

FISKARS
EST. GROUP 1649

◆
Investor
presentation

UPDATED IN APRIL 2026



Content



Fiskars Group in brief

Strategy

Financials

Q1 2026

Appendices



Fiskars Group – *Pioneering design to make the everyday extraordinary*



FISKARS®

Est. 1649



GEORG JENSEN

Est. 1904




ROYAL COPENHAGEN
BY APPOINTMENT TO THE ROYAL DANISH COURT

Est. 1775



WEDGWOOD

Est. 1759




GERBER

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Est. 1939



MOOMIN
ARABIA
FINLAND

Arabia est. 1873



IITTALA

Est. 1881



WATERFORD
IRELAND 1783

Est. 1783



Well-balanced footprint

NORTH AMERICA
~30% of net sales

~130
Nordics
~20
UK & Ireland
~20
Continental Europe

APAC
~20% of net sales

EUROPE
~50% of net sales

~50
China
~100
Japan
~70
Rest of APAC
~90
Australia

Own manufacturing units Fiskars
Own manufacturing units Vita

Headquarters
Own stores (incl. concessions)

Global presence +**100** countries
~**500** own stores
~ **60** own e-commerce stores
6,600 employees



◆ Fiskars Group key figures 2025

Net sales
EUR million

1,140.2

Comparable EBIT
EUR million

76.4

Comparable EPS
EUR

0.48

Gross margin
%

47.1

Free cash flow
EUR million

76.3

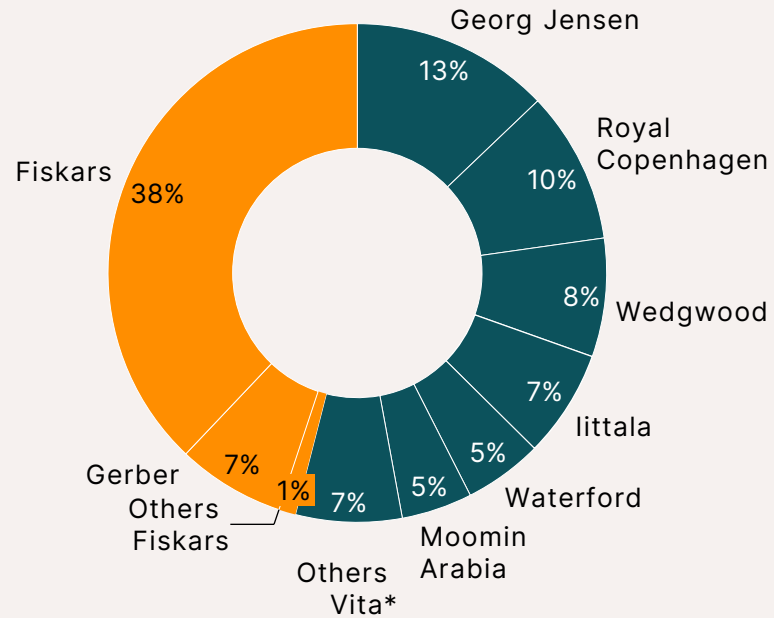
Personnel
Dec 31, 2025

6,594

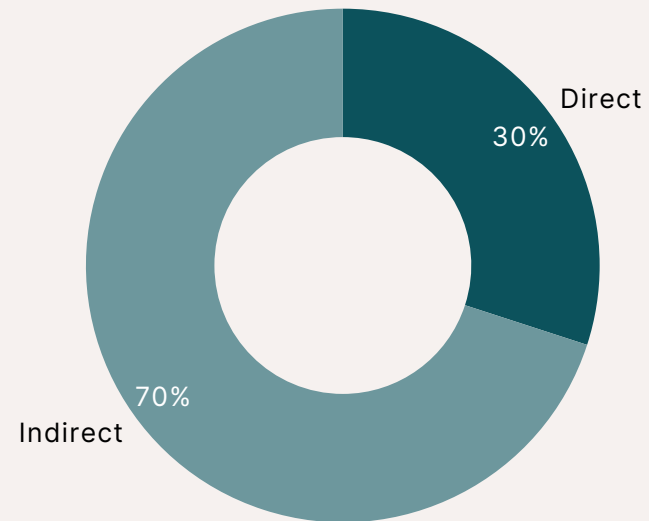


Fiskars Group– Net sales splits (2025)

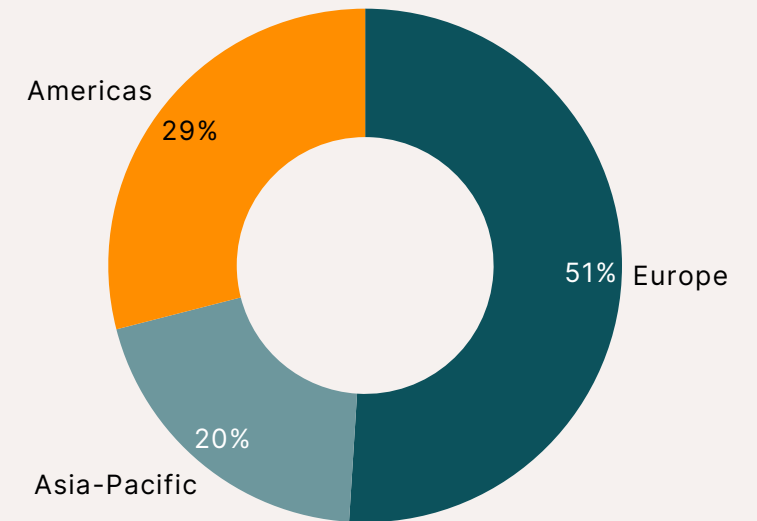
SALES SPLIT BY BRAND



SALES SPLIT BY CHANNEL



SALES SPLIT BY GEOGRAPHY






*Includes brands such as Rörstrand, Royal Albert, Royal Doulton and Arabia as well as private label



Two strong Business Areas with *design-driven brands* for both indoor and outdoor living



BUSINESS AREAS
SHARE OF NET SALES
KEY CATEGORIES
KEY BRANDS

FISKARS

46%

Gardening Outdoor Cooking Scissors & Creating

© FISKARS GROUP - INVESTOR PRESENTATION

VITA





54%

Tableware Drinkware Interior Jewelry



GEORG JENSEN

WEDGWOOD



IITTALA
1881

WATERFORD
IRELAND 1765



Business Area Vita in brief

- Vita offers products in the high-end homeware segment while scaling a niche position in fine branded jewelry
- Its well-known brands include Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia, Iittala and Waterford
- Recognized for authentic heritage and creative design



Tableware

Drinkware

Interior

Jewelry



GEORG JENSEN

WEDGWOOD



IITALA
1881

WATERFORD
IRELAND 1783

2025
Net sales
EUR million

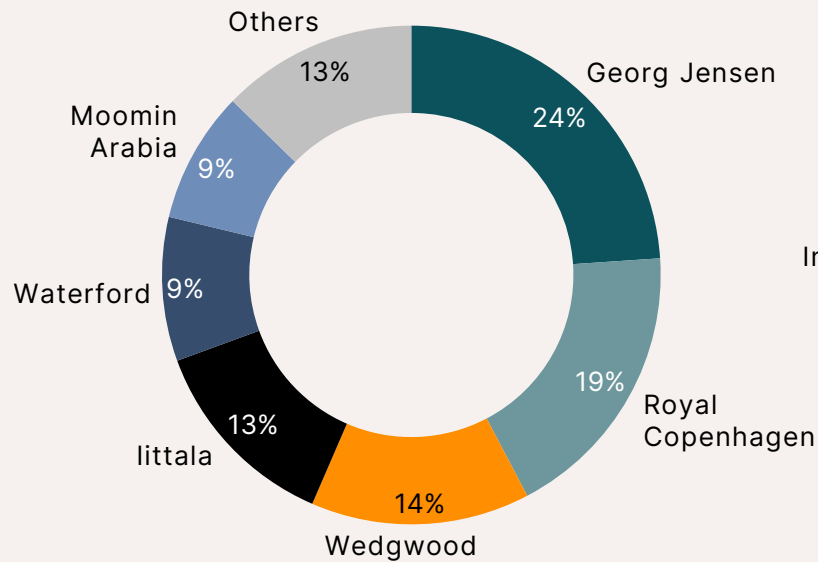
612.6

2025
Comparable EBIT
EUR million

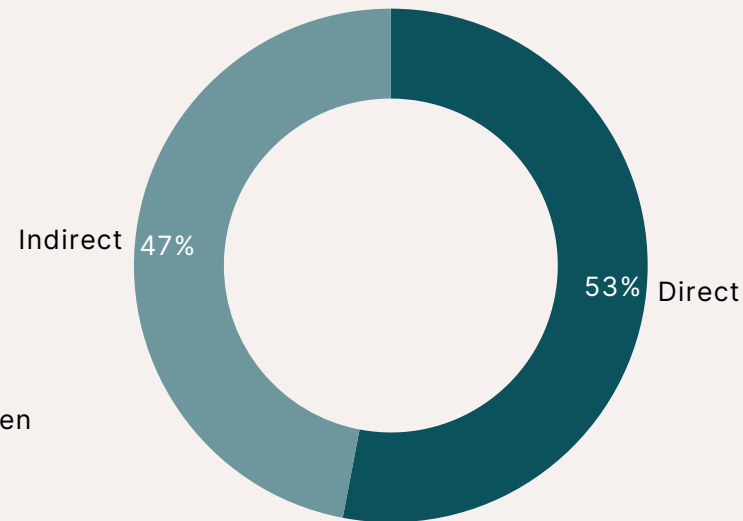
27.7

Business Area Vita – Net sales splits (2025)

