the organization.

Fiskars Group's products are crafted using advanced technical manufacturing and materials. Products are thoroughly tested to perform well in the activities

## Key product groups fulfilling circularity principles

| Product group | Product examples | Circularity principles applied | Key materials |
|---|---|---|---|
| Jewelry | Silver and gold pendants, earrings, bracelets | Recycled silver and gold: the company is working to substitute all utilized precious metals with recycled options | Recycled gold and recycled silver in jewelry production |
| Tableware | Plates, cups, serving bowls | Recirculated fired ceramic materials utilized in products.<br>Recycled silver serveware is repairable. | Ceramics, silver |
| Gardening | Pruners, loppers, saws, axes | Products have been designed to be repairable. Spare parts are offered for many products.<br>Products such as axes utilize recycled materials, such as recycled steel. | Recycled steel and plastic |
| Cooking | Frying pans, cooking knives and other utensils | Pans and pots utilize recycled steel.<br>Wood utilized in certain products is FSC certified. | Recycled steel, certified wood |
| Scissors and creating | Scissors, trimmers, cutters | Some of the creating tools have been designed to be repairable, with spare parts available.<br>Scissors utilize recycled materials, such as recycled steel. | Recycled steel and plastic |
| Interior | Candlesticks, textiles, vases | Silver items have been designed to be repairable. Products such as steel vases utilize recycled steel, and for interior ceramic pieces, recirculated ceramics have been included.<br>The textiles listed utilize GOTS-certified renewable fibers. | Silver, recycled steel, ceramics, and cotton |

Summary of key product groups designed along the circular principles, providing examples of products within each group, along with the circularity principles applied, and key materials used. The table presented does not claim all products under the stated product groups are designed according to the circularity principles applied.

and environments they have been created for. Items produced by Fiskars Group are known to last so long, that they are passed from one generation to the next.

Fiskars Group strives to design products in such a way that they last as long as possible. Industry averages to assess product durability may be utilized for benchmarking if available, but not systematically, as for many products they are not feasible. In the case of for example tableware, the products don't lose their functionality unless they are dropped, or broken in some way. As such, it is difficult to determine or use industry averages, as the products may be utilized for many generations. Fiskars Group conducts extensive quality testing for products in its laboratory, to assess durability. Fiskars Group offers extended or additional warranties* for multiple products and product categories. A few examples include:

- The Fiskars brand offers an extended 25-year warranty for certain products, such as Norden Axes, PowerGear™ X Cutting Tools, and Classic Scissors.
- In the US, Fiskars brand offers an extended "lifetime" warranty to the original end-user purchaser or giftee. This extended warranty is valid from the date of retail purchase for as long as the original end-user purchaser or giftee owns the product (the "Warranty Period").
- In the event that, for example, porcelain or crystal is broken or chipped, some brands offer breakage warranties for 12-24 months from the date of purchase. Brands offering breakage warranties include for example Georg Jensen, Royal Copenhagen, Waterford and Wedgwood.

* Full terms and conditions regarding warranty information can be found on the brand websites. Breakage warranties do not affect buyers' rights under consumer law.

## Repairability of products

The repairability of products plays an important role in designing products that last. In addition to designing products in this way, creating and offering repair services are of central importance, as well as providing instructions for end-users on how to care for their products.

Since 2021, the Fiskars brand has offered a pan-recoating service that enables restoring frying pans with a ceramic coating. Georg Jensen provides repair services for jewelry and watches. For products with wearable parts, such as gardening or landscaping tools, Fiskars Group strives to offer spare parts. For various product categories such as cooking knives, scissors and axes, also sharpening tools are provided.

## Recyclable content

The recyclability of products and materials on a global level is a complex topic, as recycling infrastructure and the services available differ regionally. Generally, on a global scale, the most recycled materials are metals such as aluminum and steel, precious metals such as gold and silver, paper, carton and cardboard. The rate of recyclable content (metals and precious metals) in products manufactured by Fiskars Group during 2024, is approximately 59%. Regarding packaging, the rate of recyclable content (paper, carton, and corrugated cardboard) is approximately 80%.

# Accounting policies

**Recyclable content in products**

The rate of recyclable content in products has been calculated based on information gathered on products manufactured in Fiskars Group's own manufacturing units during 2024. The figures include materials reported by Fiskars Group's factories, used to make the final products. Data is reported by weight. The amounts of steel, aluminum, brass, gold and silver utilized in these products, have been divided by the total weight of products manufactured at Fiskars Group's manufacturing sites. The materials utilized for the calculation are globally widely recyclable. This does not exclude other materials utilized by Fiskars Group being recyclable. The recyclability of these materials is the key assumption used for calculating the recyclable content in products. Due to differences between the manufacturing sites, calculation methodologies may differ from one to another. For example, one of the sites mainly gathers information on purchased materials, and for this calculation has used an assumption of the amount of scrap generated per material, in order to decipher the amount of materials used in the products manufactured.

**Recyclable content in packaging**

The rate of recyclable content in packaging has been calculated utilizing the company's packaging materials inventory in 2024. The materials include paper, corrugated cardboard and carton. The recyclability of these materials is the key assumption used for calculating the recyclable content in packaging. Data is reported by weight, and the weight of materials from the inventory have been divided by the total weight of packaging materials in the inventory during 2024.

## Waste

Waste is generated throughout Fiskars Group's value chain, from manufacturing of products to packaging. The majority of the waste consists of production scrap, including metal, clay and glass, which are key waste streams relevant to the sector in which Fiskars Group operates. Additionally, waste includes general operational waste and waste from maintenance activities.

### Total solid waste

| Tons | 2024 | 2023 | 2022 | 2017 |
|---|---|---|---|---|
| Total hazardous waste[1] | 964 | 1,446 | 682 | 625 |
| Total non-hazardous waste | 9,666 | 9,341 | 10,802 | 17,872 |
| **Total amount of waste generated** | **10,629** | **10,787** | **11,484** | **18,497** |
| **Total amount of non-recycled waste** | **1,748** | **2,999** | **730** | **4,526** |
| Percentage of non-recycled waste | 16% | 28% | 6% | 24% |

[1] No radioactive waste is generated in Fiskars Group's operations.

### Hazardous waste

| Tons | 2024 | 2023 | 2022 | 2017 |
|---|---|---|---|---|
| Preparation for reuse | 0 | 7 | 4 | 1 |
| Recycling | 19 | 298 | 14 | 365 |
| Other recovery operations | 85 | 147 | 495 | 23 |
| **Total waste diverted from disposal** | **104** | **452** | **513** | **389** |
| Incineration | 121 | 47 | 35 | 142 |
| Landfill | 471 | 329 | 1 | 2 |
| Other disposal operations | 267 | 618 | 133 | 92 |
| **Total waste diverted to disposal** | **860** | **994** | **169** | **236** |
| **Total hazardous waste** | **964** | **1,446** | **682** | **625** |

### Non-hazardous waste

| Tons | 2024 | 2023 | 2022 | 2017 |
|---|---|---|---|---|
| Preparation for reuse | 122 | 188 | 345 | 4,307 |
| Recycling | 7,334 | 6,610 | 9,230 | 8,547 |
| Other recovery operations | 1,322 | 538 | 666 | 728 |
| **Total waste diverted from disposal** | **8,777** | **7,336** | **10,241** | **13,582** |
| Incineration | 23 | 16 | 16 | 150 |
| Landfill | 340 | 1,784 | 351 | 3,953 |
| Other disposal operations | 525 | 205 | 194 | 187 |
| **Total waste diverted to disposal** | **888** | **2,005** | **561** | **4,290** |
| **Total non-hazardous waste** | **9,666** | **9,341** | **10,802** | **17,872** |

## Accounting policies

Waste data is collected monthly based on invoices from external waste-treatment partners, all of whom hold the necessary permits for waste treatment or disposal. The reported data is derived from direct measurements.

Sustainability Statement

# 3. Social disclosures



### 3. Social disclosures

# ESRS S1 Own workforce

## Introduction to the topic

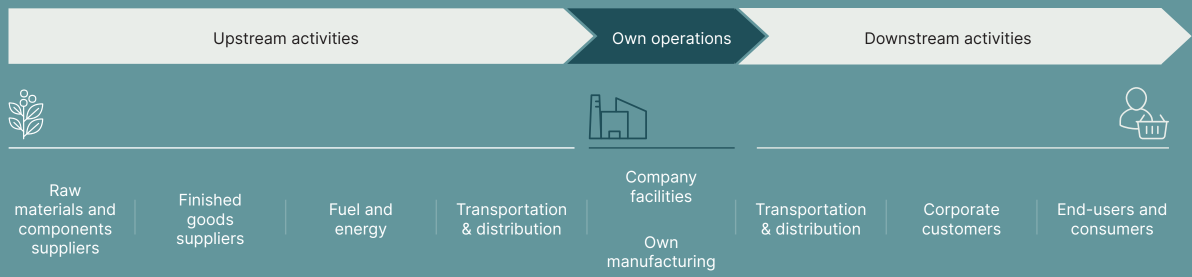
Fiskars Group is focused on being an extraordinary place to work. For the company to grow, succeed, and thrive, it is essential to embrace everyday practices that energize and prioritize well-being to unlock the fullest potential of all. It is recognized that everyone is unique and has different needs, and it is therefore encouraged to take personal responsibility, and nurture an active approach to maintaining and improving well-being generally. Fiskars Group's values are creating change, celebrating the everyday, and growing with compassion, which are central to the company's policies and approach towards its own employees.

The identified material impacts, risks and opportunities from the DMA related to Own workforce are summarized in the table on material impacts, risks and opportunities. The general process to identifying these is described in *General Disclosures*, under *Double materiality assessment*. The positive impacts are widespread to all Fiskars Group operations and apply to all employee types, while the negative impact applies primarily to factories and distribution centers. The material opportunities relate to all Fiskars Group operations.

## Material impacts, risks and opportunities

### S1. Own workforce

| | Material impact/risk/opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| **Positive impacts** | **Actual positive impact** | Health, safety and wellbeing | Own operations | Significant (4) |
| | **Actual positive impact** | Fair, equitable and inclusive workplace | Own operations | Significant (4) |
| **Negative impacts** | **Potential negative impact** | Health and safety hazards | Own operations | Significant (4) |
| **Opportunities** | **Potential financial opportunity** | Talent attraction and retention | Own operations | Critical (5) |
| | **Actual financial opportunity** | Health, safety and wellbeing | Own operations | Significant (4) |



A Fiskars Group employee is a person in an employment relationship with a company belonging to Fiskars Group. The employment relationship is based on a written contract or offer between an employee and Fiskars Group, where the employee works under the company's supervision in return for compensation. Externals (such as agency workers, subcontractors or service providers) are not employed by Fiskars Group and are outside the scope of the Employment Policy. However, the employers of externals are required to fulfill the ethical standards described in the Fiskars Group Supplier Code of Conduct (SCOC).

When supervising externals, Fiskars Group's management is expected to use the same management principles, leadership guidelines, ethical and sustainability expectations and values-based behavior as with the company's own employees, in alignment with the Fiskars Group Code of Conduct (CoC).

Fiskars Group recognizes that employees in general working in manufacturing and distribution facilities, particularly those performing manual tasks and operating machinery, face an elevated risk of injury. These roles involve physical labor and equipment operation, which inherently present more demanding safety challenges compared to other work contexts. To identify those at risk, Fiskars Group is engaged directly with teams in manufacturing and distribution to understand the specific hazards they encounter. Through workplace observations, employee feedback, and safety audits, the company has gained a clear understanding of which groups are most vulnerable to harm. Employees in physically demanding roles or in regions with varying regulatory frameworks and safety standards may be at greater risk. The health and safety risks are thus higher in the regions of Asia, America and Europe, where Fiskars Group has factories or distribution centers. By focusing on these factors, Fiskars Group is better equipped to address and mitigate risks, tailoring interventions to the unique needs of these contexts. Making health and safety a primary priority has a positive impact on the workforce, and provides an opportunity to strengthen the company's existing image and attract new talent. The positive impact is amplified by Fiskars Group's efforts towards a fair, equitable and inclusive workplace, as described in *Diversity metrics*. These positive impacts relate to the company's entire own workforce, and not to any specific groups.

## Approach and policies

Fiskars Group is committed to creating a positive work environment and supporting the physical, emotional, and social well-being of its employees. To address material impacts, risks, and opportunities related to its own workforce, the company has implemented several policies designed to support these objectives. These policies are made available for all employees though our Fiskars Group intranet site or physically at the factory and distribution centers. Some policies, such as the Code of Conduct, Health and Safety, Quality or Environmental policy are introduced in online trainings mandatory for all or particular employee groups, depending on their job role.

The Fiskars Group Code of Conduct outlines the principles that guide the company's business practices, reflecting its commitment to conducting business ethically and responsibly. The code applies to all individuals within Fiskars Group, including employees, managers, directors, officers, board members, consultants, and any other personnel working under Fiskars Group. It extends across all Fiskars Group entities worldwide.

The Code of Conduct Violation Response Policy defines how the investigation of suspected code violations is conducted. The general process is described in *G1 Remediation and whistleblowing channel*.

Fiskars Group Employment Policy establishes a unified understanding of the company's core employment principles. It ensures that employees, managers, and human resources (HR) departments share consistent guidelines regarding fair and transparent employment practices across the organization. The policy covers all employment relationships between Fiskars Group companies and employees and is applicable across the organization globally. The policy outlines Fiskars Group commitment to transparent, open and honest engagement and dialogue. The policy stipulates preventing discrimination based on, but not limited to, the following characteristics:

- Gender and gender identity
- Age
- Race, including ethnic origin, nationality, or skin color
- Country of origin
- Physical or mental ability
- Health status
- Sexual orientation
- Educational and work background
- Heritage
- Marital or civil status
- Geographic location
- Religious or political beliefs
- Parental status, including pregnancy, maternity, and paternity
- Veteran status
- Any other characteristics protected by applicable laws or regulations in the regions where Fiskars Group operates

The Fiskars Group Health & Safety Policy describes the health and safety principles that all employees, directors, officers, board members, consultants and other personnel working under Fiskars Group's direction must comply with. The policy covers the health and safety of the company's employees, contractors, visitors and customers. The purpose of this policy is to:

- Ensure the safety of all employees
- Promote trust culture
- Create a culture of zero harm
- Actively engage employees and all people in the company's value chain to be proactive

Fiskars Group Recruitment and Resourcing Policy ensures fair, transparent, and consistent recruitment and selection processes across the organization. The policy aims to provide a uniform candidate experience aligned with the company's goals while upholding equality and diversity standards. It promotes equal opportunities in all hiring practices, ensuring compliance with applicable regulations.

Fiskars Group Data Privacy Policy outlines the principles governing the processing of personal data. It covers the collection, storage, disclosure, usage, retention and discarding of personal data, ensuring compliance with global data-protection standards. The policy applies to any data processing, including collection, distribution, disclosure, storage and any other use of personal data. This policy is mandatory within Fiskars Group.

Fiskars Group Travel Policy is designed to prioritize employee safety while maintaining cost-effectiveness during work-related travel. It promotes responsible and secure travel practices, ensuring a balance between safety and financial efficiency. Fiskars Group's Human Rights Statement expresses the company's commitment to upholding human rights as an integral part of responsible and sustainable business growth. The approach to human rights is outlined in the Fiskars Group Code of Conduct, Supplier Code of Conduct, Employment Policy, Human Rights Statement, and other relevant policies, emphasizing respect and equality for all individuals that the company engages with.

Fiskars Group's policies are built upon the commitment to internationally recognized human rights for the company's own workforce and workers in the value chain. In all Fiskars Group operations, fundamental labor rights must be respected, including freedom of association and collective bargaining. Fiskars Group is committed to the elimination of all forms of discrimination, forced or compulsory labor, child labor, and discrimination in respect to employment and occupation. The company is committed to adhering to the International Bill of Human Rights, UN Guiding Principles on Business and Human Rights, International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Organisation for Economic Co-Operation and Development (OECD) Guidelines for Multinational Enterprises, and the United Nations Global Compact principles. The company supports the values, freedoms, and fundamental rights promoted in these texts and is committed to continuously learning about and following the evolution of human rights.

Fiskars Group does not allow working conditions or treatment that contravene basic human rights or puts workers at safety risk. The company has zero tolerance for child labor, and safeguards vulnerable workers from abuse or exploitation, regardless of their employment contract or immigration status.  Fiskars Group ensures that its supply chain is also free of forced labor and child labor by enforcing the policies, commitments and due-diligence processes mentioned throughout this statement. The approach to ensuring Human Rights in Fiskars Group operations is further described in *G1 Business Conduct*, Remediation and whistleblowing channel.

## Engaging with the company's own employees

Understanding and responding to the voices of the company's own workforce is fundamental to creating a workplace where everyone feels valued and supported. Through consistent communication, feedback mechanisms, and specific initiatives, Fiskars Group actively involves employees in shaping their work environment. Engagement is embedded in daily operations, providing employees with clear pathways to share concerns, ideas, and feedback. The engagement with worker councils and employee representatives occur on a regular basis based on regulatory requirements and location. For example meetings are held on every second month or a quarterly basis. Human Resources department enables that the engagement and cooperation with the own workforce occurs, while the CEO with their leadership team (senior leaders) are responsible for engagement within their own organization. Employee representatives participate in regular Health & Safety committee meetings at the factories and distribution centers, to ensure dialogue on physical and mental health and safety topics.

The annual employee survey, Our Voice, is an essential part of the company's engagement with employees and improves dialogue throughout the company. The results guide decisions on where improvements are needed and helps to measure progress over time. In 2024, the engagement survey was simplified to make it easier for employees to answer and easier for line managers to interpret and work with the results. The overall engagement score during this year's survey in May 2024 was 73. Among office employees, the engagement score was 65 out of 100.

In addition, the company collaborates with labor unions and work councils to ensure that broader workforce concerns are considered in company decisions. These partnerships reinforce the commitment to fairness and mutual respect in decision making.

Regular town hall gatherings and location-specific meetings are held to ensure information sharing and open dialogue on topics that are relevant to ongoing business.

## Process to remediate negative impacts

Fiskars Group has identified a potential negative impact towards its own workforce relating to the health and safety of employees. In particular, employees who work at the manufacturing and distribution facilities doing manual work and operating machinery are at risk of injuries or accidents.

Fiskars Group is committed to achieving a zero-harm workplace and aims to achieve a zero lost time accident frequency (LTAF) by 2030, and has in place a health and safety management system, ensuring compliance with the Health and Safety Policy, ISO 45001 management system and other internal procedures. The health and safety process includes regular internal and external audits, safety walks, risk assessments, site-specific training sessions and safety committee monitoring of actions and performance. In 2024, 100% of the company's sites were covered by the management system and 84% of the Company's manufacturing sites and distribution centers were ISO 45001 certified, as a way to identify potential risks and remediate them by preventative actions.

For the past seven years, Fiskars Group has organized a company-wide annual Safety Week to engage in continued improvement of the safety culture. In 2024, the theme of the week was “We Care: Building Safety Together”, enabling team-led activities for safety-focused initiatives. These activities were aimed to enhance safety and organization across all types of workplaces.

## Actions

Fiskars Group is committed to taking proactive measures to address both negative and positive impacts on its workforce. The company prioritizes initiatives that enhance employee well-being, safety, and inclusion, while also fostering opportunities to maintain a strong company reputation. The company has dedicated health and safety resources to ensure compliance with the policy and that ongoing safety measures are complied with. The policy is owned at Global level by the Health and Safety Manager, who ensures actions via the network of health and safety teams in each location of operation.

The company has dedicated health and safety resources to ensure compliance with the policy and that ongoing safety measures are complied with. The policy is owned at global level by the Health and Safety Manager, who ensures actions via the network of health and safety teams in each location of operation. Employees, contractors, and leaders are involved in shaping safety targets to ensure they are realistic, actionable, and representative of diverse workplace needs. All employees receive training on the Fiskars Group Health and Safety Policy as part of their induction training, are actively involved in reporting and preventing safety hazards, are trained to carry out their duties, and are empowered to stop work if concerned about safety. Initial risk assessments for new machinery or work processes are carried out to identify new risks and review existing risk assessments, to determine the effectiveness of the implemented controls. All incidents are investigated and analyzed to identify opportunities to improve health and safety at work. Following any incident or observed hazard, selected measures are identified, in accordance with the hierarchy of controls to decrease or eliminate the exposure. The effectiveness of the health and safety management system is monitored via the global target of zero harm, as well as an internal target on safety observations.

Fiskars Group's company culture aims to foster a positive workplace that prioritizes inclusivity and collaboration. The company offers career-development programs, mentorship opportunities, and parental leave policies designed to support work-life balance.

The commitment is backed by dedicated resources within the HR organization and by targeted investments in workforce-related initiatives. This includes funding for safety equipment, mental health programs, and diversity, equity and inclusion (DEI) training. Specialized roles, such as DEI leaders and health and safety officers, further support these efforts.

The impact of these actions is evaluated using KPIs (see more in section Targets), including employee engagement scores, inclusion experience, diversity in leadership , and workplace safety reporting and metrics. For instance, monthly safety reports are shared among internal stakeholders, and discussed in leadership meetings and safety committees for evaluation and development actions. Workplace accidents leading to lost time decreased by 19% in 2024 as a result of ongoing actions. Regular reviews of training programs and DEI initiatives help identify areas for further improvement.

## Targets

Fiskars Group is committed to advancing positive impacts on its workforce and has set two targets focusing on social priorities, as part of the company-wide ESG targets.

## Targets

| 2024 | Target | |
|---|---|---|
| 2.5 | 0 | Zero harm with zero LTAF (Lost time accident frequency) by 2030 |
| 77 | 80* | Inclusion Experience within the top 10% of global high-performing companies |

* Current benchmark: 80 (June 2024). The benchmark score is updated every six months with the latest data and might change depending on how the global benchmark develops.

LTAF in Fiskars Group's own manufacturing units and distribution centers decreased to 2.5 in 2024 (2023: 4.6). During the year, contractor LTAF was 0 (2023: 0).

The process for setting health and safety targets is rooted in continuous improvement and engagement across all levels of the organization. Safety performance data, including LTAF, near-miss incidents, and hazard reports, is frequently reviewed to identify trends and areas for improvement. The safety target is aligned with industry best practices and global safety standards. Progress on local KPIs and global targets is closely monitored in dialogue between the local Health & Safety Committees and the Health & Safety Manager. Targets are periodically reviewed and refined to adapt to changing conditions and to drive continuous improvement.

Fiskars Group's target of being an inclusive workplace focuses on enhancing employees' inclusion experiences and fostering a workplace culture that is fair, open and inclusive. By setting this open ended target, Fiskars Group aspires to be positioned among the top 10% of high-performing companies globally in terms of inclusion.

- 2024 score: 77 (May 2024, all employees)
- Target score: 80
- Benchmark: 80 (as of June 2024), with biannual updates to align with evolving global standards

Fiskars Group aims for its leadership team to represent a diverse mix of backgrounds, and actively promotes inclusive behaviors, creating a culture of belonging throughout the organization. By serving as role models, the leaders drive daily efforts to cultivate an inclusive workplace. Internal targets have therefore been set to achieve 25% leadership representation from diverse nationalities by 2030. As of the end of 2024, 16,4% of Fiskars Group, leaders are defined come from diverse national backgrounds. At Fiskars Group we define leader's as those who are in a managerial role with a compensation grade (F-grade) set to F9 or above.

Furthermore, the company actively tracks and reports key DEI metrics on gender representation, generational diversity and nationality diversity. These metrics are analyzed across key markets, employee groups and organizational levels, including the Fiskars Group Leadership Team (FGLT), leaders, and people managers.

To advance positive impacts on its workforce, and to identify lessons and improvements, Fiskars Group primarily relies on feedback gathered through its engagement survey, Our Voice. Employee engagement is a key metric the company measures through this survey, which serves as a foundation for setting targets to enhance workplace inclusion and well-being. In the last Our Voice survey, the engagement score amongst office employees was 65 of 100, and 73 of 100 among all employees.

## Characteristics of Fiskars Group's employees

The HR department at Fiskars Group is responsible for collecting, maintaining, and reporting personnel data. A global HR system is utilized to manage HR data across all locations, ensuring consistency and comparability. To ensure the accuracy of personnel-related reporting, standardized HR-reporting principles and a structured data validation process are in place.

The people data reported in the 2024 Sustainability Statement includes employees with an employment relationship with Fiskars Group, encompassing active employees. Inactive employees – including those on leaves such as study leave, long-term sick leave, or parental leave – are not included in the reported numbers. The number of inactive employees is 3% of the total number of employees.

Head count figures are included in the report, with the data reflecting the end of the reporting period (31st of December, 2024). Detailed definitions of these figures and their calculation methods are provided within the reporting context. FTE as well as headcount information are disclosed in the *Financial Statements*, under *Notes to the consolidated financial statements – 2 Financial Performance – 2.4 Employee benefits and number of personnel.*

### Total number of employees who have left the undertaking during the reporting period

During the reporting period of 2024, a total of 1,421 people left the company. The employee turnover was 20.7%

### Number of Employees by gender

| Gender | Number of employees (head count) |
|---|---|
| Female | 3,878 |
| Male | 2,971 |
| Other | 2 |
| **Total Employees** | **6,851** |

### Number of employees in countries with 50 or more employees representing at least 10% of total number of employees

| Country | Number of employees (head count) |
|---|---|
| Thailand | 1,156 |
| Finland | 1,042 |
| Indonesia | 804 |

### Information on employees by contract type and gender

| Contract Type | Female | Male | Other | Total |
|---|---|---|---|---|
| Number of employees (head count) | 3,878 | 2,971 | 2 | 6,851 |
| Number of permanent employees (head count) | 3,245 | 2,828 | 2 | 6,075 |
| Number of temporary employees (head count) | 345 | 110 | 0 | 455 |
| Number of non-guaranteed hours employees (head count) | 288 | 33 | 0 | 321 |

### Information on employees by region

| Contract Type | Europe | Asia-Pacific | North America | Total |
|---|---|---|---|---|
| Number of employees (head count) | 3,303 | 3,033 | 515 | 6,851 |
| Number of permanent employees (head count) | 2,956 | 2,607 | 512 | 6,075 |
| Number of temporary employees (head count) | 258 | 194 | 3 | 455 |
| Number of non-guaranteed hours employees (head count) | 89 | 232 | 0 | 321 |

## Diversity metrics

Top management entails the CEO of the company and the other members of the Fiskars Group Leadership Team.

### Gender distribution in number and percentage at top management level

| Gender | Head count | Other |
|---|---|---|
| Male | 4 | 66.7% |
| Female | 2 | 33.3% |
| **Total** | **6** | **100.0%** |

### Number and percentage of employees (head count) per age group

| Age group | Headcount | Distribution |
|---|---|---|
| Under 30 years old | 1,033 | 15.1% |
| 30-50 years old | 3,764 | 54.9% |
| Over 50 years old | 2,054 | 30.0% |
| **Total** | **6,851** | **100.0%** |

## Adequate wages

Fiskars Group pays adequate wages in all countries where the company operates. The company uses Mercer market data to follow both competitiveness and level adequacy. Fiskars Group is committed to ensuring fair and competitive compensation for all employees, combining base salary, incentives, benefits, and non-monetary rewards such as learning and career development opportunities. The company offers competitive base salaries tailored to geographic location, level of responsibility, experience and performance. Fiskars Group's pay-for-performance approach ensures exceptional performance is rewarded with higher compensation.

The company prioritizes non-discrimination in pay, with compensation determined based on job performance and responsibility, regardless of gender, age, ethnicity or other personal characteristics. The company regularly monitors the labor market, participates in salary surveys, and adjusts its pay structures to stay competitive. In 2024, many employees received salary increases based on performance.

Many employees are covered by an annual performance-based short-term incentive plan or by other performance-based incentive schemes such as sales, retail or production plans. Incentives are provided through annual performance-based short-term plans, linked to both individual and company performance. More information can be found in the Report by the Board of Directors and in the Remuneration Report.

## Health and safety (metrics)

Fiskars Group has an occupational health and safety management system covering 100% of its employees, and 84% of its factories and distribution centers are ISO 45001 certified.

| | 2024 | 2023 | 2022 |
|---|---|---|---|
| Total recordable work-related accidents | 50 | 52 | 59 |
| Rate of recordable work-related accidents[1] | 4.9 | 8.5 | 7.4 |
| Fatalities as a result of work-related injuries | 0 | 0 | 0 |

[1] The rate of recordable work-related accidents is calculated as the number of recordable work-related accidents per one million hours worked. The number of working hours is based on the actual working hours reported by the company's own factories and distribution centers. Hence the recordable work-related accidents rate is calculated for these only.

Fiskars Group does not collect and report data on work-related ill health cases due to legal prohibitions. Data regarding work-related ill health is not reported due to GDPR constraints.

## Accounting policies

Incident data is scoped and consolidated at the company level, ensuring that Fiskars Group accounts for 100% of injuries across all operations, including factories, distribution centers, retail locations, and offices. Fiskars Group utilizes a safety reporting tool for collecting all accidents, near misses and safety observations. The tool is available for all Fiskars Group employees.

Recordable work-related injuries include all workplace accidents except those that require first-aid treatment. These accidents include all lost time accidents, accidents leading to restricted work, or transferred job and medical treatment cases.

Employee and health and safety metrics are not continuously verified by external partners, but are included in internal quality, environment, health and safety management sytem audits.

## Compensation metrics (pay gap and total compensation)

The gender pay gap for year 2024 for all employees in Fiskars Group is 3,1 %.

This is calculated as the difference of average base pay levels between female and male employees, expressed as percentage of the average pay level of male employees.

The annual total renumeration ratio of the highest paid individual to the median is 18,7. This is calculated as the ratio between the highest paid individual's base salary and the median base salary for all employees (excluding the highest-paid individual).

3. Social disclosures

# ESRS S2 Workers in the value chain

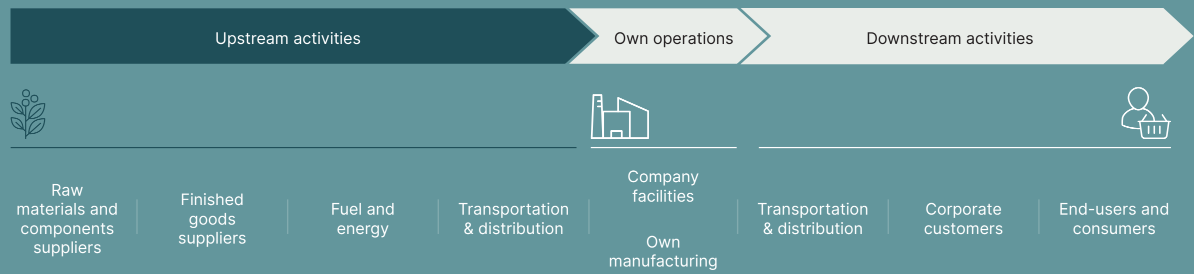
## Introduction to the topic

The DMA completed in 2023 indicated a potential significant financial risk in Fiskars Group's upstream value chain in certain high-risk countries of sourcing. Potential risks relating to working conditions, working hours or employment conditions for migrant workers could be present due to certain sourcing activities taking place in countries with elevated risk. The potential human rights risk in the value chain, upon which the Company's business model is built, could cause a financial risk by having to switch supplier or disrupt the operations temporarily. These risks are likely to grow as new requirements and expectations arise in the future. Potentially vulnerable workers that would be considered in preventative and mitigating measures would be young workers, female and pregnant workers, or migrants.

## Material impacts, risks and opportunities

### S2. Workers in the value chain

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| Risks | **Potential financial risk** | Human rights risks in the value chain | Upstream | Significant (4) |



## Approach and policies

Fiskars Group complies with all relevant labor laws and regulations in the countries where it operates. In all Fiskars Group operations, fundamental labor rights must be respected, including freedom of association and collective bargaining. The company's commitment to internationally recognized human rights is further detailed in the section *S1 Own workforce*, under *Approach and policies*.

The Fiskars Group Supplier Code of Conduct outlines the standards that all suppliers and partners must meet to do business with Fiskars Group. The Supplier Code of Conduct is described in *Business Conduct*, *Management of relationships with suppliers*. The Supplier Code of Conduct is implemented through supplier engagement and audits. The Supplier Code of Conduct states that business consequences will be applied if a supplier fails to meet the minimum compliance level. The Supplier Code of Conduct implementation process describes the steps taken when an audit results in a fail. Such cases are escalated to Sourcing leadership for a decision on business consequences or business termination.

Fiskars Group's Code of Conduct Violation Response Policy defines how investigation of a suspected code violation is conducted. The policy complies with the EU Whistleblowing Directive (EU) 2019/1937 and applies to all Fiskars Group employees and all Fiskars Group companies worldwide. Furthermore, the Fiskars Group Supplier Code of Conduct specifies that if a supplier fails to meet the minimum compliance level, Fiskars Group will apply business consequences and may disqualify the supplier.

## Engaging with value chain workers

Stakeholder engagement is an integral part of Fiskars Group's due diligence, and input from stakeholders, including value chain workers, is important to reviewing the alignment with and performance of the company's long-term targets and commitments as an ethical company. Fiskars Group engages with direct suppliers and workers through site visits, annual supplier days, questionnaires, training and the program following the audit process. The company expects all business partners and their sub-contractors to be governed by the same or similar principles stipulated in the Fiskars Group Code of Conduct, including expectations to engage with stakeholders. In supplier audits, the auditor interviews selected workers at the supplier's premises to verify the supplier's compliance. Worker interviews during audits impact the audit result, and the audit result impacts Fiskars Group's business decisions in relation to the supplier. The audits and worker interviews are conducted on a regular basis by either an internal supplier sustainability auditor or by third-party auditing parties. The skilled auditors are required to select workers for interview based on risk mapping of the supplier, type of business and workers employed, including potentially vulnerable workers, as well as visually observing the workers on site.

Monthly Supplier Code of Conduct reports are compiled based on the findings and conclusions of the audits, including input from value-chain-worker interviews, and shared internally with Fiskars Group's Sourcing and Supply Chain leadership teams to provide information for decision making and adjustments. The findings and input are also integrated into preparations for internal audits and ERM processes, which further inform the Fiskars Group Leadership Team's decisions and overall strategy. The effectiveness of engagement with workers in the value chain is measured via the targets of the Supplier Code of Conduct process, which are set to ensure mitigation of the risk identified.

The Fiskars Group ethics and compliance helpline and the various hotlines, provided by an external partner, are open to suppliers and business partners, to ensure an open access to express concerns.

## Remediation

Remediation to human rights breaches identified via the Ethics & Compliance Hotline, is enabled and managed by the Legal team, as described in G1 Business Conduct, Remediation and whistleblowing channel. In cases of SCoC audit findings and non-conformances, Fiskars Group closely follows up in order to ensure that the supplier has met the minimum compliance level and to encourage them to work towards better levels. Follow-up audits are conducted, and worker interviews are included in the audits when required, to verify suppliers' corrections and improvements. A Supplier Code of Conduct email account is open for contacting the Fiskars Group audit team to report misconduct, as instructed in the Supplier Code of Conduct. The email account is mentioned and explained in the Supplier Code of Conduct's visualized version, which is published on Fiskars Group's external website. Suppliers shall ensure that the reporting channels are communicated to their employees. The Fiskars

Group audit team investigates any concern raised and discusses findings with the supplier. The supplier shall assist with any such investigation and provide access to any information reasonably requested. If remediation is required, the supplier will create and inform Fiskars Group of their corrective action and implementation plans and timeline to effectively and promptly resolve the breach. It is important to the company, that the workers throughout the value chain trust the process, if they have concerns to report. Fiskars Group therefore evaluates the feedback from workers and the outcome of the process itself during regular SCoC and ISO management meetings. Further, the Fiskars Group Ethics & Compliance process includes evaluation of feedback from reporters and of the process itself. During the reporting year, no misconduct was reported to the Supplier Code of Conduct email account, and no human rights breaches were found during the year's audits.

## Actions

To manage the risks identified, firstly all suppliers and service providers to Fiskars Group are required to sign the Fiskars Group Supplier Code of Conduct prior to entering a business relationship with the company, and are submitted to the Supplier Code of Conduct assessment program. New suppliers are checked in a due-diligence process prior to new vendor approval and are Supplier Code of Conduct audited prior to their approval as a supplier to Fiskars Group.

The Sourcing team and dedicated Sourcing Sustainability Manager are responsible for the oversight of the actions and compliance with the SCoC policy. The performance of the suppliers is monitored continuously via Supplier Code of Conduct audits, designed, maintained, and updated by the lead auditor. An audit priority formula is applied, including the latest audit results, country risk, and industry risk. The audits are performed by Fiskars Group auditors or by appointed external auditors. The overall result of such an audit is determined both by zero-tolerance violation and the audit score. Fiskars Group applies business consequences to the supplier based on the latest Supplier Code of Conduct audit result. Any zero-tolerance findings lead to a failed audit result, regardless of the overall score, and the deviation process and business consequences for any current supplier with a failed audit result will be initiated. The audit results are reviewed and confirmed by the lead auditor, and non-conformities and findings are stipulated for a corrective action plan, supplier corrections and potential follow-up audits. Any potentially new suppliers with a failed audit result will be rejected as suppliers. During the reporting year 2024, 81 audits in total were performed by Fiskars Group auditor and 3rd party auditor. No supplier relationships were exited due to Zero Tolerance findings, while 2 workshops were held with suppliers in Asia. Further, during 2024 Fiskars Group became member of SEDEX and AMFORI platforms and utilized the platform resource in the supplier management.

During seasonal ramp up, introduction of new business models or new ways of delivery to customers and consumers, the company aligns plans with suppliers to ensure common agreement on capacity and resources.

Fiskars Group is committed to collaborating with suppliers and the workers in the value chain to set ambitious goals and monitor positive improvements. The Supplier Code of Conduct auditors publish materials, provide training sessions, and host workshops with internal and external stakeholders about the Supplier Code of Conduct and its implementation. The lead auditor is responsible for these in terms of planning, resource allocation, and coordination. The auditors actively identify improvement opportunities for suppliers on any topic mentioned in the Supplier Code of Conduct. The assigned auditor provides support to a supplier upon such opportunities and at the supplier's request. The lead auditor monitors actions and initiatives in dialogue with the suppliers and in worker interviews during visits, and includes this in the regular updates and reporting shared with the leadership teams.

Human rights and other ESG- and sustainability-related topics, are included in the annual ERM process, to ensure that risks related to human rights are identified and assessed, and that control measures are set. In 2024, the ESG risk list of the risk assessment tool was reviewed and updated to ensure that the risk types reflect Fiskars Group's current operational and strategic environment.

## Targets

Fiskars Group ensures risk mitigation and drives improvement by setting annual supplier sustainability targets. KPIs are set to measure Supplier Code of Conduct performance relating to percentage of annual spend placed with low-risk suppliers for finished goods. During the reporting year, two targets were set to monitor performance and drive actions.

The first KPI relates to finished-goods spend with low-risk suppliers. The annual global spend with suppliers either from low-risk countries or receiving a low-risk result in the latest audit is set at 80%. This is the percentage of annual global spend with suppliers either a) from low-risk countries or b) who received a low-risk result in the latest audit. Below 'low-risk', the results can be 'medium risk', 'high risk', or 'fail'. Medium risk is also acceptable, depending on supplier-improvement actions which are closely followed by the lead auditor.

The second KPI relates to 'fail' audit results resulting from a zero-tolerance finding due to a score below 60% and/or any zero-tolerance finding. The target level for this KPI is always zero.

Both KPIs are updated monthly and the updated result is shared in business reviews with the Supply Chain leadership teams.

3. Social disclosures

# ESRS S4 Consumers and end-users

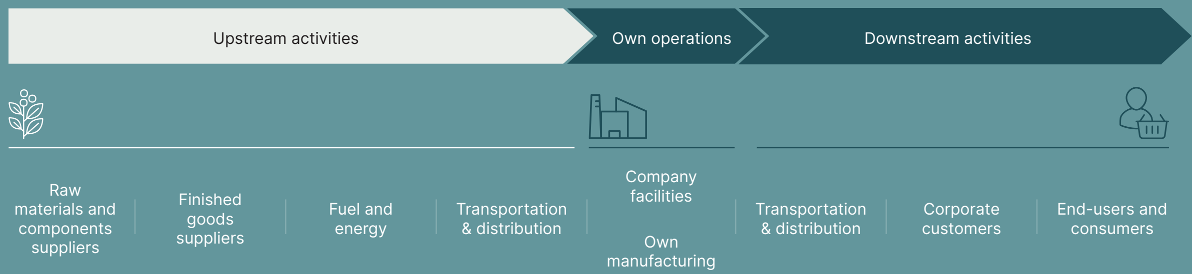
## Introduction to the topic

The key findings of the company's DMA in 2023 regarding consumers and end-users, indicating positive impacts, financial risks and opportunities, are integral to and originate from the main purpose of Fiskars Group – to design safe-to-use, high-quality products. The impact, risks and opportunities arise primarily in own operations and downstream value chain. The company's business model is built upon and dependent on consumers and end-users. Any potential negative impacts on the reputation of the company's products or services could deteriorate business performance, while trust in products and/ or services can bring business benefits, such as increased sales or widening of the future consumer base. Negative impacts and risks may also arise from issues with products (such as food contact products), however, the likelihood for serious impacts is considered small due to focus and standards on product quality and safety, and thus not material in this context. The risks, impacts and opportunities identified in the DMA are therefore directly linked to the company's dependency on Consumers and

## Material impacts, risks and opportunities

### S4. Consumers and end-users

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| Positive impacts | **Actual positive impact** | Product safety | Own operations<br>Downstream | Critical (5) |
| | **Potential positive impact** | Durable, high quality products | Own operations<br>Downstream | Significant (4) |
| Opportunities | **Actual financial opportunity** | Company reputation | Own operations<br>Downstream | Critical (5) |
| | **Potential financial opportunity** | Demand for sustainable products | Own operations<br>Downstream | Significant (4) |
| Risks | **Actual financial risk** | Communications and labeling | Own operations<br>Downstream | Critical (5) |



End-users. The risks, impacts and opportunities are not identified to apply specifically to vulnerable groups of consumers and end-users, but rather apply broadly. The actions derived from engagement with consumers and end-users are factored into the strategy planning and review of business models in both Fiskars Group's Business Areas.

Through its portfolio of safe and high-quality products, Fiskars Group has the potential to assert positive impacts on consumers and end-users and to promote consumer well-being by minimizing the risk of accidents, injuries or health issues associated with the products. Another positive impact is asserted by the durable and high-quality design that promotes sustainable consumption patterns by reducing the frequency of product replacements.

The assessment identified a financial risk related to the potential failure to adopt responsible marketing and sales practices. This highlights the need for substantiated claims, certifications, and effective communication about the company's sustainability efforts. At the same time, the growing consumer demand for sustainable products presents a significant opportunity, as the company's durable and high-quality designs support sustainable consumption patterns.

