

Agenda

- 1. Opening of the event

 Jyri Luomakoski, Interim President &
 CEO of Fiskars Group
- 2. "Brands first" way of operating in action

 Jussi Siitonen, CFO of Fiskars Group
- 3. Vita: A global leader in high-end homeware

 Daniel Lalonde, CEO of Vita
- 4. Q&A
- 5. Creative Directors panel discussion on creating desirable brands



Welcome & introduction

JYRI LUOMAKOSKI INTERIM PRESIDENT & CEO OF FISKARS GROUP



Fiskars Group – Pioneering design to make the everyday extraordinary



FISKARS

Est. 1939







GEORG JENSEN

Arabia est. 1873









Est. 1881









WEDGWOOD

Est. 1783

Est. 1759



WATERFORD



Authenticity backed up by craftsmanship



Georg Jensen, Frederiksberg

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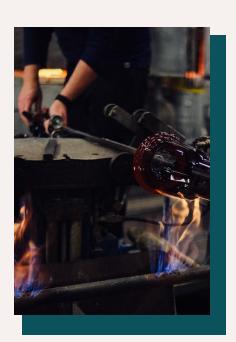
Royal Copenhagen, Glostrup



Wedgwood, Stoke-on-Trent



Waterford, Waterford



Iittala, Iittala



Fiskars Group has a well-balanced global footprint

NORTH AMERICA

~30% of net sales

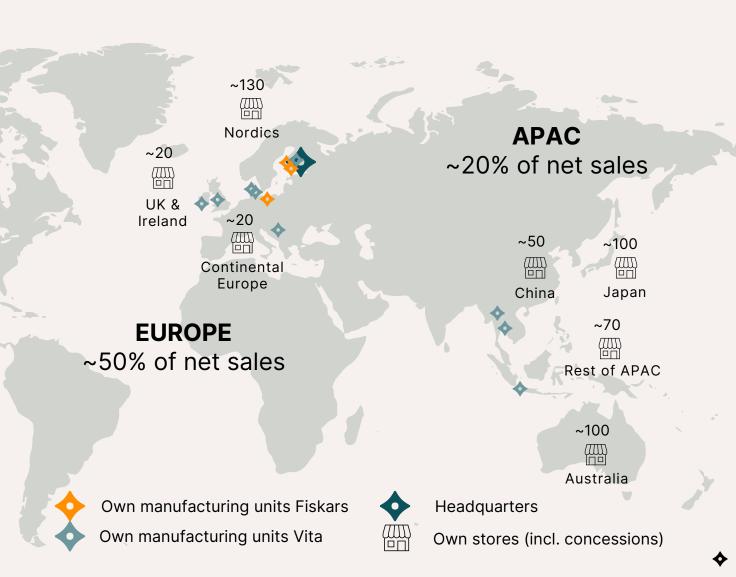
Global presence +100 countries

~500 own stores

+60 own e-commerce stores

7,000 employees

€1.2bn market cap



Brands first"way of operating in action

JUSSI SIITONEN CFO OF FISKARS GROUP

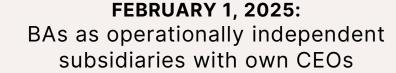


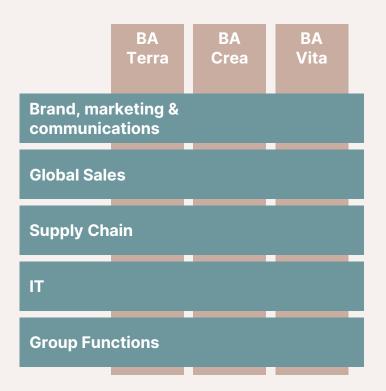
We have completed our "brands first" approach by separating Business Areas into operationally independent subsidiaries

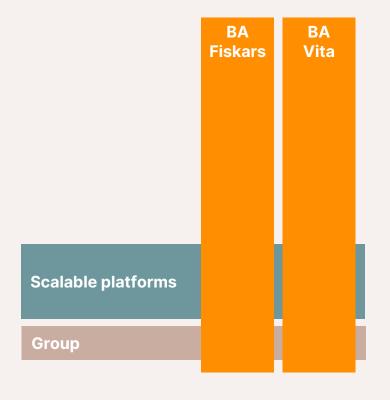
2020: As as product owner

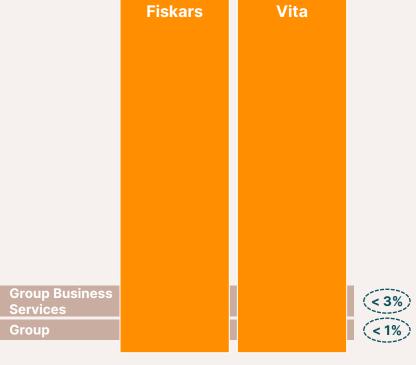
BAs as product owner, part of Group-wide matrix organization