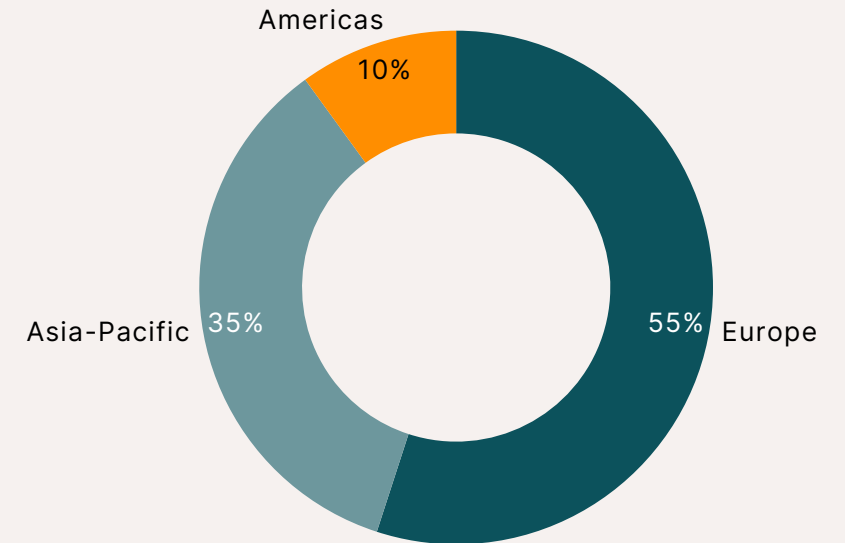
SALES SPLIT BY BRAND



SALES SPLIT BY CHANNEL



SALES SPLIT BY GEOGRAPHY

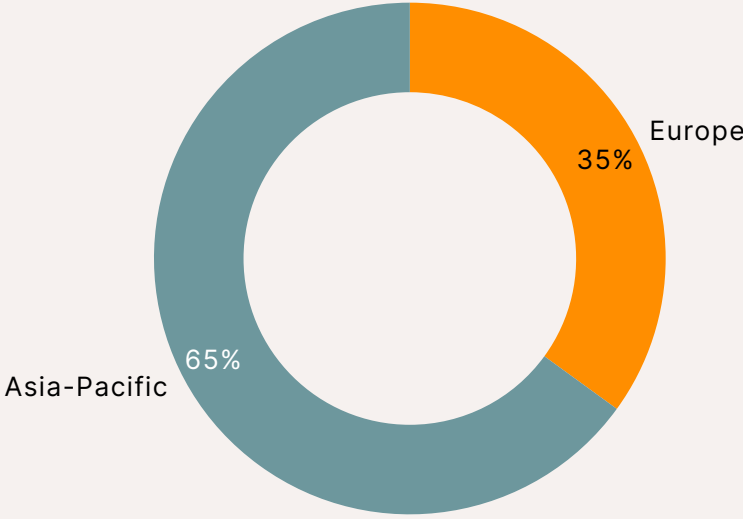


*Includes brands such as Rörstrand, Royal Albert, Royal Doulton and Arabia as well as private label

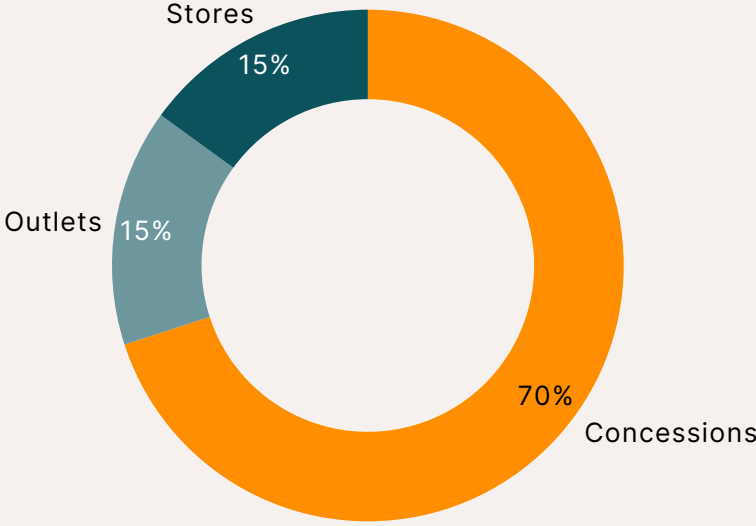


Business Area Vita had approx. 500 own stores in 2025

STORES BY GEOGRAPHY

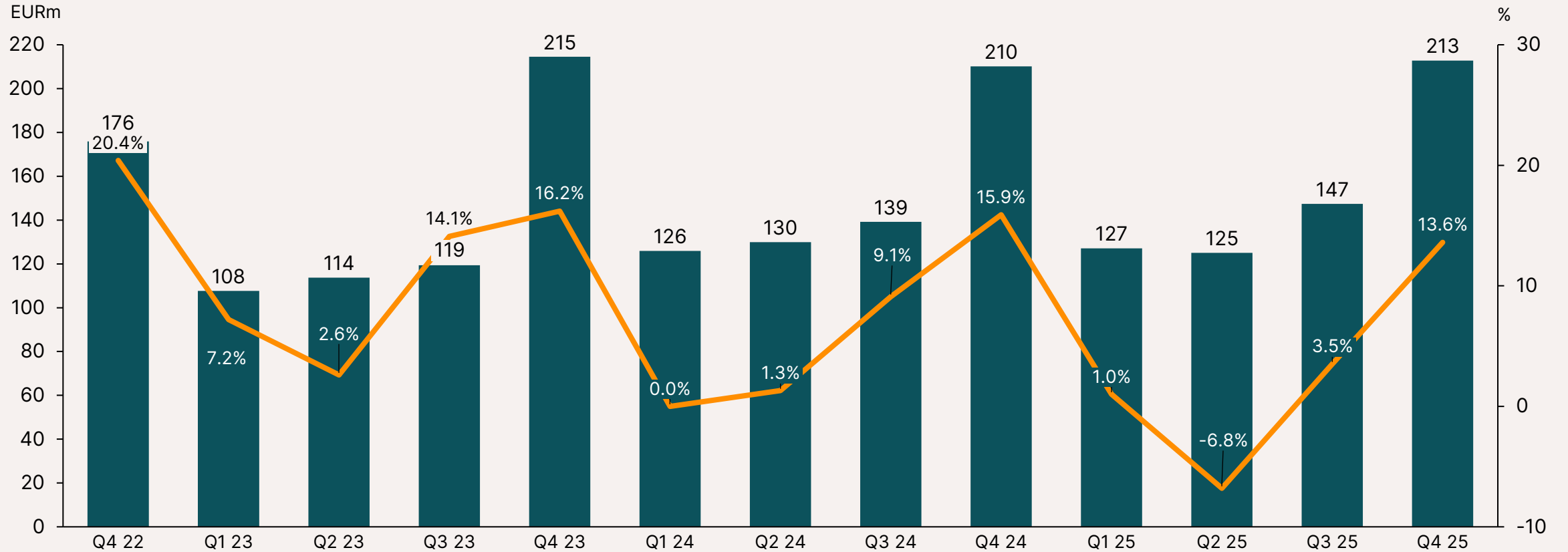


STORES BY TYPE



Business Area Vita quarterly figures

NET SALES AND COMPARABLE EBIT MARGIN



Note: Georg Jensen included in Business Area Vita figures from Q4 2023 onwards.

■ Net sales — Comp. EBIT %



Business Area Fiskars in brief

- Business Area Fiskars offers functional innovations in the gardening and outdoor categories, in addition to the scissors and creating, as well as cooking categories
- The brands include Fiskars and Gerber
- Innovation-driven, partner to leading retailers



Gardening

Outdoor

Cooking

Scissors & Creating

FISKARS[®]

GERBER

2025
Net sales
EUR million

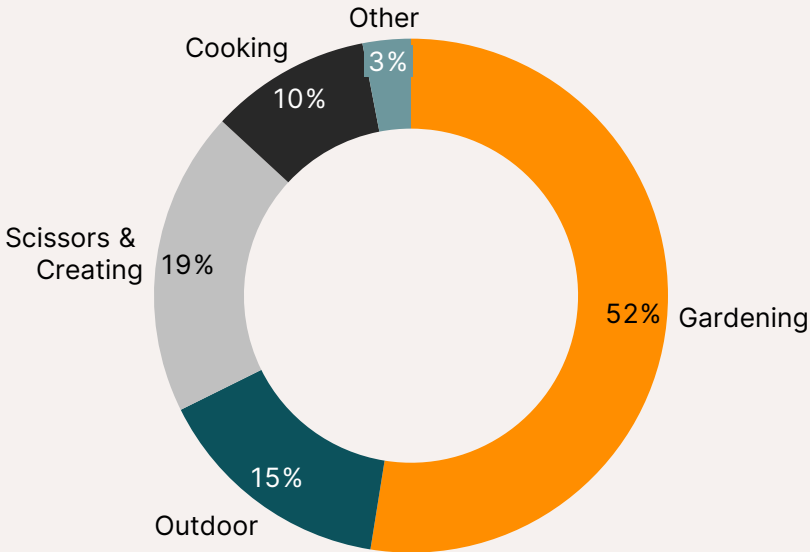
522.0

2025
Comparable EBIT
EUR million

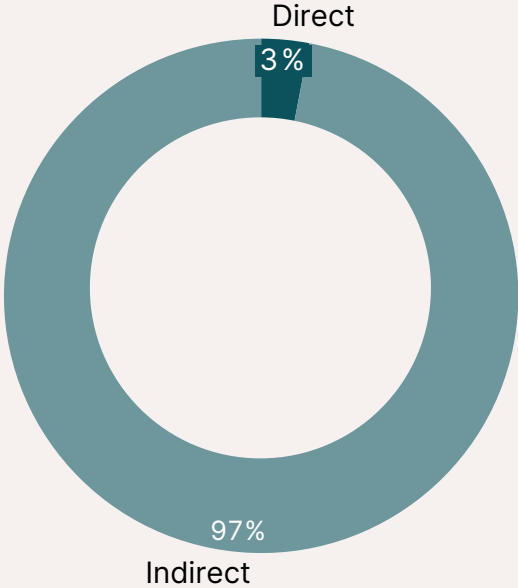
66.6

Business Area Fiskars – net sales splits (2025)