Consumer research and engagement is provided to the Business Areas for adjusting product and marketing strategies in future product development. The preferences, interests, view and rights of the consumers and end-users are integrated into strategic business decisions and mitigating actions through quality management reviews, where customer, feedback and key trends are addressed. Test bodies, product organizations and industry networks are monitored for insights. This approach ensures that consumer and end-user needs and expectations are consistently integrated in order to enhance product quality, safety and overall consumer experience. All business and marketing plans are generated with consumer insights at heart, and wherever possible, both products and marketing assets are tested with consumers ahead of launch to ensure inclusion of consumers expectations.

Fiskars Group's brands are present in more than 100 countries in Europe, the Americas and Asia-Pacific. The company serves wholesale customers as well as consumers and end-users directly through its own stores and e-commerce platforms. Fiskars Group's customer profile is diversified with no single customer accounting for over 5% of total net sales.

All types of consumers and end-users are thus or may be subject to material impact via the use of Fiskars Group's products, including first-time consumers, repeated consumers, loyal consumers, and consumer segments typical to the brands. Where identified in the company's impact assessment, affected groups are in scope of the reporting. The actions to seize the opportunities are further informed by segmentation data, national reports and surveys highlighting consumer needs and expectations for product categories.

Given the nature of the product portfolio of Fiskars Group's two Business Areas, Fiskars and Vita, consumers depend on data security and privacy, which is built into all Fiskars Group's operations by design and default through policies, instructions and processes. Labelling and product information is provided in accordance with compliance and consumer expectations, to ensure that consumers have access to the durable, functional, safe, and aesthetic products that consumers and end-users expect.

The opportunity to offer safe, high-quality products is at the core of Fiskars Group's strategy. The company strives to ensure that its products meet the highest standards for product quality and durability. Risk assessment is an integral part of each new product-development process, ensuring product and packaging compliance. Substances of concern that could potentially harm the environment or human health are identified, and actions are structured to reduce or eliminate their use. Customer and consumer feedback is systematically analyzed and used to drive continuous improvement. Staying close to customers and consumers is the primary method of determining and understanding their requirements and expectations. Product risk assessments and compliance reviews are integral to sourcing and manufacturing processes, ensuring safety and regulatory adherence at both local and international levels. These assessments reinforce the company's commitment to consumer safety and support the high-quality standards embedded in the strategy, as well as taking into consideration the brand factors while evaluating service-level commitments.

## Approach and policies

At Fiskars Group, it is a priority to offer products and services that meet or exceed the expectations of consumers and customers. Fiskars Group aims to excite consumers and continue to be a trusted partner to customers and consumers, while ensuring that its products meet their requirements in terms of durability, functionality, safety, sustainability and visual quality. The company holds a deep commitment to quality as being vital to its vision of creating a positive lasting impact on people's quality of life, and its purpose of making the everyday extraordinary. This commitment is implemented via numerous company-wide policies. The Fiskars Group commitment to human rights, detailed in *S1 Approach and Policies*, extends also to the downstream value chain, including the consumers and end-users of Fiskars Group's products and services. The commitment to this stakeholder group is core to the Fiskars Group Code of Conduct, outlining the ethical principles which everyone in the company is expected to uphold. The Fiskars Group Quality Policy articulates the commitment to Fiskars Group's customers and consumers, while defining the company's approach and providing a common framework for quality management and the communication of quality practices. This policy enables the company to offer a positive impact, mitigate potential risks and seize opportunities provided by the company's portfolio. It is executed in everyday work, supported by the company's values, strategic priorities and purpose.

The company's commitment to quality is conducted through its internal management system. Engagement with customers and consumers is the primary method of determining and understanding the requirements, expectations and potential or actual impacts. These are determined, understood and converted into requirements, and processes are designed to meet or exceed these requirements.

The Fiskars Group Environmental Policy describes the environmental principles that are essential to the development and production of the company's products. This policy supports the company's sustainability commitment, provides the framework to manage potential or actual environmental impacts and mitigate the risks. By increasing environmental awareness within the company, the policy supports decision making to deliver on the company's ambition to offer safe and durable products and seize the opportunity to develop global sustainable practices for product and packaging design.

The Fiskars Group Guideline for Recycled Plastics has the objective of promoting the use of recycled plastic without compromising the chemical compliance of the final product, given that special attention needs to be paid on the use of environmental claims such as claims on recycled content. The guideline defines the specific requirements for recycled plastics to guide decision makers towards increased use of recycled plastics.

The Fiskars Group Product Recall Policy is designed to guide Fiskars Group in the event of a potential compliance issue in the marketplace. The objective is to protect the customer and ensure compliance with the relevant product-safety regulations, and provide a swift and controlled process to ensure the safety of consumers and end-users.

Fiskars Group is fully committed to responsible marketing and communication. The Fiskars Group Marketing Policy defines the basic principles for all marketing communications throughout Fiskars Group, as marketing and communications help to inform consumers and end-users about the benefits of Fiskars Group products and services, and engage with consumers on issues that matter to them. The policy applies to all marketing activities and communication formats, such as television, radio, online and direct marketing, shopper marketing, packaging, events, trade sales and other professional promotions and communications.

The policy outlines the company's commitment to only making claims and statements which are legal, decent, honest, and truthful and which do not include misleading facts or statements, as well as respecting human dignity, and not inciting or condoning any form of discrimination, including that based upon race, national origin, religion, gender, age, disability, or sexual orientation. The policy follows the International Chamber of Commerce (ICC) Framework for Responsible Environmental Marketing Communications in assuring that all environmental claims in marketing are clear and appropriately substantiated by sound scientific evidence.

Fiskars Group Privacy Policy discloses how the company processes personal data. Fiskars Group is committed to conducting responsible and professional engagement with consumers and end-users, by ensuring that the human-rights aspects of data privacy are respected, and that legal and contractual data-privacy requirements are complied with throughout the organization, in respect of consumers, end-users, customers, and other visitors who use the company's websites or engage with the company in other channels.

The Fiskars Group Code of Conduct outlines Fiskars Group's purpose to pioneer design and to make the everyday extraordinary by living the company values, while maintaining the reputation of its iconic brands and growing the business sustainably and with integrity. The Fiskars Group Code of Conduct requires all employees or other persons working under Fiskars Group's direction to report any suspected violations to their manager, HR, the Legal and Compliance function, or through the anonymous written ethics and compliance helpline or calling the anonymous ethics and compliance hotline numbers. The purpose of the Fiskars Group Code of Conduct Violation Response Policy is to define how the investigation and potential remediation of suspected code violation is conducted, in compliance with the EU Whistleblowing Directive (EU) 2019/1937. Further description can be found in G1 Business Conduct, Remediation and whistleblowing channel.

## Engaging with consumers and end-users

Engagement with the consumers and end-users of Fiskars Group's products and services is owned by the Business Area and takes place in continued communication that informs decisions from initial product scoping to new product development, marketing and claims, or consumer service communication. While some steps of the process are mandatory, others depend on the specific need. The insights engagement takes place in an ad-hoc fashion, predominantly prior to the design or mitigation phase 1-2 times per month, and is conducted according to requirements to protect data privacy. The aim is to include participants of different nationalities in the research to ensure all voices are heard, and to provide data in disaggregated views to see nuances among consumers and end-users. The creative product portfolio includes products for children and requires segmentation accordingly, to ensure insights into safety measures and the required durability.

During initial product scoping, consumers and end-users are typically engaged, in person or via proxies, through research agencies or survey subscription tools based on research objectives for the development need. Stakeholders are engaged to provide input relating to the development project to ensure a positive, safe, and high-quality product experience for the consumer and end-user, as well as capture expectations towards product qualities in terms of sustainability claims, labelling or other features. The consumer perspectives may directly influence the product design, whether by adding, changing, or removing features of the final product. The input from the engagement is analyzed and influences product development decisions and communications in the new product development steps.

Product safety and quality decisions are an integral part of the new product development process within the Quality functions of the Business Areas. These decisions are informed by the analysis from the initial product scoping and conclusions and learnings from market-claims reports, and any corrective actions are then taken. Customer claims handling and root cause analysis, which take place monthly, feed into continuous improvements and mitigating activities. Annual management reviews from Fiskars Group's ISO 9001, 14001 and 45001 certifications further summarize and inform the decision making for product development.

Labelling and other compliance requirements are considered as part of the New Product Development process, including marketing and communicative decisions in line with the Fiskars Group Marketing Policy. Input from consumers and stakeholders during the market surveys influence the communications, to ensure that product claims and communications are clear and easily understood. Another aspect considered in the marketizing of the products is that the perspective of product size in imaging is realistic and provides a correct impression of the products. Effectiveness of engagement is measured with the target of claims rates.

Once the product has been marketed, consumers and end-users engage and provide feedback via the Fiskars Group social media channels, where questions and feedback are channeled to the Business Unit owning the product or to Consumer Service, under management of the Consumer Care Director who handles communication directly with the consumers and end-users for both BA Vita and Fiskars. Consumers and end-users can reach the company via phone, email or websites and all contacts are registered in the case management system, from which a response, care guide or safety instructions are provided. Summaries are also provided to the Business Units monthly. As a pilot initiative in selected markets, consumer care engagement with consumers and end-users is assessed via a Net Promoter Score survey, sent to consumers after resolving their inquiry.

## Remediation

Fiskars Group is committed to conducting its business in an ethical and responsible manner, complying with laws and regulations, and tolerating no violations of the Fiskars Group Code of Conduct or Fiskars Group Policies. To ensure channels for reporting concerns and grievances, consumers and end-users can submit concerns to the company anonymously by writing to the ethics and compliance helpline or calling the anonymous ethics and compliance hotline numbers. During 2024, no severe human rights breaches or incidents connected to consumers and end-users were reported via the Ethics & Compliance Hotline, or Consumer Service. Details of the process, including tracking and monitoring of the effectiveness of the channels, is described in the *G1 Business Conduct*, *Remediation and whistleblowing channel*.

Furthermore, Fiskars Group's consumers and end-users can reach the staff of Fiskars Group Consumer Care services via phone, email, and web form, where the competent consumer care team ensures that all consumer and end-user inquiries or concerns are addressed and answered, with input from the appropriate function. Social media are monitored for consumer and end-user contact, which is referred to consumer care for handling, while the staff in Fiskars Group stores can receive inquiries and concerns and direct people to the appropriate function for handling.

Product-safety claims are handled by the Business Areas, where any claims are handled and analyzed under the specific targets set for claims. The customer care team monitors case-closure rate and first-contact resolution to ensure optimal effectiveness for the consumer and end-user.

Data privacy is built into all Fiskars Group's operations by design and default. The Fiskars Group Consumer Privacy Policy is available on the company's website, and is linked to from all relevant brand-specific websites to detail how Fiskars Group handles and protects its consumers' and end-users' personal data, and how they can raise possible concerns or report breaches. Effectiveness is, among other methods, measured in key markets via the customer-care Net Promoter Score survey, if consumers contact consumer service to understand or express concern about the data-privacy policy.

## Actions

With the core purpose to pioneer design, it is vital for Fiskars Group to design products of timeless, purposeful and functional beauty, while driving innovation and sustainable growth. Product design and life-cycle management as a concept have been incorporated into Fiskars Group's processes, through the circular economy as well as in terms of new materials and innovation. Consumer surveys help to refine the strategy for future planning. These surveys vary from brand to brand, and are conducted by Consumer Insights teams, focusing on specific products or experiences. Existing consumers and end-users are offered the opportunity to provide feedback or participate in interviews, which is then consolidated into insights that the Business Area teams can act upon.

Fiskars Group aims to ensure that its products exceed the high standards of durability, functionality, safety, and aesthetic quality that its customers expect. The Business Areas' management teams and Quality and Compliance teams are responsible for managing the material positive impact of ensuring safe-to-use and high-quality products. To ensure the continued positive impact of Fiskars Group's product portfolio, consumer survey feedback is collected and integrated into solution design and communications, while opportunities identified are integrated with future strategy and product development. Horizon scanning and collaborations further support the identification of opportunities in product development, safety facets and compliance. Risk assessment is an integral part of the new product development process, ensuring safety compliance and product and packaging quality.

Customer and consumer feedback is systematically analyzed and used to drive continuous improvement. Staying close to Fiskars Group's customers and consumers is the primary method of determining and understanding their requirements and expectations. Based on consumer feedback and the insights analysis performed, the input is applied to update processes, new product design methods, website information and provided services, to ensure insights are integrated into the company's continuous improvement.

Risk mitigation in relation to green claims, labelling and responsible marketing practices relies on compliance at product level and sound marketing practices. The Fiskars Group Marketing Policy defines the basic principles for all marketing communications, and the Compliance and Marketing teams jointly ensure that all marketing and communications comply with the relevant local laws and regulations, in addition to what is stated in the policy.

The Business Area's Compliance teams monitor labelling and marketing requirements for the different markets to ensure that the product is launched with the required and expected product information.

Any consumer and end-user contacts to the consumer care service are directed back to the Business Areas to ensure integration with future development projects.

## Targets

Fiskars Group is against throwaway culture, and develops circular solutions to extend the joy its products and services bring, and to minimize the strain on the planet. The ambition is supported by a group wide target on circular economy, which equally supports the opportunity to meet the increasing demand for durable and sustainable products, as well as maintain a strong company reputation. The target and performance are disclosed under the *E5 Resource use and circular economy standard*.

To measure performance on quality, product safety and labelling compliance, quality, compliance and service level targets are set under the Quality Management System, monitored via monthly reporting and evaluated in the Supply Chain Management Team in annual Management Reviews. Fiskars Group does not disclose these targets, as they are internally set and managed.

Sustainability Statement

# 4. Governance disclosures



## 4. Governance disclosures

# ESRS G1 Business conduct

## Introduction to the topic

This section includes disclosures on business conduct and corporate culture topics, remediation and whistleblowing, as well as supplier relationship management.

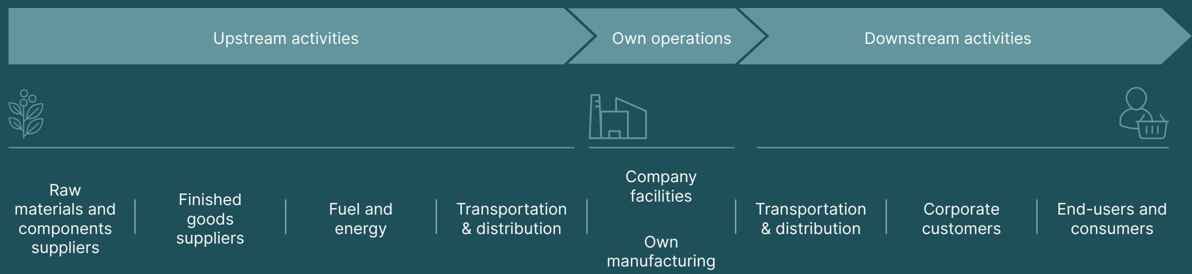
## Business conduct policies and corporate culture

Fiskars Group's purpose is to pioneer design to make the everyday extraordinary: for its own people, its customers, consumers, business partners and other stakeholders. The purpose will be achieved by living the  values, maintaining the company's reputation and iconic brands, and growing the business sustainably and with integrity. In order to enhance legal and regulatory compliance, Fiskars Group has implemented various compliance programs, policies, processes, and for example a mandatory Code of Conduct training program for all employees. The Code of Conduct and related training program are to be complied with by everyone within Fiskars Group,

## Material impacts, risks and opportunities

### G1. Business Conduct

| | Material impact/Risk/Opportunity | | Value chain phase driving impact | Score |
|---|---|---|---|---|
| **Positive impacts** | **Actual positive impact** | Comprehensive policies | Upstream<br>Own operations | Significant (4) |
| **Opportunities** | **Actual financial opportunity** | Integration of sustainability | Own operations | Significant (4) |
| | **Potential financial opportunity** | Robust corporate culture | Own operations | Significant (4) |
| **Risks and opportunities** | **Potential financial risk and opportunity** | Sustainability- driven publicity | Own operations<br>Downstream | Significant (4) |



including employees, directors, officers, board members, consultants, other personnel working under Fiskars Group's direction, and all companies belonging to Fiskars Group even when the Code requires a Control systems higher standard of behaviour than what is required by national law and local regulation.

Fiskars Group's leaders and managers at all levels have an increased responsibility to abide by and uphold the Code of Conduct and assist employees in doing the same, clarifying issues, acting as role models, and providing further information when necessary. Fiskars Group also expects that all its business partners and customers, and their sub-contractors, are governed by the same or similar principles stipulated in the code. The Legal & Compliance function monitors compliance with the Code and provides support when needed.

To implement Fiskars Group's sustainability approach, certain ways of working are followed, focusing on operating in a unified way throughout global operations. The roles and responsibilities are explained further in the *Governance* section of this report. Fiskars Group's policies and standards communicate the company's values and culture and provide clarity and structure for the way to conduct business. They are an important part of Fiskars Group's internal governance process

Fiskars Group believes in leadership based on values, where personal beliefs are in alignment with those shared together as one Fiskars Group team. The company's values are: creating change, celebrating the everyday, and growing with compassion.

In today's world, organizations are in a constant state of evolution. To help people thrive in this challenging environment, leadership skills must be continually developed so that those who guide are able to meet business needs while attracting, supporting, inspiring and retaining talented people.

## Management of human rights

Fiskars Group does not allow working conditions or treatment that contravene basic human rights or puts workers at safety risk. The company has zero tolerance for child labor, and safeguards vulnerable workers from abuse or exploitation, regardless of their employment contract or immigration status. Fiskars Group ensures that its supply chain is also free of forced labor and child labor by enforcing the policies, commitments and due-diligence processes mentioned throughout this statement.

The Fiskars Group Board of Directors holds ultimate responsibility for ensuring that human rights are respected across the company.

The Chief Executive Officer (CEO) is tasked with overseeing the implementation of these principles. Day-to-day operations regarding the identification, assessment, mitigation, prevention, monitoring, and reporting of human rights risks are managed by the company's global functions and Business Areas.

The Internal Audit team helps Fiskars Group accomplish its business objectives by bringing a disciplined systematic approach to evaluate and improve the effectiveness of risk management, controls, and governance processes. To ensure the independence of the Internal Audit activities, VP Group Internal Audit reports administratively to the CEO and functionally to the Audit Committee.

Compliance with the commitment towards human rights in the company's own operations and value chain is integrated into the management system of Fiskars Group operations, and communicated and monitored via the internal Code of Conduct and the Supplier Code of Conduct. Awareness training sessions are conducted regularly with the Code of Conduct, as are DEI trainings. Human-rights topics are included in the annual ERM process. This ensures that risks related to human rights are identified and assessed, and that control measures are set.

Fiskars Group's Code of Conduct Violation Response Policy defines how investigation of suspected code violations is conducted, and how any potential remediation determination process is conducted. The policy complies with the EU Whistleblowing Directive (EU) 2019/1937 and applies to all Fiskars Group employees and all Fiskars Group companies worldwide.

## Remediation and whistleblowing channel

Fiskars Group is committed to ethical business practices and compliance with all applicable laws and regulations, demonstrating no tolerance for violations of the Fiskars Group Code of Conduct or internal policies. Fiskars Group code of conduct includes sections about anti-bribery and corruption and the Code of conduct violation Response Policy and process is applied all suspect violation cases.

Fiskars Group has implemented a global Code of Conduct Violation Response Policy, which complies with the EU Whistleblowing Directive (EU) 2019/1937. The Code of Conduct Violation Response Policy provides clear procedures for investigating suspected violations and applies to all employees and entities within Fiskars Group. The policy defines how to report suspected code violations, what is considered a code violation, the confidentiality of reporting, prohibition of retaliation acts and freedom of liability, the rights of the subject of investigation, consequences of malicious reports, assessment of the report, investigation principles and post-investigation actions, including result reporting.

Employees can report suspected violations through multiple channels, including their manager, HR, and the Legal & Compliance function, as well as an anonymous Ethics & Compliance helpline. In addition to the anonymous written reporting channel, the company has country-specific anonymous hotline numbers available in regions where it has manufacturing units, distribution centers, or significant suppliers. Both the ethics and compliance helpline and the various hotlines are provided by an external partner, NAVEX WhistleB, to ensure anonymity. These anonymous third-party channels are also open to suppliers and business partners. Reports are responded to within seven days of filing, and all reported cases are handled confidentially and investigated by the Legal and Compliance function. Depending on the case, other relevant functions such as HR are engaged in the investigation.

Fiskars Group communicates reporting channels and investigation principles for suspected code violations to all employees, including supervisory bodies, through comprehensive online and classroom Code of Conduct training. This mandatory training is updated and conducted biennially for all Fiskars Group employees, including office, operative, and retail personnel. The completion rate for the 2024 training is 91.6%.

To ensure easy access to reporting channels, a direct link to the anonymous ethics and compliance helpline is clearly displayed on the company intranet landing page, along with dedicated intranet pages that provide detailed information on reporting channels and related procedures. Posters for the Ethics & Compliance Hotline are displayed in manufacturing units and distribution centers to reach employees without regular computer access. These posters include a QR code for the anonymous ethics and compliance helpline and local toll-free hotline numbers. Reporting channels are also outlined in local employee handbooks.

For external stakeholders, including third parties, suppliers, and business partners, reporting channels are published on the Fiskars Group website and in the Supplier Code of Conduct.

All reported cases, including investigation actions, conclusions, potential consequences, and agreed corrective measures, are submitted quarterly to Fiskars Corporation’s Ethics Advisory Group and the Audit Committee. The Ethics Advisory Group conducts follow-up reviews on a quarterly basis to ensure proper oversight and resolution.

Fiskars Group maintains a zero-tolerance policy against any form of retaliation towards individuals who report suspected violations in good faith. Throughout the entire process, the company safeguards the confidentiality of both the reporting person and the subject of the investigation. This approach adheres to legal protections and upholds the principle of presumption of innocence.

### Total number of reported cases

During 2024, Fiskars Group had a total of 46 reported misconduct cases. 21 reports were made anonymously through the ethics and compliance helpline and hotlines, 8 cases were received via management, 11 cases were received via HR, and 6 were reported via the compliance email address. The reported cases related to leadership issues, unethical behavior, misuse of employee benefits, breaches of policies and guidelines, discrimination, bullying, harassment, conflicts of interest, health and safety, fraud, information security, corruption and bribery, and competition compliance. 30 of these cases were investigated, resolved, and closed during 2024, while 16 remain under investigation or are being followed up. In total, 32 cases were closed during 2024, some being older cases from the previous year. The substantiation rate for 2024 was 65%, and the global report volume per 100 employees was 0.67. During 2024, Fiskars Group had no significant cases of non-compliance related to human rights.

During 2024, Fiskars Group had 3 cases regarding discrimination and 2 cases of harassment. Fiskars Group had no cases of severe human rights incidents (e.g. forced labor, human trafficking, or child labor) or significant non-compliance with laws and/or regulations that resulted in fines or non-monetary sanctions.

## Management of relationships with suppliers

Fiskars Group sources finished goods from suppliers located in Europe, North America, and Asia, with the biggest sourcing countries being China, Thailand and Vietnam. The Fiskars Group Procurement & Supply Management Policy describes the principles applied in all the sourcing and purchasing activities of Fiskars Group globally. The main objectives of Fiskars Group procurement and supplier management are to provide value through ethical sourcing that supports growth in a sustainable way. The policy sets the minimum standard that applies to all Fiskars Group employees and externals of the organization involved in all aspects of Fiskars Group sourcing and purchasing processes, and supplier management. The policy enables sourcing roles to control supply risk and engage with Fiskars Group's suppliers in seeking the best supply solutions, maintain quality, and identify development needs to benefit the mutual partnership.

The Fiskars Group Supplier Code of Conduct outlines the standards all suppliers and partners must meet to do business with Fiskars Group. The Supplier Code of Conduct covers important topics including minimum obligations regarding labor and human rights, overall health and safety, environmental consciousness, due diligence, business ethics and integrity, management systems, commitments, and a speak-up culture in line with the principles of the Ethics & Compliance Hotline, which is also open to external reporters. The Supplier Code of Conduct includes requirements on labor and human rights, including child labor, forced or involuntary labor and any form of human trafficking. All suppliers are required to sign the Supplier Code of Conduct, and are integrated into the Fiskars Group Supplier Code of Conduct process.

The Supplier Code of Conduct process describes engagement with suppliers through site visits, annual supplier days, questionnaires, training and an audit program. The Supplier Code of Conduct is implemented as described in the code's implementation process and monitored via audits. The implementation process describes escalation steps to be taken in case of a failed audit result.

In addition to the Fiskars Group Supplier Code of Conduct, sourcing activities are further guided by the Fiskars Group Sourcing and Purchasing Policy in relation to managing, spending, and buying goods and services. The policy has been put in place to ensure that Fiskars Group follows a professional, controlled, and sustainable sourcing and purchasing process for services and materials provided by external suppliers. When signing the Fiskars Group Supplier Code of Conduct, suppliers certify their commitment to upholding the requirements stated in the code.

During 2024, 76.4% of the company's spending on active finished-goods suppliers was audited.

### Fiskars Group policies related to sustainable sourcing

The Fiskars Group Supplier Code of Conduct outlines the standards which all the company's suppliers and partners must meet to do business with Fiskars Group. A new version of the Fiskars Group Supplier Code of Conduct was announced at the beginning of 2023. The new version is now aligned with the latest legislation and with Fiskars Group's updated commitments. It covers important topics such as labor and human rights, health and safety, environment, due diligence, business ethics and integrity, management systems and commitments, and the Ethics & Compliance Hotline.

All Fiskars Group-related sourcing and purchasing activities must comply with the country laws and regulations of the engaging parties to ensure a mutually beneficial partnership. Fiskars Group prioritizes timely payments among all its partners. To facilitate efficient supplier invoice management, the company has implemented structured internal processes with strong controls. These processes include invoice reception, review, approval and payment, leveraging advanced system automation to further ensure on-time payments.

Clear internal guidelines define each step of invoice review, approval, and settlement to meet contractual payment terms. Suppliers are encouraged to submit invoices electronically to streamline approvals and reduce delays from manual handling. Any discrepancies are promptly communicated to suppliers for swift resolution, avoiding unnecessary payment delays.

Fiskars Group Expenditure Approval Policy defines the roles and responsibilities for invoice review and approval. Fiskars Group Procurement Policy and Credit policy include a list of principles followed in all sourcing and purchasing activities, and defines Fiskars Group's targeted payment terms including a note specifying that local laws and regulations for maximum payment terms with suppliers in the given country are to be respected.

## Prevention and detection of corruption and bribery

Fiskars Group is committed to preventing any form of bribery or corruption. Originally introduced in 2016, Fiskars Group's global Anti-Bribery and Anti-Corruption Policy was updated and approved by the Fiskars Group Leadership Team in 2023. The update targeted strengthening the company's procedure to prevent and detect bribery and corruption, providing a clear guidance to Fiskars Group employees on how to distinguish between acceptable practices and prohibited actions. To ensure effective implementation across all locations, the policy has been translated into all 20 languages spoken within Fiskars Group. Additionally, a comprehensive online anti-bribery and anti-corruption training, also available in 20 languages, was launched in 2023. This training is mandatory for all office employees globally, including sales, direct and indirect sourcing, and supply chain employees, as well as administrative and management personnel. Training has been assigned to all office employees because no single function has been assessed riskier than others. The training completion rate is monitored collectively as a whole, rather than by individual functions.

| | 2024 |
|---|---|
| Anti-corruption and bribery training completion rate (%) | 80.2 |

### Incidents of corruption and bribery

| | 2024 |
|---|---|
| Number of convictions and the amount of fines for violation of anti-corruption and anti-bribery laws | 0 |
| Actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery | 3 |
| Amount of fines for violation of anti-corruption and anti- bribery laws (EUR) | 0 |

Sustainability Statement

# 5. Datapoints that derive from other EU legislation

# Datapoints that derive from other EU legislation

ESRS 2 Appendix B: List of datapoints in cross-cutting and topical standards that derive from other EU legislation

| Disclosure Requirement and related datapoint | SFDR (9) reference | Pillar 3 (24) reference | Benchmark Regulation (10) reference | EU Climate Law (11) reference | Section |
|---|---|---|---|---|---|
| ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d) | Indicator number 13 of Table #1 of Annex 1 | | Commission Delegated Regulation (EU) 2020/181612 , Annex II | | ESRS 2 General Disclosures, Governance |
| ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e) | | | Delegated Regulation (EU) 2020/1816, Annex II | | ESRS 2 General Disclosures, Governance |
| ESRS 2 GOV-4 Statement on due diligence paragraph 30 | Indicator number 10 Table #3 of Annex 1 | | | | ESRS 2 General Disclosures, Governance |
| ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i | Indicators number 4 Table #1 of Annex 1 | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/245313Ta ble 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk | Delegated Regulation (EU) 2020/1816, Annex II | | Not material (stated in E1 Climate Change, Actions) |
| ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii | Indicator number 9 Table #2 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II | | Not material |
| ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii | Indicator number 14 Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/181814 , Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II | | Not material |
| ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv | | | Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II | | Not material |
| ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14 | | | | Regulation (EU) 2021/1119, Article 2(1) | E1 Climate change |
| ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g) | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity | Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2 | | Not material (stated in E1 Climate Change, Actions) |

| Disclosure Requirement and related datapoint | SFDR (9) reference | Pillar 3 (24) reference | Benchmark Regulation (10) reference | EU Climate Law (11) reference | Section |
|---|---|---|---|---|---|
| ESRS E1-4 GHG emission reduction targets paragraph 34 | Indicator number 4 Table #2 of Annex 1 | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 6 | | E1 Climate change, Targets |
| ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38 | Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1 | | | | E1 Climate change, Targets |
| ESRS E1-5 Energy consumption and mix paragraph 37 | Indicator number 5 Table #1 of Annex 1 | | | | E1 Climate change, Energy consumption |
| ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43 | Indicator number 6 Table #1 of Annex 1 | | | | E1 Climate change, Energy consumption |
| ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44 | Indicators number 1 and 2 Table #1 of Annex 1 | Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity | Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1) | | E1 Climate change, Greenhouse gas emissions |
| ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55 | Indicators number 3 Table #1 of Annex 1 | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 8(1) | | E1 Climate change, Greenhouse gas emissions |
| ESRS E1-7 GHG removals and carbon credits paragraph 56 | | | | Regulation (EU) 2021/1119, Article 2(1) | E1 Climate change, Greenhouse gas emissions |
| ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66 | | | Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II | | Voluntary, omitted 2024 |
| ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c). | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk. | | | Voluntary, omitted 2024 |
| ESRS E1-9 Breakdown of the carrying value of its real estate assets | | Article 449a Regulation (EU) No 575/2013; | | | Voluntary, omitted 2024 |

| Disclosure Requirement and related datapoint | SFDR (9) reference | Pillar 3 (24) reference | Benchmark Regulation (10) reference | EU Climate Law (11) reference | Section |
|---|---|---|---|---|---|
| by energy efficiency classes paragraph 67 (c). | | Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral | | | Voluntary, omitted 2024 |
| ESRS E1-9 Degree of exposure of the portfolio to climate related opportunities paragraph 69 | | | Delegated Regulation (EU) 2020/1818, Annex II | | Voluntary, omitted 2024 |
| ESRS E2-4 Amount of each pollutant listed in Annex II of the EPRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28 | Indicator number 8 Table #1 of Annex 1<br>Indicator number 2 Table #2 of Annex 1<br>Indicator number 1 Table #2 of Annex 1<br>Indicator number 3 Table #2 of Annex 1 | | | | Not material |
| ESRS E3-1 Water and marine resources paragraph 9 | Indicator number 7 Table #2 of Annex 1 | | | | Not material |
| ESRS E3-1 Dedicated policy paragraph 13 | Indicator number 8 Table 2 of Annex 1 | | | | Not material |
| ESRS E3-1 Sustainable oceans and seas paragraph 14 | Indicator number 12 Table #2 of Annex 1 | | | | Not material |
| ESRS E3-4 Total water recycled and reused paragraph 28 (c) | Indicator number 6.2 Table #2 of Annex 1 | | | | Not material |
| ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29 | Indicator number 6.1 Table #2 of Annex 1 | | | | Not material |
| ESRS 2- IRO 1 - E4 paragraph 16 (a) i | Indicator number 7 Table #1 of Annex 1 | | | | E4 Biodiversity and ecosystems, Actions |
| ESRS 2- IRO 1 - E4 paragraph 16 (b) | Indicator number 10 Table #2 of Annex 1 | | | | E4 Biodiversity and ecosystems, Actions |
| ESRS 2- IRO 1 - E4 paragraph 16 (c) | Indicator number 14 Table #2 of Annex 1 | | | | E4 Biodiversity and ecosystems, Actions |
| ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b) | Indicator number 11 Table #2 of Annex 1 | | | | E4 Biodiversity and ecosystems, Approach and Policies |
| ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c) | Indicator number 12 Table #2 of Annex 1 | | | | E4 Biodiversity and ecosystems, Approach and Policies |
| ESRS E4-2 Policies to address deforestation paragraph 24 (d) | Indicator number 15 Table #2 of Annex 1 | | | | E4 Biodiversity and ecosystems, Approach and Policies |
| ESRS E5-5 Non-recycled waste paragraph 37 (d) | Indicator number 13 Table #2 of Annex 1 | | | | E5 Resource use and circular economy, Resource outflows |
| ESRS E5-5 Hazardous waste and radioactive waste paragraph 39 | Indicator number 9 Table #1 of Annex 1 | | | | E5 Resource use and circular economy, Resource outflows |
| ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f) | Indicator number 13 Table #3 of Annex I | | | | Not material |

| Disclosure Requirement and related datapoint | SFDR (9) reference | Pillar 3 (24) reference | Benchmark Regulation (10) reference | EU Climate Law (11) reference | Section |
|---|---|---|---|---|---|
| ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g) | Indicator number 12 Table #3 of Annex I | | | | Not material |
| ESRS S1-1 Human rights policy commitments paragraph 20 | Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I | | | | S1 Own workforce, Approach and policies<br><br>G1 Business conduct, Management of relationships with suppliers |
| ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21 | | | Delegated Regulation (EU) 2020/1816, Annex II | | S1 Own workforce, Approach and policies<br><br>G1 Business conduct, Business conduct policies and corporate culture |
| ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22 | Indicator number 11 Table #3 of Annex I | | | | ESRS G1 Business conduct, Business conduct policies and corporate culture |
| ESRS S1-1 workplace accident prevention policy or management system paragraph 23 | Indicator number 1 Table #3 of Annex I | | | | S1 Own workforce, Approach and policies<br><br>S2 Workers in the value chain, Approach and policies |
| ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c) | Indicator number 5 Table #3 of Annex I | | | | G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c) | Indicator number 2 Table #3 of Annex I | | Delegated Regulation (EU) 2020/1816, Annex II | | S1 Own workforce, Health and safety metrics |
| ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e) | Indicator number 3 Table #3 of Annex I | | | | S1 Own workforce, Health and safety metrics |
| ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a) | Indicator number 12 Table #1 of Annex I | | Delegated Regulation (EU) 2020/1816, Annex II | | S1 Own workforce, Compensation metrics |
| ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b) | Indicator number 8 Table #3 of Annex I | | | | S1 Own workforce, Compensation metrics |
| ESRS S1-17 Incidents of discrimination paragraph 103 (a) | Indicator number 7 Table #3 of Annex I | | | | G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS S1-17 Non respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a) | Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1) | | G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b) | Indicators number 12 and n. 13 Table #3 of Annex I | | | | Not material |
| ESRS S2-1 Human rights policy commitments paragraph 17 | Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1 | | | | S1 Own workforce, Approach and policies<br><br>G1 Business conduct, Management of relationships with suppliers |

| Disclosure Requirement and related datapoint | SFDR (9) reference | Pillar 3 (24) reference | Benchmark Regulation (10) reference | EU Climate Law (11) reference | Section |
|---|---|---|---|---|---|
| ESRS S2-1 Policies related to value chain workers paragraph 18 | Indicator number 11 and n. 4 Table #3 of Annex 1 | | | | S2 Workers in the value chain, Approach and policies |
| ESRS S2- 1 Nonrespect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19 | Indicator number 10 Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | S2 Workers in the value chain, Approach and policies<br><br>G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19 | | | Delegated Regulation (EU) 2020/1816, Annex II | | S2 Workers in the value chain, Approach and policies |
| ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36 | Indicator number 14 Table #3 of Annex 1 | | | | S2 Workers in the value chain, Actions |
| ESRS S3-1 Human rights policy commitments paragraph 16 | Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1 | | | | Not material |
| ESRS S3-1 non respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17 | Indicator number 10 Table #1 Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | Not material |
| ESRS S3-4 Human rights issues and incidents paragraph 36 | Indicator number 14 Table #3 of Annex 1 | | | | Not material |
| ESRS S4-1 Policies related to consumers and end users paragraph 16 | Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1 | | | | S4 Consumers and end-users, Approach and policies |
| ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17 | Indicator number 10 Table #1 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | S4 Consumers and end-users, Approach and policies<br><br>G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS S4-4 Human rights issues and incidents paragraph 35 | Indicator number 14 Table #3 of Annex 1 | | | | G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b) | Indicator number 15 Table #3 of Annex 1 | | | | G1 Business conduct, Prevention and detection of corruption and bribery |
| ESRS G1-1 Protection of whistle-blowers paragraph 10 (d) | Indicator number 6 Table #3 of Annex 1 | | | | G1 Business Conduct, Remediation and Whistleblowing channel |
| ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a) | Indicator number 17 Table #3 of Annex 1 | | Delegated Regulation (EU) 2020/1816, Annex II) | | G1 Business Conduct, Incidents of corruption and bribery |
| ESRS G1-4 Standards of anticorruption and anti- bribery paragraph 24 (b) | Indicator number 16 Table #3 of Annex 1 | | | | G1 Business conduct, Incidents of corruption and bribery |

Sustainability Statement

# 6. Glossary

**BEMS** Building Energy Management Systems
**BIO** Biodiversity and Ecosystems(EU Taxonomy term and abbreviation)
**CCA** Climate Change Adaptation (EU Taxonomy term and abbreviation)
**CCM** Climate Change Mitigation (EU Taxonomy term and abbreviation)
**CDP**A non-profit organization that runs a global environmental disclosure system
**CE** Circular Economy (EU Taxonomy term and abbreviation)
**CICES** Common International Classification of Ecosystem Services
**CoC** Code of Conduct
**CSRD** Corporate Sustainability Reporting Directive
**DEI** Diversity, Equity, and Inclusion
**DMA** Double Materiality Assessment
**DNSH** Do No Significant Harm (EU Taxonomy term and abbreviation)
**DTC** Direct-to-Consumer
**EFRAG** European Financial Reporting Advisory Group
**EMS** Energy Management Systems
**EPCs** Energy Performance Certificates
**EPRTR** European Pollutant Release and Transfer Register
**ERM** Enterprise Risk Management
**ESG** Environmental, Social and Governance
**ESRS** European Sustainability Reporting Standards
**ETS** Emission Trading System
**FGLT** Fiskars Group Leadership Team
**FSC** Forest Stewardship Council
**FTE** Full-Time Equivalent, a metric used for working hours
**GDPR** General Data Protection Regulation
**GHG** Greenhouse Gas
**GOTS** Global Organic Textile Standard
**GRI** Global Reporting Initiative
**HCIS** High Climate Impact Sectors
**ICC** International Chamber of Commerce
**IEA** International Energy Agency
**IFRS** International Financial Reporting Standards
**IPCC** The Intergovernmental Panel on Climate Change
**ISO** International Organization for Standardization
**IUCN**The International Union for Conservation of Nature
**LTAF** Lost Time Accident Frequency
**NOx** Nitrogen Oxides
**OECD**Organisation for Economic Co-operation and Development
**PEFC** Programme for the Endorsement of Forest Certification
**PFAS** Per- and polyfluoroalkyl substances
**PPC** Pollution Prevention and Control (EU Taxonomy term and abbreviation)
**RCP** Representative Concentration Pathway
**SBTi** Science-Based Targets Initiative
**SCoC** Supplier Code of Conduct
**SDGs** Sustainable Development Goals
**SFDR** The Sustainable Finance Disclosure Regulation
**TCFD** Task Force on Climate-Related Financial Disclosures
**$tCO_2eq$** Tons carbon dioxide equivalent
**UNGP** United Nations Guiding Principles
**WTR** Water and Marine Resources (EU Taxonomy term and abbreviation)

Espoo, Finland, February 5, 2025
FISKARS CORPORATION
Board of Directors

# Financial Statements 2024

# Contents



In addition to this PDF-document, Fiskars Group has published Financial Statements in accordance to European Single Electronic Format (ESEF) requirements as a xHTML document which is the official version of the report.