This way of operating enables speed of execution, and is a key enabler for future growth

Full business accountability

End-to-end responsible business CEOs, improved flexibility and speed

Independent legal entities

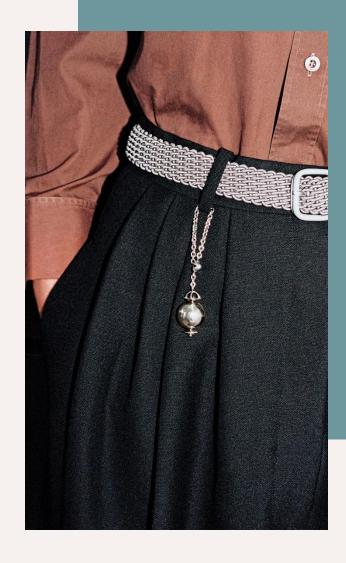
Enable structural optionality

Transparency and measurability

More precise target setting and capital allocation

Dedication

Accelerate differing growth opportunities – make big brands bigger





Sharpened portfolio logic accelerating Group profile improvement

SHARPENED PORTFOLIO LOGIC

Increase focus on brands which can:

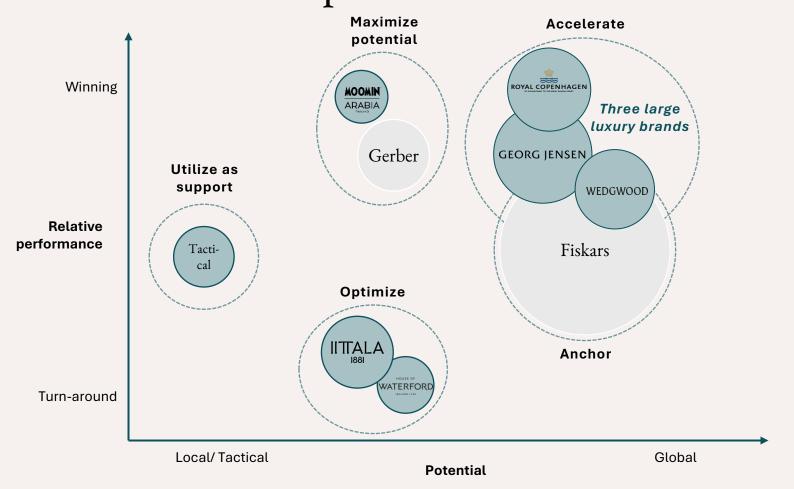
- Move the needle make the big brands bigger and more powerful
- Surround the consumer through category expansion
- Command a high-end positioning and strong GM% – towards luxury
- Expand Direct-to-Consumer
- Demonstrate sustainability leadership

OUTCOME: ACCELERATED GROUP PROFILE IMPROVEMENT

Faster growth
Higher profitability
Better asset efficiency



We continue our focus on Vita's big brands, to unleash their embedded potential



PROGRESS IN LINE WITH PORTFOLIO ROLES

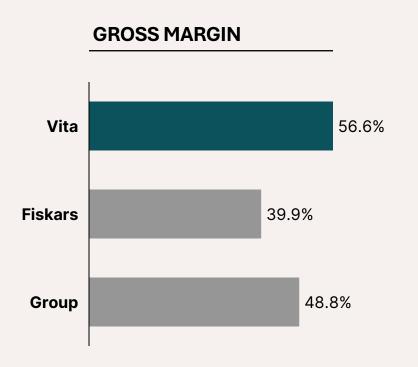
- **Accelerate:** Royal Copenhagen good growth trajectory
- **Maximize potential:** Moomin Arabia exceptional growth supported by category expansion
- **Optimize:** littala turnaround delivering one year after brand renewal
- **Tactical:** Supporting key brands, e.g. Arabia expansion in China

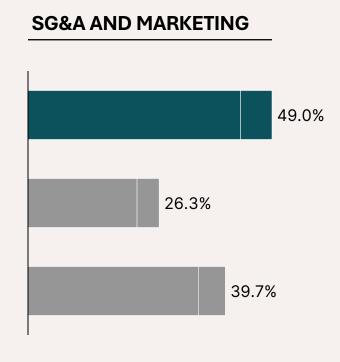


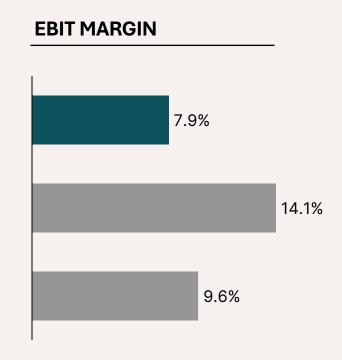
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New model allows us to better manage our Business Areas that have different P&L profiles, Vita P&L highlights DTC focus