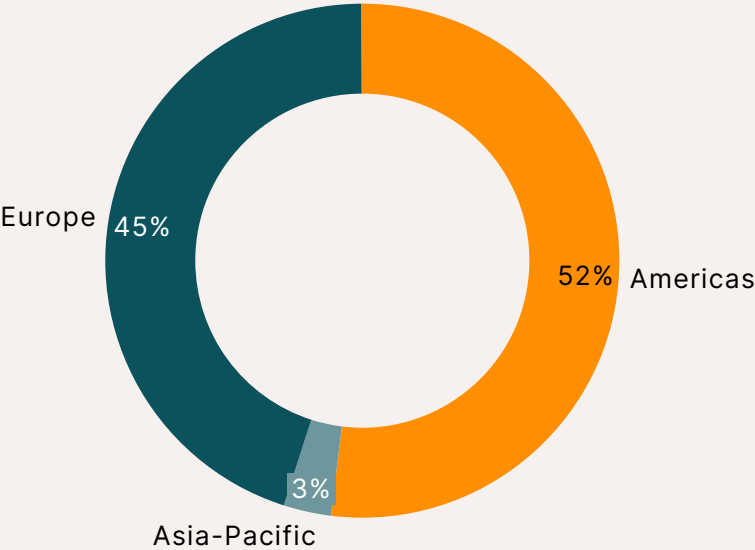
SALES SPLIT BY CATEGORY



SALES SPLIT BY CHANNEL

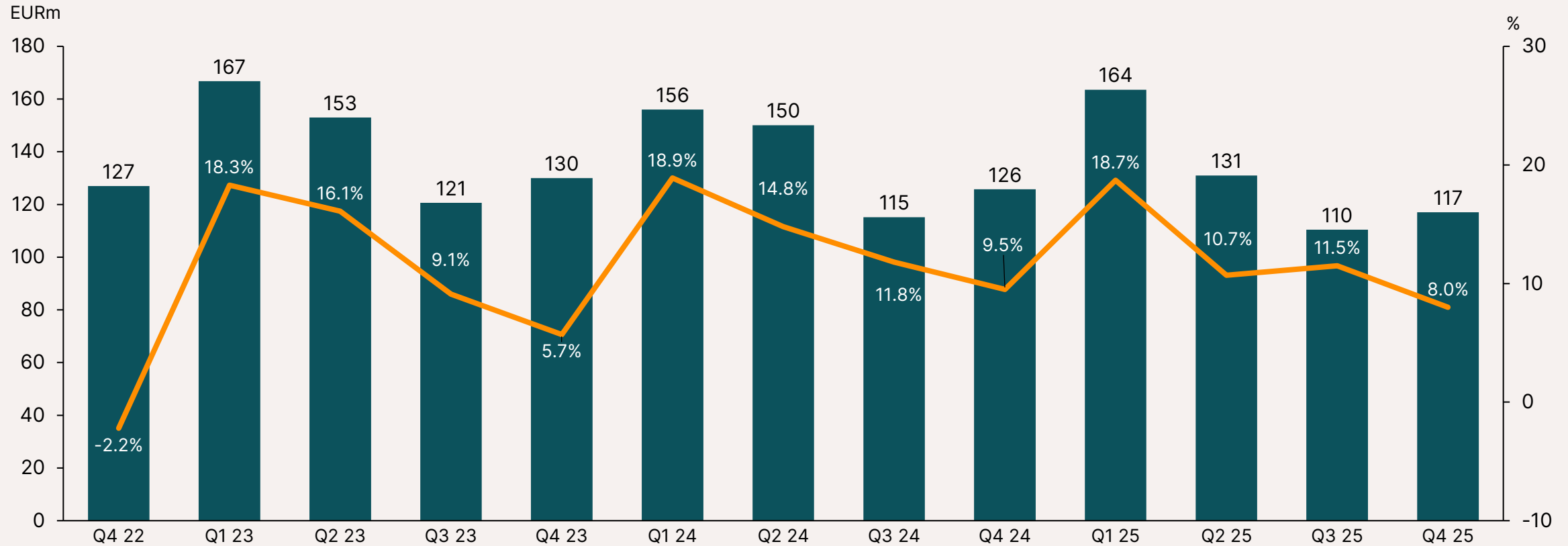


SALES SPLIT BY GEOGRAPHY



Business Area Fiskars quarterly figures

NET SALES AND COMPARABLE EBIT MARGIN*



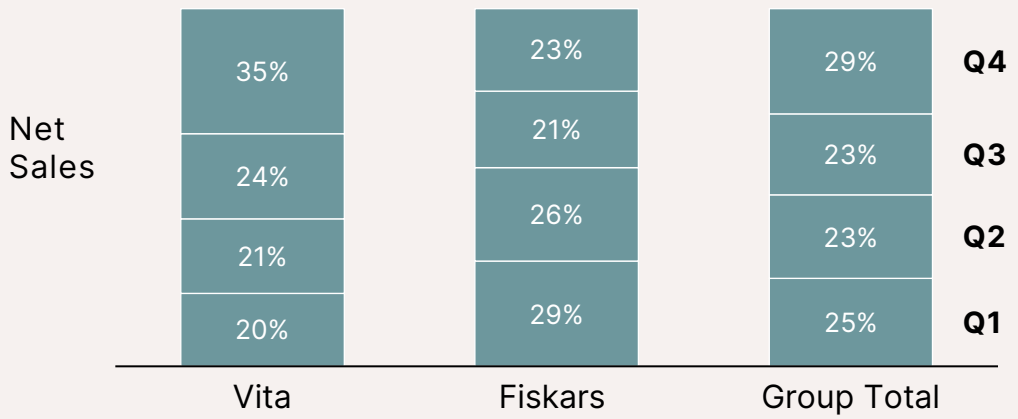
*Previous Business Areas Terra and Crea were combined into new Business Area Fiskars in Q4 2023.
 Figures in the graph are unaudited.

■ Net sales — Comp. EBIT %

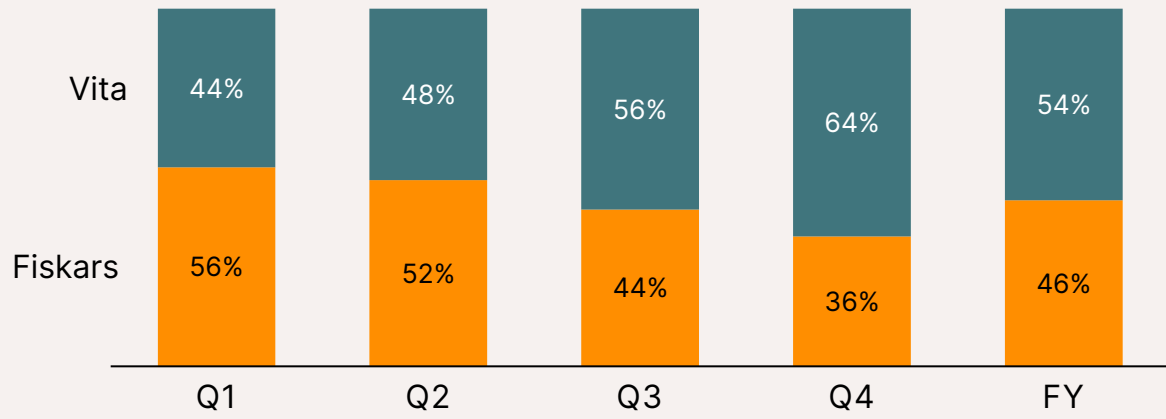


Seasonal volatility: BA Fiskars H1, BA Vita H2 focused – Group net sales and EBIT balanced between quarters