# Consolidated Financial Statements, IFRS

## Consolidated income statement

| EUR million | Note | 2024 | | 2023 | |
|---|---|---|---|---|---|
| Net sales | 2.1 | **1,157.1** | | 1,129.8 | |
| Cost of goods sold | 2.3 | **-640.0** | | -618.5 | |
| **Gross profit** | | **517.0** | **45%** | 511.4 | 45% |
| | | | | | |
| Other operating income | 2.2 | **5.7** | | 28.9 | |
| Sales and marketing expenses | 2.3 | **-324.4** | | -292.6 | |
| Administration expenses | 2.3 | **-132.1** | | -124.5 | |
| Research and development expenses | 2.3 | **-18.8** | | -19.8 | |
| Other operating expenses | 2.3 | **-10.3** | | -4.5 | |
| **Operating profit (EBIT)** | | **37.1** | **3%** | 98.9 | 9% |
| | | | | | |
| Change in fair value of biological assets | 3.4 | **6.5** | | 4.8 | |
| Financial income and expenses | 2.6 | **-25.2** | | -24.0 | |
| **Profit before taxes** | | **18.5** | **2%** | 79.7 | 7% |
| | | | | | |
| Income taxes | 2.7 | **8.9** | | -9.7 | |
| | | | | | |
| **Profit for the period** | | **27.3** | **2%** | 70.0 | 6% |
| | | | | | |
| Attributable to: | | | | | |
| Equity holders of the parent company | | **27.1** | | 69.9 | |
| Non-controlling interest | | **0.3** | | 0.2 | |
| **Profit for the period** | | **27.3** | | 70.0 | |
| | | | | | |
| Earnings for equity holders of the parent company per share, euro (basic and diluted) | 2.8 | **0.33** | | 0.86 | |

## Consolidated statement of comprehensive income

| EUR million | Note | 2024 | 2023 |
|---|---|---|---|
| **Profit for the period** | | **27.3** | 70.0 |
| **Other comprehensive income for the period:** | | | |
| Items that may be reclassified subsequently to profit or loss: | | | |
| Translation differences | | **9.4** | -8.3 |
| Cash flow hedges | | **-0.7** | -0.7 |
| Items that will not be reclassified to profit or loss: | | | |
| Defined benefit plans, actuarial gains (losses), net of tax | 4.4 | **0.0** | -0.1 |
| **Other comprehensive income for the period, net of tax** | | **8.7** | -9.1 |
| | | | |
| **Total comprehensive income for the period** | | **36.0** | 61.0 |
| | | | |
| Attributable to: | | | |
| Equity holders of the parent company | | **35.5** | 60.9 |
| Non-controlling interest | | **0.5** | 0.0 |
| **Total comprehensive income for the period** | | **36.0** | 61.0 |

# Consolidated balance sheet

| EUR million | Note | Dec 31, 2024 | | Dec 31, 2023 | |
|---|---|---|---|---|---|
| **ASSETS** | | | | | |
| | | | | | |
| **NON-CURRENT ASSETS** | | | | | |
| Goodwill | 3.1 | **225.9** | | 220.1 | |
| Other intangible assets | 3.1 | **378.3** | | 371.7 | |
| Property, plant & equipment | 3.2 | **167.4** | | 163.2 | |
| Right-of-use assets | 3.3 | **138.2** | | 143.4 | |
| Biological assets | 3.4 | **57.8** | | 51.3 | |
| Investment property | 3.5 | **6.3** | | 5.3 | |
| Financial assets at fair value through profit or loss | 5.3 | **29.8** | | 30.9 | |
| Other investments | 5.3 | **3.5** | | 3.5 | |
| Deferred tax assets1) | 2.7 | **48.8** | | 28.4 | |
| Other non-current assets | 5.3 | **13.9** | | 11.0 | |
| **Non-current assets total** | | **1,069.8** | **63%** | 1,028.8 | 59% |
| | | | | | |
| **CURRENT ASSETS** | | | | | |
| Inventories | 4.1 | **330.7** | | 364.0 | |
| Trade receivables | 4.2 | **188.9** | | 177.2 | |
| Other current receivables | 4.2, 5.3 | **53.3** | | 52.0 | |
| Income tax receivables | | **7.6** | | 4.2 | |
| Interest-bearing receivables | | **0.0** | | 1.4 | |
| Cash and cash equivalents | 5.3 | **60.8** | | 127.3 | |
| **Current assets total** | | **641.3** | **37%** | 726.1 | 41% |
| | | | | | |
| **Assets total** | | **1,711.1** | **100%** | 1,754.9 | 100% |

| EUR million | Note | Dec 31, 2024 | | Dec 31, 2023 | |
|---|---|---|---|---|---|
| **EQUITY AND LIABILITIES** | | | | | |
| | | | | | |
| **EQUITY** | | | | | |
| Equity attributable to the equity holders of the parent company[1] | | **792.2** | | 819.9 | |
| Non-controlling interest | | **4.3** | | 3.8 | |
| **Equity total** | 5.1 | **796.5** | **47%** | 823.7 | 47% |
| | | | | | |
| **NON-CURRENT LIABILITIES** | | | | | |
| Interest-bearing liabilities | 5.4 | **331.0** | | 330.7 | |
| Lease liabilities | 5.5 | **113.9** | | 117.4 | |
| Deferred tax liabilities | 2.7 | **36.9** | | 38.8 | |
| Employee defined benefit obligations | 4.4 | **12.3** | | 12.1 | |
| Provisions | 4.5 | **3.5** | | 3.3 | |
| Other non-current liabilities | | **4.4** | | 4.1 | |
| **Non-current liabilities total** | | **502.1** | **29%** | 506.4 | 29% |
| | | | | | |
| **CURRENT LIABILITIES** | | | | | |
| Interest-bearing liabilities | 5.4 | **76.1** | | 92.5 | |
| Lease liabilities | 5.5 | **33.6** | | 33.3 | |
| Trade payables1) | 4.3 | **88.4** | | 102.1 | |
| Other current payables | 4.3 | **196.5** | | 184.5 | |
| Income tax liabilities | | **14.4** | | 6.7 | |
| Provisions | 4.5 | **3.5** | | 5.8 | |
| **Current liabilities total** | | **412.5** | **24%** | 424.9 | 24% |
| | | | | | |
| **Equity and liabilities total** | | **1,711.1** | **100%** | 1,754.9 | 100% |

[1] 2023 opening balances restated, details in statement of changes in consolidated equity.

# Consolidated statement of cash flows

| EUR million | 2024 | 2023 |
|---|---|---|
| **Cash flow from operating activities** | | |
| Profit before taxes | **18.5** | 79.7 |
| Adjustments for | | |
| Depreciation, amortization and impairment | **82.5** | 66.0 |
| Gain/loss on sale and loss on scrap of non-current assets | **-1.0** | -0.4 |
| Other financial items | **25.1** | 23.9 |
| Change in fair value of biological assets | **-6.5** | -4.8 |
| Change in provisions and other non-cash items | **-1.8** | -27.9 |
| **Cash flow before changes in working capital** | **116.7** | 136.6 |
| | | |
| Changes in working capital | | |
| Change in current assets, non-interest bearing | **-14.1** | 1.2 |
| Change in inventories | **46.2** | 114.9 |
| Change in current liabilities, non-interest-bearing | **-3.5** | -5.1 |
| **Cash flow from operating activities before financial items and taxes** | **145.4** | 247.5 |
| | | |
| Financial income received | **8.4** | 10.7 |
| Financial costs paid | **-29.4** | -25.5 |
| Taxes paid | **-12.1** | -11.9 |
| **Cash flow from operating activities (A)** | **112.3** | 220.8 |

| EUR million | 2024 | 2023 |
|---|---|---|
| **Cash flow from investing activities** | | |
| Investments in financial assets | | -0.2 |
| Capital expenditure on fixed assets | **-52.5** | -50.8 |
| Proceeds from sale of fixed assets | **1.7** | 0.9 |
| Acquired in business combinations, net of cash acquired | | -121.3 |
| Other dividends received | **0.1** | 0.5 |
| Cash flow from other investments | **1.1** | 1.1 |
| **Cash flow from investing activities (B)** | **-49.5** | -169.8 |
| | | |
| | | |
| **Cash flow from financing activities** | | |
| Purchase of treasury shares | **-0.6** | -0.4 |
| Change in current receivables | **1.4** | 2.2 |
| Proceeds from non-current debt | **0.0** | 198.8 |
| Repayments of non-current debt | **-0.2** | -0.4 |
| Change in current debt | **-25.4** | -145.6 |
| Payment of lease liabilities | **-40.6** | -30.8 |
| Cash flow from other financing items | **0.1** | 1.4 |
| Dividends paid | **-63.3** | -65.1 |
| **Cash flow from financing activities (C)** | **-128.6** | -40.0 |
| | | |
| **Change in cash and cash equivalents (A+B+C)** | **-65.8** | 11.1 |
| | | |
| Cash and cash equivalents at beginning of period | **127.3** | 115.8 |
| Translation differences | **-0.6** | 0.4 |
| Cash and cash equivalents at end of period | **60.8** | 127.3 |

# Statement of changes in consolidated equity

| | Equity attributable to shareholders of the parent company | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| EUR million | Share capital | Treasury shares | Cumul. transl. diff. | Fair value reserve | Actuarial gains and losses | Retained earnings | Non-controlling interest | Total |
| **Opening Balance Jan 1, 2023** | **77.5** | **-6.7** | **18.1** | **0.1** | **-0.1** | **742.7** | **4.1** | **835.6** |
| Correction relating to prior years[1] | | | | | | -11.8 | | -11.8 |
| **Opening Balance Jan 1, 2023** | 77.5 | -6.7 | 18.1 | 0.1 | -0.1 | 730.9 | 4.1 | 823.9 |
| Translation differences | | | -8.2 | | | | -0.1 | -8.3 |
| Cash flow hedges | | | | -0.7 | | | | -0.7 |
| Defined benefit plan, actuarial gains (losses), net of tax | | | | | -0.1 | | | -0.1 |
| **Other comprehensive income for the period, net of tax, total** | 0.0 | 0.0 | -8.2 | -0.7 | -0.1 | 0.0 | -0.1 | -9.1 |
| Profit for the period | | | | | | 69.9 | 0.2 | 70.0 |
| **Total comprehensive income for the period** | 0.0 | 0.0 | -8.2 | -0.7 | -0.1 | 69.9 | 0.0 | 61.0 |
| Purchase and issue of treasury shares | | 2.2 | | | | 0.4 | | 2.6 |
| Share-based payments | | 1.6 | | | | 0.4 | | 2.0 |
| Dividends paid | | | | | | -64.6 | -0.3 | -65.0 |
| Other changes | | | | | | -0.8 | | -0.8 |
| **Balance at Dec 31, 2023** | **77.5** | **-3.0** | **9.9** | **-0.6** | **-0.1** | **736.2** | **3.8** | **823.7** |
| | | | | | | | | |
| **Opening Balance Jan 1, 2024** | **77.5** | **-3.0** | **9.9** | **-0.6** | **-0.1** | **736.2** | **3.8** | **823.7** |
| Translation differences | | | 9.1 | | | | 0.3 | 9.4 |
| Cash flow hedges | | | | -0.7 | | | | -0.7 |
| Defined benefit plan, actuarial gains (losses), net of tax | | | | | 0.0 | | | 0.0 |
| **Other comprehensive income for the period, net of tax, total** | | | 9.1 | -0.7 | 0.0 | | 0.3 | 8.7 |
| Profit for the period | | | | | | 27.1 | 0.3 | 27.3 |
| **Total comprehensive income for the period** | | | 9.1 | -0.7 | 0.0 | 27.1 | 0.5 | 36.0 |
| Purchase and issue of treasury shares | | 0.8 | | | | -0.6 | | 0.2 |
| Share-based payments | | 0.1 | | | | 0.9 | | 1.1 |
| Dividends paid | | | | | | -66.3 | | -66.3 |
| Other changes | | | | | | 1.9 | | 1.9 |
| **Balance at Dec 31, 2024** | **77.5** | **-2.1** | **19.0** | **-1.3** | **-0.1** | **699.1** | **4.3** | **796.5** |

[1] Correction to previous years according to IAS 8.43 and 8.44, adjustment related to inventory purchases in the US market. Additionally, 1.1.2023 Trade payables balance has been adjusted by an increase of 14.7 MEUR and Deferred tax assets by 2.9 MEUR.

**Dividends**
The Board of Directors has proposed a total dividend of EUR 0.84 per share to be paid for the 2024 result. A cash dividend of EUR 0.82 per share was paid for the 2023 result.
The notes are an integral part of these consolidated financial statements.

# Notes to the consolidated financial statements

# *1.* General accounting principles

# 1.1 Basic information

Fiskars Oyj Abp (the "Company" or the "parent company") is a Finnish, public limited liability company, domiciled in Raseborg, Finland. Its registered address is Keilaniementie 10, Espoo, Finland. The Company's shares are listed on the Nasdaq Helsinki Ltd. Fiskars Oyj Abp and its subsidiaries together form the Fiskars Group ("Fiskars Group" or the "Group") that manufactures and markets branded consumer goods globally. Fiskars Group's primary reporting segments are Vita, Fiskars and Other. The Other segment contains the Group's investment portfolio, the real estate unit, corporate headquarters and shared services. Fiskars Group reports group-level net sales for three geographical areas: Europe, Americas, and Asia-Pacific. The Group's international key brands are Fiskars, Georg Jensen, Iittala, Gerber, Royal Copenhagen, Waterford and Wedgwood.

The consolidated financial statements were authorized for issue by the Board of Directors of Fiskars Oyj Abp on February 5th, 2025. According to the Finnish Limited Liability Companies' Act, the shareholders have a possibility to approve or reject, or make a decision on altering the financial statements in the Annual General Meeting.

# 1.2 Basis of preparation

The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, observing the standards and interpretations effective on December 31, 2024.

The consolidated financial statements are prepared on historical cost basis except for financial assets and financial liabilities which are presented at fair value through profit or loss, and biological assets as well as assets and liabilities related to defined benefit pension plans that are measured at fair value.

Financial statements figures are presented mainly in millions of euros with one decimal. Figures presented are subject to rounding, which may cause that the sum of individual figures might differ from the presented aggregated column and row totals.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts.

# 1.3 Consolidation principles

The consolidated financial statements include the parent company, Fiskars Oyj Abp, and the subsidiaries in which it holds, directly or indirectly, over 50% of the voting rights or over which it otherwise has control. Acquired or established subsidiaries are included in the consolidated financial statements from the date control commences until the date that control ceases.

Subsidiaries are consolidated using the acquisition method. Inter-company transactions, profit distribution, receivables, payables and unrealized gains between group companies are eliminated in consolidation. The profit or loss for the period attributable to the owners of the parent company and non-controlling interest is presented in the Consolidated Income Statement and the total comprehensive income for the financial year attributable to the owners of the parent company and non-controlling interest is presented in the Consolidated Statement of Comprehensive Income. The non-controlling interest in equity is presented within equity, separately from the equity of the owners of the parent company.

Investments in associates in which Fiskars Group has a significant influence but not control are accounted for using the equity method. Significant influence usually exists when the group holds over 20% of the voting power of the entity or when the group otherwise has significant influence but not control. At the moment, there are no investments in associates with significant influence in the Fiskars Group.

# 1.4 Translation of foreign currency items

## Translation of financial statements of foreign subsidiaries

Items included in the financial statements of each of the Fiskars Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). These consolidated financial statements are presented in euros, which is the Group's presentation currency. In the consolidated financial statements income statements, statements of comprehensive income and cash flows of foreign subsidiaries are translated into the Group's presentation currency at the average exchange rates for the period. Balance sheet items are translated at exchange rates prevailing at the end of the reporting period. The resulting exchange differences are recognized in other comprehensive income and presented under cumulative translation differences in equity. The effective portions of the gains or losses on those financial instruments hedging net investments in foreign operations are recognized similarly. When the group disposes of all, or part of that subsidiary, the translation differences accumulated in equity are transferred to profit or loss as part of the gain or loss on disposal.

### Transactions in foreign currencies

Foreign currency transactions are translated using the exchange rates prevailing at the dates of the transactions. At the end of the reporting period monetary assets and liabilities are translated using the exchange rate prevailing at the end of the reporting period. Exchange differences arising from translation are recognized in the income statement and presented under financial items, except for exchange rate differences related to trade receivables and trade payables that are presented within operating profit. Non-monetary items denominated in foreign currencies are translated using the exchange rate at the date of the transaction, except for those items carried at fair value that are translated using rates prevailing at the date when the fair value was determined.

## 1.5 Use of estimates

The preparation of financial statements in conformity with IFRS requires the management to make judgments and assumptions that affect the recognition and measurement of financial statement items. These estimates and associated assumptions are based on historical experience and other justified assumptions that are believed to be reasonable under the circumstances at the end of the reporting period. These estimates form the basis for judgments of the items in the financial statements. Development of markets and general economic situation may affect the variables underlying the estimates and actual results may differ significantly from these estimates. Significant accounting policies applied, and critical accounting estimates and judgments are described adjacent to each note.

## 1.6 New and amended standards applied in financial year ended

Fiskars Group has applied amendments and interpretations published by IASB that are effective for the first time for financial reporting periods commencing on January 1, 2024. These amendments and interpretations did not have a material impact on the results or financial position. Due to amendments to IAS 7 and IFRS 7 concerning Supplier Finance Arrangements additional information is presented from these arrangements.

## 1.7 Adoption of new and amended standards January 1, 2025

IFRS18 Presentation and Disclosure in Financial Statements standard will be effective for an entity's first annual IFRS financial statements for periods beginning on or after 1 January 2027. Fiskars Group starts to review the impact of the standard to its Financial statements during 2025.

Fiskars Group has not identified other new standards, amendments or interpretations published by IASB that apply for the first time to financial reporting periods commencing on January 1, 2025, that are expected to have a material impact on the results or financial position of Fiskars Group, or presentation of financial statements.

# 2. Financial performance

# 2.1 Segment information

## Accounting principles

Fiskars Group's organizational structure features two Business Areas (BA): Vita and Fiskars. In addition, Fiskars Group reports net sales for three geographical areas: Europe, Americas and Asia-Pacific.

The performance of the operating segments is reviewed regularly by the chief operating decision-maker, Fiskars Group’s Board of Directors, to assess performance and to decide on allocation of resources. The operating segments, Vita, Fiskars and Other are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The performance of the segments is reviewed based on segments’ operating profit (EBIT). The accounting principles of the segments are the same as those used in the preparation of the financial statements. Financial income and expenses, and income taxes are managed on Group level and thus, not allocated to operating segments.

### Operating profit

In Fiskars Group, the operating profit (EBIT) is the net of revenues and other operating income, material purchases and change of inventories, production for own use, employee benefits, depreciations, amortizations and possible impairments and other operating expenses. The operating profit includes operating results of Fiskars Group's primary operating segments Vita, Fiskars and Other. Change in fair value of biological assets is presented as a separate line item below EBIT in the income statement.

### Net sales and revenue recognition

In the Consolidated Income Statement, Net sales comprise the sales of goods and services, adjusted with indirect taxes, discounts, rebates, fees and penalties as well as the exchange rate differences of sales denominated in foreign currency. The share of services of total net sales is not significant. Revenue from the sale of goods is recognized when performance obligation is satisfied. Performance obligation is satisfied when control is transferred to a customer, typically at the time when a product has been delivered to a customer in accordance with the terms of delivery. "

## Operating segments

BA Vita offers premium and luxury products for the tableware, drinkware, jewelry and interior categories. It consists of brands such as Iittala, Georg Jensen, Royal Copenhagen, Moomin Arabia and Wedgwood.

BA Fiskars consists of the gardening, watering and outdoor categories as well as the scissors and creating, and cooking categories. The brands include Fiskars and Gerber.

The Other segment contains the Group’s investment portfolio, the real estate unit, corporate headquarters and shared services.

Business activities between the segments are not significant. Inter-segment sales are made on arm’s lenght basis.

## Unallocated items

The unallocated items contain group level income and expenses, such as goodwill and trademark impairment and financial income and expenses. Unallocated assets comprise items related to group administration, tax and loan receivables, and shares. Unallocated liabilities comprise non-current and current debt and tax liabilities. Also part of the restructuring costs are unallocated.

No single customer of Fiskars Group accounts for more than 10% share of the Group’s total net sales.

## Operating segments

**2024**

| EUR million | Vita | Fiskars | Other | Unallocated and Eliminations | Group total |
|---|---|---|---|---|---|
| Net sales | 605.1 | 547.2 | 4.8 | | 1,157.1 |
| EBIT excl. Items affecting comparability in operating profit | 47.6 | 77.3 | -13.4 | | 111.4 |
| Items affecting comparability in EBIT[1] | -60.9 | -13.0 | -0.4 | | -74.3 |
| EBIT | -13.3 | 64.2 | -13.8 | | 37.1 |
| Change in fair value of biological assets | | | 6.5 | | 6.5 |
| Financial income and expenses | | | | -25.2 | -25.2 |
| Profit before taxes | | | | | 18.5 |
| Income taxes | | | | 8.9 | 8.9 |
| **Profit for the period** | | | | | 27.3 |
| | | | | | |
| Capital expenditure | 29.6 | 19.5 | 3.7 | | 52.5 |
| Depreciations, amortizations and impairment | 54.6 | 24.0 | 3.9 | | 82.5 |

[1] Detailed in section Other financial information

# Operating segments

**2023**

| EUR million | Vita | Fiskars | Other | Unallocated and Eliminations | Group total |
|---|---|---|---|---|---|
| Net sales | 555.3 | 570.5 | 4.0 | | 1,129.8 |
| EBIT excl. Items affecting comparability in operating profit | 62.3 | 73.8 | -25.8 | | 110.3 |
| Items affecting comparability in EBIT[1] | -0.5 | -10.5 | -0.4 | | -11.4 |
| EBIT | 61.8 | 63.3 | -26.2 | | 98.9 |
| Change in fair value of biological assets | | | 4.8 | | 4.8 |
| Financial income and expenses | | | | -24.0 | -24.0 |
| Profit before taxes | | | | | 79.7 |
| Income taxes | | | | -9.7 | -9.7 |
| Profit for the period | | | | | 70.0 |
| | | | | | |
| Capital expenditure | 26.8 | 20 | 4.0 | | 50.8 |
| Depreciations, amortizations and impairment | 37.6 | 24 | 4.5 | | 66.0 |

[1] Detailed in section Other financial information

## Net sales by geography

### Accounting principles

Fiskars Group reports net sales for three geographical areas: Europe, Americas, and Asia-Pacific. In the Americas the Fiskars branded products' distribution, logistics and consumer preferences are managed centrally for the business units. In Europe and Asia-Pacific, the markets and distribution are more diversified, however, from the customer point of view the business units operate in a common environment.

| EUR million | 2024 | 2023 |
|---|---|---|
| Europe | **586.5** | 552.2 |
| Americas | **338.9** | 362.4 |
| Asia-Pacific | **230.5** | 211.3 |
| Unallocated[1] | **1.1** | 3.9 |
| Total | **1,157.1** | 1,129.8 |

[1] Geographically unallocated exchange rate differences

## Net sales by destination

| EUR million | 2024 | 2023 |
|---|---|---|
| Net sales in Finland | **102.0** | 105.9 |
| Net sales in the U.S. | **319.4** | 349.1 |
| Net sales in other countries | **735.7** | 674.9 |
| Total | **1,157.1** | 1,129.8 |

## Non-current assets by location (excl. deferred tax assets)

| EUR million | 2024 | 2023 |
|---|---|---|
| Assets in Finland | **356.4** | 333.3 |
| Assets in the U.S. | **67.1** | 72.1 |
| Assets in other countries | **597.5** | 594.9 |
| Total | **1,021.0** | 1,000.4 |

# 2.2 Other operating income

### Accounting principles

Other operating income includes income other than that associated with the sale of goods or services, such as gain on disposal or sale of fixed assets, rental income and other similar income not classified to revenue.

| EUR million | 2024 | 2023 |
|---|---|---|
| Gain on disposal of fixed assets | **1.8** | 0.9 |
| Compensations from insurance company | **0.0** | 0.2 |
| Rental income | **2.9** | 0.5 |
| Gain from negative goodwill of Georg Jensen acquisition | **-6.0** | 25.4 |
| Gain on hedges | **5.9** | |
| Other income | **1.1** | 1.9 |
| Total | **5.7** | 28.9 |

# 2.3 Total expenses

## Total expenses by nature

| EUR million | 2024 | 2023 |
|---|---|---|
| Materials and supplies | **383.7** | 305.4 |
| Change in inventory | **38.3** | 103.0 |
| External services | **138.4** | 68.4 |
| Employee benefits | **301.8** | 289.2 |
| Depreciation and amortization | **82.5** | 66.0 |
| Other expenses | **180.9** | 228.0 |
| Total | **1,125.6** | 1,059.9 |

## Other operating expenses

### Accounting principles

Other operating expenses include losses on the disposal or sale of fixed assets and other similar expenses not classified to other cost items.

| EUR million | 2024 | 2023 |
|---|---|---|
| Loss on sale of fixed assets | **0.0** | 0.1 |
| Loss on scrap of fixed assets | **0.8** | 0.3 |
| Loss on hedges | **3.9** | |
| Other operating costs | **5.6** | 4.0 |
| Total | **10.3** | 4.5 |

## Depreciation, amortization and impairment by asset class

| EUR million | 2024 | 2023 |
|---|---|---|
| Buildings, tangible assets | **6.0** | 5.1 |
| Machinery and equipment, tangible assets | **18.0** | 15.9 |
| Real estate, right-of-use assets | **35.5** | 27.2 |
| Other leases, right-of use assets | **2.2** | 2.1 |
| Intangible assets | **20.3** | 15.1 |
| Investment property | **0.6** | 0.5 |
| Total | **82.5** | 66.0 |

## Fees paid to Group auditors

| EUR million | 2024 | 2023 |
|---|---|---|
| Audit fees | **1.7** | 1.7 |
| Tax consultation | **0.1** | 0.0 |
| Other non-audit fees | **0.1** | 0.1 |
| Total | **1.9** | 1.8 |

Annual General Meeting has selected Ernst & Young Oy as the Group auditor for the financial year 2024 and 2023. Ernst & Young Oy has provided non-audit services to the entities of Fiskars Group in total of EUR 0.2 million (2023: 0.1) during the financial year 2024.

# 2.4 Employee benefits and number of personnel

## Employee benefits

| EUR million | 2024 | 2023 |
|---|---|---|
| Wages and salaries | **249.5** | 233.9 |
| Other compulsory personnel costs | **22.0** | 25.7 |
| Pension costs, defined contribution plans | **19.0** | 17.7 |
| Pension costs, defined benefit plans | **1.3** | 1.6 |
| Other post-employment benefits | **4.3** | 1.8 |
| Termination benefits | **3.1** | 6.2 |
| Share-based payments | **2.6** | 2.4 |
| Total | **301.8** | 289.2 |

## Personnel at the end of period

| | 2024 | 2023 |
|---|---|---|
| Finland | **1,042** | 1,078 |
| Slovenia | **526** | 767 |
| Denmark | **483** | 481 |
| Poland | **411** | 366 |
| UK | **330** | 318 |
| Other Europe | **510** | 514 |
| Thailand | **1,156** | 1,212 |
| Indonesia | **804** | 720 |
| U.S. | **506** | 531 |
| Other | **1,082** | 1,175 |
| Total | **6,850** | 7,162 |

## Personnel (FTE) in average

| | 2024 | 2023 |
|---|---|---|
| Direct | **2,722** | 2,588 |
| Indirect | **3,724** | 3,544 |
| Total | **6,446** | 6,133 |

Fiskars Group has adopted the following definitions for employee reporting:

Personnel, end of period = active employees in payroll at the end of period

Personnel (FTE), average = full-time equivalent number of employees according to worked volume during the period

Direct = production staff

Indirect = other employees than production staff

# 2.5 Share based payments

## Expenses for employee service

| EUR million | 2024 | 2023 |
|---|---|---|
| Expense recorded furing the financial year | **2.6** | 2.4 |
| Cumulative expense recorded to equity at the end of the financial year | **2.6** | 2.3 |

## Long-term incentive plans, settled in shares and/or cash

In December 2020, the Board of Directors approved the establishment of two share-based Long-term Incentive Plans. The plan includes a Performance Share Plan and a Restricted Share Plan.

The Performance Share Plan consists of annually commencing individual performance share plans, each with a three-year performance period, followed by the payment of the potential share reward.
The Board of Directors will decide separately the commencement of each individual plan and their participants, the minimum, target and maximum rewards for each participant, as well as the performance criteria and related targets. The amount of the reward paid depends on the achievement of the set targets. No reward will be paid if the targets are not met. For the second 2022–2024 performance period the performance targets relate to the company's absolute total shareholder return and EBIT. For the third 2023–2025 and forth 2024–2026 performance periods, the performance targets relate to the company's absolute total shareholder return, EBIT and advancement of circular products and services.

The Restricted Share Plan consists of annually commencing individual restricted share plans.
The Board of Directors will decide separately the commencement of each individual plan. Each plan comprises an overall three-year retention period during which the Company may grant fixed share rewards to individually selected key employees. The company may choose to use a shorter retention period on a case by case basis within this overall three-year period. The granted share rewards will be paid after the retention period. The current commenced plans are for years 2022–2024, 2023–2025 and 2024–2026.

If the targets are reached, the rewards for both plans will be paid in the company's shares, after the deduction of the proportion that is required for covering taxes and tax-related costs due on the basis of the reward. However, the company may decide to pay the reward fully in cash. As a starting point, shares to be awarded to key employees based on Performance Share Plan or Restricted Share Plan will be paid as existing shares of the company and thus the plans are not expected to have a diluting effect on the ownership of the company's shareholders.
In February 2024, the Board of Directors approved the launch of new periods for the years 2024–2026 within the Performance Share Plan and Restricted Share Plan, which form a part of Fiskars remuneration program for its key employees. The aim of the plans is to support the implementation of the company's strategy and drive profitable growth and to align the objectives of key employees with the shareholders to increase the value of the company.

## Amount of share incentives and terms and assumptions in the fair value calculation

| | Performance share plan 2021 | | | Restricted share plan 2021 | | |
|---|---|---|---|---|---|---|
| | 2024–2026 Performance period | 2023–2025 Performance period | 2022–2024 Performance period | 2024–2026 Retention period | 2023–2025 Retention period | 2022–2024 Retention period |
| Maximum number of shares granted, at the end the year | 428,660 | 218,154 | 187,298 | 41,000 | 36,748 | 16,000 |
| Grant date share price, EUR | 16.42 | 16.27 | 18.25 | 16.42 | 16.27 | 18.25 |
| Estimated realization of share price after vesting and restriction period | 14.94 | | | | | |
| | | | | | | |
| Vesting period starts | Jan 1, 2024 | Jan 1, 2023 | Jan 1, 2022 | Jan 1, 2024 | Jan 1, 2023 | Jan 1, 2022 |
| Vesting period ends | Dec 31, 2026 | Dec 31, 2025 | Dec 31, 2024 | Dec 31, 2026 | Dec 31, 2025 | Dec 31, 2024 |
| | | | | | | |
| Number of participants | 59 | 35 | 28 | 24 | 13 | 18 |

## Employee Share Savings Plan, "MyFiskars", settled in shares and/or cash

In March 2023, the Board of Directors approved the establishment of an Employee Share Savings Plan, "MyFiskars", for the employees of Fiskars Group. The aim of MyFiskars is to invite employees to acquire and own Fiskars shares, and it is intended to create a culture of ownership as well as to further strenghten employees' long-term committment to the company.

MyFiskars consists of annually commencing plan periods, each one comprising a 12-month savings period and a holding period. The Board of Directors will decide separately the commencement of each individual plan. MyFiskars is offered to permanent employees who have been employed at Fiskars Group for 1 month or longer before the enrollment period. The employees are offered the chance to voluntarily save a proportion of their monthly salary and to invest this in Fiskars shares. The savings will be used to acquire Fiskars shares for the participating employees quarterly after the publication dates of the company's interim reports. As a reward for their commitment, Fiskars Group grants the participating employees a gross reward of one free matching share for every two savings shares acquired. The matching shares will be granted if the participating employee remains employed at Fiskars Group at the end of the plan period and if they have kept the shares they have acquired with their savings until this date.

The potential reward will be settled in shares, or partly in shares and partly in cash, after the end of the holding period. The cash proportion is intended for covering taxes and tax-related costs arising from the reward in countries where the employer has the obligation to withhold taxes. Matching shares will be freely transferable after their registration in the participant's book-entry account. Savings shares and matching shares are regular Fiskars shares and entitle the participants to dividends. The participants may choose whether they want to receive dividends in cash or invest the dividends in additional shares on the next acquisition date. The shares purchased with dividends will have an equal right to matching shares as the shares purchased with savings.

The first savings period commenced on 1 July 2023 and ended on 30 June 2024. The holding period began at the first acquisition of savings shares and ends on 30 June 2026. The second Employee Share Savings Plan was approved by the Board of Directors in March 2024. The first savings period commenced on 1 July 2024 and ends on 30 June 2025. The holding period began at the first acquisition of savings shares and ends on 30 June 2027.

## Employee Share Savings Plan, "MyFiskars"

| | 2024–2027 plan period | 2023–2026 plan period |
|---|---|---|
| Maximum number of shares granted, at the end the year | 7,091 | 35,318 |
| Grant date share price, EUR | 16.42 | 16.27 |
| Estimated realization of share price after vesting and restriction period | 14.94 | |
| | | |
| Vesting period starts | Jul 1, 2024 | Jul 1, 2023 |
| Vesting period ends | Jun 30, 2027 | Jun 30, 2026 |
| | | |
| Number of participants | 538 | 683 |

## Ownership Plan 2023 for the company's management, settled in shares and/or cash

In February 2023 the Board of Directors resolved to launch an Ownership Plan 2023 directed to the company's President and CEO, the Fiskars Group Leadership Team and certain key employees determined by the Board. The aim is to align the objectives of the shareholders and the management for increasing the value of the company in the long-term, to commit the target group to the company and to offer a competitive incentive program.

In the Plan, the target group is given an opportunity to receive free matching shares for their personal investment in Fiskars shares. The rewards based on the Plan will be paid after the end of the three-year matching period in 2026.

The prerequisite for receiving the matching shares is that the participant acquires shares within the limits set by the Board. If the participant's share acquisition prerequisite has been fulfilled and the employment or service relationship with a group company has not terminated by the payment date, the participant will receive reward shares gratuitously according to the matching ratio decided by the Board.

A total of 156,401 treasury shares were subscribed for in the directed share issue, which ended on March 3, 2023. Matching shares will be paid in new shares or treasury shares held by the company, as decided later by the Board.

## Onwership plan

| | 2023–2026 plan period |
|---|---|
| Maximum number of shares granted, at the end the year | 290,588 |
| Grant date share price, EUR | 16.27 |
| Estimated realization of share price after vesting and restriction period | 14.94 |
| | |
| Vesting period starts | Apr 1, 2023 |
| Vesting period ends | Mar 31, 2026 |
| | |
| Number of participants | 13 |

# 2.6 Financial income and expenses

| EUR million | 2024 | 2023 |
|---|---|---|
| Dividends received from investments through other comprehensive income and at fair value through profit and loss | 0.1 | 0.6 |
| Interest income | 5.8 | 6.4 |
| Net change in fair value of other investments at fair value through profit or loss | | 3.5 |
| Foreign exchange and commodity gains | 34.7 | 43.9 |
| Other financial income | 3.0 | 2.0 |
| Financial income total | 43.6 | 56.5 |
| | | |
| Interest expenses[1] | -26.5 | -23.3 |
| Interest cost on lease liabilities at amortized cost | -5.0 | -4.2 |
| Net change in fair value of other investments at fair value through profit or loss | -1.9 | |
| Foreign exchange and commodity losses | -32.7 | -48.8 |
| Other financial expenses[2] | -2.7 | -4.1 |
| Financial expenses total | -68.8 | -80.5 |
| | | |
| Financial income and expenses total | -25.2 | -24.0 |

[1] Comparison figure in 2023 including EUR 2.2 million interest expense on redeemed bond of acquired business in 2023

[2] Comparison figure in 2023 including EUR 1.1 million expense on redeemed bond of acquired business in 2023

# 2.7 Income taxes

## Accounting principles

The Group's tax expense comprises current and deferred taxes. The current tax charge is calculated using the tax rate enacted or substantively enacted at the end of the reporting period.

Deferred tax liabilities and deferred tax assets are accounted for temporary differences between the carrying amounts and tax basis of assets and liabilities using tax rates enacted or substantively enacted at the end of the reporting period. A deferred tax liability is recorded to its full amount on taxable temporary differences. Deferred tax assets are recognized for deductible temporary differences, unutilized tax losses and unused tax credits to the extent that it is probable that taxable profit or taxable temporary differences will be available against which the deductible temporary differences, unutilized tax losses and unused tax credits can be utilized. Deferred tax assets are assessed for realizability at the end of each reporting period. If it is no longer probable that sufficient taxable profit will be available to allow deferred tax asset utilization, carrying amount of deferred tax asset is reduced. Correspondingly, if it is probable that sufficient taxable profit will be available, reduction to deferred tax asset value is reversed.

## Income tax in the income statement

| EUR million | 2024 | 2023 |
|---|---|---|
| Current taxes | -15.0 | -16.2 |
| Deferred taxes | 23.9 | 6.5 |
| Total income taxes | 8.9 | -9.7 |

### Income tax reconciliation

Reconciliation of income taxes at statutory tax rate in Finland (20%) and income taxes recognized in the Consolidated Income Statement.

| EUR million | 2024 | 2023 |
|---|---|---|
| Profit before taxes[1] | 18.5 | 79.7 |
| Income taxes at Finnish statutory tax rate | -3.7 | -15.9 |
| Difference between Finnish and foreign tax rates | 0.3 | -2.2 |
| Effect of deferred taxes not recognized | -0.3 | -0.4 |
| Benefit arising from previously unrecognized deferred tax asset[2] | 13.5 | 2.6 |
| Prior year income taxes | -2.1 | 1.3 |
| Effect of changes of tax rates | 0.6 | 0.2 |
| Income taxes on undistributed earnings | -0.5 | 0.7 |
| Effect of tax exempt negative goodwill | -1.3 | 5.6 |
| Other items | 2.4 | -1.4 |
| Total income taxes | 8.9 | -9.7 |

[1] 2023 profit before taxes includes a gain of EUR 25.4 million relating to negative goodwill recognized on the acquisition of Georg Jensen. 2024 profit before taxes includes a loss of EUR 6.0 million relating to reversal of negative goodwill recognized on the acquisition of Georg Jensen.

[2] Benefit arising from previously unrecognized deferred tax assets includes the re-evaluation of deferred tax assets related to the tax losses in the UK of EUR 13.3 million. Re-evaluation is supported by the profit estimations for the future years after re-organization of the Group.

## Deferred taxes

**Deferred tax assets**

| EUR million | 2024 | 2023 |
|---|---|---|
| Intangible assets and property, plant and equipment | **14.1** | 16.6 |
| Lease liabilities | **28.4** | 28.4 |
| Accruals and provisions | **9.8** | 10.5 |
| Inventories | **8.7** | 9.5 |
| Post-employment liabilities | **4.2** | 2.1 |
| Tax losses recognized | **28.9** | 31.6 |
| Other temporary differences | **4.0** | 2.5 |
| Total | **98.1** | 101.2 |
| Offset against deferred tax liabilities | **-47.1** | -72.7 |
| Total deferred tax assets | **51.0** | 28.4 |

**Deferred tax liabilities**

| EUR million | 2024 | 2023 |
|---|---|---|
| Intangible assets and property, plant and equipment | **39.4** | 57.5 |
| Right-of-use assets | **26.2** | 26.6 |
| Investments at fair value | **10.1** | 8.9 |
| Inventories | **0.4** | 9.6 |
| Undistributed earnings | **4.7** | 2.7 |
| Other temporary differences | **5.4** | 6.1 |
| Total | **86.2** | 111.5 |
| Offset against deferred tax assets | **-47.1** | -72.7 |
| Total deferred tax liabilities | **39.1** | 38.8 |
| | | |
| Net deferred tax assets (+) and liabilities (-) | **11.9** | -10.4 |

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same fiscal authority.

## Movements in the net deferred tax balance

| EUR million | 2024 | 2023 |
|---|---|---|
| Net deferred tax asset (+) / liability (-) at January 1 | **-10.4** | -2.6 |
| Recognized in income statement | **23.9** | 6.5 |
| Recognized in other comprehensive income | | 0.1 |
| Recognized in equity | **-3.1** | |
| Acquired in business combinations | | -13.1 |
| Translation differences and other | **1.5** | -1.3 |
| Net deferred tax asset (+) / liability (-) at December 31 | **11.9** | -10.4 |

## Amount of tax losses carried forward, tax credits and temporary differences for which no deferred tax asset has been recognized due to uncertainty of utilization

**Tax losses carried forward**

| EUR million | 2024 | 2023 |
|---|---|---|
| Expiring within 20 years | **39.0** | 35.8 |
| No expiry | **119.2** | 158.0 |
| Total[1] | **158.2** | 193.7 |

[1] In 2023 EUR 35.5 million relates to acquired businesses combinations.

**Tax credits**

| EUR million | 2024 | 2023 |
|---|---|---|
| Temporary differences | **2.4** | 2.2 |

## Taxes in other comprehensive income

**2024**

| EUR million | Gross | Tax | Net |
|---|---|---|---|
| Translation differences | **9.0** | | **9.0** |
| Cash flow hedges | **-0.7** | | **-0.7** |
| Defined benefit plans, actuarial gains (losses) | **0.0** | **0.0** | **0.0** |
| Other comprehensive income for the period, total | **8.3** | **0.0** | **8.3** |

**2023**

| EUR million | Gross | Tax | Net |
|---|---|---|---|
| Translation differences | -8.3 | | -8.3 |
| Cash flow hedges | -0.7 | | -0.7 |
| Defined benefit plans, actuarial gains (losses) | -0.2 | 0.1 | -0.1 |
| Other comprehensive income for the period, total | -9.2 | 0.1 | -9.1 |

## Application of OECD Pillar Two model rules

Fiskars Group is within the scope of the OECD Pillar Two model rules. The Pillar Two legislation has been enacted in Finland, which is Fiskars Group's ultimate parent company's jurisdiction of residence, as well as in various other jurisdictions where Fiskars Group operates. The legislation became effective for the financial years starting 1 January 2024 or thereafter.

The Group applies the IAS 12 exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes and accounts for top-up tax as a current tax when it is incurred.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes based on 2024 financial information for the constituent entities in the Group. Based on the assessment, the transitional safe harbour relief is applicable for all jurisdictions. Therefore, the Group has not accounted for any Pillar Two top-up taxes.

The Group is continuing to assess the impact of the Pillar Two legislation on its future financial performance.

## 2.8 Earnings per share

The basic earnings per share is the annual profit for the period attributable to equity holders of the parent company divided by the weighted average number of shares outstanding during the year. Fiskars Group does not have any current share option programs or other diluting financial instruments, so the diluted earnings per share is the same as basic.

| | 2024 | 2023 |
|---|---|---|
| Profit for the period attributable to equity holders of the parent company, EUR million | **27.1** | 69.9 |
| Number of shares | **81,000,000** | 81,000,000 |
| Weighted average number of shares outstanding | **80,858,070** | 80,774,454 |
| Earnings per share, EUR (basic and diluted) | **0.33** | 0.86 |
| Comparable earnings per share, EUR (basic and diluted) | **1.07** | 0.99 |

# *3.* Intangible and tangible assets

# 3.1 Intangible assets

## Accounting principles

An intangible asset is initially recognized in the balance sheet at cost if the cost can be measured reliably and it is probable that the expected future economic benefits that are attributable to the asset will flow to the group. Residual values and expected useful lives are reassessed at least at each financial year-end and, if necessary, are adjusted to reflect changes in the expected future economic benefits. Those borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of that asset.

### Goodwill

Goodwill represents the Group's share of difference between the cost of the acquisition and the fair value of the net identifiable assets, liabilities, and contingent liabilities acquired, measured at the acquisition date. Goodwill is stated at historical cost less any accumulated impairment losses. Goodwill is not amortized but is tested for impairment at least annually. For this purpose goodwill has been allocated to cash-generating units (CGU). The recoverable amount of the unit is compared annually or more often if there are indications of impairment, with its carrying amount to determine potential impairment.

### Research and development costs

Research and development costs are expensed as they are incurred, except for those development costs that are capitalized if the criteria in IAS 38 are met. Capitalized development costs consisting of mainly direct labor costs and external services are recognized as intangible assets. In 2024, research and development expenses amounted to EUR 18.8 million (2023: 19.8).

Intangible assets not yet available for use are tested annually for impairment. Subsequently capitalized development costs are measured at cost less accumulated amortization and accumulated impairment losses. They are amortized on a straight-line basis over their useful lives, from 3 to 6 years.

### Other intangible assets

Other intangible assets include among other patents, capitalized development costs, software, as well as trademarks and customer relationships acquired in business combinations. Intangible assets are stated at cost less accumulated amortization and any accumulated impairment. Intangible assets in this class are amortized on a straight-line basis over their known or expected useful lives. Residual values and expected useful lives are reassessed at least at the end of reporting period, and if necessary, are adjusted to reflect changes in the expected future economic benefits. The estimated useful lives are as follows:

- Software 3–10 years
- Customer relationships 5–15 years
- Other 3–10 years

Intangible assets with an indefinite useful life such as trademarks or brand names acquired in business combinations are not amortized but they are tested at least annually for impairment.