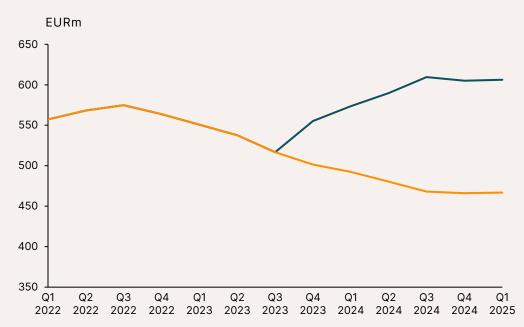




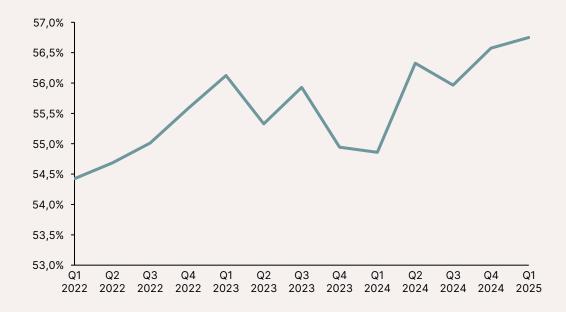


Vita's net sales excl. Georg Jensen have declined in a challenging market – GM steadily increasing

VITA NET SALES



VITA GROSS MARGIN, LTM %

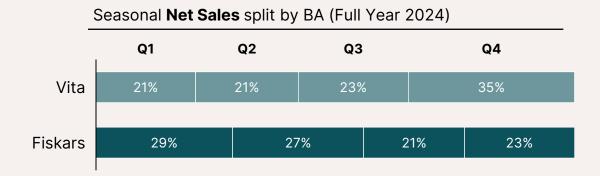


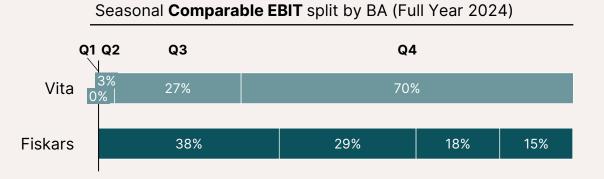
LTM total net sales (incl. Georg Jensen)

LTM organic net sales (excl. Georg Jensen)

Tariffs expected to have minimal impacts on Vita

- U.S. exposure: ~30% of Fiskars Group's net sales
 - ~10% of Business Area Vita's net sales
 - ~50% of Business Area Fiskars' net sales
- Expected impacts:
 - Direct impacts on sourcing costs minimal for Vita due to limited U.S. exposure
 - Potential indirect impacts on consumer confidence are uncertain as situation is continuously evolving
- Seasonality: Vita is Q4-heavy, where tariff impacts remain uncertain
 - BA Vita's comparable EBIT has historically been delivered in H2, especially in Q4: 3% in H1 and 97% in H2







Focus on reigniting long-term growth

 Vita: A global leader in high-end homeware

DANIEL LALONDE CEO OF VITA



Daniel Lalonde, CEO of Vita

EXPERIENCE:

- Flos B&B Italia Group; Group CEO; 2021-2024
- SMCP; Group CEO; 2014-2021
- Ralph Lauren Corporation; President, International; 2012-2013
- LVMH; 2002-2012
 - Global President & CEO, Moët & Chandon/Dom Perignon; 2010- 2012
 - President & CEO, Louis Vuitton, North America; 2006-2010
 - President & CEO, LVMH Watches & Jewelry, North America; 2002-2006
- Nestlé Nespresso SA.; 1994-2002
 - Chief Operating Officer; 1997-2002
 - President & CEO, North America; 1994-1997

POSITIONS OF TRUST:

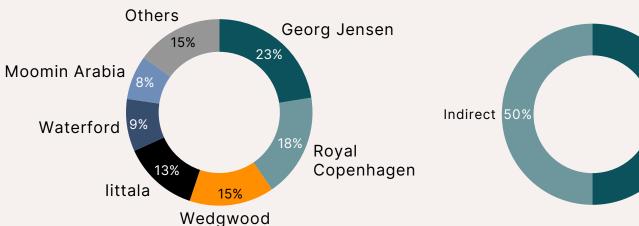
- Flos B&B Italia Group; Board Director; 2021-
- Puig SA; 2019-
 - Member of Board of Directors; 2019-
 - Chairman of the Audit Committee;
 2024-
- Fondazione Altagamma; Member of Board of Directors; 2022-
- INSEAD; Member of Advisory Board; 2021