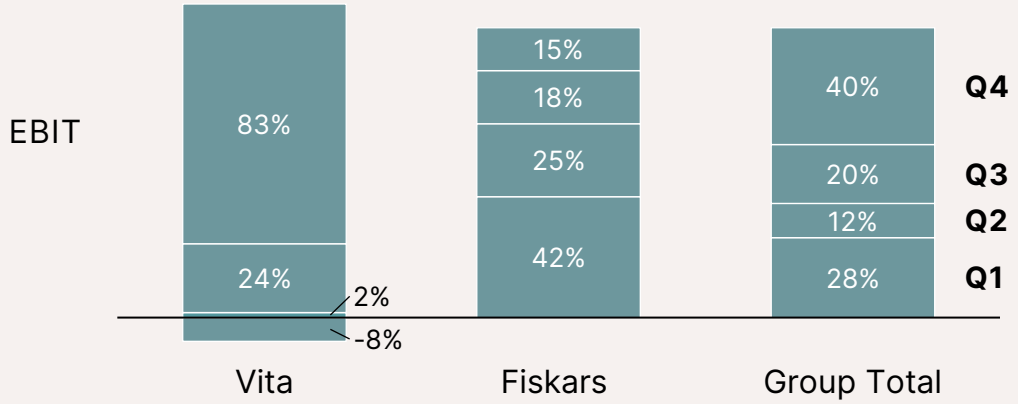
QUARTERLY NET SALES BY BA



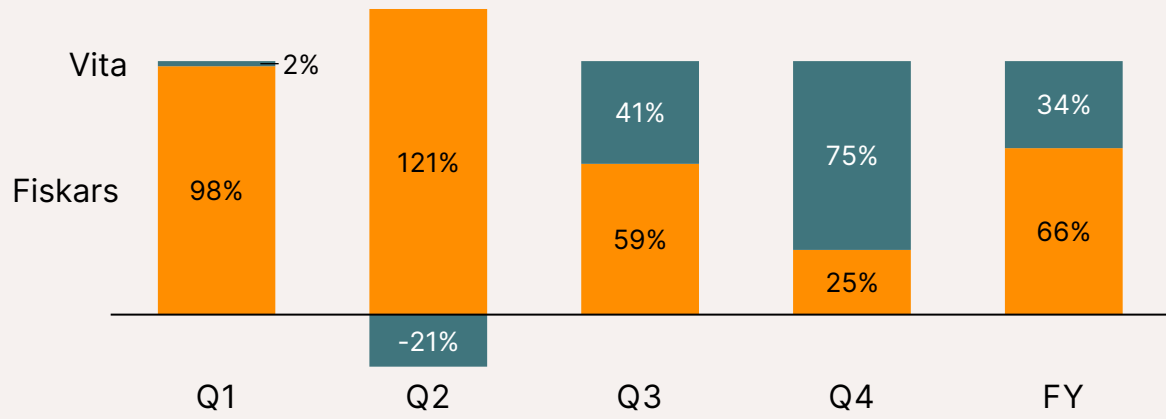
QUARTERLY NET SALES SPLIT BY BA



QUARTERLY EBIT BY BA



QUARTERLY EBIT SPLIT BY BA



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Fiskars Group's Growth Strategy 2021-2025 came to a close

FOCUS ON TRANSFORMATION LEVERS IMPROVED GROSS MARGIN AND DTC & DROVE GROWTH IN CHINA

Transformation lever	Last 12 months	2021-2025
Commercial excellence, measured by comparable gross margin	47.1%	+380 bps
Direct-to-Consumer, share of net sales	30%	+12 pp
Direct-to-Consumer, comparable net sales growth / CAGR	8%	9%
China, comparable net sales growth / CAGR	10%	16%
U.S., comparable net sales growth / CAGR	1%	-6%

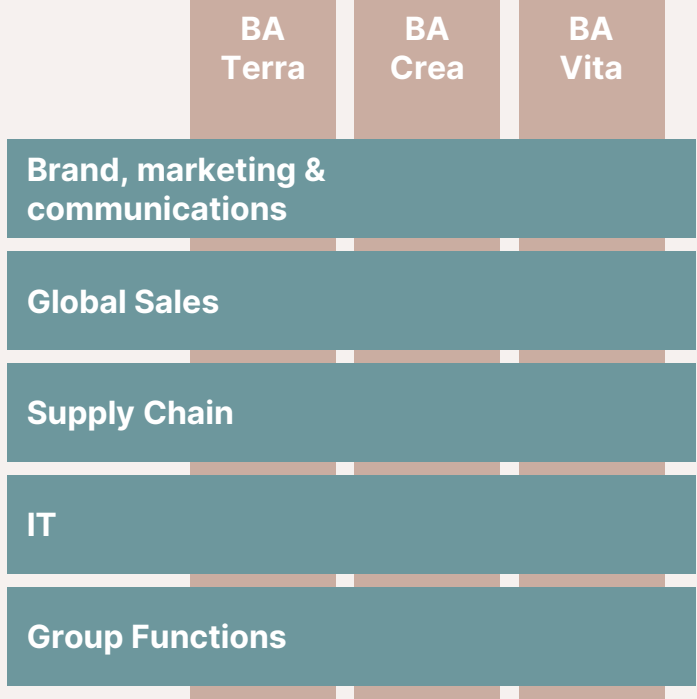
PROGRESS IN THE FINANCIAL TARGETS WAS NEGATIVELY AFFECTED BY THE CHALLENGING MARKET CONDITIONS

KPI	Target	Last 12 months	2021-2025
Net sales	Annual organic, FX neutral Mid-Single-Digit Growth	0.0%	-1.6%
EBIT	Mid-Teen EBIT margin (excl. IAC) by the end of 2025	6.7%	10.2%
Cash flow	Free Cash Flow / Net Profit (excl. IAC) \geq 80%	197%	101%
Balance sheet	Net Debt / LTM EBITDA (excl. IAC) \leq 2.5X	3.31X	2.02X

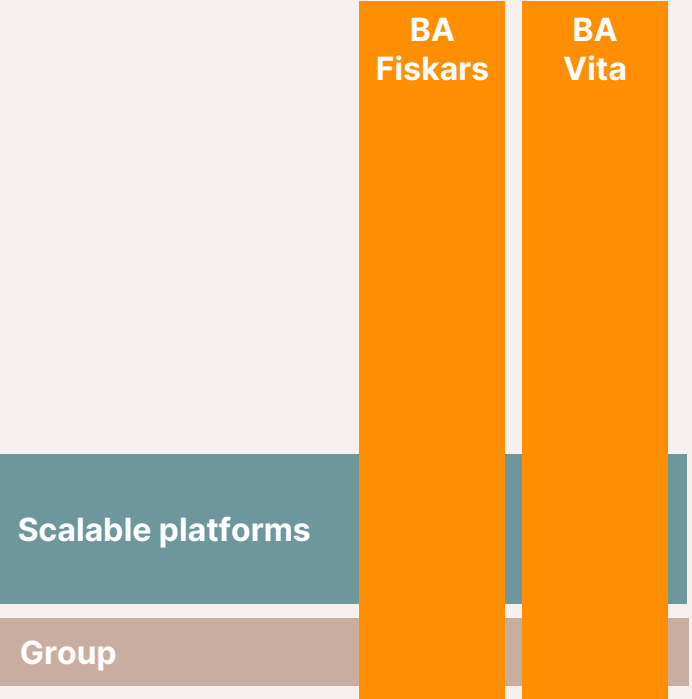


During the strategy period, we shifted from a centralized matrix structure toward Business Area independence

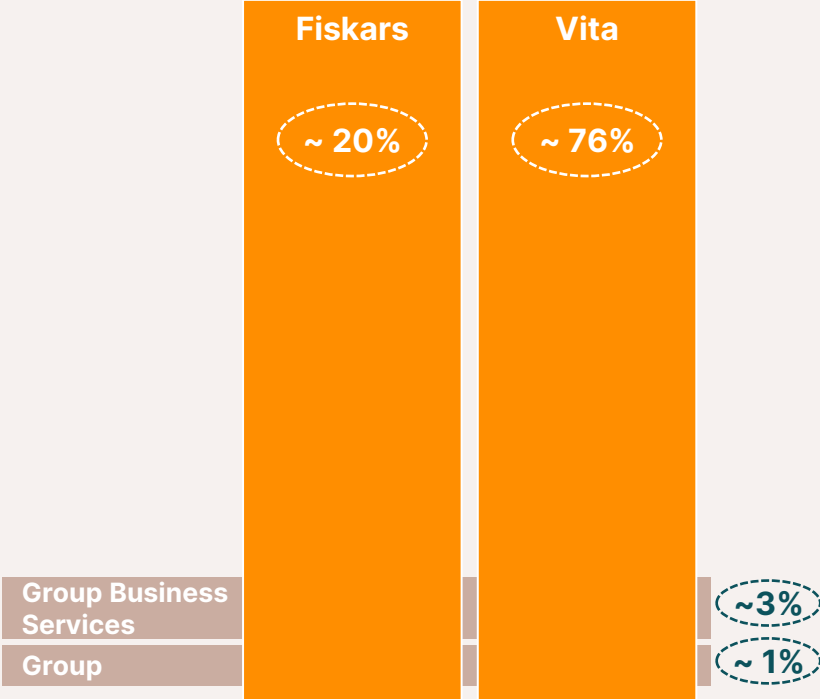
2020:
BAs as product owner, part of Group-wide matrix organization



2023:
BAs as business owner, P&L accountable



FEBRUARY 1, 2025:
Operationally independent Business Areas with own CEOs



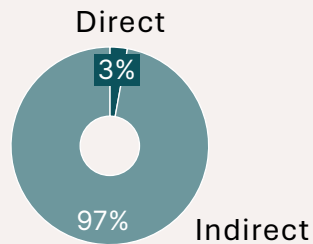
Approx. share of headcount



The two Business Areas have differing business drivers and investments needs

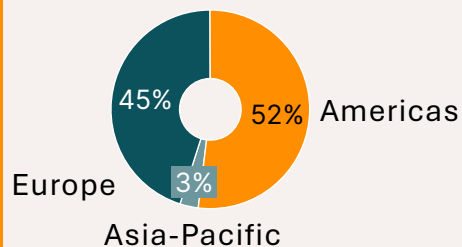
BUSINESS AREA FISKARS (Net sales: EURm 522)