**2024**

| EUR million | Goodwill | Trademarks, patents and domain names | Software | Other intangible assets | Construction in progress | Total |
|---|---|---|---|---|---|---|
| Historical cost, Jan 1 | 232.5 | 311.4 | 104.7 | 60.0 | 31.4 | 739.8 |
| Translation differences | 5.9 | 1.1 | 1.9 | 0.9 | -0.9 | 8.8 |
| Additions | | 0.3 | 5.6 | 0.4 | 19.8 | 26.1 |
| Decreases | | | -30.2 | -0.5 | -0.3 | -31.0 |
| Transfers between asset groups | | 0.5 | 19.0 | 0.6 | -19.4 | 0.7 |
| Historical cost, Dec 31 | 238.4 | 313.2 | 100.9 | 61.4 | 30.7 | 744.6 |
| | | | | | | |
| Accumulated amortization and impairment, Jan 1 | 12.3 | 23.5 | 77.1 | 35.1 | | 148.0 |
| Translation differences | 0.1 | -0.8 | 1.8 | 0.8 | | 1.9 |
| Amortization | | 0.7 | 16.6 | 3.1 | | 20.3 |
| Decreases | | | -29.2 | -0.4 | | -29.6 |
| Accumulated amortization and impairment, Dec 31 | 12.4 | 23.4 | 66.2 | 38.4 | | 140.4 |
| | | | | | | |
| **Net book value, Dec 31** | 225.9 | 289.9 | 34.6 | 23.0 | 30.7 | 604.2 |

**2023**

| EUR million | Goodwill | Trademarks, patents and domain names | Software | Other intangible assets | Construction in progress | Total |
|---|---|---|---|---|---|---|
| Historical cost, Jan 1 | 233.5 | 250.4 | 99.9 | 40.8 | 23.3 | 647.7 |
| Translation differences | -1.0 | -0.8 | -1.0 | -0.6 | -0.0 | -3.4 |
| Additions | | 0.2 | 1.8 | 0.3 | 22.2 | 24.5 |
| Acquired in business combinations | | 61.6 | 1.8 | 20.0 | 2.2 | 85.7 |
| Decreases | | | -12.9 | -1.0 | 0.2 | -13.7 |
| Transfers between asset groups | | | 15.0 | 0.3 | -16.4 | -1.0 |
| Historical cost, Dec 31 | 232.5 | 311.4 | 104.7 | 60.0 | 31.4 | 739.8 |
| | | | | | | |
| Accumulated amortization and impairment, Jan 1 | 12.2 | 22.4 | 79.0 | 34.3 | | 147.9 |
| Translation differences | 0.2 | 0.4 | -1.1 | -0.4 | | -1.0 |
| Amortization | | 0.7 | 12.1 | 2.2 | | 15.1 |
| Decreases | | | -12.9 | -1.1 | | -14.0 |
| Accumulated amortization and impairment, Dec 31 | 12.3 | 23.5 | 77.1 | 35.1 | | 148.0 |
| | | | | | | |
| Net book value, Dec 31 | 220.1 | 287.9 | 27.6 | 24.8 | 31.4 | 591.8 |

## Goodwill impairment test in cash-generating units

### Accounting principles

Fiskars Group's operations have been divided into cash-generating units (CGU) that are similar to the primary reporting segments. The carrying amounts of the assets relating to these CGUs are reviewed for impairment indicators annually at the end of the reporting period. The recoverable amounts of the following assets are also estimated annually irrespective whether there is any indication for impairment: goodwill, intangible assets with indefinite useful lives and unfinished intangible assets.

To determine a potential impairment the carrying amount of the asset, or the carrying amounts of the CGU's net assets are compared against the recoverable amount of that asset or CGU. The recoverable amount is the higher of the present value of the future cash flows (value in use) and the fair value less costs to sell. An impairment loss is recognized for an asset when its carrying amount exceeds its recoverable amount. An impairment loss previously recognized for items of property, plant, and equipment as well as for intangible assets other than goodwill is reversed subsequently only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of amortization or depreciation, if no impairment loss had been recognized for the asset in prior years. An impairment loss recognized for goodwill is not reversed.

Goodwill is not amortized but is tested at least annually for impairment. Goodwill has been allocated to cash-generating units as at December 31, 2024 and 2023 as follows:

| EUR million | 2024 | 2023 |
|---|---|---|
| Vita | **223.9** | 217.6 |
| Fiskars | **1.9** | 2.5 |
| Total | **225.9** | 220.1 |

The primary reporting segments, which form the CGUs, are Vita and Fiskars. The recoverable amounts from CGUs are determined with value in use method, using five-year discounted cash flow projections, based on strategic plans approved by management for years 2025–2027, and after this cash flows are estimated for two year period before calculating the terminal value. Cash flows for the period extending over the five year planning period are calculated using the terminal value method. The discount rate is the weighted average post-tax cost of capital (WACC) as defined by Fiskars Group. The components of the WACC are risk-free rate, market risk premium, company-specific risk premium, industry specific equity beta, cost of debt and debt to equity ratio. WACC components have been updated to present the current market conditions. As a result of the annual impairment tests, no impairment was recognized on goodwill in 2024, or in 2023.

Fiskars Group has ten trademarks whose aggregate carrying amount is EUR 285.0 million (2023: 287.2). Since the benefits from trademarks are indefinite, they are not amortized but are tested at least annually for impairment using a royalty relief method. An exception for this principle is trademark Hackman for which amortization has begun in 2017 (amortization period 20 years). Cash flows attributable to trademarks are derived by identifying revenues from sales of products belonging to each trademark.
The value in use of trademarks is determined on a discounted cash flow method basis, derived from five-year cash flow projections, based on strategic plans approved by the management. Cash flows for the period extending over the planning period are calculated using the terminal value method. Georg Jensen trademark which was acquired during 2023 was included in impairment testing for the first time in 2024. As a result of the annual impairment tests, no impairment was recognized on trademarks in 2024, or in 2023.

## Sensitivity analyses

Sensitivity analyses of goodwill have been carried out for the valuation of each CGU by making downside scenarios for key parameters. The management views that no reasonably possible change in any of the key parameters would lead to impairment as the recoverable amounts exceed the carrying amounts. The recoverable amount exceeds the carrying amounts after changes in the key parametres.

Sensitivity analyses of trademarks have been carried out for the valuation of each trademark by making downside scenarios for key parameters. Certain trademarks show sensitivity to changes in specific assumptions. Iittala is sensitive to changes in the WACC used, terminal growth rate and royalty rate used. Waterford is sensitive to changes in WACC and royalty rate used and Gingher is sensitive to a change in royalty rate.

## Key parameters applied in impairment testing

| | 2024 | | 2023 | |
|---|---|---|---|---|
| % | Goodwill | Trademarks[1] | Goodwill | Trademarks[1] |
| Increase in net sales on average | **2.6** | **5.7** | 6.1 | 4.1 |
| Steady growth rate in projecting terminal value | **1.0** | **1.0** | 1.0 | 1.0 |
| Discount rate, pre-tax, average | **7.1** | **8.7** | 7.7 | 9.5 |

[1] Used one percentage point higher risk premium than in goodwill testing

# 3.2 Property, plant and equipment

## Accounting principles

Property, plant, and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses, if applicable. Those borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of that asset.

Depreciation is charged to the income statement on a straight-line basis over the estimated useful lives of the assets. Residual values and expected useful lives are reassessed at least at each financial year-end and, if necessary, are adjusted to reflect changes in the expected future economic benefits. The estimated useful lives are as follows:

- Buildings 20–40 years
- Machinery and equipment 3–10 years
- Land and water No depreciation

Gains and losses on sales and disposals of property, plant, and equipment are presented in other operating income and other operating expenses.

**2024**

| EUR million | Land and water | Buildings | Machinery and equipment | Construction in progress | Total |
|---|---|---|---|---|---|
| Historical cost, Jan 1 | 20.8 | 105.7 | 131.5 | 17.3 | 275.3 |
| Translation differences | 0.3 | 2.9 | 5.5 | 1.1 | 9.9 |
| Additions | | 1.9 | 7.4 | 17.2 | 26.5 |
| Decreases | 0.0 | -0.1 | -5.7 | -0.2 | -6.0 |
| Transfers between asset groups | | 2.2 | 7.8 | -12.2 | -2.2 |
| Historical cost, Dec 31 | 21.1 | 112.7 | 146.5 | 23.2 | 303.5 |
| | | | | | |
| Accumulated depreciation and amortization, Jan 1 | | 37.1 | 75.7 | -0.6 | 112.2 |
| Translation differences | | 1.0 | 4.5 | 0.0 | 5.6 |
| Depreciation | | 6.0 | 18.0 | | 23.9 |
| Decreases | | -0.1 | -5.4 | | -5.5 |
| Accumulated depreciation and impairment, Dec 31 | | 44.0 | 92.8 | -0.6 | 136.1 |
| | | | | | |
| **Net book value, Dec 31** | 21.1 | 68.7 | 53.7 | 23.8 | 167.4 |

**2023**

| EUR million | Land and water | Buildings | Machinery and equipment | Construction in progress | Total |
|---|---|---|---|---|---|
| Historical cost, Jan 1 | 20.9 | 92.0 | 123.5 | 14.3 | 250.7 |
| Translation differences | -0.1 | 0.2 | -3.6 | 0.0 | -3.5 |
| Additions | | 4.1 | 8.6 | 13.3 | 25.9 |
| Acquired in business combinations | | 7.5 | 3.8 | 0.1 | 11.4 |
| Decreases | 0.0 | -1.2 | -9.2 | 0.3 | -10.2 |
| Transfers between asset groups | | 3.1 | 8.6 | -10.6 | 1.0 |
| Historical cost, Dec 31 | 20.8 | 105.7 | 131.5 | 17.3 | 275.3 |
| | | | | | |
| Accumulated depreciation and amortization, Jan 1 | | 33.2 | 71.7 | -0.6 | 104.4 |
| Translation differences | | -0.2 | -3.1 | 0.0 | -3.3 |
| Depreciation | | 5.1 | 15.9 | | 21.0 |
| Decreases | | -1.1 | -8.9 | | -10.0 |
| Accumulated depreciation and impairment, Dec 31 | | 37.1 | 75.7 | -0.6 | 112.2 |
| | | | | | |
| Net book value, Dec 31 | 20.8 | 68.6 | 55.8 | 18.0 | 163.2 |

# 3.3 Right-of-use assets

## Accounting principles

Fiskars Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

### Right-of-use assets

Fiskars Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are initially measured at cost, including the initial measurement of lease liabilities, any initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Subsequently right-of-use asset is measured at cost less any accumulated depreciation and impairment losses, adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the lease term, generally as follows:

- Real estate 3–15 years
- Other assets 3–5 years

### Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognized as expense on a straight-line basis over the lease term.

Fiskars Group has lease contracts for real estate, machinery, vehicles and other equipment used in its operations. Real estate leases generally have lease terms between 3 and 15 years, while other assets generally have lease terms between 3 and 5 years. Several lease contracts include extension and termination options and variable lease payments. Lease liabilities are described in Note 5.5 Lease liabilities.

**2024**

| EUR million | Real estate | Other | Total |
|---|---|---|---|
| **Book value, Jan 1** | **139.2** | **4.2** | **143.4** |
| Translation differences | **2.8** | **0.0** | **2.9** |
| Additions | **27.7** | **2.6** | **30.3** |
| Depreciations | **-35.5** | **-2.2** | **-37.7** |
| Decreases | **-0.4** | **-0.3** | **-0.7** |
| **Book value, Dec 31** | **133.9** | **4.3** | **138.2** |

**2023**

| EUR million | Real estate | Other | Total |
|---|---|---|---|
| **Book value, Jan 1** | 107.0 | 3.6 | 110.6 |
| Translation differences | -1.7 | 0.0 | -1.7 |
| Additions | 46.5 | 2.6 | 49.1 |
| Acquired in business combinations | 21.1 | 0.3 | 21.4 |
| Depreciations | -27.2 | -2.1 | -29.3 |
| Decreases | -6.6 | -0.1 | -6.7 |
| **Book value, Dec 31** | 139.2 | 4.2 | 143.4 |

# 3.4 Biological assets

## Accounting principles

Biological assets are measured at their fair value less costs to sell them. Biological assets consist of growing stock of Group's forest assets in Finland. The change in fair value resulting from both growth and change in the market value of standing timber is presented as a separate line item in the Consolidated Income Statement after operating profit (EBIT). The revenue from the sale of standing timber is presented in the Consolidated Income Statement within the operating profit.

There are no existing active markets for forest assets. Therefore, the biological asset valuation is made by using the discounted future cash flows. Cash flows are based on forest management plan taking into account forestry costs and harvesting incomes from one growth cycle. For valuing harvesting incomes, Fiskars applies a three-year rolling average price of standing timber, based on the statistics provided by the Natural Resources Institute Finland, adjusted with company specific price components.

The fair value measurements of biological assets are categorized within level 3 of the fair value hierarchy.

| EUR million | 2024 | 2023 |
|---|---|---|
| Fair value, Jan 1 | **51.3** | 46.5 |
| Increase due to growth | **2.4** | 2.7 |
| Decrease due to harvested timber | **-1.3** | -1.3 |
| Change in fair value | **5.4** | 3.5 |
| Fair value, Dec 31 | **57.8** | 51.3 |

Fiskars Group owns a total of appr. 14,000 hectares of forest, or which 11,000 are managed forest land.

# 3.5 Investment property

## Accounting principles

The properties that are not used in the Group's operations or which are held to earn rental income or increase in value are classified as investment property. These properties are measured at cost less accumulated depreciation and impairment. Investment properties are depreciated over 20–40 years on a straight-line basis. Land is not depreciated.

| EUR million | 2024 | 2023 |
|---|---|---|
| Historical cost, Jan 1 | **12.5** | 14.3 |
| Additions | **0.2** | 0.0 |
| Decreases | **-0.3** | -1.9 |
| Transfers from tangible assets | **1.4** | 0.0 |
| Historical cost, Dec 31 | **13.8** | 12.5 |
| | | |
| Accumulated depreciation, Jan 1 | **7.2** | 8.6 |
| Depreciation and impairment | **0.6** | 0.5 |
| Decreases | **-0.3** | -1.9 |
| Accumulated depreciation and impairment, Dec 31 | **7.5** | 7.2 |
| | | |
| Net book value, Dec 31 | **6.3** | 5.3 |

Investment Property comprises the parent company's buildings and zoned and unbuilt lots for detached houses in Fiskars Village, Finland.

### Fair value

Properties in Fiskars Village are unique in their cultural and historical values. Therefore it is not possible to determine a comparable market value on those properties. The book value of these properties, located in Finland, were EUR 6.3 million in 2024 (2023: 5.3).

# 4. Operative assets and liabilities

# 4.1 Inventories

## Accounting principles

Inventories are carried at the lower of cost and net realizable value. Cost is determined using the first-in first-out (FIFO) method. The cost of finished goods and work-in-progress comprise direct purchase and manufacturing costs, other direct costs and a proportion of the related production overheads based on normal operating capacity. Net realizable value is the estimated amount that can be realized from the sale in normal course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Inventories are presented net of write-down recognized for obsolete and slow-moving inventories.

| EUR million | 2024 | 2023 |
|---|---|---|
| Raw materials and consumables | **32.5** | 35.2 |
| Work in progress | **24.1** | 20.5 |
| Finished goods | **286.0** | 327.4 |
| Advance payments | **0.3** | 0.3 |
| Gross value of inventories | **342.9** | 383.4 |
| The amount of write-down of inventories | **-12.2** | -19.4 |
| Total, Dec 31 | **330.7** | 364.0 |

Change in write-down for obsolete and slow-moving inventories of EUR -7.2 (2023: -9.6) million was recognised during financial period.

# 4.2 Trade and other receivables

## Accounting principles

Trade receivables are measured at amortized cost. According to the simplified impairment model under IFRS 9, an allowance amounting to lifetime expected credit losses is recognized at first reporting date. To measure the lifetime expected credit losses, trade receivables have been grouped based on aging categories. An allowance for doubtful receivables is measured based on historical loss rates adjusted by forward looking estimates and individual assessment. The inputs used in the model are updated on a regular basis. Impairment is recognized as an expense in Other operating expenses. If an amount previously recognized to Consolidated Income Statement is subsequently settled, it is recognized as a reduction to Other operating expenses.

| EUR million | 2024 | 2023 |
|---|---|---|
| Trade receivables | **188.9** | 177.2 |
| Derivatives | **5.8** | 8.1 |
| Other receivables | **20.2** | 8.3 |
| Deferred income and prepaid expenses | **27.4** | 35.6 |
| Total, Dec 31 | **242.2** | 229.3 |

## Aging of trade receivables

| EUR million | 2024 | 2023 |
|---|---|---|
| Not fallen due | **160.0** | 155.1 |
| 1–30 days past due | **25.8** | 16.4 |
| 31–60 days past due | **2.8** | 1.8 |
| 61–90 days past due | **1.7** | 4.4 |
| 91–120 days past due | **0.6** | 2.0 |
| Over 120 days past due | **3.7** | 1.4 |
| Allowance for expected credit losses, Dec 31 | **-5.7** | -3.8 |
| Total, Dec 31 | **188.9** | 177.2 |

Trade receivables' payment terms vary with average being 45 days.

## Trade receivables in currencies

| EUR million | 2024 | 2023 |
|---|---|---|
| US Dollars (USD) | **56.0** | 55.5 |
| Euros (EUR) | **37.0** | 33.8 |
| Danish Krones (DKK) | **31.2** | 23.4 |
| Swedish Kronas (SEK) | **13.9** | 17.7 |
| Norwegian Krones (NOK) | **9.5** | 10.5 |
| Japanese Yens (JPY) | **9.3** | 7.8 |
| Australian Dollars (AUD) | **6.2** | 5.5 |
| United Kingdom Pounds (GBP) | **5.3** | 4.5 |
| Other currencies | **20.5** | 18.6 |
| Total, Dec 31 | **188.9** | 177.2 |

Trade receivables are widely spread geographically. The biggest customers are major retailers with solid credit ratings. Credit loss risks are estimated to be moderate. The maximum exposure to credit risk is the carrying amount of the trade receivables. The credit risk is described in more detailed in Note 5.2.

## Allowance for expected credit losses

| EUR million | 2024 | 2023 |
|---|---|---|
| Allowance for expected credit losses, Jan 1 | **-3.8** | -4.9 |
| Translation differences | **-0.1** | 0.1 |
| Additions | **-4.3** | -1.0 |
| Acquired in business combinations | | -0.5 |
| Deductions | **2.0** | 2.4 |
| Recognised impairment losses | **0.4** | 0.3 |
| Recovery of doubtful receivables | **0.0** | -0.1 |
| Allowance for expected credit losses, Dec 31 | **-5.7** | -3.8 |

## 4.3 Trade and other payables

| EUR million | 2024 | 2023 |
|---|---|---|
| Trade payables[1] | **88.4** | 102.1 |
| Other non-interest-bearing payables | **67.3** | 47.2 |
| Accrued expenses and deferred income | | |
| Interests | **4.8** | 5.1 |
| Wages, salaries and social costs | **33.2** | 34.7 |
| Contract liabilities | **49.8** | 49.7 |
| Other | **41.3** | 47.9 |
| Total, Dec 31 | **284.8** | 286.6 |

[1] 2023 opening balances restated, details in statement of changes in consolidated equity.

Contract liabilities includes for example accrued discounts, rebates, customer program credits and other revenue related adjustments. Other accrued expenses includes accrued materials and supplies, amongst other.

### Supplier Financing Arrangements

Fiskars Group has a supplier financing arrangement in place with a partner bank. Under the arrangement, the suppliers participating in the program may receive early payment of their invoices from the bank, who agrees to pay amounts due to the suppliers in respect of invoices owed by Fiskars Group. Fiskars Group subsequently repays the bank on the original invoice date. The principal purpose of this arrangement is to improve the working capital management for Fiskars Group and provide suppliers with an option to enhance their liquidity through early payment. Fiskars Group includes the amounts subject to the arrangement within trade payables as the nature and function of these payables remains the same as those of other trade payables.

| EUR million | 2024 | 2023 |
|---|---|---|
| Trade payables part of SFA agreement | **7.6** | 4.5 |
| of which suppliers have received payment from finance providers | **7.6** | 4.5 |
| | | |
| Range of payment terms (days) | **30–180** | 30–180 |

The supplier financing arrangement allows Fiskars Group to centralise payments of trade payables to the bank rather than paying the current suppliers individually. From Fiskars Group perspective, the arrangement does not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating. However, due to the arrangement, cash outflows are more predictable.

## 4.4 Employee defined benefit obligations

### Accounting principles

Group companies have various pension plans in accordance with local conditions and practices in the countries in which they operate. The plans are classified as either defined contribution plans or defined benefit plans. Under a defined contribution plan the group pays fixed contributions into a separate entity. If the entity does not hold sufficient assets to pay all employees the benefits in question, the Group will have no legal or constructive obligation to pay further contributions. All other plans not meeting the above criteria are classified as defined benefit plans. Most of the plans that group companies have are classified as defined contribution plans and related contributions are charged to the income statement in the year in which the payment obligation has arisen.

The costs for defined benefit pension plans are calculated and recognized under the terms of the plan based on actuarial calculations. Pension costs are recognized as expenses over the employees' service period. The pension obligation is measured as the present value of the estimated future contributions deducted by the fair value of plan assets at the end of the reporting period. Changes in the estimates in the actuarial calculations may influence the reported pension obligations and pension costs. Actuarial gains and losses are recognized in other comprehensive income (OCI).

Most of Fiskars Group's pension plans are defined contribution plans. Vita business area has defined benefit plans in Indonesia, Japan and Slovenia. The defined benefit plans in the U.S., UK and Germany are closed plans, and future pay increases will not impact the valuation. The Group also has supplementary pension plans in Finland which are classified as defined benefit plans. Each plan is operated in accordance with local conditions and practices of the respective country. Authorized actuaries have performed the actuarial calculations for the defined benefit plans.

The main unfunded plans are in the U.S., Germany, Indonesia, Japan and Slovenia. Plan in Finland is taken care of by local pension insurance company. The Group estimates its contributions to the plans during 2025 to be EUR 1.3 (2024: 1.5) million.

## Characteristics of the defined benefit plans and risks associated with them

| EUR million<br>Plan | Net liability<br>2024 | <br>2023 | Description and risks |
|---|---|---|---|
| Finland | **0.0** | 0.0 | There are 16 eligible members in the Finnish pension plans. The plans are funded insured pension plans, which are closed. Benefits of the plans are old age pension, disability pension, family pension and funeral grant. Pension increases are based on either insurance companies' own indexes or TyEL index. Main risks are changes in bond yields, increase in life expectancy and inflation risk. |
| Germany | **0.7** | 0.8 | There are 60 eligible members in the German pension plans. The plans are either unfunded individual pension promises, or unfunded pension plans, which are closed. Benefits of the plans are old age pension, disability pension and widow's/widower's pension. Pension increases, if any, are based on inflation. Main risks are changes in bond yields, increase in life expectancy and inflation risk. |
| Thailand | **2.5** | 2.0 | There are 1,158 eligible members in the Thai pension plan, which is a retirement benefit plan. Benefit of the plan is severance pay. There are no pension increases. Main risks are changes in bond yields and inflation risk. |
| UK | | | There are 173 eligible members in the British pension plan, which is a closed pension fund. The plan has surplus (asset) of GBP 1.6 million at end of 2024 (2023: 1.6), which is not recognized as an assets due to asset ceiling. Benefits of the plan are old age pension, early retirement pension, widow's/widower's pension and death benefit. Pension increases are based on inflation. Main risks are volatility of equity instruments, changes in bond yields, increase in life expectancy and inflation risk.<br><br>UK legislation requires the board to carry out actuarial valuations at least every three years and to target full funding against a basis that prudently reflects the fund's risk exposure, including the strength of the covenant offered to the fund by Fiskars UK Limited. The most recent actuarial valuation was carried out as at March 31, 2017. From July 31, 2017 the Company has agreed with the Trustee of the scheme a revised schedule of contributions for the scheme to reduce the annual contributions payable to GBP nil per annum. On December 5, 2017 the Company completed a buy-in of GBP 14.5 million of UK Scheme liabilities underwritten by the purchase of the annuity contract. The buy-in policy provides cash flows to match the benefits of the members covered, and is valued at higher than the present value of the defined benefit obligation for those members.<br><br>The Fund administration costs at the end of 2017 has been recognized as an expense in the company's income statement, and under rules of IAS 19 applicable to the scheme, has been offset with recognition of other comprehensive income to generate nil impact on company reserves for in the period. |
| U.S. | **3.9** | 3.9 | There is one eligible member in the American pension plan, which is an unfunded pension obligation. Benefits of the plan are old age pension and widow's/widower's pension. There are no pension increases. Main risks are changes in bond yields and increase in life expectancy. |
| Taiwan | **0.5** | 0.1 | There are 11 eligible members in Taiwanese pension plan, which is a funded pension obligation. Benefit of the plan is an old age pension. There is no pension increases. Main risks are asset volatility, changes in bond yields and inflation risk. |
| Indonesia | **3.6** | 3.1 | There are 708 eligible members in the Indonesian pension plan, which is an unfunded retirement benefit plan. Benefits of the plan are severance pay, death benefit and disability benefit. There are no pension increases. Main risks are changes in bond yields and inflation risk. |
| Japan | **0.5** | 0.5 | There are 60 eligible members in the Japanese pension plan, which is a funded and insured pension and retirement allowance plan. Benefits of the plan are old-age pension, death benefit and retirement allowance. There are no pension increases. Main risks are changes in bond yields, increase in life expectancy and inflation risk. |
| Slovenia | **0.5** | 1.6 | There are 613 eligible members in the Slovenian pension plans, which are unfunded retirement benefit plans. Benefit of the plan is severance pay. There are no pension increases. Main risks are changes in bond yields and inflation risk. |
| Total net liability | **12.3** | 12.1 | |

## Changes in net defined benefit liability

| EUR million | Present value of obligation | Fair value of plan assets | Total | Additional liablity and effect of asset ceiling | Total |
|---|---|---|---|---|---|
| **Jan 1, 2024** | 23.7 | -13.5 | 10.2 | 1.9 | 12.1 |
| Current service cost | 0.6 | | 0.6 | | 0.6 |
| Interest expense (+) or income (-) | 1.1 | -0.6 | 0.5 | 0.1 | 0.6 |
| Administration expenses | | 0.2 | 0.2 | | 0.2 |
| Past service cost and gains and losses from settlements | | | | | |
| Total included in personnel expenses (Note 2.4) | 1.6 | -0.4 | 1.2 | 0.1 | 1.3 |
| | | | | | |
| Return on plan assets, excluding amounts included in interest, (gain -) and (loss +) | | 0.1 | 0.1 | | 0.1 |
| Actuarial gains (-) and losses (+) arising from changes in demographic assumptions | 0.4 | | 0.4 | | 0.4 |
| Actuarial gains (-) and losses (+) arising from changes in financial assumptions | -0.4 | | -0.4 | | -0.4 |
| Experience adjustment gains (-) and losses (+) | 0.0 | | 0.0 | | 0.0 |
| Changes in asset ceiling, excluding amounts included in interest | | | | -0.2 | -0.2 |
| Remeasurement gains (-) and losses (+) included in OCI | -0.1 | 0.1 | 0.0 | -0.2 | -0.1 |
| | | | | | |
| Translation differences | 0.8 | -0.5 | 0.3 | 0.1 | 0.4 |
| Employer contributions | | -1.1 | -1.1 | | -1.1 |
| Benefits paid | -1.9 | 1.9 | | | |
| Other changes | -0.3 | | -0.3 | | -0.3 |
| **Dec 31, 2024** | 23.8 | -13.4 | 10.3 | 1.9 | 12.3 |

## Changes in net defined benefit liability

| EUR million | Present value of obligation | Fair value of plan assets | Total | Additional liablity and effect of asset ceiling | Total |
|---|---|---|---|---|---|
| **Jan 1, 2023** | 22.8 | -13.8 | 8.9 | 1.9 | 10.8 |
| Current service cost | 0.6 | | 0.6 | | 0.6 |
| Interest expense (+) or income (-) | 1.0 | -0.6 | 0.4 | 0.1 | 0.5 |
| Administration expenses | 0.2 | 0.2 | 0.5 | | 0.5 |
| Past service cost and gains and losses from settlements | | | | | |
| Total included in personnel expenses (Note 2.4) | 1.8 | -0.3 | 1.5 | 0.1 | 1.6 |
| | | | | | |
| Return on plan assets, excluding amounts included in interest, (gain -) and (loss +) | -0.1 | -0.1 | -0.2 | | -0.2 |
| Actuarial gains (-) and losses (+) arising from changes in demographic assumptions | | | | | |
| Actuarial gains (-) and losses (+) arising from changes in financial assumptions | 0.3 | | 0.3 | | 0.3 |
| Experience adjustment gains (-) and losses (+) | 0.2 | | 0.2 | | 0.2 |
| Changes in asset ceiling, excluding amounts included in interest | -0.2 | | -0.2 | | -0.2 |
| Remeasurement gains (-) and losses (+) included in OCI | 0.2 | -0.1 | 0.1 | | 0.1 |
| | | | | | |
| Acquired in business combinations | 1.3 | -0.1 | 1.2 | | 1.2 |
| Translation differences | -0.4 | 0.0 | -0.4 | 0.0 | -0.3 |
| Employer contributions | | -1.2 | -1.2 | | -1.2 |
| Benefits paid | -2.0 | 2.0 | | | |
| Other changes | | | | -0.2 | -0.2 |
| **Dec 31, 2023** | 23.7 | -13.5 | 10.2 | 1.9 | 12.1 |

## Plan assets by asset category

| | 2024 | | 2023 | |
|---|---|---|---|---|
| EUR million | Quoted | Unquoted | Quoted | Unquoted |
| Equity instruments | **0.1** | | 0.0 | |
| Bonds | **0.6** | | 0.5 | |
| Insurance contracts | | **11.4** | | 11.5 |
| Cash and cash equivalents | **1.4** | | 1.5 | |
| Other | | **0.0** | | |
| Total | **2.0** | **11.4** | 2.0 | 11.5 |

## Principal actuarial assumptions at the balance sheet date

| % | 2024 | 2023 |
|---|---|---|
| Discount rate | | |
| UK | **5.35** | 5.80 |
| U.S. | **4.90** | 5.80 |
| Indonesia | **6.91** | 7.19 |
| Slovenia | **3.50** | 4.10 |
| Other countries | **1.20–3.50** | 1.30–4.15 |
| | | |
| Future salary increases | | |
| UK | **n/a** | n/a |
| U.S. | **n/a** | n/a |
| Indonesia | **5.00** | 5.00 |
| Slovenia | **3.25** | 2024: 5.60<br>2025+: 3.75 |
| Other countries | **n/a / 2.00–3.00** | n/a / 2.00–4.00 |
| | | |
| Future pension increases | | |
| UK | **3.15** | 3.10 |
| U.S. | | |
| Indonesia | **5.00** | 5.00 |
| Slovenia | | |
| Other countries | **n/a / 2.00–2.25** | n/a / 2.50–2.75 |

## Sensitivity analysis

The sensitivity analyses below have been determined based on reasonably changes of the respective assumptions occurring at the end of the reporting period and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. A linear extrapolation of these amounts based on alternative changes in the assumptions as well as an addition of combined changes in the individual assumptions is not possible. There are no changes in the way the sensitivity analyses were performed compared to the previous years.

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Defined benefit obligation | | Defined benefit obligation | |
| EUR million | Increase | Decrease | Increase | Decrease |
| UK | | | | |
| Discount rate (0.5% change) | **-0.5** | **0.5** | -0.6 | 0.6 |
| Future salary (0.5% change) | **n/a** | **n/a** | n/a | n/a |
| Future pension (0.5% change) | **0.3** | **-0.3** | 0.3 | -0.3 |
| | | | | |
| Other Group companies, total | | | | |
| Discount rate (0.5% change) | **-0.5** | **0.5** | -0.5 | 0.5 |
| Future salary (0.5% change) | **0.4** | **-0.3** | 0.4 | -0.3 |
| Future pension (0.5% change) | **0.0** | **-0.0** | 0.0 | -0.0 |

The weighted average of the duration of the defined benefit obligation: 9.0 (2023: 9.4)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

# 4.5 Provisions

## Accounting principles

A provision is recognized when the Group as a result of a past event has a present legal or constructive obligation, it is probable that the obligation will be realized and a reliable estimate can be made of the amount of the obligation. A provision for restructuring is recognized when a detailed formal plan has been prepared and when there is a valid expectation relating those affected that the plan will be carried out. The amount recognized as a provision is the best estimate of the expenditure required to settle the present obligation at the end of the reporting period. If it is possible to receive compensation for a part of the obligation from a third party, the compensation is recognized as a separate asset, but only when receipt of the compensation is virtually certain.

Fiskars Group may be a party to lawsuits and legal processes concerning the Group's business operations. A related provision is recognized in the financial statements when the amount of the expenditure can be estimated reliably and it is more likely than not that they will be realized. Otherwise these contingent liabilities are disclosed in the notes.

Warranty provisions relate to products sold and are reviewed and adjusted regularly to reflect the estimated cash outflows to settle the warranty claims. Other provisions include, among others, provisions for legal expenses and estimated costs for refurnishment of premises.

**2024**

| EUR million | Warranty provision | Restructuring provision | Other provisions | Total |
|---|---|---|---|---|
| Provisions, Jan 1 | **2.7** | **3.6** | **2.8** | **9.0** |
| Translation differences | **0.1** | **0.0** | **0.0** | **0.1** |
| Additions | **0.2** | **0.5** | **1.1** | **1.8** |
| Used provisions | **-0.2** | **-2.0** | **-0.4** | **-2.5** |
| Reversals | **-0.8** | **-0.5** | **-0.2** | **-1.4** |
| Provisions, Dec 31 | **2.0** | **1.6** | **3.4** | **7.0** |

**2023**

| EUR million | Warranty provision | Restructuring provision | Other provisions | Total |
|---|---|---|---|---|
| Provisions, Jan 1 | 2.9 | 0.2 | 2.3 | 5.5 |
| Translation differences | -0.1 | 0.0 | -0.0 | -0.1 |
| Additions | 0.3 | 4.3 | 0.7 | 5.3 |
| Acquired in business combinations | | | 0.4 | 0.4 |
| Used provisions | -0.0 | -0.8 | -0.5 | -1.3 |
| Reversals | -0.4 | -0.2 | -0.1 | -0.7 |
| Provisions, Dec 31 | 2.7 | 3.6 | 2.8 | 9.0 |

# 5. Capital structure and financial instruments

# 5.1 Share capital

| | 2024 pcs 1,000 | 2023 pcs 1,000 | 2024 EUR million | 2023 EUR million |
|---|---|---|---|---|
| Jan 1 | **81,000.0** | 81,000.0 | **77.5** | 77.5 |
| Share capital, Dec 31 | **81,000.0** | 81,000.0 | **77.5** | 77.5 |
| | | | | |
| Treasury shares | | | | |
| Jan 1 | **202.9** | 419.5 | **3.0** | 6.7 |
| Change | **-61.0** | -216.6 | **-0.9** | -3.7 |
| Treasury shares, Dec 31 | **141.9** | 202.9 | **2.1** | 3.0 |

## Number of shares and votes

| | | Dec 31, 2024 | | | Dec 31, 2023 | |
|---|---|---|---|---|---|---|
| | Number of shares | Number of votes | Share capital EUR | Number of shares | Number of votes | Share capital EUR |
| Shares (1 vote/share) | **81,000,000** | **81,000,000** | **77,510,200** | 81,000,000 | 81,000,000 | 77,510,200 |
| Total | **81,000,000** | **81,000,000** | **77,510,200** | 81,000,000 | 81,000,000 | 77,510,200 |

Fiskars Corporation has a single class of shares. Shares have no nominal value.

## 5.2 Financial risk management

Financial risks are managed centrally by the Group Treasury in accordance with the Treasury Policy approved by the Board of Directors.

### Currency risk

Currency risk refers to changes in income statement, cash flow, balance sheet and competitiveness of Fiskars Group due to changes in exchange rates. Fiskars Group's transaction and translation positions are managed separately.

### Transaction risk

Transaction risk arises from foreign currency denominated cash flows, and is measured as net of commercial and financial receivables and payables denominated in foreign currencies. The objective of managing the transaction risk is to reduce the impact of changes in exchange rates on the profit and cash flow of the Group. Group companies are responsible for managing the currency risks associated with their commercial cash flows and to hedge their exposure using currency forwards entered into with the Group Treasury. The net position is hedged with currency derivatives in accordance with the Treasury policy approved by the Board of Directors.

The most significant risks relate to appreciation of DKK, THB and USD, and to depreciation of SEK, AUD and JPY. Fiskars Group is exposed to rate changes in the local currencies of its suppliers, of which the most important is CNY.

Fiskars Group does not apply hedge accounting on foreign exchange derivatives as defined in IFRS 9. All gains and losses resulting from currency derivatives are booked in the income statement. Had hedge accounting been applied on currency derivatives, Fiskars Group’s consolidated profit before tax for 2024 would have been EUR 2.5 million lower (0.8 million higher in 2023).

### Translation risk

Translation risk refers to the impact of changes in exchange rates on the consolidated income statement, consolidated statement of cash flows and consolidated balance sheet. These changes can also impact key indicators, such as net debt/LTM EBITDA (excl. IAC), equity ratio and gearing. Translation risk is not hedged.

### Interest rate risk

Exposure of the values of cash flows, assets and liabilities to interest rate fluctuations gives rise to interest rate risk. In Fiskars Group it is measured by the average interest rate reset period of financial liabilities excluding lease liabilities. The average reset period reflects the time it takes on average for the change in interest rates to impact the interest costs of the debt portfolio. The risk is quantified in monetary terms as the change in interest costs during the observation period caused by a permanent one percentage point rise in interest rates. The shorter the average reset period, the more unpredictable are the interest costs.

Derivatives may be used in the management of interest rate risks, and hedge accounting is applied on interest derivatives. The objective is to maintain the average reset period within the limits of 6 to 48 months as set out in the Treasury policy. Interest rate swaps can be treated as cash flow hedges or as fair value hedges. Cash flow hedges are entered into to offset exposure to variability in cash flows of floating rate debt. Fair value hedges mitigate the risk of exposure to changes in the fair value of the issued bond, on which a fixed yearly coupon is paid. As of December 31, 2024 the Group had interest rate swaps in the amount of EUR 165.0 million outstanding (2023: EUR 165.0 million). The Group’s interest-bearing net debt excluding leasing liabilities as of December 31, 2024 was EUR 346.3 million (2023: 295.8). Of the debt 46% (48%) was linked to variable interest rates. The average interest rate reset period of the debt was 22 months (2023: 28 months).

Sensitivity of interest expenses on changes in market rates has been calculated by assuming permanent one percentage point increase in market rates and assuming no change in net debt during the year. The calculated impact on the consolidated result before tax would be EUR -1.3 million (2023: -0.8 million) in 2024.

### Liquidity and refinancing risk

Liquidity risk refers to the risk of the Group’s financial assets and sources of funding proving insufficient to fund its business operations or the risk of a situation where arranging such funding would result in substantial additional costs. The objective of liquidity risk management is to maintain an optimal amount of liquidity to fund the business operations of the Group at all times while minimizing interest costs. Liquidity is considered to be the sum of cash and cash equivalents and available committed credit lines. The amount of needed liquidity is regularly assessed.

Refinancing risk refers to exposure to unavailability or prohibitively expensive price of financing at the time of maturity of expiring financing lines. The objective of refinancing risk management is to minimize the risk by diversifying the maturity structure of the debt and loan facility portfolio.

Fiskars Group had EUR 250.0 million (250.0) of long-term committed credit facilities and uncommitted overdraft facilities of EUR 51.7 million (49.4). A commercial paper program of 400.0 million was available with Nordic banks. Of the long-term committed credit facilities EUR 0.0 million was in use (0.0), and of the commercial paper program EUR 75.2 million (92.4) was in use.

## Commodity risk

Fiskars Group is exposed to fluctuations in the prices of certain commodities. The Group may use derivatives to hedge its exposure to this risk where appropriate. At the end of the year, the Group held outstanding commodity swaps in gold and silver to hedge the purchase price of these commodities. The nominal value of these derivatives amounted to EUR 6.4 million (4.3). Hedge accounting is not applied on commodity derivatives.

## Credit risk

Group Treasury is responsible for evaluating and monitoring financial counterparty risk. The Group minimizes this risk by limiting its counterparties to creditworthy banks and financial institutions and by working within defined counterparty limits. Sales function is responsible for monitoring customer credit risks. The Group’s clientele is extensive and even the largest customers represent less than 10% of the outstanding receivables. As of the end of the year, the Group’s trade receivables totaled EUR 188.9 million (2023: 177.2). The financial statements include provisions for bad debt related to trade receivables totaling EUR 5.7 million (2023: 3.8).

## Management of capital

Fiskars is not subject to any externally imposed capital requirements (other than possible local company law requirements effective in the jurisdictions where Fiskars Group companies are active).

The Group’s objectives when managing capital are:

- to safeguard the Group’s capacity to fund its operations and take care of its obligations
- to maintain a balanced business portfolio that provides return both on short and long term to its shareholders
- to maintain possibilities to act on potential investment opportunities
- to maintain an equity ratio that exceeds 40%
- to maintain a net debt to last 12 months' EBITDA (excl. IAC) ratio of maximum 2.5

# 5.3 Financial assets

## Accounting principles

### Financial assets

Fiskars Group classifies its financial assets in the following categories: financial assets at fair value through profit or loss, financial assets at fair value through other comprehensive income, and financial assets at amortised cost. Financial assets are classified at initial recognition based on their purpose of use. For assets not at fair value through profit or loss, the directly attributable transaction costs are included in the original costs of the financial assets. All purchases or sales of financial assets are recognized or derecognized using trade date accounting. The Group derecognizes financial assets when it has lost its right to receive the cash flows or when it has transferred substantially all the risks and rewards to an external party. Fair value categories of financial instruments are explained in Note 5.4.

### Financial assets at fair value through profit or loss and via other comprehensive income

Financial assets at fair value through profit or loss include financial assets that are held for trading or are designated as financial assets at fair value through profit or loss upon initial recognition (the fair value option). In Fiskars Group this category comprises investments in listed securities, and derivative instruments on which hedge accounting is not applied, as well as interest rate swaps hedging fair value.

Financial assets at fair value through profit or loss are measured at fair value both at initial recognition and subsequently. The fair values of the listed securities are based on quoted rates at the end of the reporting period, and both realized and unrealized gains and losses are recognized in the income statement under financial items. The fair value measurement principles of derivative instruments are described in Note 5.6.

Financial assets at fair value through other comprehensive income include listed shares. These assets are measured at fair value at initial recognition and subsequently. Changes in fair value are recognized in other comprehensive income.

### Financial assets at amortised cost

Financial assets at amortised cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are not held for trading or designated as available for sale upon initial recognition. This category comprises trade receivables and other receivables. It also includes deposits to guarantee leases and other similar items presented under Other non-current assets in the Consolidated Balance Sheet. Trade and other receivables are described in more detail in Note 4.2.

Loans and other receivables are measured at amortized cost. The allowance for expected credit losses is based on the risks of the individual items. Carrying amounts of receivables are adjusted to their probable value as a result of this assessment. Loans and receivables are included in current or non-current assets based on their term to maturity. Amounts expected to be recovered or settled in no more than 12 months after the end of the reporting period are included in current assets.