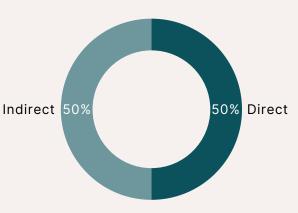


Vita at a glance – unique profile well-positioned for future

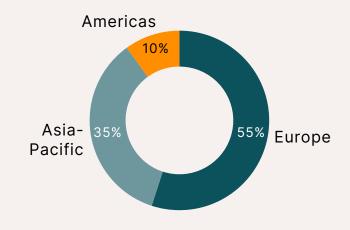
SALES SPLIT BY BRAND



SALES SPLIT BY CHANNEL



SALES SPLIT BY GEOGRAPHY



NET SALES, EURm

605.1

IN 2024

OWN STORES

~500

PRESENCE IN

+80

COUNTRIES

Strong portfolio of love brands, occupying all categories in the homeware space

MOOMIN IITTALA WEDGWOOD **GEORG JENSEN** ROYAL COPENHAGEN **ARABIA** R-600 **CATEGORY ICONS** 1881 1775 1904 Arabia est. 1873 EST. 1759 Founded under Founded by The glass factory Collaboration Founded in the city

silversmith and

designer Georg

Jensen

Founded by

innovator Josiah

Wedgwood



WATERFORD

1783

of Waterford by

brothers George and

William Penrose

was established in

the Finnish village

of littala

between Arabia and

Tove Jansson

began in the 1950s

HERITAGE

patronage of

Dowager Queen

Juliane Marie

Wealth of designers: from global icons to rising stars







Tove Jansson



Louise Campbell





Jaqueline Rabun





Grethe Meyer



Arje Griegst



Axel Salto



Oiva Toikka



John Rocha **Alvar Aalto**



Dame Magdalene Odundo



Jasper Conran





JW Anderson x Dame Lucie Rie

Zaha Hadid









Birger Kaipiainen



Tove Slotte



Sophie Bille Brahe



Jo Sampson



Eric Ravilious



Aino Aalto



Tapio Wirkkala



Arne Jacobsen





Nanna Ditzel





Keith Murray



Kaj Franck



Vivianna Torun



Heikki Orvola



Heini Riitahuhta

Gamfratesi



Armi Teva

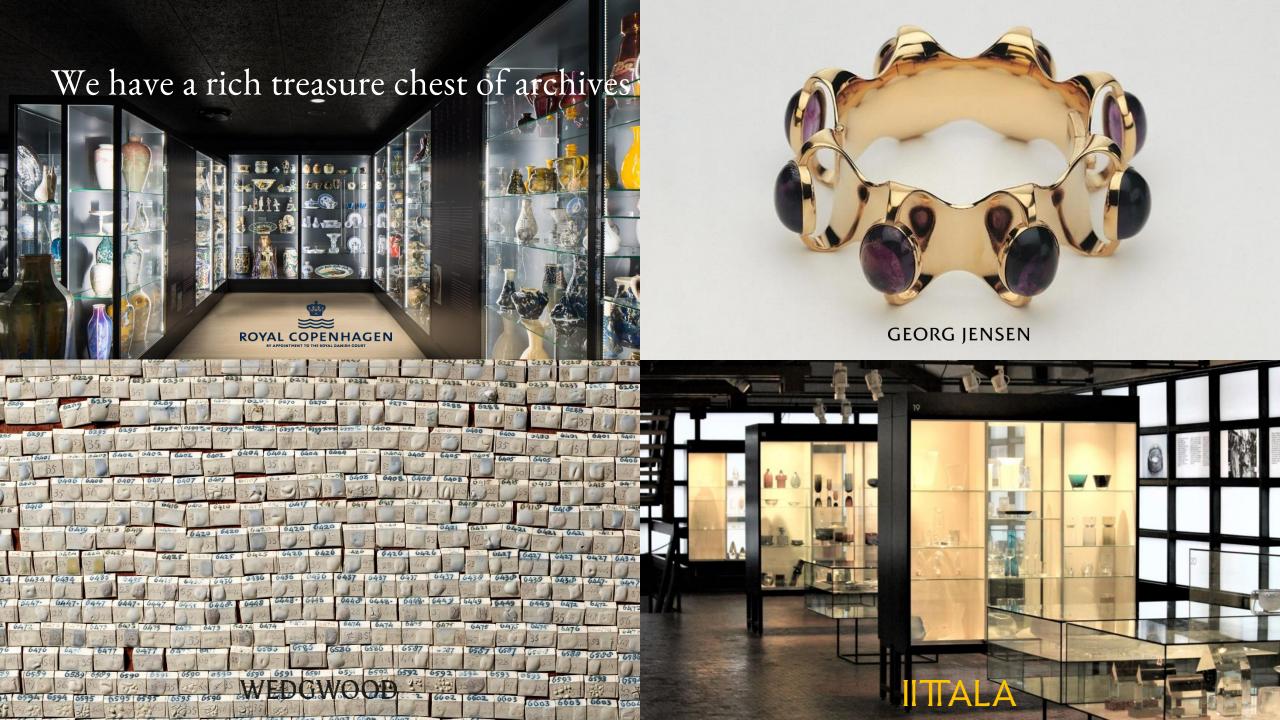
Emerging designers

Henning Koppel





Bülow-Hübe



Vita's brands are unique...







HERITAGE

DESIGN AND R&D

CRAFTSMANSHIP

... with presence in all major regions, reaching consumers globally

AMERICAS

~10 DTC ~1,000 Wholesale Points of Sale

EUROPE

~220 DTC ~3,000 Wholesale Points of Sale

APAC

~330 DTC ~2,000 Wholesale *Points of Sale*

Total DTC Points of Sale:

~500 physical

16% stores, 14% outlets, 70% concessions

~60 ecom

Total wholesale Points of Sale:

~6,000

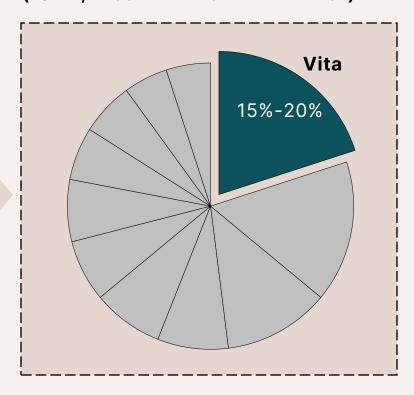