CHANNELS BY NET SALES



- A market leader in its categories
- Innovation-driven

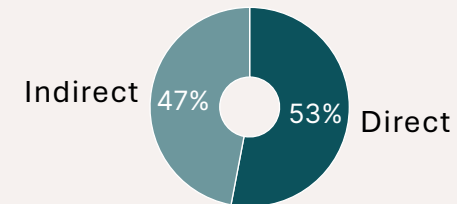
GEOGRAPHIES BY NET SALES



- Access to the leading retail players in each country
- 60% sourcing, 40% manufacturing

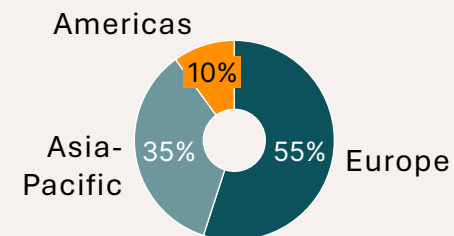
BUSINESS AREA VITA (Net sales: EURm 613)

CHANNELS BY NET SALES



- Unique portfolio of desirable brands
- Recognized for creative design

GEOGRAPHIES BY NET SALES



- ~500 own stores and e-commerce stores
- 40% sourcing, 60% manufacturing

*Net sales figures FY 2025



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

Transparency and measurability

More precise target setting and capital allocation

Independent legal entities

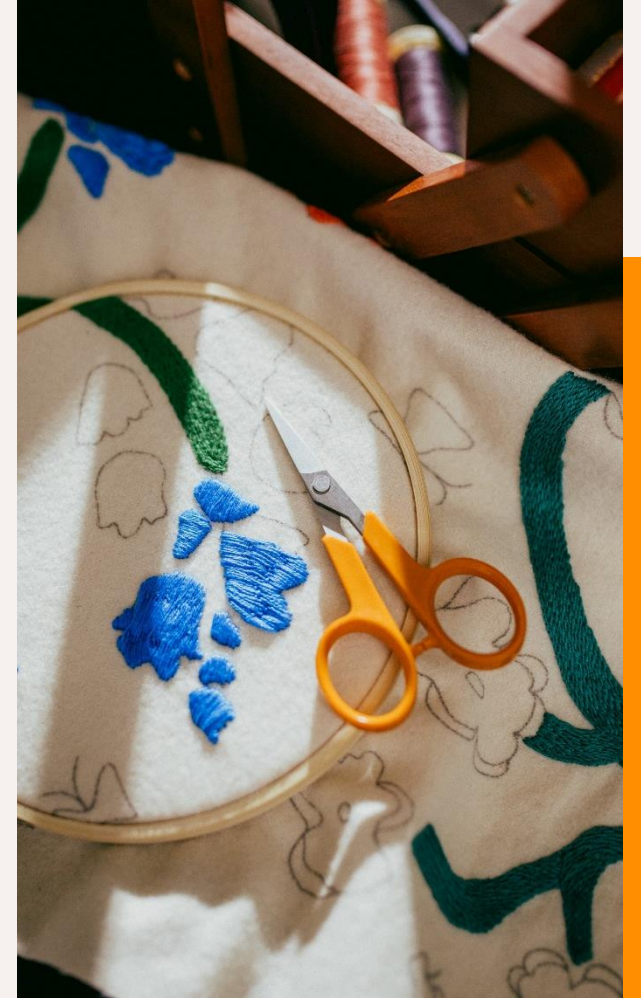
Enable structural optionality

Dedication

Accelerate differing growth opportunities

In the final phase of the transformation process, the BAs become separate legal subgroups under the holding company Fiskars Corporation

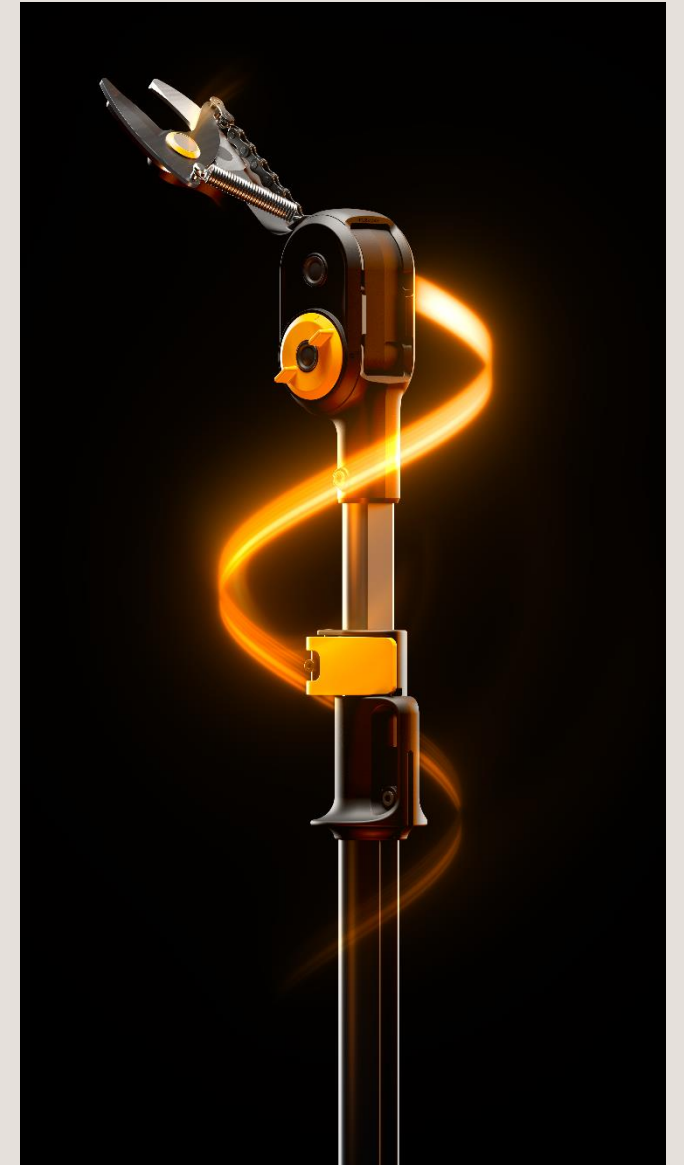
This process is expected to be completed by the end of Q1 2026