### Cash and cash equivalents

The balance sheet item Cash and cash equivalents includes cash, i.e. cash in hand and deposits held at call with banks, and cash equivalents. Cash equivalents comprise highly liquid investments that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. The items included in cash equivalents have original maturities of maximum three months from the date of acquisition. Bank overdrafts are included in current interest-bearing financial liabilities. Cash and cash equivalents are measured at amortized cost.

### Financial assets at fair value through profit or loss

| | Level 3 | |
|---|---|---|
| **EUR million** | **2024** | **2023** |
| Book value, Jan 1 | **30.9** | 29.0 |
| Decreases | **-1.0** | -1.0 |
| Change in fair value | **-0.1** | 2.9 |
| Book value, Dec 31 | **29.8** | 30.9 |

Investments at fair value through profit or loss comprise unlisted funds. The fair value of unlisted funds is based on the market value reported by the funds (level 3). Changes in the fair value are recognized in the income statement.

### Other investments and other non-current assets

| | Level 3 | |
|---|---|---|
| **EUR million** | **2024** | **2023** |
| Book value, Jan 1 | **14.5** | 9.8 |
| Addition | **2.8** | 1.0 |
| Acquired in business combinations | | 3.7 |
| Book value, Dec 31 | **17.3** | 14.5 |

Other investments include listed and unlisted shares as well as non-current receivables. Listed shares have been recognized at their fair value based on quotation at the end of the reporting period (level 1). Unlisted shares and other investments are measured at fair value (level 3). Fair value of unlisted shares equals acquisition value.

### Cash and cash equivalents

| EUR million | 2024 | 2023 |
|---|---|---|
| Cash and cash equivalents | **60.8** | 127.3 |
| Total, Dec 31 | **60.8** | 127.3 |

# 5.4 Financial liabilities

## Accounting principles

### Financial liabilities and borrowing costs

Fiskars Group classifies its financial liabilities in the following categories: financial liabilities at fair value through profit or loss (includes derivative liabilities) and financial liabilities measured at amortized cost. A financial liability is initially recognized at fair value, and subsequently carried at amortized cost or, in the case of the issued sustainability linked bond, valued using the effective interest rate method. Fair value hedges in the amount of EUR 60 million have been entered into to hedge the fair value of the issued bond. To the extent the fair value of the bond is hedged, the carrying amount is adjusted by the change in fair value. Derivative liabilities are measured at fair value. Financial liabilities are classified as non-current or current. The latter group comprises all those financial liabilities for which the Group does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. The Group removes a financial liability (or a part of it) from its balance sheet only when it is extinguished, i.e. when the obligation specified in the contract is discharged or cancelled or expires.

Arrangement fees related to loans and loan commitments are amortized over the expected loan term. Georg Jensen A/S had an outstanding bond with a nominal amount of EUR 40 million. The bond was redeemed early on the 26 October 2023 in its entirety. In 2023, a redemption premium of EUR 1.1 million, interest expense of EUR 0.9 million and make-whole interest in the amount of EUR 1.3 million were paid in connection with the early redemption.

## Non-current interest-bearing debt

| | 2024 | | 2023 | |
|---|---|---|---|---|
| EUR million | Fair value | Carrying amount | Fair value | Carrying amount |
| Loans from credit institutions | **130.7** | **130.0** | 131.0 | 130.2 |
| Issued bonds | **208.2** | **201.0** | 205.5 | 200.5 |
| Total, Dec 31 | **338.9** | **331.0** | 336.5 | 330.7 |

Loans from credit institutions are valued at amortized cost. Issued bonds are valued using effective interest rate method. The fair values of loans from credit institutions have been calculated by discounting the cash flow of the debt by the market rate at the end of reporting period (fair value hierarchy level 2). The fair value of the bond is calculated based on the market quotations at the end of the reporting period (level 1).

The sustainability linked bond issued 16 November 2023 is unsecured and carries a yearly coupon of 5,125%. The coupon is subject to sustainability performance targets pertaining to Scope 1 and 2 GHG emissions reduction by 50% by year-end 2026 versus 2017, and to 60% of the suppliers by spend of the Group having science-based emission reduction targets by year-end 2024. The step-up margin equals 0,375% p.a. for the last interest period if the first target is not met, and 0,125% p.a. for the last three interest periods if the second target is not met. The principal amount of the bond equals EUR 200 million, and the maturity of the bond is 16 November 2028.

In 2024, Scope 1 and 2 greenhouse gas emissions (KPI 1) increased by 4% compared to 2023 and decreased by 54% compared to the base year 2017.

Testing date in respect of KPI 1 is year-end 2026 and therefore there is no impact from the first target on the bond characteristics at the end of 2024. At the end of 2024, 64% of Fiskars Group's suppliers by spend covering purchased goods and services had set science-based targets (KPI 2). Fiskars has now achieved the second KPI target and therefore confirms that there is no impact from the second target on the bond characteristics. Verification has been performed by an external and independent reviewer as part of this report. For more information on the KPIs and definitions, please refer to Fiskars Group's Sustainability-linked bond framework, which is available on the Company's website.

## Current interest-bearing debt

| | 2024 | | 2023 | |
|---|---|---|---|---|
| EUR million | Fair value | Carrying amount | Fair value | Carrying amount |
| Bank overdrafts | **1.0** | **1.0** | | |
| Loans from credit institutions | **75.2** | **75.2** | 92.4 | 92.4 |
| Total, Dec 31 | **76.1** | **76.1** | 92.4 | 92.4 |

## Reconciliation of net debt

| EUR million | 2024 | 2023 |
|---|---|---|
| Loans from credit institutions | **206.1** | 222.6 |
| Issued bonds | **201.0** | 200.5 |
| Lease liabilities | **147.6** | 150.8 |
| Cash and cash equivalents | **-60.8** | -127.3 |
| Net debt | **493.9** | 446.7 |

## Changes in liabilities arising from financing activities

**2024**

| EUR million | Jan 1 | Lease changes | Cash flows | Fx difference | Acquired in business combinations | Other | Dec 31 |
|---|---|---|---|---|---|---|---|
| Non-current loans and borrowings | **330.7** | | | | | **0.3** | **331.0** |
| Non-current lease liabilities (Note 5.5) | **117.4** | **-0.1** | | **0.0** | | **-3.4** | **113.9** |
| Current loans and borrowings | **92.5** | | **-16.3** | | | | **76.1** |
| Current lease liabilities (Note 5.5) | **33.3** | **29.8** | **-41.1** | **3.2** | | **8.5** | **33.6** |
| Total | **573.9** | **29.7** | **-57.4** | **3.2** | | **5.4** | **554.7** |

**2023**

| EUR million | Jan 1 | Lease changes | Cash flows | Fx difference | Acquired in business combinations | Other | Dec 31 |
|---|---|---|---|---|---|---|---|
| Non-current loans and borrowings | 130.4 | | 198.5 | | | 1.7 | 330.7 |
| Non-current lease liabilities (Note 5.5) | 92.9 | 17.9 | | -1.6 | 13.1 | -4.9 | 117.4 |
| Current loans and borrowings | 195.2 | | -102.7 | | | | 92.5 |
| Current lease liabilities (Note 5.5) | 22.5 | 24.3 | -30.7 | -0.3 | 8.3 | 9.1 | 33.3 |
| Total | 440.9 | 42.2 | 65.1 | -1.8 | 21.5 | 5.9 | 573.8 |

## Maturity of liabilities

As of December 31, 2024 the Group had unused committed credit facilities EUR 250.0 million (2023: 250.0) at its disposal to guarantee its liquidity. The average maturity of the credit limit agreements as of December 31, 2024 was 3 years (2023: 2). Maturities of long term loans are presented in the below table. Agreements concerning credit facilities and long term loans include a covenant for the solidity. The covenant is tested at the end of each quarter until the maturity of the credit facilities and term loans. Breach of covenant requires material deterioration of the solidity from the current, and the Group has no indication that it will have difficulty complying with this covenant. The issued bond does not include financial covenants, but the future coupon payments are linked to achievement of certain sustainability metrics.

**2024**

| EUR million | 2025 | 2026 | 2027 | 2028 | 2029 | Later years | Total |
|---|---|---|---|---|---|---|---|
| Issued bonds | | | | 201.0 | | | 201.0 |
| interests | 10.3 | 10.3 | 10.3 | 9.0 | | | 39.8 |
| Other debt | | | | | | | |
| Loans from credit institutions | 76.1 | | 80.0 | | 50.0 | | 206.1 |
| interests | 8.0 | 5.3 | 5.3 | 2.1 | 2.1 | | 22.8 |
| Lease liabilities (Note 5.5) | 28.9 | 24.7 | 20.4 | 13.9 | 10.5 | 34.5 | 132.8 |
| interests | 4.4 | 3.3 | 2.3 | 1.6 | 1.2 | 1.8 | 14.7 |
| Trade payables | 88.4 | | | | | | 88.4 |
| Derivative liabilities | 5.5 | | | | | | 5.5 |
| Total, Dec 31 | 221.6 | 43.5 | 118.3 | 227.6 | 63.8 | 36.3 | 711.1 |

**2023**

| EUR million | 2024 | 2025 | 2026 | 2027 | 2028 | Later years | Total |
|---|---|---|---|---|---|---|---|
| Issued bonds | | | | | 200.5 | | 200.5 |
| interests | 10.3 | 10.3 | 10.3 | 10.3 | 9.0 | | 50.0 |
| Other debt | 0.2 | | | | | | 0.2 |
| Loans from credit institutions | 92.4 | | 80.0 | | | 50.0 | 222.4 |
| interests | 8.1 | 6.7 | 6.2 | 2.6 | 2.6 | 2.6 | 28.9 |
| Lease liabilities (Note 5.5) | 29.0 | 22.6 | 19.2 | 14.9 | 11.2 | 38.0 | 134.9 |
| interests | 4.3 | 3.3 | 2.5 | 1.8 | 1.3 | 2.6 | 15.9 |
| Trade payables | 102.1 | | | | | | 102.1 |
| Derivative liabilities | 2.3 | | | | | | 2.3 |
| Total, Dec 31 | 248.7 | 42.9 | 118.1 | 29.6 | 224.6 | 93.3 | 757.2 |

## Sensitivity analysis of currency exposure

The exchange rate sensitivity analysis in accordance with IFRS 7 indicates how the profit before taxes or consolidated Group equity would be impacted by a 10% depreciation of a currency. The impact of a 10% appreciation of a currency would be approximately the opposite. The analysis of impact on profit includes internal and external foreign currency denominated financial items of the parent company in the selected currencies. Estimated commercial cash flows of the Group companies consist of net purchases and sales in foreign currencies during the subsequent year. Derivatives include transactions to hedge the estimated commercial flows. Other financial items include foreign currency denominated loans, deposits and investments. The selected currencies represent approximately 90% of the commercial net foreign currency flows. The sensitivity analysis on the consolidated Group equity illustrates translation risk related to the foreign currency denominated equity.

| | 2024 | | | | 2023 | | | |
|---|---|---|---|---|---|---|---|---|
| | Impact on result before taxes | | | | Impact on result before taxes | | | |
| EUR million | Estimated commercial cash flows | Derivatives | Other financial items | Impact on group equity | Estimated commercial cash flows | Derivatives | Other financial items | Impact on group equity |
| AUD | -2.2 | 1.4 | 0.8 | -1.2 | -2.5 | 1.0 | 1.5 | -2.2 |
| CAD | 0.1 | 1.2 | -1.2 | -0.2 | -1.4 | 1.5 | -0.1 | -0.8 |
| DKK | 3.3 | -3.4 | -0.7 | -17.3 | 3.1 | 0.1 | -21.1 | -18.8 |
| GBP | -1.0 | 5.6 | -4.7 | -4.8 | -1.0 | 4.1 | -3.1 | -4.0 |
| JPY | -2.2 | 3.4 | -1.2 | -2.6 | -2.1 | 3.1 | -1.0 | -2.4 |
| NOK | -1.9 | 1.8 | 0.0 | -0.3 | -2.0 | 1.8 | 0.3 | -0.5 |
| SEK | -3.2 | 2.4 | 0.8 | -0.8 | -3.1 | 2.3 | 0.8 | -1.3 |
| THB | 2.3 | -2.0 | -0.3 | -0.1 | 3.5 | -3.0 | -0.5 | -1.7 |
| USD | 2.0 | 6.4 | -8.4 | -14.3 | 2.5 | 8.5 | -11.0 | -13.1 |

## Average interest rates and sensitivity analysis of interest expenses

The sensitivity of interest expenses on changes in interest rates has been presented by simulating a permanent one percentage unit rise in interest rates at the end of the reporting year. The Group's net interest bearing debt excluding financial leases as of December 31, 2024 was EUR 346.3 million (2023: 295.8) and the average interest reset period of interest-bearing debt was 22 months (2023: 28). A permanent one percentage point rise in all interest rates would increase the corporation's annual interest costs by EUR 1.3 million (2023: 0.8) assuming no change in the amount of the net debt.

The table below shows the Group's net interest bearing debt excluding leasing liabilities, currency derivatives, average interest rates on loans and interest rate sensitivity by major currencies.

**2024**

| EUR million | EUR | USD | GBP | JPY | DKK | SEK | Other | Total |
|---|---|---|---|---|---|---|---|---|
| Loans and deposits | **398.5** | **-18.3** | **-2.2** | **-12.0** | **-2.3** | **-3.0** | **-14.5** | **346.3** |
| Currency derivatives | **-150.6** | **83.1** | **56.2** | **-34.5** | **33.6** | **24.2** | **-9.5** | **2.5** |
| Net debt and currency derivatives | **247.9** | **64.8** | **54.0** | **-46.4** | **31.3** | **21.3** | **-24.0** | **348.8** |
| Average interest rate on loans (p.a.) | **4.5%** | | | | | | | |
| Interest rate sensitivity | **0,3** | **0,6** | **0,5** | **-0,5** | **0,3** | **0,2** | **-0,2** | **1,3** |

**2023**

| EUR million | EUR | USD | GBP | CAD | AUD | JPY | Other | Total |
|---|---|---|---|---|---|---|---|---|
| Loans and deposits | 356.1 | -10.2 | -0.5 | -4.3 | -11.9 | -4.2 | -29.3 | 295.8 |
| Currency derivatives | -177.7 | 84.6 | 47.9 | 33.9 | -31.0 | 30.6 | 10.9 | -0.8 |
| Net debt and currency derivatives | 178.3 | 74.4 | 47.5 | 29.7 | -42.9 | 26.4 | -18.4 | 295.0 |
| Average interest rate on loans (p.a.) | 5.0% | | | | | | | |
| Interest rate sensitivity | -0.4 | 0.7 | 0.5 | 0.3 | -0.4 | 0.3 | -0.2 | 0.8 |

## Fair value of financial instruments

### Accounting principles

**Fair value categories**

Hierarchy level 1 includes financial assets and liabilities that are publicly quoted in an active market. This category includes listed financial instruments. Level 2 includes financial assets and liabilities measured using directly observable market inputs. Other than publicly quoted interest-bearing debts and derivatives fall within this category. Level 3 includes financial assets and liabilities measured using non-market observable inputs. The asset classes in this category are unlisted equity investments and funds.

**2024**

| EUR million | Level 1 | Level 2 | Level 3 | Total |
|---|---|---|---|---|
| Investments at fair value through profit or loss | | | **29.8** | **29.8** |
| Other investments | | | **3.5** | **3.5** |
| Derivative assets | | **3.8** | | **3.8** |
| Total assets | | **3.8** | **33.3** | **37.0** |
| | | | | |
| Derivative liabilities | | **5.5** | | **5.5** |
| Interest-bearing liabilities | **208.2** | | | **208.2** |
| Total liabilities | **208.2** | **5.5** | | **213.7** |

**2023**

| EUR million | Level 1 | Level 2 | Level 3 | Total |
|---|---|---|---|---|
| Investments at fair value through profit or loss | | | 30.9 | 30.9 |
| Other investments | | | 3.5 | 3.5 |
| | | 4.9 | | 4.9 |
| Total assets | | 4.9 | 34.3 | 39.2 |
| | | | | |
| Derivative liabilities | | 2.3 | | 2.3 |
| Interest-bearing liabilities | 205.5 | | | 205.5 |
| Total liabilities | 205.5 | 2.3 | | 207.8 |

# 5.5 Lease liabilities

## Accounting principles

Fiskars Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

### Lease liabilities

At the commencement date of the lease, Fiskars Group recognizes lease liabilities measured at the present value of future unpaid lease payments. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group, and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date as typically the interest rate implicit in the lease is not readily available. Subsequently lease liability is measured using the effective interest rate method, and the carrying amount of lease liability is increased with the interest on the lease liability, reduced with the amount of lease payments made, and adjusted to reflect any reassessments or lease modifications made. The carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Fiskars Group has lease contracts for various items of real estate, machinery, vehicles and other equipment used in its operations. Right-of-use assets are presented in Note 3.3 Right-of-use assets.

| EUR million | 2024 | 2023 |
|---|---|---|
| Book value, Jan 1 | **150.8** | 115.5 |
| Translation differences | **3.2** | -1.8 |
| Additions | **30.3** | 49.0 |
| Acquired in business combinations | | 21.4 |
| Accretion of interest | **5.1** | 4.2 |
| Payments | **-41.1** | -30.7 |
| Decreases | **-0.7** | -6.8 |
| Book value, Dec 31 | **147.6** | 150.8 |
| | | |
| Current lease liabilities | **33.6** | 33.3 |
| Non-current lease liabilities | **113.9** | 117.4 |

## Maturity of minimum lease payments

| EUR million | 2024 | 2023 |
|---|---|---|
| Less than one year | **37.7** | 37.7 |
| Between one and five years | **86.4** | 85.8 |
| More than five years | **38.1** | 43.3 |
| Minimum lease payments, total | **162.3** | 166.7 |

# 5.6 Derivatives

## Accounting principles

### Derivatives and hedge accounting

Derivatives not designated as hedging instruments are recognized at fair value through profit and loss. The Group does not apply hedge accounting on foreign exchange derivatives. Foreign exchange derivatives are initially valued at cost and subsequently at fair value determined at the end of each reporting period. The fair value of derivatives is based on prevailing market rates or rates derived from the prevailing market rates at the end of the reporting period (fair value hierarchy level 2). Fair value changes are recognized in financial items in profit and loss.

Fiskars Group applies hedge accounting to interest rate swaps (cash flow hedges and fair value hedges). Derivatives on which hedge accounting is applied are initially valued at cost and subsequently at fair value at the end of each reporting period. To the extent the cashflow hedges are effective, the fair value change including deferred tax is recognized in equity through other comprehensive income. Any ineffectiveness is recognised in financial items in profit and loss. Fair value changes of fair value hedges are recognized in financial items in profit and loss. The fair value is based on prevailing market rates or rates derived from the prevailing market rates at the end of the reporting period (fair value hierarchy level 2).

Hedge accounting is not applied on commodity derivatives. Fair value changes are recognized in financial items.

## Nominal amounts of derivatives

| EUR million | 2024 | 2023 |
|---|---|---|
| Derivatives, hedge accounting not applied: | | |
| Foreign exchange forwards and swaps | **338.3** | 338.8 |
| Commodity derivatives | **6.4** | 4.3 |
| Cross currency swaps | **18.6** | |
| Derivatives, hedge accounting applied: | | |
| Interest rate swaps | **165.0** | 165.0 |

## Fair value of derivatives

| EUR million | 2024 | 2023 |
|---|---|---|
| Derivatives, hedge accounting not applied: | | |
| Foreign exchange forwards and swaps | **-1.4** | 1.3 |
| Commodity derivatives | **-0.1** | 0.1 |
| Cross currency swaps | **-0.9** | 1.1 |
| Derivatives, hedge accounting applied: | | |
| Interest rate swaps | **0.7** | 1.2 |

Derivative agreements the Group enters into are governed by International Swaps and Derivatives Association's Master Agreements (ISDA) or by corresponding local agreements. In case of a credit event as defined by the ISDA the other agreement party may demand early termination and set-off. Gross amounts of derivative assets and liabilities subject to early termination and set-off are presented in the following table.

| EUR million | 2024 | 2023 |
|---|---|---|
| Derivatives, hedge accounting not applied: | | |
| Foreign exchange forwards and swaps | | |
| Assets | **1.4** | 2.7 |
| Liabilities | **-2.8** | -1.4 |
| Net | **-1.4** | 1.3 |
| Commodity derivatives | | |
| Assets | **0.1** | 0.1 |
| Liabilities | **-0.2** | 0.0 |
| Net | **-0.1** | 0.1 |
| Cross currency swaps | | |
| Assets | **0.3** | |
| Liabilities | **-1.2** | |
| Net | **-0.9** | |
| Derivatives, hedge accounting applied: | | |
| Interest rate swaps | | |
| Assets | **2.0** | 2.0 |
| Liabilities | **-1.3** | -0.9 |
| Net | **0.7** | 1.2 |

## Maturity of derivatives

**2024**

| EUR million | 2025 | 2026 | Later years | Total |
|---|---|---|---|---|
| Foreign exchange forwards and swaps | **338.3** | | | **338.3** |
| Interest rate swaps | **55.0** | **25.0** | **85.0** | **165.0** |
| Commodity derivatives | **6.4** | | | **6.4** |
| Cross currency swaps | | | **18.6** | **18.6** |
| Total, Dec 31 | **399.7** | **25.0** | **103.6** | **528.3** |

**2023**

| EUR million | 2024 | 2025 | Later years | Total |
|---|---|---|---|---|
| Foreign exchange forwards and swaps | 338.8 | | | 338.8 |
| Interest rate swaps | | 55 | 110 | 165 |
| Commodity derivatives | 4.3 | | | 4.3 |
| Total, Dec 31 | 343.1 | 55 | 110 | 508.1 |

# 6. Other notes

# 6.1 Subsidiaries

## Shares in subsidiaries

| | Domicile | | % of share capital | % of voting power | Nature of main activities |
|---|---|---|---|---|---|
| Fiskars Americas Holding Oy Ab | Raseborg | FI | 100.0 | 100.0 | H |
| Fiskars Brands, Inc. | Madison, WI | US | 100.0 | 100.0 | P |
| Fiskars Canada, Inc. | Toronto | CA | 100.0 | 100.0 | S |
| Consumer Brands (Hong Kong) Co., Limited | Hong Kong | HK | 1.0 | 1.0 | H |
| | | | | | |
| Fiskars Europe Holding Oy Ab | Raseborg | FI | 100.0 | 100.0 | H |
| Consumer Brands (Hong Kong) Co., Limited | Hong Kong | HK | 99.0 | 99.0 | H |
| Fiskars (Thailand) Co.,Limited | Bangkok | TH | 98.0 | 98.0 | H |
| Fiskars Trading (Shanghai) Co., Ltd | Shanghai | CN | 100.0 | 100.0 | H |
| Fiskars Finland Oy Ab | Helsinki | FI | 100.0 | 100.0 | P |
| Fiskars (Thailand) Co., Limited | Bangkok | TH | 1.0 | 1.0 | H |
| Fiskars Sweden AB | Höganäs | SE | 100.0 | 100.0 | S |
| Fiskars Estonia AS | Tallinn | EE | 100.0 | 100.0 | S |
| Fiskars Benelux B.V. | Oosterhout | NL | 100.0 | 100.0 | S |
| Iittala BV | Antwerpen | BE | 0.5 | 0.5 | S |
| Iittala BV | Antwerpen | BE | 99.5 | 99.5 | S |
| Fiskars Denmark A/S | Glostrup | DK | 100.0 | 100.0 | P |
| Royal Copenhagen GmbH | Cologne | DE | 100.0 | 100.0 | D |
| Fiskars Japan Co., Ltd | Tokyo | JP | 100.0 | 100.0 | S |
| Royal Copenhagen Korea Co., Ltd | Seoul | KR | 100.0 | 100.0 | S |
| Fiskars Taiwan Limited | Taipei | TW | 100.0 | 100.0 | S |
| Royal Copenhagen Thailand Ltd | Saraburi | TH | 60.0 | 60.0 | P |
| Fiskars Hong Kong Limited | Hong Kong | HK | 100.0 | 100.0 | S |

| | Domicile | | % of share capital | % of voting power | Nature of main activities |
|---|---|---|---|---|---|
| Georg Jensen Investment Aps | Frederiksberg | DK | 100.0 | 100.0 | H |
| Georg Jensen A/S | Frederiksberg | DK | 100.0 | 100.0 | P |
| Georg Jensen NUF | Kolsås | NO | 100.0 | 100.0 | D |
| Georg Jensen Retail A/S | Frederiksberg | DK | 100.0 | 100.0 | S |
| Georg Jensen Silver AB | Stockholm | SE | 100.0 | 100.0 | S |
| Georg Jensen GmbH | Hamburg | DE | 100.0 | 100.0 | S |
| Georg Jensen Ltd. | London | GB | 100.0 | 100.0 | S |
| Georg Jensen PTY Ltd. | Frenchs Forest | AU | 100.0 | 100.0 | S |
| Georg Jensen S.A.R.L. | Paris | FR | 100.0 | 100.0 | D |
| Georg Jensen Japan Ltd. | Tokyo | JP | 100.0 | 100.0 | S |
| Georg Jensen Co. Ltd. | Chiangmai | TH | 100.0 | 100.0 | P |
| Georg Jensen Taiwan Ltd. | Taipei | TW | 100.0 | 100.0 | S |
| Georg Jensen Inc. | New York | US | 100.0 | 100.0 | S |
| Georg Jensen HK Holding Ltd. | Hong Kong | HK | 100.0 | 100.0 | H |
| Georg Jensen China Ltd. | Hong Kong | HK | 100.0 | 100.0 | D |
| Georg Jensen HK Ltd. | Hong Kong | HK | 100.0 | 100.0 | S |
| Georg Jensen Beijing Trading Ltd. | Beijing | CN | 100.0 | 100.0 | S |
| Fiskars Deutschland GmbH | Herford | DE | 100.0 | 100.0 | D |
| Fiskars France S.A.S. | Ivry sur Seine | FR | 100.0 | 100.0 | S |
| Fiskars Germany GmbH | Herford | DE | 100.0 | 100.0 | S |
| Iittala GmbH | Solingen | DE | 100.0 | 100.0 | S |
| Fiskars Italy S.r.l. | Premana | IT | 100.0 | 100.0 | S |
| Fiskars Norway AS | Oslo | NO | 100.0 | 100.0 | S |

| | Domicile | | % of share capital | % of voting power | Nature of main activities |
|---|---|---|---|---|---|
| Fiskars Polska Sp. z o.o. | Slupsk | PL | 100.0 | 100.0 | P |
| Fiskars Polska Sp. z.o.o., Magyarországi Fióktelepe | Budapest | HU | 100.0 | 100.0 | S |
| Fiskars Polska Sp. z.o.o., odštěpný závod | Prague | CZ | 100.0 | 100.0 | S |
| Fiskars Form Limited | Bridgend | GB | 100.0 | 100.0 | D |
| Fiskars Commercial (Shanghai) Co., Ltd. | Shanghai | CN | 100.0 | 100.0 | S |
| UAB Fiskars Lithuania | Vilnius | LT | 100.0 | 100.0 | S |
| Fiskars Latvia SIA | Riga | LV | 100.0 | 100.0 | S |
| Fiskars Living Canada, Inc | New Brunswick | CA | 100.0 | 100.0 | S |
| Fiskars Living US, LLC | Wilmingtom, DE | US | 100.0 | 100.0 | S |
| Fiskars UK Limited | Stoke-on-Trent | GB | 100.0 | 100.0 | P |
| WWRD Ireland Limited | Waterford | IE | 100.0 | 100.0 | P |
| Steklarna Rogaška d.o.o. | Rogaška Slatina | SI | 100.0 | 100.0 | P |
| Rogaška Kristal d.o.o. | Zagreb | HR | 100.0 | 100.0 | D |
| Fiskars Australia Pty Ltd | Sydney | AU | 100.0 | 100.0 | S |
| Fiskars Australia Pty Ltd - New Zealand Branch | Auckland | NZ | 100.0 | 100.0 | S |
| Josiah Wedgwood & Sons Pty Ltd | Sydney | AU | 100.0 | 100.0 | D |
| Waterford Wedgwood Australia Limited | Stoke-on-Trent | GB | 100.0 | 100.0 | D |
| Fiskars Online Oy Ab | Helsinki | FI | 100.0 | 100.0 | S |
| WWRD Netherlands MidCo B.V. | Amsterdam | NL | 100.0 | 100.0 | H |
| Waterford Wedgwood Trading Singapore Pte Limited | Singapore | SG | 100.0 | 100.0 | H |
| PT Doulton | Tangerang | ID | 96.2 | 96.2 | P |
| Ab Åbo Båtvarf - Turun Veneveistämö Oy | Turku | FI | 100.0 | 100.0 | D |
| Fiskars (Thailand) Co.,Limited | Bangkok | TH | 1.0 | 1.0 | H |

| | |
|---|---|
| Holding, management or services | H |
| Production and sales | P |
| Sales | S |
| Dormant | D |

## 6.2 Related party transactions

Fiskars Group's related parties are members of the Fiskars Group Board of Directors and Fiskars Group Leadership Team, other key management persons, and individual shareholders with control or significant influence over the company, as well as entities controlled or significantly influenced by them. In addition, associated companies of Fiskars and members of the family of the above-mentioned individuals are also regarded as related parties.

Fiskars Finland Oy Ab rents real estate from its associated company Koy Iittalan Lasimäki and has granted a capital loan to the company at inception.

Fiskars Group had no significant transactions, liabilities or receivables with related parties during 2024.

| EUR million | 2024 | 2023 |
|---|---|---|
| Rent | **0.2** | 0.2 |
| Capital loan | **0.2** | 0.2 |

### Shareholdings of the Board and key management, December 31

Includes holding of corporations under controlling power together with a family member.

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Own holdings | Holdings of controlled corporations | Total | Own holdings | Holdings of controlled corporations | Total |
| Ehrnrooth Paul | | **11,430,961** | **11,430,961** | | 11,430,961 | 11,430,961 |
| Fromond Louise | **601,135** | **10,567,417** | **11,168,552** | 601,135 | 10,567,417 | 11,168,552 |
| Goldin Julia | | | | | | |
| Lindahl Carl-Martin | | | | | | |
| Lixfeld Volker | | | | | | |
| Luomakoski Jyri | **4,000** | | **4,000** | 4,000 | | 4,000 |
| Sotamaa Ritva | | | | 3,000 | | 3,000 |
| Ehrnrooth Albert | **855,372** | **13,480,534** | **14,335,906** | 855,372 | 13,478,534 | 14,333,906 |
| Susan Repo | | | | | | |
| | | | | | | |
| Ahlström Nathalie | **137,311** | | **137,311** | 116,213 | | 116,213 |
| | | | | | | |
| Bachler Christian[7] | | | | 25,393 | | 25,393 |
| Hedberg Johan[1] | | | | | | |
| Holmberg Peter | | | | 6,213 | | 6,213 |
| Hyyryläinen Tuomas[2] | | | | | | |
| Jilinski Gennady[3] | | | | 6,206 | | 6,206 |
| Mindelöf Anna | **6,081** | | **6,081** | 6,048 | | 6,048 |
| Shaukat Aamir[4] | **11,712** | | **11,712** | | | |
| Siitonen Jussi | **84,070** | | **84,070** | 77,367 | | 77,367 |
| Hahn Steffen | **4,462** | | **4,462** | | | |
| Zappa Charlene[5] | | | | | | |

[1] Member of the Fiskars Group Leadership Team until September 12, 2023
[2] Member of the Fiskars Group Leadership Team until October 3, 2024
[3] Member of the Fiskars Group Leadership Team until May 31, 2023
[4] Member of the Fiskars Group Leadership Team until January 31, 2024
[5] Member of the Fiskars Group Leadership Team as of July 10, 2023
[6] Member of the Fiskars Group Leadership Team until September 12, 2023
[7] Member of the Fiskars Group Leadership Team until November 1, 2024

The shareholdings of the Board and key management represent in total 45.7% of the outstanding shares of the company.

## Remuneration of the Board and key management

| EUR thousand | 2024 Salaries and fees | 2024 Statutory pension | 2024 Supplementary pension | 2023 Salaries and fees | 2023 Statutory pension | 2023 Supplementary pension |
|---|---|---|---|---|---|---|
| Ehrnrooth Paul | **171.5** | | | 182.5 | | |
| Luomakoski Jyri | **137.3** | | | 139.3 | | |
| Fromond Louise | **91.5** | | | 93.8 | | |
| Susan Repo | **67.0** | | | | | |
| Sotamaa Ritva | **21.5** | | | 89.0 | | |
| Ehrnrooth Albert | **88.5** | | | 90.0 | | |
| Ehrnrooth Alexander | **3.0** | | | 3.8 | | |
| Lixfeld Volker | **87.8** | | | 94.8 | | |
| Lindahl Carl-Martin | **85.8** | | | 94.8 | | |
| Goldin Julia[1] | **80.8** | | | 89.0 | | |
| | | | | | | |
| Ahlström Nathalie | **1,258.4** | **131.1** | **96.9** | 1,256.4 | 125.9 | 98.5 |
| Fiskars Group Leadership Team, excluding CEO and President | **3,501.7** | **85.4** | **66.5** | 2,983.5 | 111.5 | 87.1 |
| Total | **5,594.6** | **216.5** | **163.4** | 5,116.9 | 237.4 | 185.6 |

[1] In 2023, board member Julia Goldin acted as an advisor to the company in a separately defined assignment, for which she was paid market-based compensation which was EUR 15,714.

The key management consists of the Board of Directors, the President & CEO and the members of Corporate Management Team (Fiskars Group Leadership Team). The figures are presented on an accrual basis.

Fiskars Group Leadership Team belongs to share-based long-term incentive plans to which participants are selected by the Board of Directors annually. In 2024 there is one plan in place, Performance Share Plan 2021, which includes three on-going performance periods for years 2022-2024, 2023-2025 and 2024-2026. The Board of Directors confirms the targets separately for each performance period and they are based on the company's total shareholder return and cumulative comparable EBITA (performance period 2021-2023), total shareholder return and cumulative comparable EBIT (performance period 2022-2024) and total shareholder return, cumulative comparable EBIT and circular economy (performance period 2023-2025) during the vesting period. No reward will be paid if targets are not met or if the participant's employment ends before reward payment. The expense recorded during the financial year for the corporate management team is included in the salaries and fees figures above.

Fiskars Group Leadership Team members who are part of Finnish social security system have a collective supplementary pension insurance, which includes an old-age pension at the retirement age, vested rights under certain conditions and indemnity payable at death. The amount of pension income is based on the insurance savings. The employer's contribution to the insurance plan is 20% of the preceding year's income, excluding bonuses, for CEO and 16%-20% of the preceding year's income, excluding bonuses, for Fiskars Group Leadership Team excl. CEO.

The President and CEO's compensation consists of base salary, annual short-term incentive plan and a share-based long-term incentive plan. The President and CEO participates in the ongoing performance periods 2022-2024, 2023-2025 and 2024-2026 of the long-term incentive plan. The President and CEO's employment contract will end by the time of the statutory retirement age. The President and CEO and the Company have a notice period of six months.

Remuneration upon dismissal by the Company equals annual base salary, in addition to the salary for the six-month notice period.

On February 7, 2023, it was announced that the Board of Directors of Fiskars Group decided on a management share ownership program aimed at the company's CEO, the Group's management team, and certain key personnel determined by the Board. In a paid directed share issue, a total of 156,401 shares held by the company were subscribed. More information about the incentive scheme can be found in note 2.5 Share-based payments. As part of the program, the Board decided to offer market-based co-financing for the subscription of the company's shares by granting interest-bearing loans to the participants of the program. The maximum loan amount for the CEO and CFO was 50 percent and for other target groups 75 percent of the share investment amount. The total amount of financing granted by the company was EUR 1,357,328.70 (2023: EUR 1,206,274.00). The financing taken in March 2023 must be repaid by July 30, 2027, and the financing taken in March 2024 must be repaid by July 30, 2028.

Interest on the unpaid loan principal must be paid from the withdrawal date at a rate of 12-month Euribor plus a margin of 1.00 percent. Interest is due semi-annually on October 1 and April 1 until the entire loan is repaid. The borrowers have committed to pledging the purchased company shares as collateral for the loan repayment, if the Board later separately decides to approve the pledge based on the authorization received from the General Meeting of shareholders.

# 6.3 Acquisitions and divestments

## Acquisitions and divestments in 2024

There were no acquisitions or divestments during 2024.

## Acquisitions and divestments in 2023

**Acquisition of Georg Jensen**

On October 1, 2023, Fiskars Group announced that it has completed the acquisition of renowned Danish luxury lifestyle brand Georg Jensen by acquiring 100% of the shares of Georg Jensen Investment ApS. Georg Jensen is headquartered in Copenhagen, Denmark and is present in over 10 countries. In 2022, Georg Jensen employed 1,205 employees (FTEs), net sales were EUR 158.1 million and EBIT was EUR 14.9 million.

The enterprise value of the acquisition was approximately EUR 155 million on a cash and debt free basis, and final consideration transferred after ordinary post-closing adjustments was EUR 124.7 million. The amount of consideration is final and does not carry any contingent consideration arrangements. Fiskars financed the acquisition with debt.

The acquisition supports Fiskars Group's Growth Strategy by expanding the company's luxury home brand portfolio, which already includes the iconic brands of Royal Copenhagen, Waterford and Wedgwood. Furthermore, reuniting the beloved Danish design brands Georg Jensen and Royal Copenhagen offers attractive commercial excellence opportunities. Georg Jensen's position in direct-to-consumer (DTC) channels is strong with over 50% of sales from own retail and e-commerce. In terms of markets, Fiskars Group sees potential to expand the brand's presence in China in particular. Commercial excellence, DTC and China are three of the four transformation levers in Fiskars Group's Growth strategy.

The transaction is expected to create significant cost synergies related to, for example, support functions and sourcing. The annual synergies are expected to amount approximately EUR 18 million, majority of which is expected to be realized by the end of 2025.

As a result of updated purchase price allocation Fiskars Group has on September 30, 2024 recognized a negative goodwill of EUR 19.4 million, when initial negative goodwill recognized was EUR 25.4 million. Main items driving fair value of net assets being higher than purchase consideration were valuation of trademark and customer lists, and inventory fair value step-up for finished goods.

The purchase price allocation in Annual report 2023 was provisional[1] and has been updated on September 30, 2024. The following table summarizes the consideration paid, provisional amounts for the fair value of assets acquired and liabilities assumed as well as cash flow impact at the date of acquisition. The net assets acquired are denominated in DKK. EUR values have been translated using foreign exchange rate prevailing at the date of acquisition.

[1] According to IFRS 3, adjustments to purchase price allocation are possible for a year after the closing of the acquisition, that being until September 30, 2024.

| EUR million | Oct 1, 2023 |
|---|---|
| **Non-current assets** | |
| Intangible assets | 85.9 |
| Property, plant & equipment | 11.3 |
| Right-of-use assets | 21.5 |
| Deferred tax assets | 20.2 |
| Other non-current assets | 3.8 |
| Non-current assets total | 142.7 |
| | |
| **Current assets** | |
| Inventories | 108.5 |
| Trade and other receivables | 24.9 |
| Cash and cash equivalents | 3.3 |
| Current assets total | 136.5 |
| | |
| Assets total | 279.2 |
| | |
| **Non-current liabilities** | |
| Interest-bearing liabilities | 41.5 |
| Lease liabilities | 13.2 |
| Deferred tax liabilities | 33.0 |
| Other non-current liabilities | 1.5 |
| Non-current liabilities total | 89.1 |

| EUR million | Oct 1, 2023 |
|---|---|
| **Current liabilities** | |
| Interest-bearing liabilities | 2.6 |
| Lease liabilities | 8.2 |
| Trade payables | 11.2 |
| Other current liabilities | 23.8 |
| Total current liablities | 46.0 |
| | |
| Liabilities total | 135.1 |
| | |
| Net assets | 144.1 |
| Consideration transferred | 124.7 |
| Negative goodwill | -19.4 |

## Cash flows related to acquisition:

| EUR million | Oct 1, 2023 |
|---|---|
| Consideration paid | 124.7 |
| Cash and cash equivalents acquired | -3.3 |
| Business combinations, net of cash acquired | 121.3 |

The acquired business was consolidated into the Group financials as of October 1, 2023 onwards. From the date of acquisition, the acquired business contributed EUR 53.8 million of revenue and EUR 22.3 million of EBIT to the Group, including EUR -13.7 million release of inventory fair value step-up as well as EUR -0.3 million of depreciation and amortization of tangible and intangible assets recognized at acquisition. In October-December, the acquired business contributed comparable EBIT of EUR 12.2 million.

If the acquisition had occurred on January 1, 2023, management estimated that the combined statement of income would have show net sales of EUR 1,225.2 million and EBIT of EUR 43.5 million. These pro forma amounts included the fair value adjustments determined as at December 31, 2022 for the period of January-September 2023. Comparable EBIT for the period of January-December would have been EUR 100.6 million.

Acquisition related costs of EUR 5.6 million were charged to Selling, general and administrative costs in the Consolidated statement of income in 2023 and presented as Items Affecting Comparability.

# 6.4 Commitments and contingencies

| EUR million | 2024 | 2023 |
|---|---|---|
| Guarantees | **10.4** | 4.7 |
| Other contingencies[1] | **0.4** | 1.8 |
| Supplier finance arrangement limit | **18.3** | 16.3 |
| Total, Dec 31 | **29.1** | 22.8 |

[1] Other contingencies decreased by USD 1.7 million due to the dissolving of commitment to invest in private equity funds.

Of the supplier finance arrangement limit, USD 7.8 million was in use. The supplier finance arrangements are described in more detailed in Annual Report Note 4.3.

## Litigation

Fiskars Group is involved in a number of legal actions, claims and other proceedings. Due to the nature of these proceedings, the final outcomes of these cases cannot be predicted. Taking into account the available information to date, these proceedings are not expected to have a material impact on the operations and financial position of the Group, nor impact the guidance for 2025. It is possible that based on later information, the view may be reconsidered. In particular, Fiskars Group's well-known and strong brands are exposed to e.g. infringement of intellectual property rights and therefore enforcement actions are part of ordinary business. Fiskars Group considers that investments made in enforcement actions are essential in order to protect and maintain the competitive edge created by our unique designs, innovations and strong brands.

Fiskars Group entities are subject to tax audits in certain countries. It is possible that tax audits may lead to reassessment of taxes.

# 6.5 Subsequent events after the reporting period

There have been no subsequent events after the reporting period that required recognition or disclosure.