We are a market leader in the high-end homeware space

GLOBAL LUXURY MARKETS (2024E)



HIGH-END HOMEWARE MARKET EUR 6bn, ESTIMATED MARKET SHARES (2024E, ILLUSTRATIVE OF RETAIL VALUE)



Source: Management estimates based on Bain-Altagamma luxury Monitor

Long-term market prospects supported by favorable trends



RISE OF EXPERIENTIALITY OUT AND AT HOME



CONVERGENCE OF LUXURY MARKETS

PREMIUMIZATION AND EXPANSION OF GIFT GIVING

Source: Management elaborations based on Bain-Altagamma luxury Monitor

Our brands have massive untapped expansion potential – making big brands bigger



CATEGORIES



CHANNELS



GEOGRAPHIES

Synergies across brands – big advantages of having a portfolio of brands

Recent examples of tapping into this potential



© FISKARS GROUP

Royal Copenhagen textiles



Georg Jensen flagship store in London

Xiao Zhan, Wedgwood's Global Brand Ambassador with +30 million followers



Wedgwood's expansion in China







Creative Directors panel discussion

CREATING DESIRABLE BRANDS





Emily Wilder Marketing Director for Royal Copenhagen



Jasper Nielsen Creative Director, Royal Copenhagen



Paula Gerbase Creative Director, Georg Jensen



Janni Vepsäläinen Creative Director, littala



Emma Glynn Creative Director, Wedgwood











* Thank you!





Appendix

Jyri Luomakoski- Interim President and CEO

ABOUT JYRI:

- b. 1967
- MBA
- Finnish citizen
- Elected to the Fiskars Group Board in 2016 (Vice Chair of the Board 2018-2025, Chair of the Audit Committee 2016-2025, member of the Nomination Committee 2021-2022, and member of Human Resources and Compensation Committee 2022-2025)

PRIMARY WORKING EXPERIENCE:

- Uponor Corporation:
 President and CEO 2008–2021
 Deputy CEO 2002–2008
 CFO, member of Executive Committee
 1999–2008
- Various positions at Oy Uponor Ab, Oy Lars Krogius Ab and Datatrans

OTHER POSITIONS OF TRUST:

YIT Corporation
 Member of the Board 2022 Chair of the Board 2024-, Chair of the
 Audit Committee 2023-, Member of the
 Personnel Committee 2024-