Fiskars Group's *Capital Markets* *Day 2026*

**Fiskars Group plans to launch the
next phase of its Group Strategy and
new financial targets**

On May 12, 2026 in Espoo,
Finland and online



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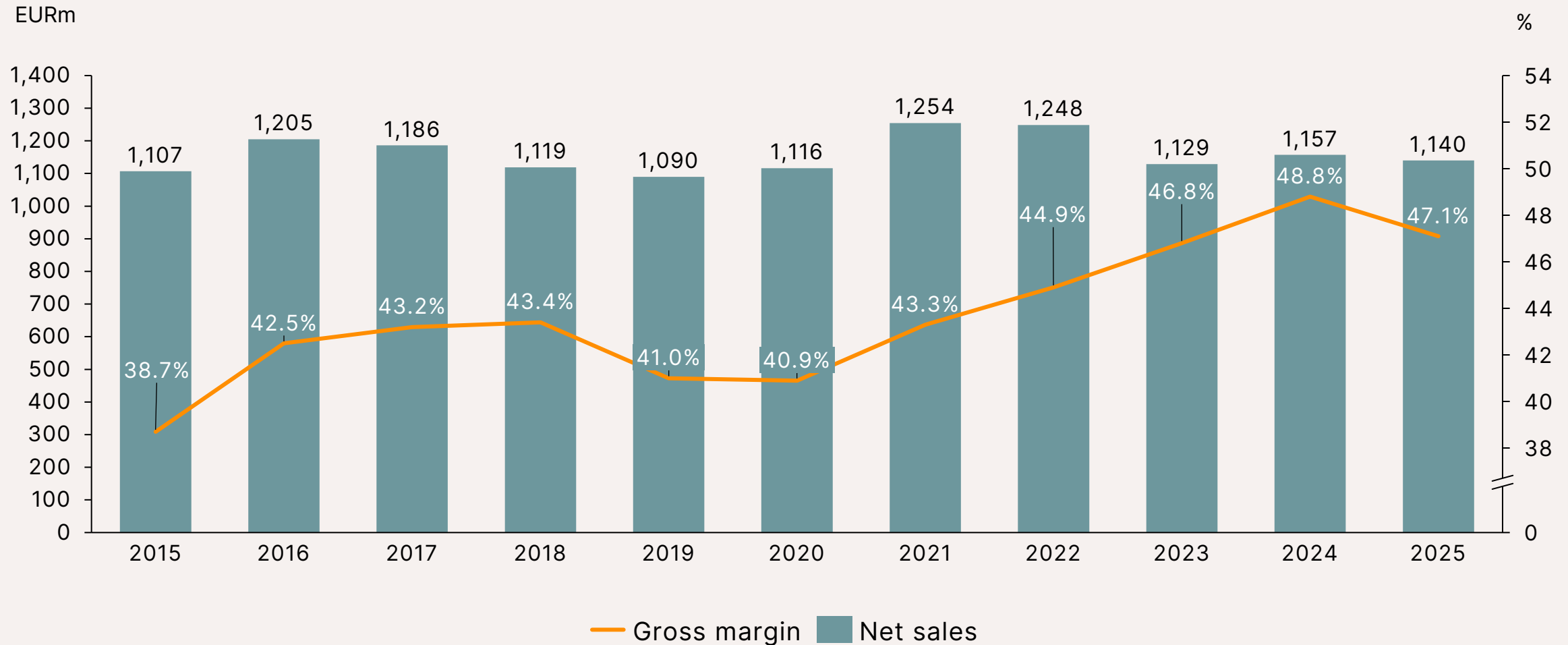
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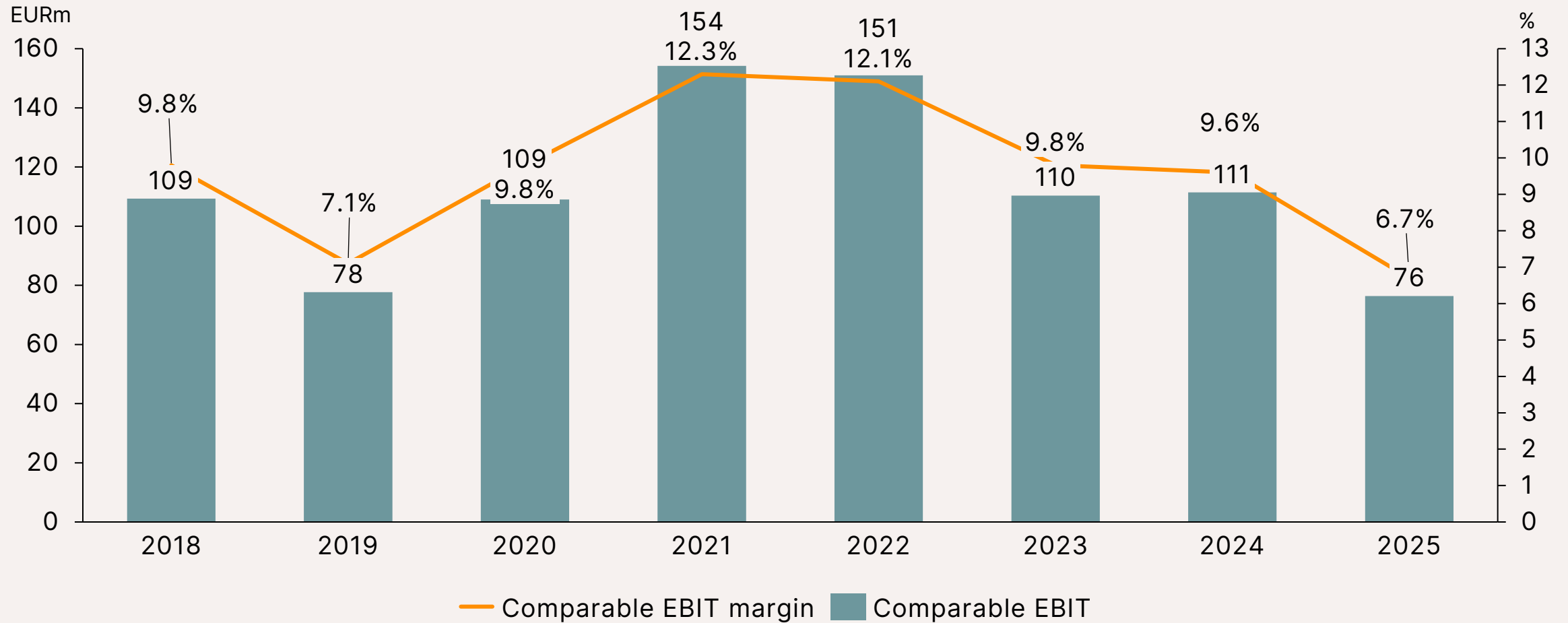
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Group net sales and gross margin development

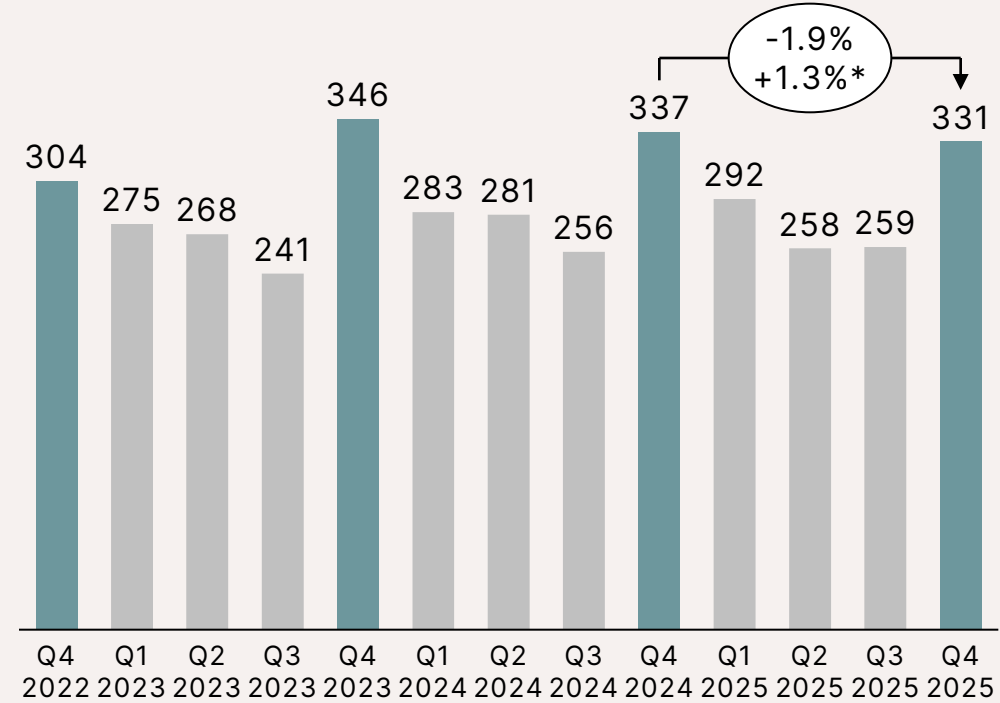


Group profitability development



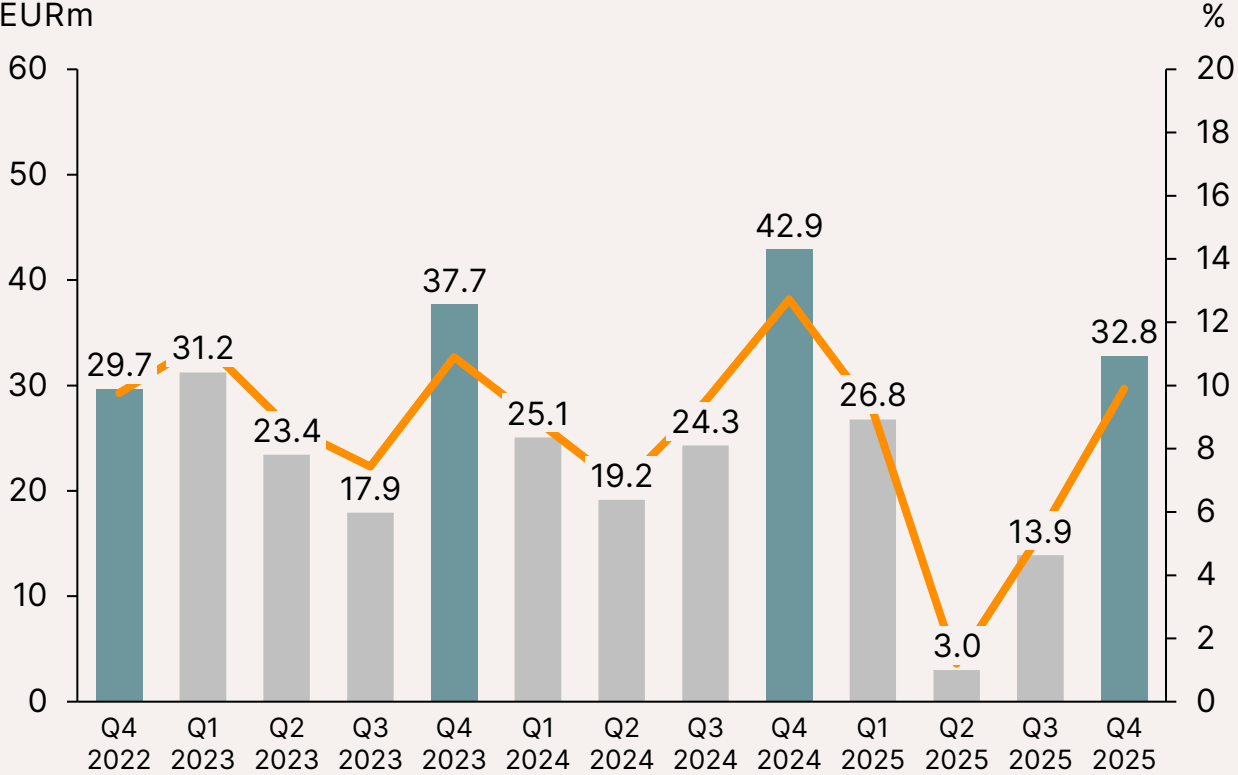
Fiskars Group's quarterly development – last 3 years