# Parent company financial statements, FAS

## Parent company income statement

| EUR | Note | 2024 | 2023 | |
|---|---|---|---|---|
| Net sales | 2 | **90,318,121.84** | 96,948,766.51 | |
| Cost of goods sold | 4 | **-3,510,831.85** | -3,050,902.03 | |
| Gross profit | | **86,807,289.99** | 93,897,864.48 | 97% |
| | | | | |
| Administration expenses | 4.6 | **-80,827,623.96** | -90,020,575.67 | |
| Other operating income | 3 | **2,009,965.77** | 1,888,763.38 | |
| Other operating expenses | 4 | **-841,749.60** | | |
| Operating profit (loss) | | **7,147,882.20** | 5,766,052.19 | 6% |
| | | | | |
| Financial income and expenses | 7 | **1,698,677.08** | 677,071,160.47 | |
| "Profit (loss) before appropriations and taxes" | | **8,846,559.28** | 682,837,212.66 | |
| | | | | |
| Change in appropriations | 8 | | 735,782.25 | |
| Group contribution | 8 | **-6,957,168.00** | 2,913,269.31 | |
| | | | | |
| Income taxes | 9 | **-534,284.33** | -140,836.39 | |
| | | | | |
| Profit for the period | | **1,355,106.95** | 686,345,427.83 | |

# Parent company balance sheet

| EUR | Note | Dec 31, 2024 | Dec 31, 2023 | |
|---|---|---|---|---|
| ASSETS | | | | |
| | | | | |
| NON-CURRENT ASSETS | | | | |
| Intangible assets | 10 | **62,773,255.22** | 57,831,351.48 | |
| | | | | |
| Tangible assets | 11 | | | |
| Land and water | | **35,531,916.50** | 35,580,454.71 | |
| Buildings | | **14,992,735.00** | 14,185,450.44 | |
| Machinery and equipment | | **2,879,146.00** | 2,940,449.59 | |
| Construction in progress | | **4,061,658.44** | 3,865,746.26 | |
| Tangible assets total | | **57,465,455.94** | 56,572,101.00 | |
| | | | | |
| Investments | 12 | | | |
| Holdings in subsidiaries | | **795,174,887.25** | 640,174,887.25 | |
| Other shares | | **17,421,323.78** | 17,521,437.72 | |
| Investments total | | **812,596,211.03** | 657,696,324.97 | |
| | | | | |
| Non-current assets total | | **932,834,922.19** | 772,099,777.45 | 48% |
| | | | | |
| CURRENT ASSETS | | | | |
| Non-current receivables | | | | |
| Loans Receivable from Group Companies | 13 | **19,251,131.00** | | |
| Other loan receivables | | **1,363,452.90** | 3,083,348.11 | |
| Non-current Receivables Total | | **20,614,583.90** | 3,083,348.11 | |
| | | | | |
| Current receivables | | | | |
| Trade receivables | | **179,966.37** | 219,151.69 | |
| Receivables from subsidiaries | 13 | **564,465,547.42** | 739,799,260.03 | |
| Other receivables | | **5,758,280.87** | 8,164,287.35 | |
| Prepayments and accrued income | 14 | **9,357,349.42** | 8,936,620.58 | |
| Current receivables total | | **579,761,144.08** | 757,119,319.65 | |
| | | | | |
| Cash and cash equivalents | 15 | **35,952,830.43** | 85,271,443.64 | |
| | | | | |
| Current assets total | | **636,328,558.41** | 845,474,111.40 | 52% |
| | | | | |
| Assets total | | **1,569,163,480.60** | 1,617,573,888.85 | 100% |

| EUR | Note | Dec 31, 2024 | Dec 31, 2023 | |
|---|---|---|---|---|
| SHAREHOLDERS' EQUITY AND LIABILITIES | | | | |
| | | | | |
| SHAREHOLDERS' EQUITY | 16 | | | |
| Share capital | | **77,510,200.00** | 77,510,200.00 | |
| Revaluation reserve | | **9,539,122.62** | 9,569,177.63 | |
| Reserve for invested non-restricted equity | | **2,815,000.56** | 2,590,000.56 | |
| Fair value reserve | | **-1,271,571.55** | -575,307.46 | |
| Treasury shares | | **-2,082,455.31** | -3,018,165.97 | |
| Other reserves | | **3,204,313.18** | 3,204,313.18 | |
| Retained earnings | | **788,397,633.52** | 169,915,143.48 | |
| Profit for the period | | **1,355,106.95** | 686,345,427.83 | |
| Shareholders' equity total | | **879,467,349.97** | 945,540,789.25 | 58% |
| | | | | |
| LIABILITIES | | | | |
| Non-current liabilities | 17 | | | |
| Loans from credit institutions | | **130,024,427.03** | 130,118,569.64 | |
| Issued bonds | | **200,966,369.00** | 200,514,031.00 | |
| Liabilities to subsidiaries | | **2,398.36** | 2,398.36 | |
| Non-current liabilities total | | **330,993,194.39** | 330,634,999.00 | |
| | | | | |
| Current liabilities | | | | |
| Loans from credit institutions | | **75,175,882.75** | 92,459,324.42 | |
| Trade payables | | **6,691,726.60** | 11,830,998.56 | |
| Liabilities to subsidiaries | 18 | **238,262,735.16** | 201,243,567.76 | |
| Tax liabilities | | **380,000.00** | | |
| Other payables | | **26,644,784.39** | 22,623,593.93 | |
| Accruals and deferred income | 19 | **11,547,807.34** | 13,240,615.93 | |
| Current liabilities total | | **358,702,936.24** | 341,398,100.60 | |
| | | | | |
| Liabilities total | | **689,696,130.63** | 672,033,099.60 | 42% |
| | | | | |
| Shareholders' equity and liabilities total | | **1,569,163,480.60** | 1,617,573,888.85 | 100% |

# Parent company statement of cash flows

| EUR million | 2024 | 2023 |
|---|---|---|
| CASH FLOW FROM OPERATING ACTIVITIES | | |
| Profit before appropriations and taxes | **1,889,391.28** | 685,751,744.66 |
| Adjustments for | | |
| Depreciation, amortization and impairment | **18,038,161.00** | 13,670,090.87 |
| Investment income | **-767,743.01** | -542,835.89 |
| Interest income and dividends | **-36,057,599.12** | -707,637,105.11 |
| Unrealized exchange gains and losses | **-29,878,797.38** | -24,512,239.30 |
| Interest expenses and other financial costs | **62,980,088.05** | 55,397,986.20 |
| Impairment of receivables | **1,613,399.59** | |
| Group contributions | **6,957,168.00** | -2,913,269.31 |
| Change in provisions and other non-cash items | **32,739.16** | 100,774.23 |
| Cash flow before changes in working capital | **24,806,807.57** | 19,315,146.35 |
| | | |
| Changes in working capital | | |
| Change in current assets, non-interest bearing | **18,192,370.35** | 7,325,312.85 |
| Change in current liabilities, non-interest bearing | **1,846,338.35** | 4,181,809.73 |
| Cash flow from operating activities before financial items and taxes | **44,845,516.27** | 30,822,268.93 |
| | | |
| Financial income received | **32,314,575.09** | 14,112,329.42 |
| Financial expenses paid | **-32,760,761.90** | -26,345,235.24 |
| Taxes paid | **-135,641.98** | 627,679.49 |
| **Cash flow from operating activities (A)** | **44,263,687.48** | 19,217,042.60 |

| EUR million | 2024 | 2023 |
|---|---|---|
| CASH FLOW FROM INVESTING ACTIVITIES | | |
| Investments in subsidiary shares | **-155,000,000.00** | |
| Investments in intangible assets and property, plant & equipment | **-24,291,371.74** | -25,901,763.92 |
| Proceeds from sale of property, plant & equipment and other investments | **1,155,640.00** | 551,291.31 |
| Sale of other holdings | **954,898.30** | 961,535.07 |
| Change in long term loan receivables | **-19,238,817.12** | |
| Other dividends received | **148,054.92** | 690,143,159.85 |
| **Cash flow from investing activities (B)** | **-196,271,595.64** | 665,754,222.31 |
| | | |
| CASH FLOW FROM FINANCING ACTIVITIES | | |
| Share issue | **74,000.00** | 1,383,726.56 |
| Purchase of treasury shares | **-595,992.58** | -399,891.01 |
| Proceeds from non-current debt | **-132,013.30** | 198,610,116.72 |
| Change in current debt | **4,178,850.34** | -516,164,449.41 |
| Change in current receivables | **159,510,415.73** | -306,414,215.74 |
| Dividends paid | **-63,259,234.55** | -64,648,425.74 |
| Group contribution received/paid | **2,913,269.31** | 973,476.35 |
| **Cash flow from financing activities (C)** | **102,689,294.95** | -686,659,662.27 |
| | | |
| **Change in cash and cash equivalents (A+B+C)** | **-49,318,613.21** | -1,688,397.36 |
| | | |
| Cash and cash equivalents at beginning of period | **85,271,443.64** | 86,959,841.00 |
| Cash and cash equivalents at end of period | **35,952,830.43** | 85,271,443.64 |

# Notes to the parent company financial statements

# 1. Parent company accounting principles, FAS

The financial statements of Fiskars Corporation have been prepared in accordance with the Finnish Accounting Act and Ordinance and other statutes regulating the preparation of financial statements (Finnish Accounting Standards, FAS). The financial statements are presented in euros.

The preparation of financial statements in conformity with regulations in force and generally accepted accounting principles requires management to make estimates and assumptions that affect the valuation of assets and liabilities and reported amounts of revenues and expenses. Actual results could differ from those estimates.

## Transactions in foreign currencies

Transactions in foreign currencies are recorded at the rates of exchange prevailing at the date of the transaction. At the end of the reporting period balances in foreign currencies are translated using the exchange rate prevailing at the end of the reporting period. Foreign exchange derivatives are recognized at market values and changes in market values are recognized in the Income Statement.

## Net sales

Net sales are defined as invoiced amount less indirect taxes, rebates and exchange rate differences related to sales. Revenue is recognized when all significant risks and rewards of ownership have been transferred to the buyer, i.e. when a product has been delivered to the client in accordance with the terms of delivery.

Royalty income from trademarks held by Fiskars Corporation is recorded as Net sales. Revenue from the sale of securities, dividends and other corresponding income from securities classified as inventories and other income such as service revenue are also recorded as Net sales.

## Leasing arrangements

Lease payments are expensed as incurred. Future leasing payment obligations are reported as contingent liabilities. Rent income, when the company acts as a lessor, is recorded as net sales.

## Pension benefit plans

The statutory and possible supplementary pension plans for the Finnish companies' employees are funded through payments to independent pension insurance companies.

## Income taxes

Income taxes consist of the aggregate current tax expense based on the Finnish tax rules and adjustments to prior year taxes. The parent company does not account for deferred taxes as a stand-alone entity.

## Financial instruments

Long term loans are initially recognized at fair value and subsequently carried at amortised cost, or, in the case of the sustainability linked bond, valued using the effective interest rate method. The carrying amount of the bond is adjusted by the amount of change in its fair value to the extent the fair value of the bond is hedged.

Derivatives not designated as hedging instruments are recognized at fair value through profit and loss. Hedge accounting is not applied on foreign exchange derivatives. Foreign exchange derivatives are initially valued at cost and subsequently at fair value determined at the end of each reporting period. The fair value of derivatives is based on prevailing market rates or rates derived from the prevailing market rates at the end of the reporting period. Fair value changes are recognized in financial items.

Hedge accounting is applied to interest rate swaps (cash flow hedges and fair value hedges). Derivatives on which hedge accounting is applied are initially valued at cost and subsequently at fair value at the end of each reporting period. To the extent the cashflow hedges are effective, the fair value change including deferred tax is recognized in equity through other comprehensive income. Any ineffectiveness is recognized in financial items in profit and loss. Fair value changes of fair value hedges are recognized in financial items in profit and loss. The fair value is based on prevailing market rates or rates derived from the prevailing market rates at the end of the reporting period (fair value hierarchy level 2).

Hedge accounting is not applied on commodity derivatives. Fair value changes are recognized in financial items.

## Tangible and Intangible assets and other long-term investments

Tangible and Intangible assets are stated at cost less accumulated depreciation according to plan. Certain land holdings have been revalued.

Revaluations are based on market values at time of the revaluation. Revaluation reserves are adjusted for decreases in the market value of land holdings. When revalued real estate is sold, the respective share in the revaluation reserve is transferred to retained earnings.

Tangible and Intangible assets are depreciated and amortized over their expected useful lives. The following expected useful lives are applied:

- Intangible assets 3–10 years
- Buildings 20–40 years
- Vehicles 4 years
- Machinery and equipment 3–10 years
- Land and water Not depreciated

Investments in subsidiaries are stated in the Balance Sheet at cost or at net realizable value if the net realizable value is significantly and permanently impaired. An impairment loss may be reversed until the original acquisition cost, when the value of the investment has been restored.

### Receivables

Receivables are valued at the lower of book value and recoverable value.

### Provisions

Provisions are recognised when the group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made. These are booked as Provisions in Balance Sheet and as corresponding items in Income Statement.

### Appropriations

Appropriations in the parent company balance sheet consist of depreciation in excess of plan and possible given or received group contributions.

## 2. Net sales

| EUR | 2024 | 2023 |
|---|---|---|
| Inter-company service fee | **60,680,668.13** | 67,113,014.87 |
| Royalties | **22,670,070.35** | 23,656,396.93 |
| Rental income | **3,890,217.56** | 3,747,989.08 |
| Other | **3,077,165.80** | 2,431,365.63 |
| **Total** | **90,318,121.84** | 96,948,766.51 |

## 3. Other operating income

| EUR | 2024 | 2023 |
|---|---|---|
| Gain on sale of property, plant and equipment | **1,133,156.80** | 542,903.88 |
| Compensations from insurance companies | | 194,734.24 |
| Other income | **876,808.97** | 1,151,125.26 |
| **Total** | **2,009,965.77** | 1,888,763.38 |

## 4. Total expenses

### Total expenses by nature

| EUR | 2024 | 2023 |
|---|---|---|
| Materials and supplies | **-22,954.55** | -444.68 |
| External services, operative | **-481,904.13** | -266,269.81 |
| Employee benefits | **-18,883,622.85** | -21,531,380.14 |
| Depreciation, amortization and impairment | **-18,038,161.00** | -13,670,090.87 |
| IT expenses | **-26,602,987.17** | -28,413,524.36 |
| Consulting fees | **-9,545,816.96** | -19,511,417.08 |
| External services | **-3,372,925.58** | -2,363,446.31 |
| Loss on disposal of fixed assets | **-365,413.79** | |
| Liquidation of other receivables | **-476,335.81** | |
| Other | **-7,390,083.57** | -7,314,904.45 |
| **Total** | **-85,180,205.41** | -93,071,477.70 |

## 5. Fees paid to company's auditors

| EUR | 2024 | 2023 |
|---|---|---|
| Audit fees | **-573,926.09** | -521,188.92 |
| Tax consultation | **-17,330.00** | -27,635.00 |
| Other | **-27,946.38** | -27,320.00 |
| **Total** | **-619,202.47** | -576,143.92 |

# 6. Employee benefits and number of personnel

## Employee benefits

| EUR | 2024 | 2023 |
|---|---|---|
| Wages and salaries | **-15,730,482.71** | -18,176,958.85 |
| Pension costs | **-2,856,565.40** | -2,789,949.63 |
| Other personnel costs | **-296,574.74** | -564,471.66 |
| **Total** | **-18,883,622.85** | -21,531,380.14 |

## Remuneration to management

| EUR thousand | 2024 | 2023 |
|---|---|---|
| Chief Executive Officer | **1,488.0** | 1,480.8 |
| Members of the Board | **834.5** | 877.0 |
| **Total** | **2,322.5** | 2,357.8 |

## Number of personnel

| | 2024 | 2023 |
|---|---|---|
| Average (FTE) | **192** | 185 |
| End of period | **178** | 186 |

# 7. Financial income and expenses

| EUR | 2024 | 2023 |
|---|---|---|
| **Financial income** | | |
| Exchange gain | **43,486,892.17** | 31,145,599.60 |
| Commodity gain | **184,253.58** | |
| Financial income from group companies | | |
| Dividend income | | 690,000,000.00 |
| Interest income short term | **27,174,707.88** | 11,962,850.61 |
| Interest income long term | **1,057,048.52** | |
| Financial income from third parties | | |
| Dividend income | **148,054.92** | 143,159.85 |
| Interest income short term | **4,535,040.36** | 5,002,710.70 |
| Interest income long term | **66,612.11** | 49,291.06 |
| Other financial income | **2,899,936.25** | 479,092.89 |
| Financial income, total | **79,552,545.79** | 738,782,704.71 |
| | | |
| **Financial expenses** | | |
| Loss on disposal of financial assets | **-1,613,399.59** | |
| Exchange loss | **-43,478,218.91** | -33,354,872.92 |
| Commodity loss | **-287,616.57** | |
| Financial expenses to group companies | | |
| Interest expenses | **-5,347,624.46** | -6,790,625.56 |
| Financial expenses to third parties | | |
| Interest expenses short term | **-9,120,450.85** | -11,768,815.96 |
| Interest expenses long term | **-17,255,678.43** | -9,186,232.01 |
| Other financial expenses | **-750,879.90** | -610,997.79 |
| Financial expenses, total | **-77,853,868.71** | -61,711,544.24 |
| | | |
| **Total financial income and expenses** | **1,698,677.08** | 677,071,160.47 |

# 8. Appropriations

| EUR | 2024 | 2023 |
|---|---|---|
| Difference between depreciation according to plan and tax depreciation | | 735,782.25 |
| Group contribution received | | 2,913,269.31 |
| Group contribution paid | **-6,957,168.00** | |
| **Total** | **-6,957,168.00** | 3,649,051.56 |

# 9. Income taxes

| EUR | 2024 | 2023 |
|---|---|---|
| Income tax, current year | **-534,284.33** | -157,118.56 |
| Income tax, previous periods | | 16,282.17 |
| **Total** | **-534,284.33** | -140,836.39 |

# 10. Intangible assets

| EUR | 2024 | 2023 |
|---|---|---|
| Historical cost, Jan 1 | **107,878,727.98** | 98,336,442.44 |
| Additions | **20,919,062.89** | 22,141,805.09 |
| Decrease | **-29,177,407.78** | -12,612,119.55 |
| Transfers between asset groups | **788,897.22** | 12,600.00 |
| Historical cost, Dec 31 | **100,409,280.31** | 107,878,727.98 |
| | | |
| Accumulated amortization and impairment, Jan 1 | **-50,047,376.50** | 50,646,339.47 |
| Amortization for the period | **-16,396,642.59** | 12,013,156.58 |
| Decrease | **28,807,994.00** | -12,612,119.55 |
| Accumulated amortization and impairment, Dec 31 | **-37,636,025.09** | 50,047,376.50 |
| | | |
| **Net book value, Dec 31** | **62,773,255.22** | 57,831,351.48 |

# 11. Tangible assets

**2024**

| EUR | Land and water | Buildings | Machinery and equipment | Construction in progress | Total |
|---|---|---|---|---|---|
| Historical cost, Jan 1 | 26,011,277.08 | 40,617,822.51 | 7,158,375.22 | 3,865,746.26 | 77,653,221.07 |
| Additions | | 315,730.04 | 254,801.77 | 2,801,776.98 | 3,372,308.79 |
| Decreases | -18,483.20 | -332,524.39 | -505,961.59 | | -856,969.18 |
| Transfers between asset groups | | 1,816,967.58 | | -2,605,864.80 | -788,897.22 |
| Historical cost, Dec 31 | 25,992,793.88 | 42,417,995.74 | 6,907,215.40 | 4,061,658.44 | 79,379,663.46 |
| | | | | | |
| Accumulated depreciation and impairment, Jan 1 | | -26,432,372.07 | -4,217,925.63 | | -30,650,297.70 |
| Depreciation for the period | | -1,325,413.05 | -316,105.36 | | -1,641,518.41 |
| Decreases | | 332,524.38 | 505,961.59 | | 838,485.97 |
| Accumulated depreciation and impairment, Dec 31 | | -27,425,260.74 | -4,028,069.40 | | -31,453,330.14 |
| | | | | | |
| Revaluation, Jan 1 | 9,569,177.63 | | | | 9,569,177.63 |
| Decreases | -30,055.01 | | | | -30,055.01 |
| Revaluation, Dec 31 | 9,539,122.62 | | | | 9,539,122.62 |
| | | | | | |
| **Book value, Dec 31** | 35,531,916.50 | 14,992,735.00 | 2,879,146.00 | 4,061,658.44 | 57,465,455.94 |

**2023**

| EUR | Land and water | Buildings | Machinery and equipment | Construction in progress | Total |
|---|---|---|---|---|---|
| Historical cost, Jan 1 | 26,016,805.58 | 42,510,387.25 | 7,290,755.02 | 984,207.35 | 76,802,155.20 |
| Additions | | 48,807.86 | 569,530.05 | 3,141,620.98 | 3,759,958.89 |
| Decreases | -5,528.50 | -2,041,455.35 | -849,309.17 | | -2,896,293.02 |
| Transfers between asset groups | | 100,082.75 | 147,399.32 | -260,082.07 | -12,600.00 |
| Historical cost, Dec 31 | 26,011,277.08 | 40,617,822.51 | 7,158,375.22 | 3,865,746.26 | 77,653,221.07 |
| | | | | | |
| Accumulated depreciation and impairment, Jan 1 | | 27,140,588.72 | 4,742,367.60 | | 31,882,956.32 |
| Depreciation for the period | | 1,333,170.71 | 323,763.58 | | 1,656,934.29 |
| Decreases | | -2,041,387.36 | -848,205.55 | | -2,889,592.91 |
| Accumulated depreciation and impairment, Dec 31 | | 26,432,372.07 | 4,217,925.63 | | 30,650,297.70 |
| | | | | | |
| Revaluation, Jan 1 | 9,570,932.94 | | | | 9,570,932.94 |
| Decreases | -1,755.31 | | | | -1,755.31 |
| Revaluation, Dec 31 | 9,569,177.63 | | | | 9,569,177.63 |
| | | | | | |
| Book value, Dec 31 | 35,580,454.71 | 14,185,450.44 | 2,940,449.59 | 3,865,746.26 | 56,572,101.00 |

# 12. Investments

**2024**

| EUR | Holdings in subsidiaries | Other shares | Total |
|---|---|---|---|
| Historical cost, Jan 1 | 821,174,887.25 | 18,285,832.00 | 839,460,719.25 |
| Additions | 155,000,000.00 | | 155,000,000.00 |
| Decreases | | -954,898.30 | -954,898.30 |
| Currency valuations | | 854,784.36 | 854,784.36 |
| Historical cost, Dec 31 | 976,174,887.25 | 18,185,718.06 | 994,360,605.31 |
| | | | |
| Write-downs, Jan 1 | -181,000,000.00 | -764,394.28 | -181,764,394.28 |
| Write-downs, Dec 31 | -181,000,000.00 | -764,394.28 | -181,764,394.28 |
| | | | |
| **Book value, Dec 31** | 795,174,887.25 | 17,421,323.78 | 812,596,211.03 |

**2023**

| EUR | Holdings in subsidiaries | Other shares | Total |
|---|---|---|---|
| Historical cost, Jan 1 | 821,174,887.25 | 19,783,135.77 | 840,958,023.02 |
| Decreases | | -966,998.12 | -966,998.12 |
| Currency valuations | | -530,305.65 | -530,305.65 |
| Historical cost, Dec 31 | 821,174,887.25 | 18,285,832.00 | 839,460,719.25 |
| | | | |
| Write-downs, Jan 1 | -181,000,000.00 | -764,394.28 | -181,764,394.28 |
| Write-downs, Dec 31 | -181,000,000.00 | -764,394.28 | -181,764,394.28 |
| | | | |
| Book value, Dec 31 | 640,174,887.25 | 17,521,437.72 | 657,696,324.97 |

### Shares in subsidiaries

| | Number of shares | Domicile | | % of share capital | % of voting power | Book value |
|---|---|---|---|---|---|---|
| Fiskars Americas Holding Oy Ab | 1,000 | Raseborg | FI | 100.0 | 100.0 | 110,071,862.76 |
| Fiskars Europe Holding Oy Ab | 2,250 | Raseborg | FI | 100.0 | 100.0 | 685,098,092.55 |
| Fiskars (Thailand) Co., Ltd. | 100 | Bangkok | TH | 1.0 | 1.0 | 2,409.12 |
| Ab Åbo Båtvarf - Turun Veneveistämö Oy | 150 | Turku | FI | 100.0 | 100.0 | 2,522.82 |
| **Total Dec 31, 2024** | | | | | | **795,174,887.3** |

## 13. Receivables from subsidiaries

| EUR | 2024 | 2023 |
|---|---|---|
| Loan receivables, long term | **19,251,131.00** | |
| Trade receivables | **52,530,760.76** | 66,613,844.77 |
| Loan receivables, short term | **474,679,953.31** | 628,032,378.71 |
| Cash pool receivables | **4,303,300.63** | 10,701,667.34 |
| Group contribution receivables | | 2,913,269.31 |
| Prepayments and accrued income | **6,494,480.34** | 3,879,596.84 |
| Other receivables | **26,457,052.38** | 27,658,503.06 |
| **Total, Dec 31** | **583,716,678.42** | 739,799,260.03 |

## 14. Prepayments and accrued income

| EUR | 2024 | 2023 |
|---|---|---|
| Prepaid and accrued interest | **1,679,338.40** | 1,578,466.20 |
| Other prepayments and accruals | **7,678,011.02** | 7,358,154.38 |
| **Total, Dec 31** | **9,357,349.42** | 8,936,620.58 |

## 15. Cash and cash equivalents

| EUR | 2024 | 2023 |
|---|---|---|
| Cash and cash equivalents | **35,952,830.43** | 85,271,443.64 |
| **Total, Dec 31** | **35,952,830.43** | 85,271,443.64 |

# 16. Shareholders' equity

| EUR | 2024 | 2023 |
|---|---|---|
| Share capital | | |
| Jan 1 | **77,510,200.00** | 77,510,200.00 |
| Share capital, Dec 31 | **77,510,200.00** | 77,510,200.00 |
| | | |
| Revaluation reserve | | |
| Jan 1 | **9,569,177.63** | 9,570,932.94 |
| Decrease | **-30,055.01** | -1,755.31 |
| Revaluation reserve, Dec 31 | **9,539,122.62** | 9,569,177.63 |
| | | |
| Reserve for invested non-restricted equity | | |
| Jan 1 | **2,590,000.56** | |
| Increase | **225,000.00** | 2,590,000.56 |
| Fair value reserve, Dec 31 | **2,815,000.56** | 2,590,000.56 |
| | | |
| Fair value reserve | | |
| Jan 1 | **-575,307.46** | 107,401.67 |
| Increase | **123,785.00** | 242,180.61 |
| Decrease | **-820,049.09** | -924,889.74 |
| Fair value reserve, Dec 31 | **-1,271,571.55** | -575,307.46 |
| | | |
| Treasury shares | | |
| Jan 1 | **-3,018,165.97** | -6,740,357.32 |
| Increase | **-595,992.58** | -399,891.02 |
| Share based incentives | **1,336,730.25** | 1,556,178.28 |
| Management ownership program | **194,972.99** | 2,565,904.09 |
| Treasury shares, Dec 31 | **-2,082,455.31** | -3,018,165.97 |

| EUR | 2024 | 2023 |
|---|---|---|
| Other reserves | | |
| Jan 1 | **3,204,313.18** | 3,204,313.18 |
| Other reserves, Dec 31 | **3,204,313.18** | 3,204,313.18 |
| | | |
| Retained earnings | | |
| Jan 1 | **856,260,571.31** | 238,685,651.59 |
| Dividends | **-66,331,234.55** | -64,648,425.74 |
| Share based incentives | **-1,336,730.25** | -1,556,178.28 |
| Management ownership program | **-194,972.99** | -2,565,904.09 |
| Net profit | **1,355,106.95** | 686,345,427.83 |
| Retained earnings, Dec 31 | **789,752,740.47** | 856,260,571.31 |
| Distributable earnings, Dec 31 | **790,485,285.72** | 855,832,405.90 |
| | | |
| **Shareholders' equity total, Dec 31** | **879,467,349.97** | 945,540,789.25 |

# 17. Non-current liabilities

| EUR | 2024 | 2023 |
|---|---|---|
| Loans from credit institutions payable | | |
| between one and five years | **130,024,427.03** | 80,118,569.64 |
| in more than five years | | 50,000,000.00 |
| Issued bonds[1] | **200,966,369.00** | 200,514,031.00 |
| Loans from credit institutions, total | **330,990,796.03** | 330,632,600.64 |
| | | |
| Liabilities to subsidiaries | | |
| between one and five years | **2,398.36** | 2,398.36 |
| Liabilities to subsidiaries, total | **2,398.36** | 2,398.36 |
| | | |
| **Non-current liabilities, total** | **330,993,194.39** | 330,634,999.00 |

[1] The nominal amount of the bond equals EUR 200 million. The main terms of the bond are presented in Note 5.4 to the Group financial statements.

# 18. Liabilities to subsidiaries

| EUR | 2024 | 2023 |
|---|---|---|
| Trade payables | **51,183.59** | 34,550.66 |
| Cash pool payables | **124,063,430.62** | 141,025,284.61 |
| Group contribution payables | **6,957,168.00** | |
| Accruals and deferred income | **98,826.66** | 125,314.72 |
| Other liabilities | **107,092,126.29** | 60,058,417.77 |
| **Total, Dec 31** | **238,262,735.16** | 201,243,567.76 |

# 19. Accruals and deferred income

| EUR | 2024 | 2023 |
|---|---|---|
| Interests | **4,337,336.25** | 4,633,740.48 |
| Wages, salaries and social costs | **3,513,525.96** | 3,334,798.03 |
| Other | **3,696,945.13** | 5,272,077.42 |
| **Total, Dec 31** | **11,547,807.34** | 13,240,615.93 |

# 20. Lease obligations

| EUR | 2024 | 2023 |
|---|---|---|
| Payments next year | **3,230,538.93** | 3,281,194.71 |
| Payments later | **27,399,969.88** | 27,121,835.69 |
| **Total, Dec 31** | **30,630,508.81** | 30,403,030.40 |

# 21. Contingencies and pledged assets

| EUR | 2024 | 2023 |
|---|---|---|
| As security for own commitments | **390,000.00** | 1,508,000.00 |
| Other contingencies | **18,289,000.00** | |
| Guarantees as security for subsidiaries' commitments | **10,378,000.00** | 4,711,000.00 |
| **Total, Dec 31** | **29,057,000.00** | 6,219,000.00 |

## VAT liability for real estate investments

The company is obligated to review the VAT deductions made on real estate investments completed during 2015–2024 if the taxable use of the property has changed during the review period.

| EUR | 2024 | 2023 |
|---|---|---|
| Obligation, Dec 31 | **3,082,768.00** | 2,723,608.00 |

# 22. Derivative contracts

| Nominal value, EUR | 2024 | 2023 |
|---|---|---|
| Foreign exchange forwards and swaps | **338,302,482.30** | 338,777,316.16 |
| Interest rate swaps | **165,000,000.00** | 165,000,000.00 |
| Cross currency swaps | **18,554,596.90** | |
| Commodity derivatives | **6,415,107.33** | 4,288,488.69 |
| **Total, Dec 31** | **528,272,186.53** | 508,065,804.85 |

| Fair value, EUR | 2024 | 2023 |
|---|---|---|
| Foreign exchange forwards and swaps | **-1,369,525.63** | 1,304,244.81 |
| Interest rate swaps | **684,289.98** | 1,152,722.94 |
| Cross currency swaps | **-944,932.82** | |
| Commodity derivatives | **-97,745.61** | 118,881.00 |
| **Total, Dec 31** | **-1,727,914.08** | 2,575,848.75 |

# Board's proposal for distribution of profits and signatures

## Proposal on the use of the profit shown on the balance sheet and the payment of dividend in the form of cash

Fiskars' aim is to distribute a stable, over time increasing dividend, to be paid biannually. According to the balance sheet of the parent company at the end of the financial period 2024, the distributable equity of the parent company was EUR 790.5 million (2023: EUR 855.8 million)

The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 0.84 per share shall be paid for the financial period that ended on December 31, 2024. The dividend shall be paid in two instalments. The ex-dividend date for the first instalment of EUR 0.42 per share shall be on March 13, 2025. The first instalment shall be paid to a shareholder who is registered in the shareholder register of the company maintained by Euroclear Finland Oy on the dividend record date March 14, 2025. The payment date proposed by the Board of Directors for this instalment is March 21, 2025.

The second instalment of EUR 0.42 per share shall be paid in September 2025. The second instalment shall be paid to a shareholder who is registered in the shareholders' register of the company maintained by Euroclear Finland Oy on the dividend record date, which, together with the payment date, shall be decided by the Board of Directors in its meeting scheduled for September 9, 2025. The ex-dividend date for the second instalment would then be September 10, 2025, the dividend record date September 11, 2025 and the dividend payment date September 18, 2025, at the latest.

On the date of this financial statement release, the number of shares entitling their holders to a dividend was 80,813,490. The proposed distribution of dividends would thus be EUR 67.9 million (2023: EUR 66.3 million). This would leave EUR 722.6 million (2023: EUR 789.5 million) of distributable earnings in the parent company.

No material changes have taken place in the financial position of the company since the end of the financial period. The financial standing of the company is good and, according to the Board of Directors' assessment, distributing the proposed dividend will not compromise the company's solvency.

Financial statements, prepared in accordance with applicable accounting regulations, give a true and fair view of the assets, liabilities, financial position and profit for the company and the group.

The management report contains a truthful description of the development and the result of the business operations of the company and the group, as well as description of the most significant risks and uncertainties and other aspects of the company's condition.

The sustainability Statement included in the annual report has been prepared in accordance with the reporting standards referred to in Chapter 7 and Article 8 of the Taxonomy Regulation.

# Signatures to the Financial Statements and the Board of Directors' Report

Espoo, February 5, 2025

Albert Ehrnrooth

Paul Ehrnrooth

Louise Fromond

Julia Goldin

Carl-Martin Lindahl

Volker Lixfeld

Jyri Luomakoski

Susan Repo

Nathalie Ahlström
President and CEO

# The Auditor's Note

Our auditor's report has been issued today.

Espoo, February 5, 2025
Ernst & Young Oy

Kristina Sandin
Authorized Public Accountant, KHT

# Auditor's report

(Translation of the Finnish original)

To the Annual General Meeting of Fiskars Oyj Abp

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Fiskars Corporation (business identity code 0214036-5) for the year ended 31 December, 2024. The financial statements comprise the consolidated balance sheet, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

### Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 2.3 to the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

| Key Audit Matter | How our audit addressed the Key Audit Matter |
|---|---|
| **Revenue recognition**<br>*Refer to note 2.1 of the consolidated financial statements.* | |
| According to the Group's accounting policies revenue is recognized when control of the good or service is transferred to the customer. Customer discounts and credits are considered when determining the revenue.<br><br>Assessing subsequent discounts and credits require management judgment both at the time of revenue recognition as well as at the end of each reporting period. Due to the multitude and variety of contractual terms across the group's markets management judgment is needed to account for the revenue, and therefore, revenue could be subject to misstatement, whether due to fraud or error. Based on above revenue recognition was a key audit matter.<br><br>This matter is also a significant risk of material misstatement as defined by EU Regulation No 537/2014, point (c) of Article 10(2). | Our audit procedures to address the risk of material misstatement in respect of correct timing of revenue recognition included among others:<br><br>• Assessment of the compliance of the group's accounting policies over revenue recognition, including those relating to discounts and credits, with applicable accounting standards.<br>• Assessment of the revenue recognition process especially relating to timing of revenue. recognition, and calculation of discounts and credits.<br>• Testing the accuracy of cut-off with analytical procedures and test of details on a transaction level on either side of the balance sheet date.<br>• Analyzing credit notes issued after the balance sheet date.<br>• Assessment of the Group's disclosures in respect of revenues. |

| Key Audit Matter | How our audit addressed the Key Audit Matter |
|---|---|
| **Valuation of goodwill**<br>*Refer to note 3.2 of the consolidated financial statements.* | |
| The value of goodwill at the date of the financial statements 31.12.2024 amounted to 225,9 million euro representing 13% of total assets and 28% of equity.<br><br>Valuation of goodwill was a key audit matter because the assessment process is complex and is based on numerous judgmental estimates and because the amount of goodwill is significant to the financial statements.<br><br>Valuation of goodwill is based on management's estimate about the value in use calculations of the cash generating units. There are a number of underlying assumptions used to determine the value in use, including development of revenue and profitability and the discount rate applied on cash flows.<br>Estimated value in use of the cash generating units may vary significantly when the underlying assumptions are changed. Changes in above-mentioned individual assumptions may result in an impairment of goodwill.<br><br>Valuation of goodwill is also a significant risk of material misstatement as defined by EU Regulation No 537/2014, point (c) of Article 10(2). | Our audit procedures to address the risk of material misstatement in respect of valuation of goodwill included among others:<br><br>• Involvement of EY valuation specialists to assist us in evaluating methodologies, impairment calculations and underlying assumptions applied by the management in impairment testing.<br>• Testing of the mathematical accuracy of the impairment calculations.<br>• Comparing the key assumptions applied by management in impairment tests to approved strategic plans and forecasts, information available in external sources and our independently calculated industry averages such as weighted average cost of capital used in discounting the cashflows. In addition, we compared the outcome of the impairment test with Fiskars' market capitalization.<br>• Assessment of the Group's disclosures in respect of impairment testing. |

| Key Audit Matter | How our audit addressed the Key Audit Matter |
|---|---|
| **Valuation of trademarks**<br>*Refer to note 3.2 of the consolidated financial statements.* | |
| The Group has 10 trademarks, for which the value at the date of the financial statements 31.12.2024 amounted to 285,0 million euro representing 17% of total assets and 36% of equity.<br><br>Trademarks with indefinite useful life are tested for impairment at least annually.<br><br>Valuation of trademarks is based on management's estimate about the value in use calculations of the trademarks. Management prepares the impairment tests of trademarks based on the "relief from royalty" -method. There are a number of underlying assumptions used to determine the value in use, including development of revenue for individual trademarks and the discount rate applied on cash flows.<br><br>Valuation of trademarks was a key audit matter because the assessment process is complex and is based on numerous judgmental estimates and because the number of trademarks is significant to the financial statements.<br><br>Estimated value in use of the trademarks may vary significantly when the underlying assumptions are changed. Changes in above-mentioned individual assumptions may result in an impairment of trademarks.<br><br>Valuation of trademarks is also a significant risk of material misstatement as defined by EU Regulation No 537/2014, point (c) of Article 10(2). | Our audit procedures to address the risk of material misstatement in respect of valuation of trademarks included among others:<br><br>• Involvement of EY valuation specialists to assist us in evaluating methodologies, impairment calculations and underlying assumptions applied by the management in impairment testing.<br>• Testing of the mathematical accuracy of the impairment calculations.<br>• Comparing the key assumptions applied by management in impairment tests to approved strategic plans and forecasts, information available in external sources and our independently calculated industry averages such as weighted average cost of capital used in discounting the cashflows. In addition, we compared the outcome of the impairment test with Fiskars' market capitalization.<br>• Assessment of the Group's disclosures in respect of impairment testing. |

| Key Audit Matter | How our audit addressed the Key Audit Matter |
|---|---|
| **Valuation of inventories**<br>*Refer to note 4.1 of the consolidated financial statements.* | |
| Inventories are valued at the lower of cost or net realizable value. Inventories are presented net of an impairment loss recognized for obsolete and slow-moving inventories. At the balance sheet date, the total value of inventory and related provision for obsolete goods amounted to 342,9 million euro and 12,2 million euro, respectively (net 330,7 million euro).<br><br>Valuation of inventories was a key audit matter because the carrying value of inventories and related provisions are material to the financial statements, and because valuation of inventories requires management judgment relating to future sales and the level of provision for obsolete goods. | Our audit procedures included among others:<br><br>• Assessment of the Group's accounting policies over inventory valuation from the perspective of applicable accounting standards<br>• Evaluation of the analyses and calculations made by management with respect to slow moving and obsolete stock and the expected demand and net realizable value related to the inventoried items<br>• Assessment of the Group's disclosures in respect of valuation policies and balance sheet date value of inventories. |

## Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance on whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Other Reporting Requirements

### Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on March 13, 2019, and our appointment represents a total period of uninterrupted engagement of six years.

### Other information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report, and the Annual Report is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Espoo 5.2.2025

Ernst & Young Oy
Authorized Public Accountant Firm

Kristina Sandin
Authorized Public Accountant

# Assurance report on the Sustainability Statement

(Translation of the Finnish original)

## To the Annual General Meeting of Fiskars Corporation

We have performed a limited assurance engagement on the group sustainability statement of Fiskars Corporation (business identity code 0214036-5) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the financial year 1.1.–31.12.2024.

### Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability statement does not comply, in all material respects, with

1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS);

2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Fiskars Corporation has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment) and the tagging of information as referred to in Chapter 7, Section 22 of the Accounting Act.

Our opinion does not cover the tagging of the group sustainability statement with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that provision in the absence of the ESEF regulation or other European Union legislation.

### Basis for Opinion

We performed the assurance of the group sustainability statement as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Our responsibilities under this standard are further described in the Responsibilities of the Group Sustainability Auditor section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Matter

We draw attention to the fact that the group sustainability statement of Fiskars Corporation that is referred to in Chapter 7 of the Accounting Act has been prepared and assurance has been provided for it for the first time for the financial year 1.1.–31.12.2024. Our opinion does not cover the comparative information that has been presented in the group sustainability statement. Our opinion is not modified in respect of this matter.

### Group sustainability auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The group sustainability auditor applies International Standard on Quality Management ISQM 1, which requires the sustainability audit firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Fiskars Corporation are responsible for:

- the group sustainability statement and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified as well as the tagging of information as referred to in Chapter 7, Section 22 of the Accounting Act and
- the compliance of the group sustainability statement with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088;
- such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of a group sustainability statement that is free from material misstatement, whether due to fraud or error.

## Inherent Limitations in the Preparation of a Sustainability Statement

The preparation of the group sustainability statement requires a materiality assessment from the company in order to identify relevant disclosures. This significantly involves management judgment and choices. Group sustainability reporting is also characterized by estimates and assumptions, as well as measurement and estimation uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

In addition, when reporting forward-looking information, the company must make assumptions about possible future events and disclose the company's possible future actions in relation to these events. The actual outcome may be different because predicted events do not always occur as expected.

## Responsibilities of the Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group sustainability statement.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability statement, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company’s or the group’s internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for ex. the following:

- We have interviewed the key persons responsible for collecting and reporting the information included in the group sustainability statement.
- Through interviews, we gained an understanding of the group's control environment related to the sustainability reporting process.
- We evaluated the implementation of the company's double materiality assessment process against the requirements of ESRS standards and the compliance of the information provided for the double materiality assessment with ESRS standards.
- We assessed whether the group sustainability statement in material respect meets the requirements of ESRS standards for material sustainability topics:
  - We have tested the accuracy of the information presented in the group sustainability statement by comparing the information on a sample basis with supporting company documentation.
  - We have on a sample basis performed analytical assurance procedures and related inquiries, recalculation and inspected documentation, as well as tested data aggregation to assess the accuracy of the group sustainability statement.
- We gained an understanding of the process by which a company has defined taxonomy-eligible and taxonomy-aligned economic activities and evaluate the regulatory compliance of the information provided.

Espoo 5.2.2025

Ernst & Young Oy
Authorized Sustainability Audit Firm

Kristina Sandin
Authorized Sustainability Auditor

# Other financial information

## Items affecting comparability

Exceptional and material transactions outside the ordinary course of business are treated as items affecting comparability. These include items such as gains and losses on disposal of business operations, impairments, costs of discontinued significant business operations, restructuring costs and costs of integrating acquired businesses, major product recalls, and fines and penalties. Gains and losses are presented in the Consolidated Income Statement as an income or expense on the relevant line item and function. Impairments have been presented in the Income Statement in depreciation, amortization and impairment of the relevant function or in Goodwill and trademark impairment when the impairment concerns goodwill or trademarks. Write-downs are presented in other operating expenses.

### 2024

Items affecting comparability in 2024 consist mainly Georg Jensen acquisition related costs, including inventory fair value step-up release, integration costs and update of the purchase price allocation in 2024, resulting a decrease in the negative goodwill amount recorded in 2023. In addition the IAC's resulted from changes in the organization.

On October 24, 2024 Fiskars Group announced it plans to separate its two Business Areas into independent operations and legal entities, completing 'brands first' approach. The new organization is expected to be effective starting on 1 April 2025, with the legal entity structure completed by the end of the first quarter of 2026.

Once completed, the new structure together with other simplification actions initiated by Fiskars Group are expected to generate annual, run-rate cost savings of approximately EUR 12 million, the majority of which will be realized in 2025. The expected one-off transition expenses, reported as items affecting comparability, of approximately EUR 8 million will be recorded gradually as actions are completed.

### 2023

On March 30, 2023, Fiskars Group announced it has initiated employee consultations in its Iittala factory and retail network in Finland that were completed during spring. The number of employees covered by the consultations in factory and retail network was 175 and 26, respectively. One-off costs related to these changes amount to a total of approximately EUR 5 million and they were recorded as items affecting comparability during 2023.

On September 13, 2023, Fiskars Group announced its plans to simplify its organizational structure to speed up the continued transformation of the company and to increase efficiency. The planned organizational changes were estimated to result in total annual cost savings of approximately 400 roles globally, the majority of which are in the global supply chain. The planned changes were estimated to result in annual cost savings of approximately EUR 25 million, out of which the majority would realize during 2024. One-off costs related to the planned changes were expected to amount to a total of approximately EUR 6 million and those were recorded as items affecting comparability in Q4 2023.

On October 1, 2023, Fiskars Group announced that it has completed the acquisition of Georg Jensen. Acquisition related costs include transaction costs and other costs such as inventory fair value step-up release. More information about the acquisitions can be found from Note 6.3.

| EUR million | 2024 | 2023 |
|---|---|---|
| **EBIT** | **37.1** | 98.9 |
| Depreciation and amortization | **82.5** | 66.0 |
| **EBITDA** | **119.6** | 164.9 |
| **Items affecting comparability in EBIT** | | |
| Organizational changes | **18.5** | 12.3 |
| Business Area separation | **0.3** | |
| Georg Jensen acquisition / Inventory fair value step-up release | **41.1** | 13.7 |
| Georg Jensen acquisition / Gain from negative goodwill | **6.0** | -25.4 |
| Georg Jensen acquisition / Transaction costs | **0.1** | 5.6 |
| Georg Jensen acquisition / Integration costs | **3.4** | 1.6 |
| Sale of Watering business | **4.9** | 3.6 |
| **Total items affecting comparability in EBIT** | 74.3 | 11.4 |
| **Comparable EBIT** | **111.4** | 110.3 |
| Depreciation and amortization, excl. IAC | **82.0** | 65.5 |
| **Comparable EBITDA** | **193.5** | 175.8 |

## EBIT and Comparable EBIT by income statement line item

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| **EUR million** | **Total** | **Items affecting comparability[1]** | **Excl. Items affecting comparability** | **Total** | **Items affecting comparability[1]** | **Excl. Items affecting comparability** |
| Net sales | **1,157.1** | | **1,157.1** | 1,129.8 | | 1,129.8 |
| Cost of goods sold | **-640.0** | **47.1** | **-593.0** | -618.5 | 17.3 | -601.2 |
| Sales and marketing expenses | **-324.4** | **8.3** | **-316.1** | -292.6 | 13.9 | -278.7 |
| Administration expenses | **-132.1** | **7.9** | **-124.2** | -124.5 | 1.8 | -122.7 |
| Research and development expenses | **-18.8** | **0.2** | **-18.6** | -19.8 | 0.1 | -19.7 |
| Other operating income and expenses | **-4.7** | **10.9** | **6.2** | 24.5 | -21.7 | 2.8 |
| EBIT | **37.1** | **74.4** | **111.4** | 98.9 | 11.4 | 110.3 |

[1] Total items affecting comparability included EUR 0.5 million (0.5 million) depreciation and amortization related items in 2024.

# Financial indicators

## Five years in figures

| | | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| Net sales | EUR million | **1,157.1** | 1,129.8 | 1,248.4 | 1,254.3 | 1,116.2 |
| of which outside Finland | EUR million | **1,055.1** | 1,024.0 | 1,136.0 | 1,142.0 | 1,021.9 |
| % of net sales | % | **91.2** | 90.6 | 91.0 | 91.0 | 91.5 |
| export from Finland | EUR million | **20.2** | 21.2 | 20.4 | 24.2 | 20.1 |
| Change in net sales, % | % | **2.4** | -9.5 | -0.5 | 12.4 | 2.4 |
| Gross profit | EUR million | **517.0** | 511.4 | 555.9 | 539.8 | 452.0 |
| % of net sales | % | **44.7** | 45.3 | 44.5 | 43.0 | 40.5 |
| EBIT | EUR million | **37.1** | 98.9 | 134.7 | 142.8 | 98.0 |
| % of net sales | % | **3.2** | 8.7 | 10.8 | 11.4 | 8.8 |
| Comparable EBIT | EUR million | **111.4** | 110.3 | 151.0 | 154.2 | 109.0 |
| Comparable EBIT margin | % | **9.6** | 9.8 | 12.1 | 12.3 | 9.8 |
| EBITDA | EUR million | **119.6** | 164.9 | 194.1 | 204.4 | 174.1 |
| Comparable EBITDA | EUR million | **193.5** | 175.8 | 210.3 | 215.7 | 185.1 |
| Change in fair value of biological assets | EUR million | **6.5** | 4.8 | 1.1 | 1.3 | 0.7 |
| Financial items, net | EUR million | **-25.2** | -24.0 | -11.7 | 0.0 | -8.9 |
| % of net sales | % | **-2.2** | -2.1 | -0.9 | 0.0 | -0.8 |
| Profit before taxes | EUR million | **18.5** | 79.7 | 124.1 | 144.1 | 89.8 |
| % of net sales | % | **1.6** | 7.1 | 9.9 | 11.5 | 8.0 |
| Income tax | EUR million | **8.9** | -9.7 | -25.0 | -56.5 | -21.3 |
| Profit for the period attributable to the equity holders of the parent company | EUR million | **27.1** | 69.9 | 98.2 | 86.6 | 67.6 |
| % of net sales | % | **2.3** | 6.2 | 7.9 | 6.9 | 6.1 |
| Non-controlling interest | EUR million | **0.3** | 0.2 | 0.9 | 0.9 | 0.8 |
| Employee benefits | EUR million | **301.8** | 289.2 | 289.0 | 293.7 | 262.9 |
| Depreciation, amortization and impairment | EUR million | **82.5** | 66.0 | 59.4 | 61.6 | 76.1 |
| % of net sales | % | **7.1** | 5.8 | 4.8 | 4.9 | 6.8 |
| Amortization and impairment, Intangible assets and goodwill | EUR million | **20.3** | 15.1 | 13.8 | 14.0 | 28.7 |

| | | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| Depreciation and impairment, Tangible assets and investment property | EUR million | **24.5** | 21.6 | 20.7 | 22.5 | 22.8 |
| Depreciations, Right-of-use assets | EUR million | **37.7** | 29.3 | 24.9 | 25.1 | 24.7 |
| Cash flow from operating activities | EUR million | **112.3** | 220.8 | -61.4 | 122.9 | 199.2 |
| Cash flow from operating activities before financial items and taxes | EUR million | **145.4** | 247.5 | -24.9 | 164.2 | 223.8 |
| Free cash flow | EUR million | **81.7** | 184.9 | -100.7 | 93.3 | 173.1 |
| Free cash flow/comparable net profit | % | **94.8** | 231.0 | -90.0 | 97.4 | 176.9 |
| Capital expenditure (excl. Business combinations) | EUR million | **52.5** | 50.8 | 48.1 | 34.4 | 30.0 |
| % of net sales | % | **4.5** | 4.5 | 3.9 | 2.7 | 2.7 |
| Research and development expenses in income statement | EUR million | **18.8** | 19.8 | 20.8 | 15.5 | 16.5 |
| % of net sales | % | **1.6** | 1.8 | 1.7 | 1.2 | 1.5 |
| Equity attributable to equity holders of the parent company | EUR million | **792.2** | 819.9 | 831.6 | 812.1 | 757.8 |
| Non-controlling interest | EUR million | **4.3** | 3.8 | 4.1 | 4.2 | 3.8 |
| Equity total | EUR million | **796.5** | 823.7 | 835.6 | 816.3 | 761.6 |
| Net debt | EUR million | **493.9** | 446.7 | 0.0 | 145.0 | 143.7 |
| Net debt/LTM EBITDA excl. IAC | ratio | **2.55** | 2.54 | 1.55 | 0.67 | 0.78 |
| Net working capital | EUR million | **281.2** | 304.2 | 0.0 | 164.5 | 134.2 |
| Balance sheet total | EUR million | **1,711.1** | 1754.9 | 1,585.4 | 1,435.5 | 1,342.0 |
| Return on investment | % | **3.7** | 8.7 | 12.1 | 15.3 | 9.9 |
| Return on equity | % | **3.4** | 8.4 | 12.0 | 11.1 | 9.0 |
| Equity ratio | % | **46.5** | 46.9 | 52.7 | 56.9 | 56.8 |
| Net gearing | % | **62.0** | 54.2 | 38.9 | 17.7 | 18.9 |
| Personnel (FTE), average | | **6,446** | 6,133 | 6,273 | 6,081 | 6,104 |
| Personnel, end of period | | **6,850** | 7,162 | 6,595 | 6,690 | 6,411 |
| of which outside Finland | | **5,808** | 6,084 | 5,423 | 5,579 | 5,348 |

## Share related figures

| | | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|---|
| Share capital | EUR million | **77.5** | 77.5 | 77.5 | 77.5 | 77.5 |
| Earnings per share (basic and diluted) | EUR | **0.33** | 0.86 | 1.21 | 1.06 | 0.83 |
| Comparable earnings per share, EUR | EUR | **1.07** | 0.99 | 1.37 | 1.16 | 1.19 |
| Cash earnings per share (CEPS) | EUR | **1.39** | 2.68 | -0.79 | 1.51 | 2.47 |
| Dividend per share | EUR/share | **0.84**[1] | 0.82 | 0.80 | 0.76 | 0.60 |
| Dividend | EUR million | **67.9**[1] | 66.3 | 64.5 | 61.9 | 48.9 |
| Equity per share | EUR | **9.8** | 10.15 | 10.32 | 9.97 | 9.30 |
| Average price | EUR/share | **16.30** | 16.33 | 18.51 | 18.55 | 11.47 |
| Lowest price per share | EUR | **14.00** | 13.62 | 14.04 | 14.46 | 7.80 |
| Highest price per share | EUR | **18.46** | 18.52 | 24.45 | 23.40 | 15.02 |
| Price per share, Dec 31 | EUR | **14.94** | 17.86 | 15.38 | 23.00 | 14.98 |
| Market value of shares | EUR million | **1,208.0** | 1,443.0 | 1,239.3 | 1,873.8 | 1,220.4 |
| Number of shares, 1,000 pcs | | **81,000.0** | 81,000.0 | 81,000.0 | 81,905.2 | 81,905.2 |
| Number of treasury shares, 1,000 pcs | | **141.9** | 202.9 | 419.5 | 433.7 | 433.7 |
| Number of shares traded, 1,000 pcs | | **3,102.1** | 5,962.2 | 9,724.6 | 8,016.4 | 11,112.7 |
| Price per earnings | EUR | **44.6** | 20.6 | 12.7 | 21.7 | 18.1 |
| Dividend per earnings in percent | % | **250.8**[1] | 94.8 | 62.7 | 71.5 | 72.3 |
| Dividend yield in percent | % | **5.6**[1] | 4.6 | 4.9 | 3.3 | 4.0 |
| Number of shareholders, Dec 31 | | **32,625** | 33,776 | 32,602 | 30,080 | 25,968 |

[1] Board's proposal.

Basic and diluted earnings per share are equal, as the company has no potential ordinary shares.

# Calculation of financial indicators

In addition to financial performance indicators defined by IFRS, Fiskars Group published certain Alternative Performance Measures to better reflect the operational business performance and to facilitate comparisons between financial periods. Reconciliation of comparable EBIT and comparable EBITDA can be found in section Other financial information.

EBIT = Operating profit

Comparable EBIT = Operating profit (EBIT) +/- items affecting comparability

Comparable EBITDA = Operating profit (EBIT) + depreciations + amortizations +/- items affecting comparability

$$\text{Return on investment, \%} = \frac{\text{Profit for the period + income taxes + interest and other financial expenses}}{\text{Equity, total + interest-bearing liabilities (average of beginning and end of year amounts)}} \times 100$$

$$\text{Return on equity, \%} = \frac{\text{Profit for the period}}{\text{Equity, total (average of beginning and end of year amounts)}} \times 100$$

$$\text{Equity ratio, \%} = \frac{\text{Equity, total}}{\text{Balance sheet total}} \times 100$$

$$\text{Net gearing, \%} = \frac{\text{Interest-bearing debt - cash and cash equivalents}}{\text{Equity, total}} \times 100$$

$$\text{Earnings per share} = \frac{\text{Profit for the period attributable to equity holders of the parent company}}{\text{Weighted average number of shares outstanding, end of period}}$$

$$\text{Earnings per share excl. IAC} = \frac{\text{Profit for the period attributable to equity holders of the parent company +/- items affecting comparability}}{\text{Weighted average number of shares outstanding, end of period}}$$

$$\text{Equity per share} = \frac{\text{Equity attributable to equity holders of the parent company}}{\text{Number of outstanding shares, end of period}}$$

$$\text{Adjusted average share price} = \frac{\text{Value of shares traded during the period}}{\text{Number of shares traded during the period, adjusted for emissions}}$$

Market capitalization = Number of outstanding shares, end of period x market quotation, end of period

$$\text{Price per earnings (P/E)} = \frac{\text{Market quotation per share, end of period}}{\text{Earnings per share}}$$

$$\text{Dividend per earnings, \%} = \frac{\text{Dividend paid}}{\text{Profit attributable to equity holders of the parent company}} \times 100$$

$$\text{Dividend per share} = \frac{\text{Dividend paid}}{\text{Number of outstanding shares, end of period}}$$

$$\text{Dividend yield, \%} = \frac{\text{Dividend per share}}{\text{Market quotation, adjusted for emissions, end of period}} \times 100$$

$$\text{Cash earnings per share (CEPS), EUR} = \frac{\text{(EBITDA +/- Non-cash adjustments +/- Change in net working capital - Cash taxes - Interest paid)}}{\text{Average number of shares outstanding}}$$

Free Cash Flow = EBITDA +/- Non-cash adjustments +/- Change in net working capital - CAPEX - Cash taxes

$$\text{Free cash flow/comparable net profit, \%} = \frac{\text{(EBITDA +/- Non-cash adjustments +/- Change in net working capital - CAPEX - Cash taxes)}}{\text{Comparable net profit}} \times 100$$

$$\text{Net debt/comparable EBITDA, ratio} = \frac{\text{(Interest-bearing debt - Cash and cash equivalents)}}{\text{Comparable EBITDA}}$$

# Shares

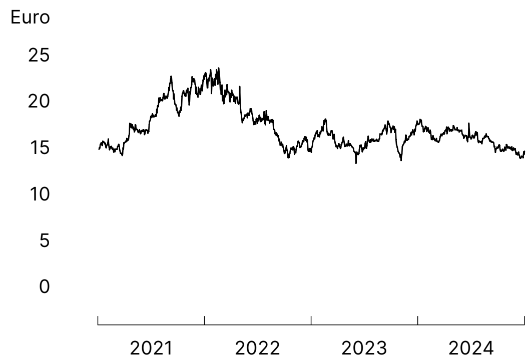
## Number of shares, votes and share capital
Fiskars Corporation's shares are traded in the Large Cap segment of Nasdaq Helsinki. The Company has one series of shares FSKRS. All shares carry one vote each and have equal rights.

The total number of shares at the end of 2024 was 81,000,000 (2023: 81,000,000). The share capital was in 2024 at EUR 77,510,200.

## Share details

| | |
|---|---|
| Market | Nasdaq Helsinki |
| ISIN | FI0009000400 |
| Trading code | FSKRS |
| Segment | Large Cap |
| Industry | 3000 Consumer Goods |
| Supersector | 3700 Personal & Household Goods |
| Shares as of Dec 31, 2024 | 81,000,000 |

## Fiskars share price development
EUR, Jan 1, 2021–Dec 31, 2024




## Treasury shares
As of the end of the year, Fiskars Corporation owned 141,930 treasury shares, corresponding to 0.2% of the Corporation's shares and votes. The Company has acquired the shares at the Nasdaq Helsinki in accordance with the authorizations of the general meetings of the shareholders.

## Board authorizations
The Annual General Meeting for 2024 decided to authorize the Board to decide on the repurchase of the company's own shares and/or the acceptance as pledge of the company's own shares. The maximum number of shares to be repurchased and/or accepted as pledge is 4,000,000. In addition, the Annual General meeting 2024 decided to authorize the Board of Directors to decide on the transfer of a total maximum of 4,000,000 own shares held as treasury shares (share issue), in one or several instalments, either against or without consideration.

## Changes in the number of shares, 2020–2024

| | Total |
|---|---|
| Total shares, Dec 31, 2020 | 81,905,242 |
| Total shares, Dec 31, 2021 | 81,905,242 |
| Total shares, Dec 31, 2022 | 81,000,000 |
| Total shares, Dec 31, 2023 | 81,000,000 |
| Total shares, Dec 31, 2024 | 81,000,000 |
| | |
| Treasury shares Dec 31, 2024 | 141,930 |

# Shareholders

Fiskars Corporation had 32,625 (2023: 33,776) shareholders as of the end of the year. Approximately 1.7% (2023: 1.6) of the share capital was owned by shareholders outside Finland and 4,0% (2023: 3.4) by nominee-registered shareholders.

## Management shareholding

On December 31 2024, the Board members, the President & CEO and the CFO and their controlled entities and their managed entities together with a family member, owned a total of 38,209,034 (2023: 37,177,859) shares corresponding to 47.2% (2023: 45.9) of the Company's shares and votes. The Company did not have any share option programs.

## Share ownership, December 31, 2024

| | Number of shareholders | % | Number of shares and votes | % |
|---|---|---|---|---|
| Financial and insurance institutions | 38 | 0.12 | 13,867,778 | 17.12 |
| Households | 31,511 | 96.59 | 26,493,013 | 32.71 |
| Private companies | 690 | 2.12 | 29,246,064 | 36.11 |
| Non-profit organizations | 220 | 0.7 | 5,715,242 | 7.06 |
| General government | 7 | 0.02 | 4,322,193 | 5.34 |
| Rest of the world | 159 | 0.49 | 1,355,710 | 1.67 |
| Total | 32,625 | 100.00 | 81,000,000 | 100.00 |
| Of which nominee registered | 11 | 0.03 | 3,249,771 | 4.01 |

## Distribution of shares, December 31, 2024

| Number of shares | Number of shareholders | % | Number of shares and votes | % |
|---|---|---|---|---|
| 1–100 | 19,046 | 58.38 | 733,405 | 0.91 |
| 101–500 | 9,341 | 28.63 | 2,338,485 | 2.89 |
| 501–1,000 | 2,055 | 6.30 | 1,562,505 | 1.93 |
| 1,001–5,000 | 1,734 | 5.32 | 3,713,980 | 4.59 |
| 5,001–10,000 | 200 | 0.61 | 1,398,629 | 1.73 |
| 10,001–50,000 | 158 | 0.48 | 3,229,070 | 3.99 |
| 50,001–100,000 | 29 | 0.09 | 1,888,069 | 2.33 |
| 100,001–500,000 | 38 | 0.12 | 8,474,089 | 10.46 |
| 500,001– | 24 | 0.07 | 57,661,768 | 71.19 |
| Total | 32,625 | 100.00 | 81,000,000 | 100.00 |

## Major shareholders, December 31, 2024

| | | Total shares | % of shares and votes |
|---|---|---|---|
| 1 | Virala Oy Ab | 12,772,500 | 15.77 |
| 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 | 1,991,000 | 2.46 |
| 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 | 1,447,277 | 1.79 |
| 10 | Elo Mutual Pension Insurance Company | 1,198,290 | 1.48 |
| 11 | Ehrnrooth Albert Carl Göran | 855,372 | 1.06 |
| 12 | Lindsay von Julin & Co Ab | 750,000 | 0.93 |
| 13 | Hartwall Peter Johan | 748,450 | 0.92 |
| 14 | Therman Anna Maria Elisabeth | 722,436 | 0.89 |
| 15 | Fromond Lilli Sophie Louise | 601,135 | 0.74 |
| 16 | Fromond Anna Gabriell | 600,518 | 0.74 |
| 17 | von Limburg Stirum Mariana | 596,298 | 0.74 |
| 18 | Hisinger-Jägerskiöld Barbara Maria | 544,117 | 0.67 |
| 19 | Ehrnrooth Jacob | 526,929 | 0.65 |
| 20 | Nordea Nordic Small Cap Fund | 523,130 | 0.65 |
| 20 major shareholders | | 53,803,626 | 66.42 |

# Corporate Governance Statement 2024

# Contents

# Introduction

Fiskars Corporation is a Finnish public limited company in which duties and responsibilities are defined according to Finnish law. Fiskars Group comprises the parent company Fiskars Corporation and its subsidiaries. The statutory governing bodies of Fiskars Corporation are the General Meeting of Shareholders, the Board of Directors, the Managing Director (President and CEO), and the Auditor. Other Group management supports the statutory governing bodies of Fiskars Corporation. The Company's domicile is Raseborg, Finland.

Corporate governance at Fiskars Corporation is based on the Finnish Limited Liability Companies Act, the rules and regulations concerning publicly listed companies, the Company's Articles of Association, the charters of the Company's Board of Directors and its Committees, and the rules and guidelines of Nasdaq Helsinki Ltd.

Fiskars Corporation is a member of the Finnish Securities Market Association and complies, with an exception concerning the Nomination Committee, with the Finnish Corporate Governance Code approved by the Securities Market Association, which came into force on January 1, 2025, and can be reviewed at www.cgfinland.fi. In terms of the composition of the Nomination Committee, the Company has departed from Recommendation 15 of the Finnish Corporate Governance Code, as explained in more detail in the "Board Committees" section.

This is the separate Corporate Governance Statement referred to in the Finnish Corporate Governance Code. This statement and the other information required by the Corporate Governance Code, the Company's Financial Statement, the Report by the Board of Directors and the Auditor's Report for 2024 will be available on the Company's webpage, www.fiskarsgroup.com by February, 19 2025.

# General Meeting of Shareholders

The General Meeting is the highest decision-making body of Fiskars Corporation, at which the shareholders participate in the supervision and control of the Company by using their right to speak and vote. Among others, the most important tasks of the General Meeting are the election of the Board of Directors and the adoption of the Annual Accounts. Other tasks of the General Meeting appear from the Articles of Association of the company and from the Finnish Companies Act. The company convenes the Annual General Meeting once a year.

An Extraordinary General Meeting is convened when necessary and when requested by shareholders if the shareholders demanding the handling of a given matter hold no less than 10% of the total number of the Company's shares.

General Meetings are held either in Raseborg, Helsinki or Espoo. The Board of Directors may decide that participation in the General Meeting is also permitted such that a shareholder exercises their full decision-making power during the General Meeting using a remote connection and technical means. The Board of Directors may also decide to convene a General Meeting without a physical venue such that the shareholders exercise their full decision-making power in real time using a remote connection and technical means during the General Meeting. The Chapter 5 of the Finnish Companies Act includes the possibility to arrange remote general meetings. The legislation is based on the premise that shareholder rights shall not be compromised, and that all participating shareholders are able to exercise their full shareholder rights, including the right to present questions and to vote, in real time during the general meeting, irrespective of the chosen general meeting format. The possibility to organize remote general meetings enables the company to be prepared for rapidly changing conditions in the company's operating environment and society in general, due to, for example, pandemics. It is important for the company to have means to offer its shareholders the possibility to exercise their shareholder rights and resolve on any matters presented to a general meeting under any circumstances.

In accordance with the Articles of Association, notices regarding the General Meetings are published on the Company's website and in an alternative manner if deemed necessary by the Board of Directors. In 2024, short notices were published in the Helsingin Sanomat newspaper in addition to the notice published on the Company's website and the Company's stock exchange release.

Any shareholder wishing to submit a matter for inclusion on the agenda of the Annual General Meeting should submit a request in writing to the Board of Directors. To be included in the notice of the Annual General Meeting and in the agenda of the Annual General Meeting, the request should be sufficiently concise, and the matter must fall within the authority of the Annual General Meeting as defined in the Finnish Limited Liability Companies Act. Instructions on submitting requests to the Board of Directors and the deadline for requests are published on the Company's website. In 2024, no such requests were submitted to the Board of Directors.

## Annual General Meeting for 2024

Fiskars Corporation held its Annual General Meeting for 2024 on March 13, 2024. The shareholders, who were registered in the shareholder's register on the record date, had the opportunity to vote in advance on certain agenda items (from 7 to 17). An agenda item subject to advance voting was considered to have been presented unchanged to the Annual General Meeting.

The shareholders who had registered for the meeting had the opportunity to follow the meeting via a live webcast. Following the meeting in this manner is not considered as participation in the meeting under the Finnish Companies Act. The shareholders following the meeting through the webcast had also the opportunity to submit questions and comments in writing during the review presented by the President and CEO. Such questions do not constitute questions referred to in Chapter 5, Section 25 in the Finnish Companies Act.

The meeting approved the Annual Accounts for 2023 and discharged the members of the Board and the CEO from liability. In accordance with the proposal by the Board of Directors, the Annual General Meeting decided the dividend to be paid for the 2023 financial year. The meeting adopted the remuneration report (the resolution was an advisory resolution) and decided the remuneration to be paid to the Board. It also elected the members who will serve until the end of the Annual General Meeting in 2025. The Company's Auditor was also elected, and the terms of remuneration were decided. The Meeting authorized the Board to decide on the acquisition of the Company's own shares and the transfer of its own shares held as Treasury shares in accordance with conditions. The Annual General Meeting documents are available on the Company's web pages for a period of five years after each Annual General Meeting.

# Board of Directors

## Term, composition, and independence

Proposals regarding the composition of the Board of Directors are prepared by the Nomination Committee. A Board member's term of office is one year, starting from the close of the General Meeting that elected the member and expiring at the close of the next Annual General Meeting after the election. The number of terms for members of the Board of Directors is not limited.

In accordance with the Articles of Association, the Board of Directors consists of a minimum of five and a maximum of ten members. The Board of Directors selects a Chair and a Vice Chair from among its members.

The Board of Directors elected by the Annual General Meeting held on March 13, 2024, is composed of eight members. The General Meeting re-elected Paul Ehrnrooth, Albert Ehrnrooth, Louise Fromond, Jyri Luomakoski, Julia Goldin, Carl-Martin Lindahl, and Volker Lixfeld as members of the Board of Directors. Susan Repo was elected as a new member. Ritva Sotamaa, who served as a Board member until the end of the Annual General Meeting, had informed that she would no longer be available for re-election. At its constitutive meeting held after the Annual General Meeting, the Board of Directors elected Paul Ehrnrooth as its Chair and Jyri Luomakoski as Vice Chair of the Board.

## The Board of Directors

**December 31, 2024**

### Paul *Ehrnrooth*

**Born 1965, M.Sc. (Econ.)**
**Finnish citizen**

Elected to the Board in 2000
Chair of the Board, 2014–
Chair of the Human Resources and Compensation Committee and the Nomination Committee 2014–

Independent of the Company and dependant on significant shareholders

Turret Oy Ab, Managing Director and Chair 2005–

**Primary working experience:**
Savox Oy, President and CEO 1999–2007; several management positions in Wärtsilä Corporation 1994–1999 and Kone Corporation 1993–1994

**Other positions of trust:**
Chair of the Board: Savox Group 2004–
Member of the Board: Digitalist Group Oyj (Ixonos Oyj until 5.23.2017) 2010–; Wärtsilä Corporation 2010–2015

Fiskars shares held directly as of December 31, 2024: 0 Shares held by controlled entities as of December 31, 2024: 11,430,961

Shares held by entities in which a person exercises influence (associated by managerial responsibilities) as of December 31, 2024: 1,015,734

### Jyri *Luomakoski*

**Born 1967, MBA**
**Finnish citizen**

Elected to the Board in 2016
Vice Chair of the Board 2018–
Chair of the Audit Committee 2016–, member of the Nomination Committee 2021–2022, and member of Human Resources and Compensation Committee 2022–

Independent of the Company and significant shareholders

**Primary working experience:**
Uponor Corporation, President and CEO 2008–2021, Deputy CEO 2002–2008, CFO and member of Executive Committee 1999–2008; Asko Oyj and Oy Uponor Ab, CFO 1999–1999, various positions at Oy Uponor Ab, Oy Lars Krogius Ab and Datatrans

**Other positions of trust:**
Member of the Board and Chair of the Audit Committee: Purmo Group plc, 2022–2024; Member of the Board 2022, Chair of the Board 2024– , Chair of the Audit Committee 2023– , Member of the Personnel Committee 2024– , YIT Corporation; Member of the Board: Varma Mutual Pension Insurance Company, 2015–2023; EHI, European Heating Industries 2014–2018; The European Plastic Pipes and Fittings Association 2009–2021; Procurator-Holding Oy 2006–2016

Fiskars shares held directly as of December 31, 2024: 4,000

## Albert *Ehrnrooth*

**Born 1976, M.Sc. (Econ.), Bachelor of Natural Resources**
**Finnish citizen**

Elected to the Board in 2018, Member of the Audit Committee 2018–

Independent of the Company and dependent on significant shareholders

Vessilä Oy Ab, CEO 2010–

**Other positions of trust:**
Chair of the Board: Virala Oy Ab 2015–
Member of the Board: the Ella and Georg Ehrnrooth Foundation 2021–
The Family G.J. Ehrnrooth Foundation 2019–

Fiskars shares held directly as of December 31, 2024: 855,372

Fiskars shares held by entities in which a person exercises influence (substantial economic interest, no control, or associated by managerial responsibilities) as of December 31, 2024: 13,480,534

## Louise *Fromond*

**Born 1979, LL.M.**
**Finnish citizen**

Elected to the Board in 2010
Member of the Audit Committee 2020– and Nomination Committee 2021–

Independent of the Company and dependent on significant shareholders

**Primary working experience:**
University of Helsinki, researcher 2004–2008

**Other positions of trust:**
Chair of the Board: Oy Holdix Ab 2010–

Fiskars shares held directly as of December 31, 2024: 601,135

Fiskars shares held by entities in which a person exercises influence (substantial economic interest, no control, or associated by managerial responsibilities) as of December 31, 2024: 10,567,417

## Julia *Goldin*

**Born 1968, MBA**
**US and UK citizen**

Elected to the Board in 2022

Independent of the Company and significant shareholders

**Primary working experience:**
The LEGO Group, EVP and Chief Product and Marketing Officer, 2014–
Revlon, EVP and Global Chief Marketing Officer, 2010–2014
Several management positions at Coca-Cola, 1997–2010

**Other positions of trust:**
Member of the board of directors, Associates of National Advertisers (ANA) 2020–
Member of the board of directors, Museum for the United Nations – UN Live 2019–

Fiskars shares held directly as of December 31, 2024: 0

## Carl-Martin *Lindahl*

**Born 1975, M.Sc. (Industrial Engineering & Management)**
**Swedish citizen**

Elected to the Board in 2022
Member of the Human Resources and Compensation Committee 2022–

Independent of the Company and significant shareholders

**Primary working experience:**
RealTruck Inc., CEO, 2022–; SVP Worldwide (The Singer Sewing Company), CEO, 2018–2022; Kitchenaid Inc (part of Whirlpool Corporation), General Manager, 2012–2018; McKinsey & Co., Partner, 2000–2012

**Other positions of trust:**
Member of the Board: Illinois Board, America Needs You (nonprofit) 2020–; Board Director, 2022–; SVP Worldwide (The Singer Sewing Company), Board Director, 2018–2022

Fiskars shares held directly as of December 31, 2024: 0


**Born 1955, D.Phil./Ph.D.**
**German citizen**

Elected to the Board in 2022
Member of the Human Resources and Compensation Committee 2022–

Independent of the Company and significant shareholders

**Primary working experience:**
Several management positions at Groupe SEB, including CEO, WMF Group (a Groupe SEB Company), 2001–2020; Several management positions at LVMH, 1993–2001; Several management positions at Procter & Gamble, 1984–1993

**Other positions of trust:**
Member of the Board of Trustees, Aumund Foundation 2020–2024; Chair of the Board, Clubhotel Hinterthal, Austria 2021–

Fiskars shares held directly as of December 31, 2024:
0


**Born 1967, Juris Doctorate (Law), B.S. (Finance),**
**US citizen**

Elected to the Board in 2024
Member of the Audit Committee

Independent of the Company and significant shareholders

**Primary working experience:**
ICEYE, Chief Financial Officer, 2021 –; MariaDB, Chief Operating Officer, 2019-2020; DriveOn, Chief Executive Officer, 2018-2019; Tesla, Inc., Chief Financial Officer, Financial Services, VP Corporate Treasurer, VP Global Tax & Trade, 2013-2018; Several management positions at Juniper Networks, Sanmina-SCI, and Agilent Technologies, 1999-2013

**Other positions of trust:**
Member of the Board and Chair of Audit Committee and Member of the Nomination and Governance Committee: Matterport, Inc. (MTTR), 2022–; Mitek Systems, Inc. (MITK), 2021–
Member of the Board and Audit Committee: General Motors Bank Corporation, 2020–
Member of the Board and Chair of the Finance and Technology Committee and Member of the Strategy Development Committee; Call2Recycle, Inc., 2018–2024
Member of the Board of Directors: SolarCity Corporation (SCTY), 2017–2018; Tesla, entities worldwide (TSLA), 2013–2018; Juniper Networks, entities worldwide (JNPR), 2007–2013

Fiskars shares held directly as of December 31, 2024:
0

All members of the Board are non-executive directors. The Board regularly evaluates the independence of its members annually in compliance with Recommendation 10 of the Corporate Governance Code. Based on the latest evaluation carried out on March 13, 2024, the Board considered all members of the Board to be independent of the Company. Albert Ehrnrooth, Paul Ehrnrooth, and Louise Fromond are considered dependent on the Company's significant shareholders. A Board member is obligated to provide the Board with sufficient information to enable the Board to evaluate their independence.

The diversity of the Board composition is defined in the Board Diversity Policy. Diversity at the Board level is an essential element of supporting the Company's attainment of its strategic goals and ensuring that the Board fulfils its fiduciary responsibilities. Ideally, the Board should consist of members with experience from international business representing different industries, tasks, positions, cultures, and countries. It is essential to have members who provide a balanced representation of both genders on the Board.

The Board Diversity Policy is maintained and followed by the Nomination Committee in accordance with the Recommendations of the Finnish Corporate Governance Code. The Diversity Policy is available on the Company's website at www. fiskarsgroup.com. The Nomination Committee also prepares the proposal for the composition of the Board to the Annual General Meeting.

In terms of the representation of both genders on the Board, the Board has stated as an objective that in addition to its being essential to have members from both genders on the Board, the composition should be balanced between genders, especially where candidates are equally qualified. Currently, the less-represented gender accounts for ca. 40% of members of the Board, and from other perspectives, the current status of diversity is considered reasonably balanced. High priority is given to maintaining the balanced status in terms of the representation of both genders. The Board's diversity in terms of directors' educational background, professional experience, length of service, age, and nationality is reflected on the previous pages.

# Main duties of the Board

The Board of Directors is responsible for the Company's governance and the proper organization of operations in accordance with applicable laws and regulations, its Articles of Association, and the decisions taken by the General Meetings. The Board has confirmed a written Charter for the Board's duties, meeting practice, and decision-making procedure. The Board's main duties include:

- Managing and appropriately arranging the Company's operations and confirming the Company's business strategy, rolling plan, and budget
- Overseeing the solidity, profitability, and liquidity of the Company, as well as the Company's management
- Approving the risk management principles followed by the Company
- Reviewing and adopting the consolidated financial statements, interim reports and related stock exchange releases, and the report by the Board of Directors
- Approving the Treasury Policy
- Deciding on extraordinary or far-reaching measures taking the scope and nature of the Company's operations into account unless these matters come within the responsibilities of the General Meeting of Shareholders

## Meeting activities and meeting attendance of the Board of Directors in 2024

| Jan 1–Dec 31, 2024 | Board of Directors meetings | Audit committee meetings* | Human resources and compensation-committee meetings | Nomination committee meetings |
|---|---|---|---|---|
| Paul Ehrnrooth | 11/12 | | 5/5 | 4/4 |
| Albert Ehrnrooth | 12/12 | 6/6 | | |
| Louise Fromond | 12/12 | 6/6 | | 4/4 |
| Julia Goldin | 11/12 | | | |
| Carl-Martin Lindahl | 11/12 | | 5/5 | |
| Volker Lixfeld | 12/12 | | 5/5 | |
| Jyri Luomakoski | 12/12 | 6/6 | 5/5 | |
| Susan Repo | 8/8 | 5/5 | | |
| Ritva Sotamaa | 4/4 | 1/1 | | |

Alexander Ehrnrooth continued as an external member of the Nomination Committee as of March 13, 2024, and participated in four Committee meetings in 2024.
* The Audit committee composition changed as of March 13, 2024.

- Preparing the proposal to the General Meeting on the selection of the Company's Auditor based on the proposal by the Audit Committee
- Appointing and dismissing the President and CEO and confirming the terms for the service contract, compensation, and other financial benefits
- Appointing the members of the Fiskars Group Leadership Team and the internal audit, and approving their terms of employment, compensation, and other financial benefits
- Deciding on the principles for the Group's remuneration systems
- Deciding on the Group's structure and main organization
- Other statutory duties by virtue of the Finnish Limited Liability Companies' Act and the Finnish Corporate Governance Code.

The Board conducts an annual self-evaluation of its work and cooperation with management, facilitated by an external partner. The Board is convened by the Chair or if the Chair is unavailable, by the Vice Chair, according to the pre-confirmed timetable, with additional meetings whenever required. The Board has a quorum when more than half the members are present, and one of them is the Chair or Vice Chair. A decision of the Board must be carried by a majority of those present, or if there is a tie, the Chair has the casting vote. The Company's President and CEO and CFO participate in the Board meetings, and the Chief Legal Officer acts as the secretary of the Board. Other members of the Group's management and other executives participate in the meetings when necessary. One or two Board meetings are usually held at Fiskars Group's locations outside Finland.

The Board of Directors convened 12 times during 2024. The attendance at Board meetings was ca. 97%. Besides the regular meeting topics during the financial year, key priorities in 2024 included, among others, organizational changes to accelerate strategy execution and increase efficiencies, the Company's readiness for maturity relating to the CSRD reporting, integration of luxury brand Georg Jensen as well as plans to separate the Fiskars Group's two Business Areas into independent operations and legal subgroups.

# Board Committees

The Committees assist the Board by preparing matters falling within the competence of the Board. The Board remains responsible for the duties assigned to a Committee. The Committees have no autonomous decision-making power, and the Board therefore collectively makes the decisions within its competence. The Board has confirmed written charters for the Committees that lay down their key duties and operating principles. The Committees regularly report on their work to the Board. The reports include a summary of the matters addressed and measures taken by the Committee. At the constitutive meeting of the Board held after the Annual General Meeting of 2024, the Board decided to continue with the following three Board Committees: an Audit Committee, a Human Resources and Compensation Committee, and a Nomination Committee. The Board of Directors elected from the board members the members and the Chairs of the Committees except for the Nomination Committee, for which one external Committee member, Alexander Ehrnrooth, was elected. Thereby, the Company has departed from Recommendation 15 of the Finnish Corporate Governance Code which provides that committee members and the Chair are to be appointed from among the board members. While the majority of the Nomination Committee members consists of board members, the external member was viewed as bringing further insight into the Committee work in terms of the expectations and views of the Company's significant shareholders and in terms of the Company having served as a Board member of the Company for more than ten years. The Company's General Meeting did not establish any committees. To handle specific tasks, the Board of Directors can also set up a temporary working group consisting of Board members and reporting to the Board of Directors. In 2024, the Board did not set up any such temporary working groups.

## Audit Committee

According to the Committee Charter, the Audit Committee is responsible for the following activities:

- Monitoring and reviewing the financial statement reporting and forecasting process
- Monitoring and assessing the financial reporting system
- Monitoring the efficiency of the Company's internal controls, internal auditing, and risk management, e.g., regarding business continuity and cybersecurity
- Monitoring the statutory auditing of the Company's financial statements and consolidated financial statements
- Monitoring the due rotation of the Auditor and related tender process and preparing the proposal concerning the election of the Company's Auditor
- Monitoring the services offered by the Auditor and evaluating the independence of an Auditor, and in particular, approving the acquisition of other than auditing services by the Auditor
- Reviewing the description of the main features of the internal controls and risk management associated with the financial reporting process which is included in the Company's Corporate Governance Statement
- Reviewing and monitoring the processes to ensure regulatory compliance, the main legal actions and claims and compliance investigations in which Fiskars Group is involved
- Reviewing and approving the annual audit plan, budget, and resources of the Company's internal audit function and handling essential audit findings
- Establishing the principles concerning the monitoring and assessment of related party transactions
- Monitoring and assessing how agreements and other legal acts between the Company and its related parties meet the requirements of the ordinary course of business and arm's-length terms
- Reviewing the Company's Corporate Governance Statement
- Presenting to the Board of Directors the results of sustainability reporting assurance, how sustainability reporting assurance has increased the integrity of reporting and the committee's role during the sustainability reporting assurance process.
- Monitoring the procedures for sustainability reporting, procedures for identifying information to be reported in accordance with the sustainability

reporting standards, the effectiveness of internal control and audit as well as risk management in relation to the above, performance of sustainability reporting assurance and the independence of the sustainability reporting assurance provider.

The members of the Audit Committee on December 31, 2024, included:

- Jyri Luomakoski (Chair)
- Albert Ehrnrooth
- Louise Fromond
- Susan Repo

All the members of the Audit Committee are independent of the Company, and 50% of them are also independent of the Company's significant shareholders. The Audit Committee convened six times in 2024, and the attendance of members at meetings was 100%. Besides its ordinary work, the Audit Committee monitored and reviewed the status of the Company's privacy and cybersecurity operations and status of larger IT project implementation, the Company's readiness for the CSRD reporting, the integration of luxury brand Georg Jensen as well as plans to separate the Fiskars Group's two Business Areas into independent operations and legal subgroups.