NET SALES, EURm



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

COMPARABLE EBIT (EURm) AND EBIT MARGIN, %



Dividend per share in relation to earnings and cash earnings

6.6%*

Dividend yield

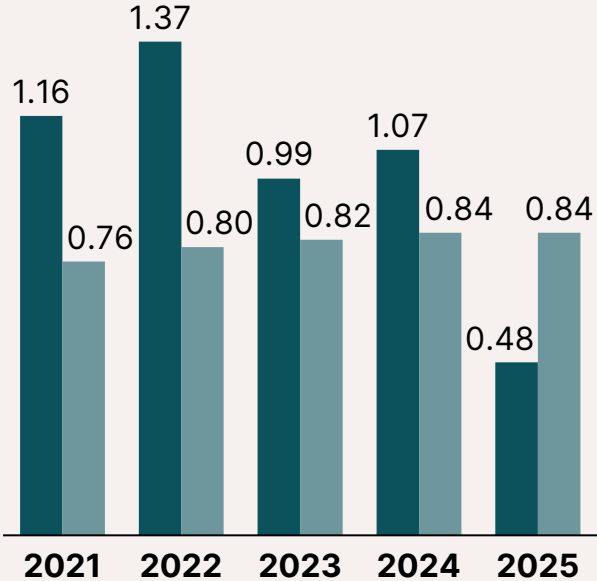
175%

Payout Ratio on comp. EPS

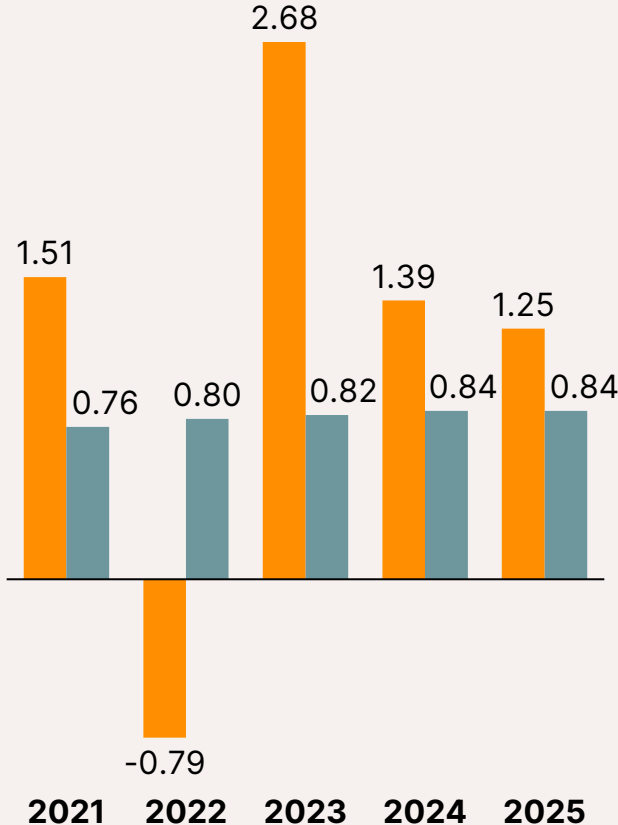
67%

Payout Ratio on CEPS

COMP. EPS AND DPS 2021-2025
EUR



CEPS AND DPS 2021-2025
EUR



● Comp. EPS ● CEPS ● DPS

*Based on closing price on December 30, 2025



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Key takeaways

COMPARABLE
NET SALES AND
FREE CASH FLOW
INCREASED

COMPARABLE EBIT
DECLINED WITH
MATERIAL IMPACT
FROM USD
TRANSLATION

3RD CONSECUTIVE
GROWTH QUARTER
FOR BA VITA

SOLID EXECUTION
FROM BA FISKARS

BUSINESS AREAS
ARE NOW
SEPARATE LEGAL
ENTITIES

FINALIZED AS
PLANNED

CLIMATE
AMBITIONS RAISED

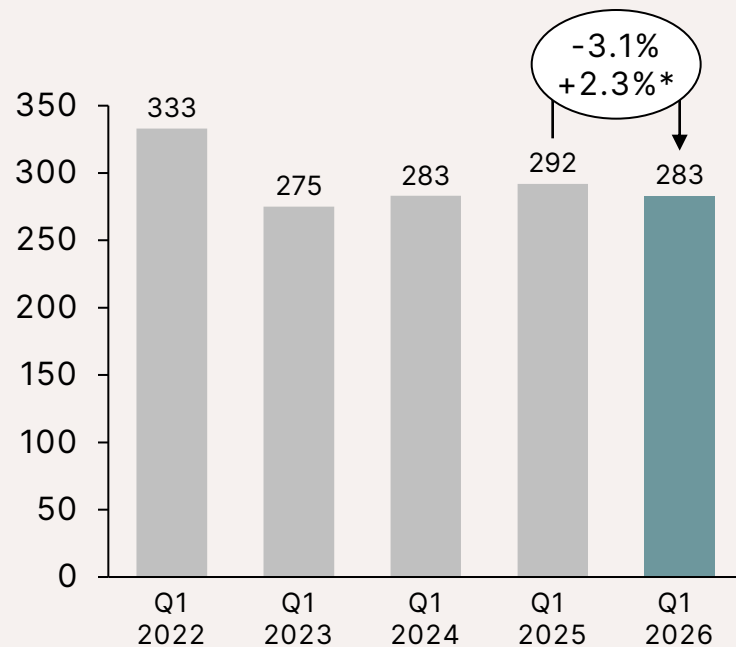
OUR UPDATED
TARGETS ARE
EXTERNALLY
VALIDATED

GUIDANCE FOR 2026 (UNCHANGED):

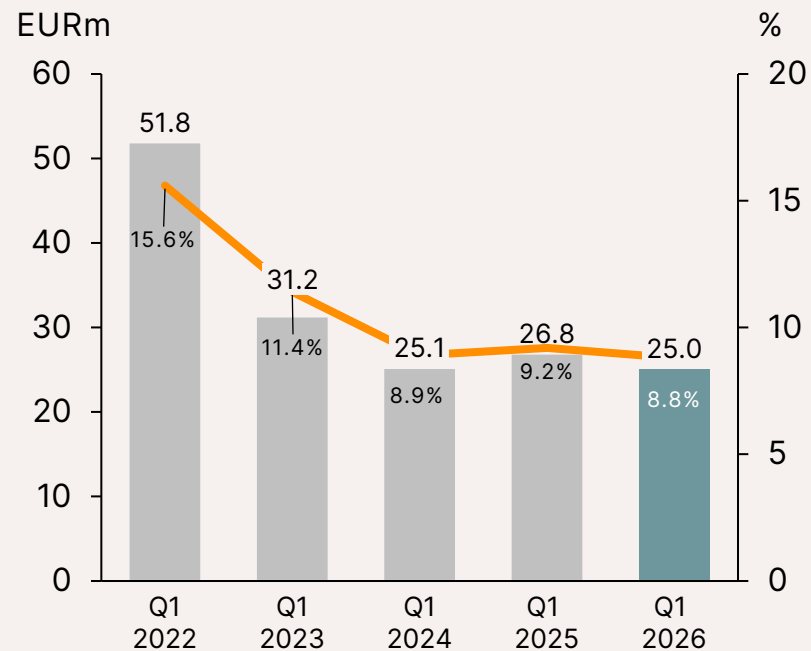
COMPARABLE EBIT TO IMPROVE FROM THE 2025 LEVEL

Q1 2026 Group key figures – Comparable net sales and free cash flow increased, comparable EBIT EUR 25 million