## Human Resources and Compensation Committee

According to the Committee Charter, the Human Resources and Compensation Committee is responsible for:

- Preparing matters related to the appointment and compensation and other financial benefits of the President and CEO and other Group executives, as well as maintaining and preparing successor planning in respect of the President and CEO and Group executives
- Preparing matters related to the Company's compensation system
- Evaluating the remuneration of the President and CEO and the other executives, as well as ensuring that compensation systems are appropriate
- Presenting the Remuneration Policy and report and answering related questions at the General Meeting
- Dealing with matters related to the Executive talent pipeline and development
- Corporate Culture alignment with the strategy
- Monitoring of compliance with laws and regulations falling within the scope of the Human Resources and Compensation Committee and making necessary proposals related to required changes in the Company's practices and systems
- Other People and Human Resources topics.

The following Board members belonged to the Human Resources and Compensation Committee on December 31, 2024:

- Paul Ehrnrooth (Chair)
- Carl-Martin Lindahl
- Volker Lixfeld
- Jyri Luomakoski

All the members of the Human Resources and Compensation Committee are independent of the Company, and the majority is also independent of the Company's significant shareholders. The Human Resources and Compensation Committee convened five times in 2024, and the attendance of members at meetings was 100%. In 2024, the Human Resources and Compensation Committee focused on the talent and reward strategies and short and long-term incentive programs.

## Nomination Committee

According to the Committee Charter the Nomination Committee is responsible for the following activities:

- Preparing proposals related to the composition of the Board of Directors to be presented to the General Meeting (and included in the notice of the General Meeting) after consulting major shareholders
- Evaluating the independence and diversity of new candidates and the diversity of the Board of Directors

- Presenting the proposal related to the composition of the Board of Directors at the General Meeting
- Preparing proposals to the General Meeting on the remuneration of members of the Board of Directors
- Preparing proposals to the Board of Directors regarding the composition of the committees of the Board of Directors
- Reviewing the Board remuneration sections in the Remuneration Policy and answering related questions at the General Meeting
- Maintaining and preparing successor planning in respect of the Board of Directors
- Confirming the criteria and processes to be used to evaluate the work of the Board of Directors.

The following Board members belonged to the Nomination Committee on December 31, 2024:

- Paul Ehrnrooth (Chair)
- Alexander Ehrnrooth (external member)
- Louise Fromond

All the members of the Nomination Committee are independent of the Company, but not independent of the Company's significant shareholders. The Nomination Committee convened four times in 2024, and the attendance of members at meetings was 100%.

# President and CEO

Fiskars Corporation has a Managing Director (President and CEO) who is responsible for the day-to-day management and administration of the Company in accordance with the Finnish Companies' Act, the Company's Articles of Association, the instructions and orders given by the Board, and reporting to the Board on the Company's business operations, operating environment and financial situation. The President and CEO is also responsible for ensuring that the Company's accounting methods comply with applicable law, and that financial matters are managed reliably. The President and CEO is assisted in these duties by the Leadership Team.

The President and CEO is Nathalie Ahlström, M.Sc. (Tech.). She joined the Company in 2020. The Group CFO, Jussi Siitonen, also acts as deputy to the CEO. The President and CEO is appointed by the Board of Directors, which also decides the terms and conditions of the President and CEO's service contract. A written service contract approved by the Board has been made between the Company and the President and CEO.

# Fiskars Group Leadership Team*

Fiskars Group Leadership Team, December 31, 2024:

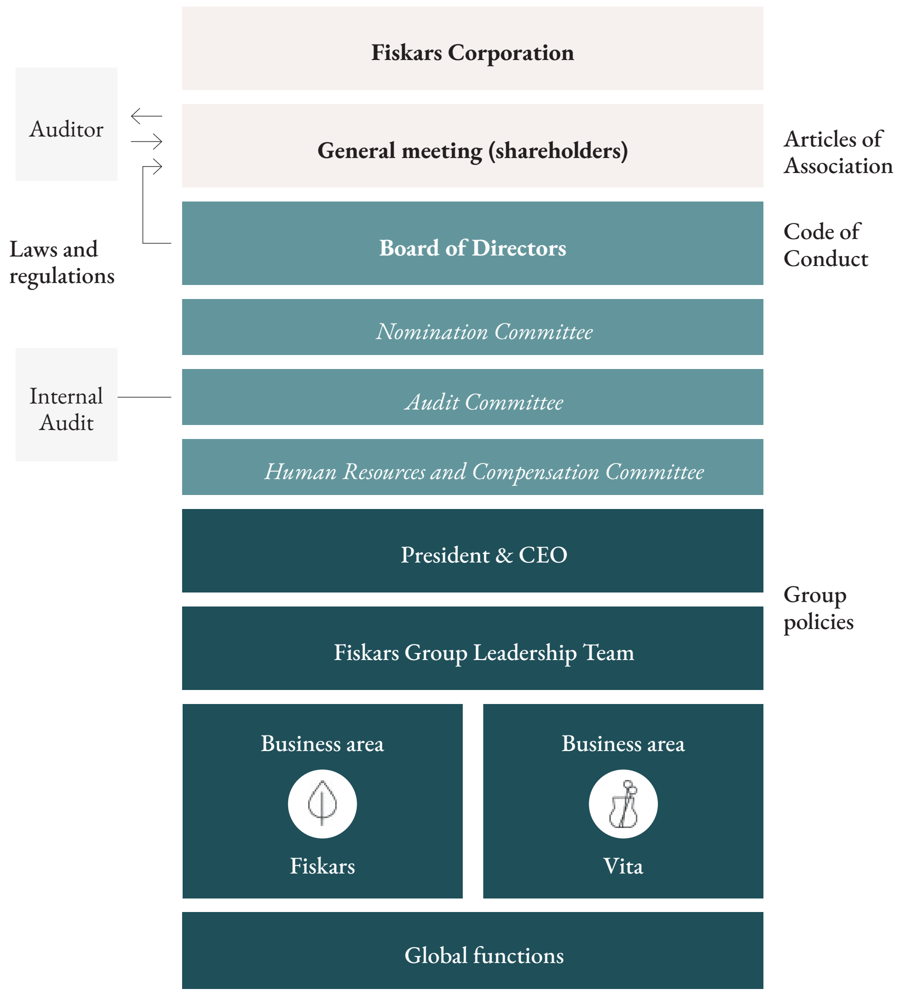
- Nathalie Ahlström, Fiskars Group's President and CEO and CEO of Vita (interim)
- Jussi Siitonen, Fiskars Group's Chief Financial Officer, Deputy to the President and CEO
- Dr. Steffen Hahn, CEO of Fiskars
- Anna Mindelöf, Chief People Officer
- Aamir Shaukat, Executive Vice President, Group Operations and Sustainability, Chief Operations Officer

The Fiskars Group Leadership Team assists the President and CEO with operational planning and operative leadership and in preparing matters to be processed by the Board of Directors. The leadership team is responsible for preparing the Group's strategy and annual planning, monitoring the performance against set targets and financial reporting, and preparing significant investments, acquisitions, and other decisions. Developing a strong Fiskars Group culture and internal ways of working and promoting Group-wide development projects are also among the Group Leadership Team's key duties.

The Fiskars Group Leadership Team meets regularly, approximately once a month. The President and CEO is responsible for the decisions made by the leadership team, and the leadership team members are responsible for implementing the decisions in their own responsibility areas.

* Changes in Fiskars Group Leadership Team during 2024: Nathalie Ahlström, also CEO of Vita (interim) as of October 24, 2024; Dr. Steffen Hahn, Executive Vice President of the Business Area Fiskars 5.1.–24.10.2024 and Fiskars CEO as of October 24, 2024; Aamir Shaukat, Chief Supply Chain Officer until October 24, 2024 and EVP, Group Operations and Sustainability and Chief Operations Officer as of October 2024; Gennady Jilinski, Chief Sales Officer until January 31, 2024 (Sales operations were integrated into the Business Areas and the Group-level position of Chief Sales Officer, Europe and APAC (excl. China) was terminated); Peter Cabello Holmberg, Chief Digital Officer until October 4, 2024; as well as Christian Bachler, Executive Vice President, Business Area Vita until November 1, 2024

## Fiskars Group organization Dec 31, 2024



# Fiskars Group Leadership Team
**December 31, 2024**

## Nathalie *Ahlström*

**President and CEO, Vita, CEO (interim), employed 2020**
**Born 1974, M.Sc. (Tech.)**
**Finnish citizen**

**Primary working experience:**
Fazer Group, EVP Confectionery, 2018–2020; Amcor Ltd.; Vice President & GM, High Performance Laminates 2016– 2018; Director Strategy and M&A, 2014–2016; Vice President, Amcor AFAP, Singapore 2012–2014; Several positions at Huhtamäki Oyj 2005–2012

**Other positions of trust:**
Member of the Board at Ahlstrom-Munksjö Oyj, 2020–2021
Member of the Board at Fiskars Group, 2020
Ahlstrom Group 2012

Fiskars shares held directly as of December 31, 2024:
137,311

## Jussi *Siitonen*

**Chief Financial Officer (CFO) & deputy to the CEO, employed 2021**
**Born 1969, M. Sc. (Econ.)**
**Finnish citizen**

**Primary working experience:**
Amer Sports, CFO and member of the Amer Sports Executive Board, 2011–2021, Senior Vice President, Finance, 2009–2010; Stora Enso Group, Senior Vice President and Group Controller, 2008–2009, Senior Vice President, Chief Accounting Officer, 2006–2008, several leadership positions, 1992–2006

**Other positions of trust:**
Member of the Board and the Audit Committee at Finnair Group, 2024–

Fiskars shares held directly as of December 31, 2024:
84,070

## Dr. Steffen *Hahn*

**Fiskars, CEO, employed 2024**
**Born 1976, Dr. oec. (consumer behaviour), Dipl-Ing. (Industrial Engineering) and M.Sc. (Mgmt of Production)**
**German citizen**

**Primary working experience:**
Weber Inc. 2020–2023: President EMEA & Global Commercial, President EMEA, Senior Vice President, Commercial EMEA
McKinsey & Company 2013–2020: Associate Partner
Procter & Gamble 2003–2012: several positions as brand and business leader

Fiskars shares held directly as of December 31, 2024:
4,462

## Anna *Mindelöf*

**Chief People Officer, employed 2022**
**Born 1968, B.Sc. (Human Resources Management)**
**Swedish citizen**

**Primary working experience:**
Fenix Outdoor AG, Chief HR Officer and Head of Internal Communications, 2019–2022; Ericsson AB, Head of Talent, Business Area Networks 2014–2019; Adidas AG, Head of Performance and Succession, Head of Learning 2013–2014; Universum, Global Head of HR 2011–2013; Adidas Group, HR director Nordics 2007–2011, Head of Customer services 2004–2006

**Other positions of trust:**
Member of the Advisory Board at Nordic Minds GmbH, 2021–

Fiskars shares held directly as of December 31, 2024:
6,081

## Aamir *Shaukat*

**Executive Vice President, Group Operations and sustainability, employed 2023**
**b. 1976, Diplom in Industrial Engineering and Management**
**German Citizen**

**Primary working experience:**
EssilorLuxottica 2019–2023, Vice President, Group Sourcing and Procurement; JACOBS DOUWE EGBERTS 2015–2019, Chief Procurement Officer; Mars 2012– 2015, Vice President Procurement Indirect, Beiersdorf 2003–2012: several supply chain and procurement positions

Fiskars shares held directly as of December 31, 2024:
11,712

# Control systems

The Board of Directors is responsible for the appropriate management and organization of operations. The Board of Directors has approved the principles of internal control, risk management, and internal auditing to be followed within the Group.

In practice, it is the responsibility of the President and CEO, together with the Fiskars Group Leadership Team and other management, to put in place and oversee accounting and control mechanisms and other similar mechanisms.

The Risk Management function supports the identification, assessment, management, and monitoring of risks that may threaten the achievement of Fiskars Group's business goals.

## Code of Conduct

Fiskars Group's objective is to pursue long-term profitable business ethically and responsibly. The way of operating for all Fiskars Group's employees is defined in the Company's Code of Conduct, the Group Policies and other guidelines. The Code of Conduct is to be complied with by everyone within Fiskars Group, including employees, directors, officers, board members, consultants, other personnel working under Fiskars Group's direction, and all companies belonging to Fiskars Group even when the Code requires a higher standard of behavior than what is required by national law and local regulation. All company policies, rules, guidelines and practices in Fiskars Group's companies must be in full compliance with the Code of Conduct and the other Group Policies.

All Fiskars Group's employees participate in regular training on the Code of Conduct. The Legal & Compliance function monitors compliance with the Code.

## Internal Audit

Fiskars Group Internal Audit is established by the Board of Directors, and its responsibilities are defined by the Audit Committee of the Board of Directors as part of their oversight function. Internal Audit provides objective independent assurance and consulting services designed to add value and improve the organization's operations. Internal Audit helps Fiskars Group accomplish its business objectives by bringing a disciplined systematic approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

To ensure the independence of the Internal Audit activities, VP Group Treasury and Risk Management reports administratively to the Chief Executive Officer and functionally to the Audit Committee.

The direction of the work of the Internal Audit function is stated in the annual audit plan. To reflect the overall business objectives and risks, the audit plan is aligned with the Group strategy and strategic focus areas. The audit plan is approved by the Board of Directors' Audit Committee on an annual basis. Within the audit plan, the detailed audit assignments are defined, and results of the audits are reported in each Audit Committee meeting.

**Key Activities in 2024**

In 2024, Internal Audit performed audits according to the annual internal audit plan. The annual plan was risk-based and consisted of a global IT governance assessment and audits on processes and controls in distribution centers, factories and sales units.

**Planned Key Activities for 2025**

Internal Audit annual plan for 2025 has been approved by the Audit Committee of the Board of Directors in December 2024. The planned audits for 2025 have been chosen based on management interviews and risk assessments. Audits will focus on follow-up of IT project implementation and selected processes in factories, business and sales units, and sourcing offices.

## Auditing

The task of statutory auditing is to verify that Fiskars Group's financial statements give accurate and adequate information about the Company's results and financial position. The task of statutory auditing is also to examine that the information in the Report of the Board of Directors is consistent with the information in the financial statements, and that the Report of the Board of Directors has been prepared in accordance with applicable laws and regulations. In addition, auditing includes an audit of Fiskars Group's accounting. The Company's Auditor submits the statutory Auditor's report to the Company's shareholders in connection with the Company's financial statements. The Auditor also regularly reports their findings to the Board's Audit Committee and at least once a year to the full Board of Directors.

The Company's Annual General Meeting elects the Auditor. Proposals to the Annual General Meeting on the election of Auditor are made by the Board based on the recommendation of the Board's Audit Committee. The Auditor is elected for a term that expires at the end of the following Annual General Meeting.

The Annual General Meeting in 2024 elected Ernst & Young Oy, Authorized Public Accountants, as Auditor, with Authorized Public Accountant Kristina Sandin having the principal responsibility. Ernst & Young Oy is also responsible for overseeing and coordinating the auditing of all Group companies.

A total of EUR 1.7 million was paid in audit fees to the auditors engaged by Group companies in 2024. In addition, a total of EUR 0.2 million was paid to the auditors in fees for other consultancy services related to tax matters and other advisory services.

## Related Party Transactions

According to the Code of Conduct Policy, all directors and employees must avoid conflicts of interest between themselves or their family members and the Fiskars Group. The Company's Related Parties are defined in the Related Party Guidelines approved by the Board of Directors in 2020.

According to the Guidelines, the following persons were the Company's Related Parties in 2024:

- persons or entities that directly or indirectly:
  - exercise control in the Company, are controlled by the Company, or are under the same control as the Company (including subsidiary companies of Fiskars Group), for example, through holding more than 50% of the Company's shares or votes, or being entitled to appoint or dismiss a majority of the members of the Company's Board of Directors
  - have a significant influence in the Company, for example, through holding at least 20% of the Company's shares or votes, or
  - exercise joint control in the Company with another person (each such person is a "Controlling Person")
- entities that are associate companies of the Company
- entities that are joint ventures of which the Company is a member
- each member of the Company's Board of Directors, the Company's President and CEO and the Deputy CEO, each member of the Fiskars Group Leadership Team, each member of the Business Areas' and Global functions' management teams, each country director of the Company, and other individuals as specified from time to time by the President and CEO, (each such individual is a "Key Management Person")
- close family members of Key Management Persons and/or Controlling Persons respectively who may be expected to influence, or be influenced by, the Key Management Person or the Controlling Person in the dealings with the Company, including:
  - children and dependents
  - spouse, common-law spouse*
  - children and dependents of spouse or common-law spouse (each such family member is a "Close Family Member")
- entities where a Key Management Person or a Controlling Person or their Close Family Member exercises, directly or indirectly, control (individually or jointly) through holding a majority of the shares or votes in the entity, or being able to appoint or dismiss the majority of the members of the Board of Directors, or corresponding body, of the entity (each such entity is a "Controlled Entity")
- entities where a person exercising control in the Company has significant influence over the entity or is a member of the key management of such an entity or its parent entity (for exclusion of the sphere of Related Parties, see below)
- entities of a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company
- entities, or any member of a group of which it is part, that provide key management personnel services to the Company.

According to the Related Party Guidelines, all Related Party Transactions are concluded on an arm's-

* A partner who shares the same household and (i) who has shared it for at least five years or (ii) who has or has had a common dependent child.

length basis, and Related Party Transactions must be approved in advance by the CFO of Fiskars Group. Related Party Transactions involving the President and CEO of Fiskars Group, other members of the Fiskars Group Leadership team, or a member of the Board of Directors of Fiskars Corporation must be approved in advance by the Board of Directors of Fiskars Corporation.

Issues to be considered when reviewing the Related Party transactions:

- Whether the terms of the transaction are fair to Fiskars Group and would apply on the same basis to non-related third parties
- Whether there are compelling business reasons for Fiskars Group to enter the transaction
- Whether the transaction would impair the independence of an independent director or represent a conflict of interest for the related party.

Fiskars Corporation keeps a register of its Related Parties and collects information from them regarding the Related Party transactions once a year. Fiskars Corporation discloses the Related Party Transactions that are essential for the company, that depart from its normal business operations, or that are not conducted in accordance with the normal market price in its Financial Statement.

## Insider administration

Fiskars Group's Insider Policy, approved by the Board of Directors, outlines the policy related to trading in Fiskars shares by all employees, executives, and directors. Fiskars Group's Insider Policy is based on applicable EU regulation, especially the Market Abuse Regulation (596/2014, "MAR"), and any regulation and guidance given by the European Securities Markets Authority or otherwise under MAR, and the Finnish legislation, especially the Securities Markets Act (746/2012, as amended) and the Finnish Penal Code (39/1889, as amended), as well as the insider and other guidelines of Nasdaq Helsinki Ltd., and the guidance of the Finnish Financial Supervisory Authority ("FIN-FSA").

Fiskars Group's Managers, as defined by MAR, include the members of the Board of Directors and the CEO, the CFO (deputy to the CEO), and other senior executives as may be determined by the CEO from time to time. Managers and their closely associated persons are required to notify Fiskars Group and the FIN-FSA of every transaction conducted on their own account relating to the financial instruments of Fiskars Group. These notifications must be made promptly and no later than three business days after the date of transaction (T+3). In turn, Fiskars Group discloses such information as a stock exchange release as required by MAR.

As of July 3, 2016, Fiskars Group has not maintained a list of permanent insiders, but instead all persons involved will be included as project insiders for the relevant projects. Project-specific lists will be established and maintained for each project or event involving inside information, based on a decision taken separately.

Preparation of periodic disclosure (interim reports, financial statement bulletin) or regular access to unpublished financial information is not regarded as an insider project. However, due to the sensitive nature of the unpublished information on the company's financial results, the persons determined by Fiskars Group with (based on their position or access rights) authorized access to the unpublished financial result information are entered in a list of Financial Information Recipients.

Fiskars Group applies a trading restriction (a "closed period") of 30 calendar days before the release of each of the quarterly financial reports and the year-end report and the day of publication of such a report. The closed period applies to Managers and to the Financial Information Recipients.

For transparency, Fiskars Group provides up-to- date information on its website concerning the shareholding of the Managers, their controlled entities, and their managed entities (not controlled, but substantially equivalent economic interests), subject to the consent of the relevant person. Holdings and transactions in Fiskars shares by Fiskars Group's Managers and closely associated persons are detailed on the Management's Transactions page on the Company's website.

## Internal control and risk management systems related to financial reporting

The financial reporting process refers to activities that generate financial information used in managing the Company and financial information published in accordance with the requirements of legislation, standards, and other regulations covering the Company's operations.

The role of internal control is to ensure that the Company's management has access to up-to-date, sufficient, and accurate information required for managing the Company, and that the financial reports published by the Company provide an essentially accurate view of the Company's financial position.

**Governance**

The Fiskars Group's global Finance function operates under the leadership of the CFO and also comprises the Group Treasury responsible for financing and financial risk management.

The Business Areas and Global functions are run by their own management teams.

The Business Areas, Global functions, and legal entities in the countries where the Group operates comprise the base level of financial reporting. The Business Areas and Global functions are responsible for the day-to-day risk management associated with their operations.

The Board of Directors, the Audit Committee, the Group leadership, and the management teams of each Business Areas and Global Function monitor the development of the financial situation and analyse the progress made towards reaching targets on a monthly basis.

**Planning and performance reporting**

Setting and monitoring financial targets is an important part of Fiskars Group's management responsibilities. Short-term financial targets are set as part of the annual planning cycle, and progress in achieving these targets is monitored on a monthly basis. The Business Areas, Global functions, and Group legal entities report actual monthly financial data and file monthly projections on how the financial performance is expected to develop over the reporting period.

The Group's financial performance is reviewed on a monthly basis using a reporting system that covers all units and operations.

Information from reporting units is consolidated and validated by the Group's Finance organization, and the data is used to prepare monthly reporting for senior management. Monthly reports contain condensed income statements for Fiskars Group's Business Areas, key indicators, and an overview of the major events affecting their businesses. Reports also include a consolidated income statement, balance sheet data, cash flows, and a projection of the expected development of the financial situation.

**Accounting principles and financial IT systems**

Financial reporting is governed by a set of common principles. The Group applies the IFRS accounting standards approved within the EU and has a common Group chart of accounts. The Group's financial management organization has drawn up guidelines for units that cover the content of financial reporting and the reporting schedule.

Legal entities in countries use several different accounting and financial reporting systems. Group-level financial reporting is handled using one centrally managed consolidation system. Business Areas, as well as Group legal entities, are responsible for providing data for the Group's consolidation system. The Group-level financial management organization is responsible for maintaining the system and for ensuring that input data is appropriate and correct.

# Risk management

The objective of Fiskars Group's risk management is to identify, assess, manage and monitor risks that could threaten the achievement of the company's business goals and commitments. This includes protecting personnel and assets, ensuring the uninterrupted delivery of safe and high-quality products to customers, and safeguarding Fiskars Group's reputation, brands, and shareholder value.

Risk management is an integral part of Fiskars Group's strategic management, culture, and operations. The company continuously enhances its tools, control systems, training, and reporting practices to strengthen risk management capabilities. Regular risk assessments across business areas, global functions, and factories improve visibility into material risks and ensure effective controls are in place. These assessments also help identify opportunities that contribute to business growth.

Fiskars Group's Risk Management Policy provides comprehensive guidelines for managing risks across the organization. A key component of this policy is the risk appetite statement, which defines the level and type of risks the company is willing to accept. The policy is approved by the Board of Directors, and the Board's Audit Committee regularly evaluates the effectiveness of Fiskars Group's risk management systems.

Responsibility for risk identification, assessment, managing and monitoring lies with the business areas and global functions. The Risk Management function facilitates the enterprise risk management process and provides the needed support. The Fiskars Group Leadership Team assesses major risks within the company in a separate process, and these assessments are incorporated into risk information from business areas and global functions. Cross-functional collaboration is used to develop action plans to mitigate the financial impact and probability of the most significant risks, which are then presented to the Audit Committee for review.

Risk management also ensures that financial reporting processes deliver timely, sufficient, and accurate information to management and external stakeholders. This ensures the reliability of the financial information published by Fiskars Group. Further details on risks and uncertainties related to Fiskars Group's business can be found in the Report by the Board of Directors.

To address unexpected and unforeseen events, Fiskars Group maintains comprehensive insurance policies. These provide coverage for property damage, business interruption, transportation risks, various liabilities, and cyber risks, ensuring protection against critical exposures.

# Remuneration Report 2024

# Contents

# Dear shareholder,

On behalf of the Board, I am pleased to present Fiskars Group's 2024 Remuneration Report. This report outlines the remuneration paid or due to the Board members, the President and CEO, and the Deputy to the President and CEO for the 2024 financial year in line with the Remuneration Policy of the Governing Bodies of Fiskars Group approved at the 2022 Annual General Meeting. The Remuneration Report has been prepared in accordance with the Finnish Corporate Governance Code 2020 and the requirements set forth in the Finnish Limited Liability Companies Act, the Finnish Securities Markets Act and the Decree of the Ministry of Finance.

The remuneration for the Board of Directors, the CEO and Deputy to the CEO during the financial year was executed in accordance with the Remuneration Policy. There has been no deviation from the Policy, and no remuneration of the CEO or the Board has been reclaimed or restated during 2024.

## Our remuneration principles

The total compensation of the Board members, consisting of their annual remuneration and meeting fees, is defined to attract and retain qualified and high-caliber Board members and to fairly compensate them in line with the complexity and nature of the Company's business. The role of the Board is to set Fiskars Group's strategy and long-term targets and to monitor their implementation.

The key principles applied to the CEO and Deputy to the CEO's remuneration are a strong emphasis on pay-for-performance, a competitive earning opportunity, and a focus on shareholder value creation by aligning their interests with those of the shareholders. The variable performance-based short-term and long-term incentives form the largest element of remuneration, thereby aligning the remuneration and the Company's performance and reflecting the objective that remuneration should be closely tied to the Company's strategy and its long-term financial success.

## Performance and remuneration outcomes in 2024

When deciding the short-term incentive plan KPIs for the year, we considered the impact of the prevailing market environment in addition to profitable organic growth, which remains the focus of the Company's strategy. The KPIs were confirmed separately for the first and second half of the year to ensure they were relevant given limited market visibility. The plan included payment triggers related to EBIT and Cash Flow as prerequisites for payment. As 2024 looked challenging from a growth perspective, the KPIs in the short-term incentive plan were EBIT and cash flow in both the first half and second half of the year.

The year 2024 was characterized by a challenging operating environment, with continued low consumer confidence impacting demand negatively in most of our key markets. This resulted in comparable net sales decreasing by 5%. Reported net sales, which include Georg Jensen, increased by 2%. The full-year comparable EBIT was EUR 111.4 million, increasing slightly from the previous year, driven by an improved gross margin and continued prudent cost management.

For the short-term incentive plan, this meant that the threshold level was not reached. Our free cash flow amounted to EUR 82 million, driven by effective working capital management. The EBIT payment trigger level was not reached for the year. Therefore, no short-term incentive is payable to the CEO and the Deputy to the CEO based on the 2024 results.

The 2022–2024 performance period of the Company's Performance Share Plan expired at the end of 2024. The performance criteria applied to this plan were Total Shareholder Return and cumulative EBITA. For the Total Shareholder Return criterion, we have chosen a longer period as the basis for the end value to minimize the impact of single events or actions on the share price and to factor in the impact of the Company's full-year results. The Total Shareholder Return criterion will therefore be evaluated at the beginning of March based on the status at the end of February 2025. The CEO and the Deputy to the CEO are eligible for a reward from the plan based on the achievement of the criteria.

In 2024, we launched the second Employee Share Savings Plan, MyFiskars. MyFiskars encourages our employees to invest in Fiskars shares and to create a culture of ownership, as well as to further strengthen employees' long-term commitment to the Company. MyFiskars, was offered to employees in all countries where there were no administrative obstacles to running the program. Participants receive free matching shares for their personal investment under certain conditions. The CEO and Deputy to the CEO participate in this plan.

## Looking ahead to 2025

Profitable organic growth remains the focus of the Company's strategy. However, it seems the operating environment will remain challenging in 2025 and impact demand. In 2025, the short-term incentive plans will revert back to annual KPIs.  The Group, Fiskars and Vita will be linked to cash flow and profit, and in additional net sales for the Fiskars and Vita businesses.

As we move to the new operating model as part of our "brands first" approach, we will continue to review and develop our remuneration practices to ensure they support our Growth Strategy. I am convinced that having our management and employees as shareholders supports the Company's transformation journey by increasing engagement and enhancing a culture of ownership.

We also welcome feedback from our shareholders and other stakeholders on our remuneration practices, as well as on our communication about it.

**Paul Ehrnrooth**
Chair of the Board of Directors

## Development of remuneration and financial development over the past five years

The table illustrates how the development of the fees of the Board of Directors and the remuneration of the CEO compares to the development of the average remuneration of employees, as well as to the Company's EBIT and Total Shareholder Return over the past five years.

| | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|
| Board of Directors (total EUR thousand, rounded) | 814 | 873 | 762 | 573 | 717 |
| President and CEO (base salary Dec 31, EUR thousand, rounded) | 512 | 484 | 486 | 456 | 456 |
| Different employee groups' average base salaries (EUR thousand)[1] | | | | | |
| Office | 64.3 | 62.1 | 60.2 | 56.2 | 55.2 |
| Retail | 19.1 | 26.7 | 26.2 | 27.0 | 26.6 |
| Operations | 15.0 | 15.1 | 15.0 | 15.4 | 15.1 |
| Financial development: | | | | | |
| Comparable EBIT (EUR million) | 111.4 | 110.3 | 151.0 | 154.2 | 109.0 |
| Total Shareholder Return[2] | -8.9% | -0.6% | -30% | 58% | 36% |

[1] Full-time equivalent.

[2] The calculation is theoretical and based on the assumption that dividends could be reinvested at the Fiskars share price, excluding the value of Wärtsilä holdings. Dividends paid in Wärtsilä shares in June 2019 are eliminated. The portion of regular cash dividends corresponding to dividends received on Wärtsilä shares is eliminated.

# Fees of the Board of Directors

The compensation of the Board members consists of annual remuneration and meeting fees.

On March 13, 2024, the Annual General Meeting decided that the annual fees would be the following:

| | |
|---|---|
| Chair of the Board | EUR 140,000 |
| Vice Chair of the Board | EUR 105,000 |
| Member of the Board | EUR 70,000 |

In addition, it was decided that for the Board and Committee meetings, the Board members would be paid meeting fees as follows:

| | | | |
|---|---|---|---|
| Meetings of the Board of Directors, Human Resources and Compensation Committee and Nomination Committee | Meetings requiring travel within one country | Chairs of the Board of Directors and said Committees | EUR 1,500 per meeting |
| | | Other members | EUR 750 per meetings |
| | Meetings requiring international travel | Chairs of the Board of Directors and said Committees | EUR 2,000 per meeting |
| | | Other members | EUR 2,000 per meeting |
| Meetings of the Audit Committee | Chair of the Committee, all meetings | | EUR 2,500 per meeting |
| | Meetings requiring travel within one country | Other members | EUR 1,000 per meeting |
| | Meetings requiring international travel | Other members | EUR 2,250 per meeting |

For Board/Committee meetings held per capsulam or as a teleconference, the Chairs of the Board of Directors, as well as said Committees, were paid a fee per meeting that did not differ from meeting fees otherwise payable to them, and the Board/Committee members were paid a fee of EUR 750 per meeting. The Board members' travel expenses are compensated in accordance with the Company policy.

In 2024, none of the Board members was employed by the Company or any company belonging to its Group. This means they were not paid any salaries related to an employment relationship, remuneration, or financial or other benefits not related to the Board work, nor were they eligible for any pension scheme. Board members do not receive Company shares as remuneration, and they are not participants in the Company's share-based or other incentive plans.

The fees paid to the Board of Directors for 2024 are presented in the table on the next page. The fees have been paid in cash, and there has been no obligation to acquire the Company's shares.

## Remuneration and meeting fees paid to Board members in 2024

| | Annual remuneration | Meeting fees | Total EUR |
|---|---|---|---|
| Chair, Paul Ehrnrooth | 140,000 | 31,500 | 171,500 |
| Vice Chair, Jyri Luomakoski | 105,000 | 32,250 | 137,250 |
| Member, Ritva Sotamaa | 17,500 | 4,000 | 21,500 |
| Member, Albert Ehrnrooth | 70,000 | 18,500 | 88,500 |
| Member, Louise Fromond | 70,000 | 21,500 | 91,500 |
| Member, Julia Goldin | 70,000 | 10,750 | 80,750 |
| Member, Carl-Martin Lindahl | 70,000 | 15,750 | 85,750 |
| Member, Volker Lixfeld | 70,000 | 17,750 | 87,750 |
| Member, Susan Repo[1] | 52,500 | 14,500 | 67,000 |
| Total | 665,000 | 166,500 | 831,500 |

[1] Elected to the Board in 2024

Details of the shareholdings of the Board of Directors are shown in the Corporate Governance Statement.

The Nomination Committee has one external member, Alexander Ehrnrooth. His meeting fees were EUR 3,000 in 2024.

## Remuneration and meeting fees of the Board of Directors not yet paid but due based on 2024

No remuneration and meeting fees are due to be paid to the Board members based on their role as Board members in 2024.

# Remuneration of the President and CEO

The remuneration of the President and CEO consists of fixed and variable elements. The fixed elements such as base salary, benefits, insurance and pension provide a core level of rewards for a reliable and sustained execution of the Company's business strategy and allow the President and CEO to concentrate on performing their duties. Variable elements of the compensation emphasize pay-for-performance and the achievement of the Company's short- and long-term goals, and they form a significant portion of the remuneration of the President and CEO. Share-based rewards, share ownership plans and the requirement to retain at least 50% of the net shares received from the share-based incentive plans until the CEO's share ownership in Fiskars corresponds to at least 100% of annual gross base salary align the interests of the President and CEO with those of the Company's shareholders.

The figures in the table are presented on a cash basis. The remuneration of the President and CEO is presented on an accrual basis in note 6.2 to Fiskars Corporation's financial statements for 2024.

## Remuneration paid to the President and CEO in 2024

| EUR | Base salary and benefits | Short-term incentives | Long-term incentives | Total | Voluntary pension contribution by the company[1] |
|---|---|---|---|---|---|
| President and CEO | 525,169 | - | 733,268 | 1,258,437 | 96,912 |
| Share of remuneration element | 42% | - | 58% | 100% | - |

[1] Defined Contribution plan

## Remuneration of the President and CEO not yet paid but due based on 2024

| Remuneration due based on 2024 | |
|---|---|
| Share reward based on Performance Share Plan 2022–2024 | The size of the payout will be known at the beginning of March 2025. |

## The President and CEO's variable remuneration earning opportunity and performance measures

| Short-term incentive plan | | Weighting | Achievement | Earning opportunity as % of the annual base salary |
|---|---|---|---|---|
| **Short-term incentive plan 2024** | | | | |
| Second half 2024 | EBIT | 50% | Below threshold, i.e., no payment | maximum of 120% |
| | Cash flow | 50% | Below threshold, i.e., no payment | |
| First half 2024 | EBIT | 50% | Target reached, but no payment due to Annual EBIT payment trigger not being reached | |
| | Cash flow | 50% | Minimum reached, but no payment due to Annual EBIT payment trigger not being reached | |
| **Short-term incentive plan 2023** | | | | |
| Second half 2023 | EBIT | 60% | Below threshold, i.e., no payment | maximum of 90% |
| | Net sales growth | 20% | Below threshold, i.e., no payment | |
| | Cash flow | 20% | Maximum but no payment due to EBIT payment trigger not being reached | |
| First half 2023 | EBIT | 50% | Below threshold, i.e., no payment | |
| | Cash flow | 50% | Below threshold, i.e., no payment | |

| Long-term incentive plan | Weighting | Achievement | Pay-out year | Earning opportunity as % of the annual base salary |
|---|---|---|---|---|
| **Performance Share Plan 2024–2026** | | | | |
| Total shareholder return | 50% | Evaluated in 2027 | 2027 | maximum of 200% at the time of granting |
| Cumulative comparable EBIT | 40% | | | |
| Circular economy | 10% | | | |
| **Performance Share Plan 2023–2025** | | | | |
| Total shareholder return | 50% | Evaluated in 2026 | 2026 | maximum of 200% at the time of granting |
| Cumulative comparable EBIT | 40% | | | |
| Circular economy | 10% | | | |
| **Performance Share Plan 2022–2024** | | | | |
| Total shareholder return | 60% | Evaluated in 2025 | 2025 | maximum of 200% at the time of granting |
| Cumulative comparable EBITA | 40% | | | |
| **Performance Share Plan 2021–2023** | | | | |
| Total shareholder return | 60% | Between target and maximum | 2024 | maximum of 200% at the time of granting |
| Cumulative comparable EBITA | 40% | Between target and maximum | | |

| Share ownership plans | Personal investment, shares | Reward shares, gross[1] | Pay-out year |
|---|---|---|---|
| Ownership Plan 2023 | 60,386 | 120,772 | 2026 |
| MyFiskars Employee Share Savings Plan 2023–2026 | 616 | 308 | 2026 |
| MyFiskars Employee Share Savings Plan 2024–2027 | 174 | 87[2] | 2027 |

[1] The number of gross shares (taxes included) payable if the employment or service relationship with a Group company has not terminated by the payment date.

[2] The number of gross shares (taxes included) payable based on the first quarterly savings share purchase in October 2024. MyFiskars savings shares are bought four times during a 12-month savings period.

## Share-based remuneration grants to the President and CEO in 2024

In 2024, the President and CEO Nathalie Ahlström was granted the following share-based remuneration:

| Long-term incentive plan | Earning opportunity[1] | Pay-out year |
|---|---|---|
| Performance Share Plan 2024–2026 | 28,166 shares (gross) at maximum performance level | 2027 |

[1] The maximum number of gross shares (taxes included) payable if the set earning criteria are achieved in full.

# Remuneration of the Deputy to the President and CEO

## Remuneration paid to the Deputy to the President and CEO in 2024

In 2024, the Deputy to the President and CEO Jussi Siitonen was paid the following remuneration:

| | Base salary and benefits | Short-term incentives | Long-term incentives | Total EUR | Voluntary pension contribution by the company[1] |
|---|---|---|---|---|---|
| Deputy to the President and CEO | 342,000 | - | 217,919 | 559,919 | 66,469 |
| Share of remuneration element | 61% | - | 39% | 100% | - |

[1] Defined Contribution plan

## Remuneration of the Deputy to the President and CEO not yet paid but due based on 2024

| Remuneration due based on 2024 | |
|---|---|
| Share reward based on Performance Share Plan 2022–2024 | The size of the payout will be known at the beginning of March 2025. |

## The Deputy to the President and CEO's variable remuneration earning opportunity and performance measures

| Short-term incentive plan | | Weighting | Achievement | Earning opportunity as % of the annual base salary |
|---|---|---|---|---|
| **Short-term incentive plan 2024** | | | | |
| **Second half 2024** | EBIT | 50% | Below threshold, i.e., no payment | maximum of 90% |
| | Cash flow | 50% | No payment due to EBIT payment trigger not being reached | |
| **First half 2024** | EBIT | 50% | Target reached, but no payment due to Annual EBIT payment trigger not being reached | |
| | Cash flow | 50% | Minimum reached, but no payment due to Annual EBIT payment trigger not being reached | |
| **Short-term incentive plan 2023** | | | | |
| Second half 2023 | EBIT | 60% | Below threshold, i.e., no payment | maximum of 75% |
| | Net sales growth | 20% | Below threshold, i.e., no payment | |
| | Cash flow | 20% | Maximum but no payment due to EBIT payment trigger not being reached | |
| First half 2023 | EBIT | 50% | Below threshold, i.e., no payment | |
| | Cash flow | 50% | Below threshold, i.e., no payment | |

| Long-term incentive plan | Weighting | Achievement | Pay-out year | Earning opportunity as % of the annual base salary |
|---|---|---|---|---|
| **Performance Share Plan 2024–2026** | | | | |
| Total shareholder return | 50% | Evaluated in 2027 | 2027 | maximum of 110% at the time of granting |
| Cumulative comparable EBIT | 40% | | | |
| Circular economy | 10% | | | |
| **Performance Share Plan 2023–2025** | | | | |
| Total shareholder return | 50% | Evaluated in 2026 | 2026 | maximum of 100% at the time of granting |
| Cumulative comparable EBIT | 40% | | | |
| Circular economy | 10% | | | |
| **Performance Share Plan 2022–2024** | | | | |
| Total shareholder return | 60% | Evaluated in 2025 | 2025 | maximum of 100% at the time of granting |
| Cumulative comparable EBITA | 40% | | | |
| **Performance Share Plan 2021–2023** | | | | |
| Total shareholder return | 60% | Between target and maximum | 2024 | maximum of 100% at the time of granting |
| Cumulative comparable EBITA | 40% | | | |

| Share ownership plans | Personal investment, shares | Reward shares, gross[1] | Pay-out year |
|---|---|---|---|
| Ownership Plan 2023 | 30,193 | 60,386 | 2026 |
| MyFiskars Employee Share Savings Plan 2023–2026 | 616 | 308 | 2026 |
| MyFiskars Employee Share Savings Plan 2024–2027 | 174 | 87[2] | 2027 |

[1] The number of gross shares (taxes included) payable if the employment or service relationship with a Group company has not terminated by the payment date.

[2] The number of gross shares (taxes included) payable based on the first quarterly savings share purchase in October 2024. MyFiskars savings shares are bought four times during a 12-month savings period.

## Share-based remuneration grants to the Deputy to the President and CEO in 2024

In 2024, the Deputy to the President and CEO Jussi Siitonen was granted the following share-based remuneration:

| Long-term incentive plan | Earning opportunity | Pay-out year |
|---|---|---|
| Performance Share Plan 2024–2026 | 10,961 shares (gross) at maximum performance level[1] | 2027 |

[1] The maximum number of gross shares (taxes included) payable if the set earning criteria are achieved in full.

# Pioneering design to make *the everyday extraordinary*

**Fiskars Group in brief**
Fiskars Group (FSKRS, Nasdaq Helsinki) is the global home of design-driven brands for indoor and outdoor living. Since 1649, we have designed products of timeless, purposeful, and functional beauty, while driving innovation and sustainable growth. In 2024, Fiskars Group's global net sales were EUR 1.2 billion and we had close to 7,000 employees. We have two Business Areas (BA), Vita and Fiskars.

BA Vita offers premium and luxury products for the tableware, drinkware, jewelry and interior categories. Its well-known brands include Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia and Iittala. In 2024, BA Vita's reported net sales were EUR 605 million. Already 50% of BA Vita's net sales comes from direct-to-consumer sales, comprising approximately 500 stores and approximately 60 e-commerce sites.

BA Fiskars consists of the gardening and outdoor categories, as well as the scissors and creating, and cooking categories. The brands include Fiskars and Gerber. In 2024, (BA) Fiskars' net sales were EUR 547 million.

Read more: fiskarsgroup.com