NET SALES, EURm



COMPARABLE EBIT (EURm) AND COMPARABLE EBIT MARGIN, %



COMPARABLE EBIT, EURm

25.0

Q1/2025: 26.8

COMPARABLE GM, %

46.8

Q1/2025: 47.5

FREE CASH FLOW, EURm

0.9

Q1/2025: -17.4

COMPARABLE EPS, EUR

0.16

Q1/2025: 0.15

CASH EARNINGS PER SHARE, EUR

0.03

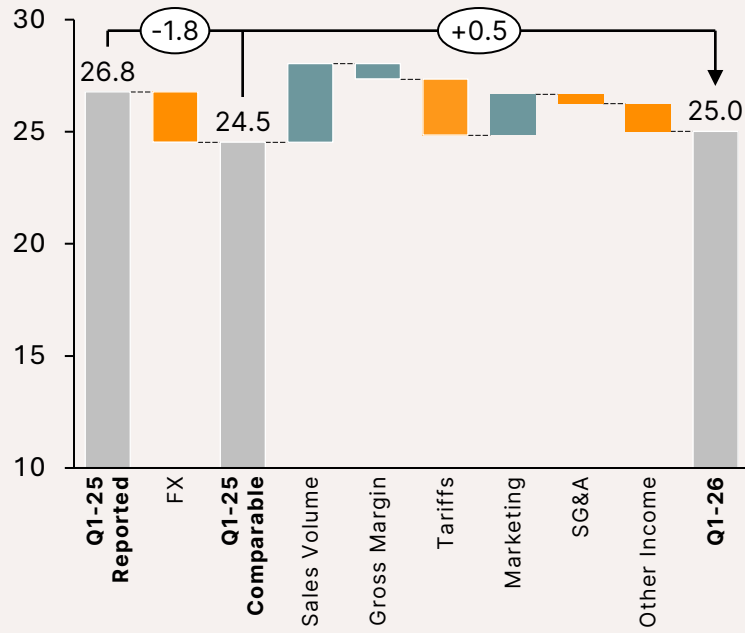
Q1/2025: -0.12

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

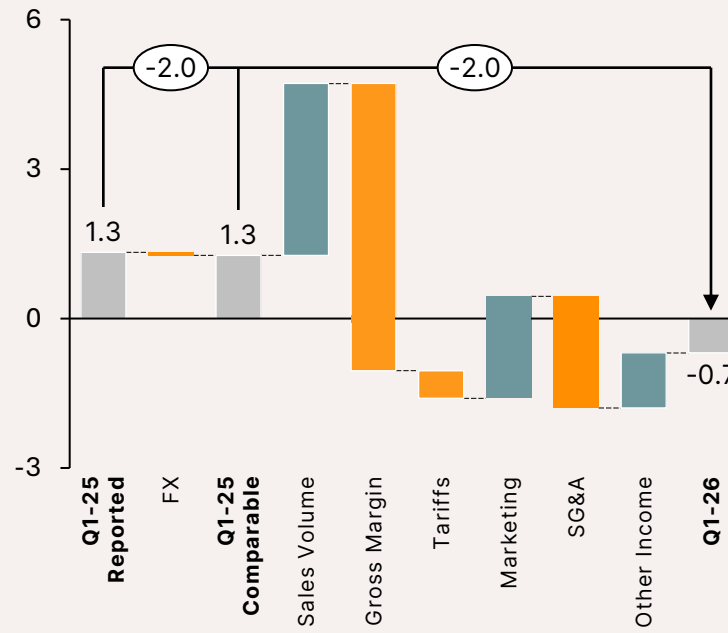


The weakened USD had a material negative translation impact on comparable EBIT

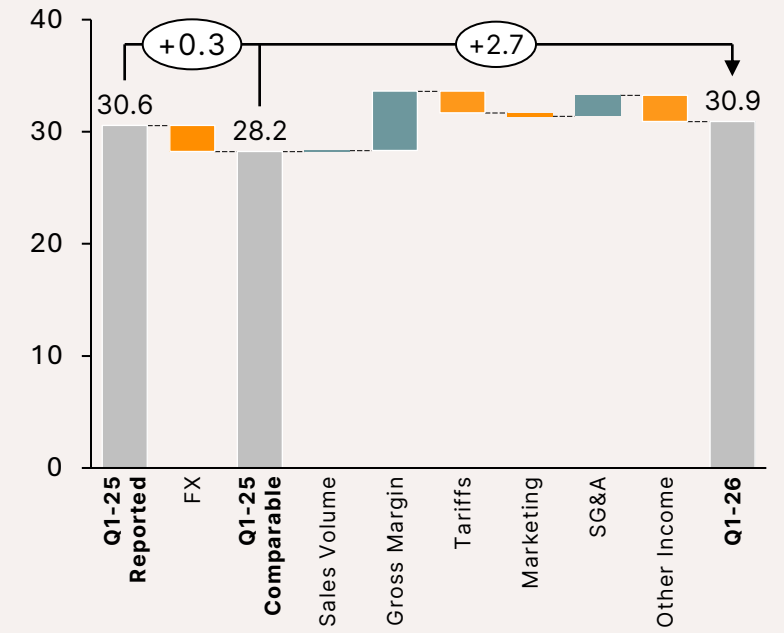
**GROUP Q1 2026 EBIT
EXCL. IAC BRIDGE, EURm**



**BA VITA Q1 2026 EBIT
EXCL. IAC BRIDGE, EURm**

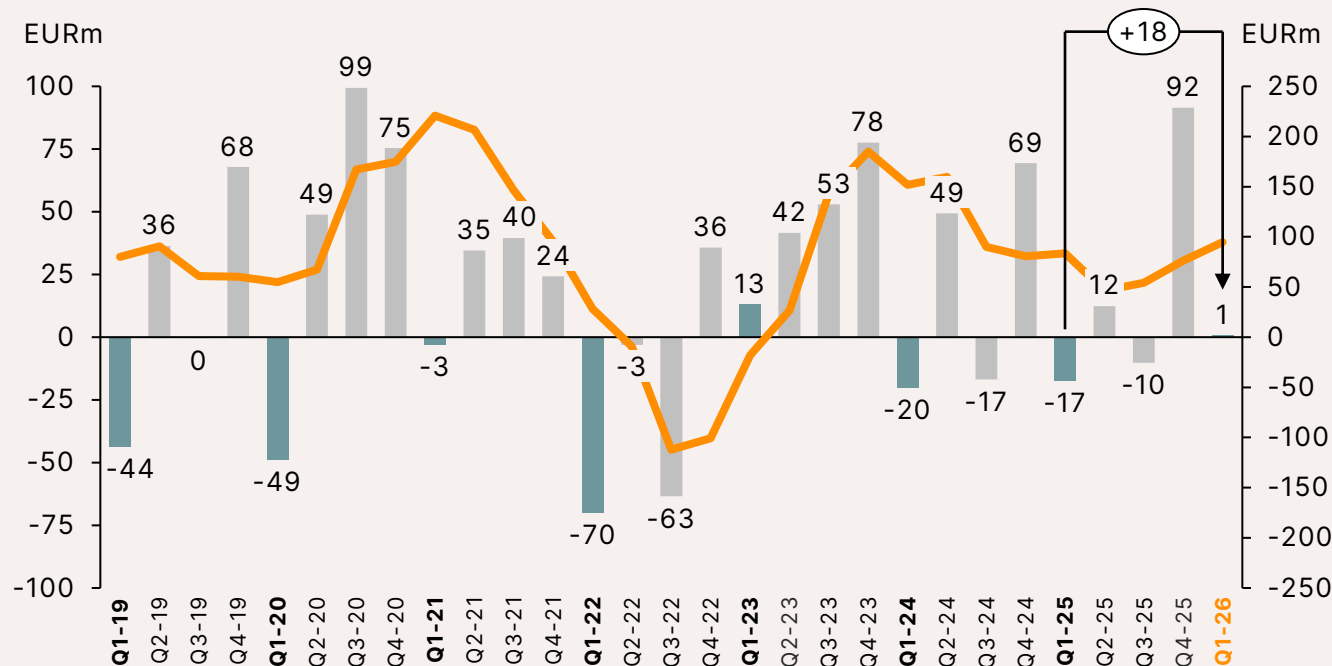


**BA FISKARS Q1 2026 EBIT
EXCL. IAC BRIDGE, EURm**



Q1 2026 free cash flow improved clearly from both the comparison period and historical seasonal pattern

QUARTERLY FREE CASH FLOW, EURm



Q1 FREE CASH FLOW, EURm

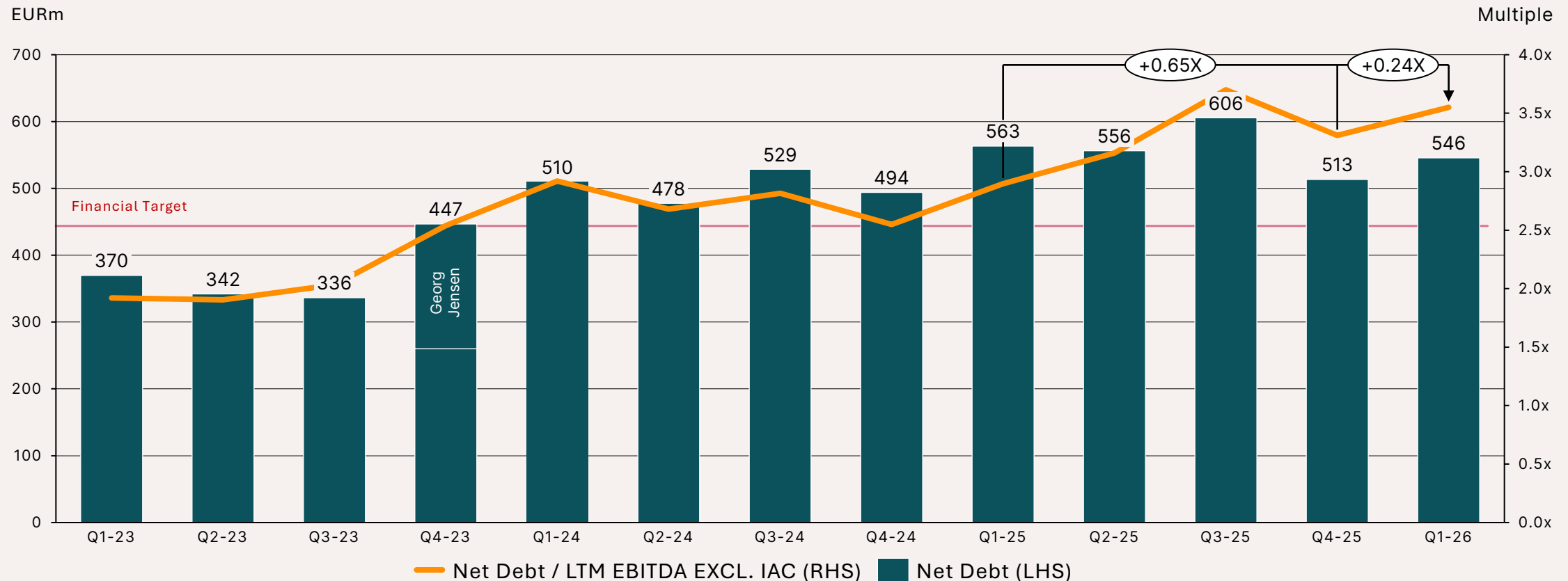
	Q1-26	vs. LY
EBITDA	39.6	+25.3
Change in provisions	5.3	+8.7
Non-cash adjustments	-0.2	-26.3
Cash Flow from operations	44.6	+7.8
Change in inventories	-2.7	+8.5
Change in trade rec's	-18.0	-9.8
Change in trade pbl's	-9.1	-12.6
Change in TWC	-29.9	-13.9
Change in other int.free items	-7.3	+15.8
Change in NWC	-37.1	+1.9
CAPEX	-5.2	+3.5
Operating Cash Flow	2.3	+13.1
Taxes paid	-1.4	+5.2
Free Cash Flow	0.9	+18.3

Quarterly free cash flow EURm (LHS) Last twelve months free cash flow EURm (RHS)



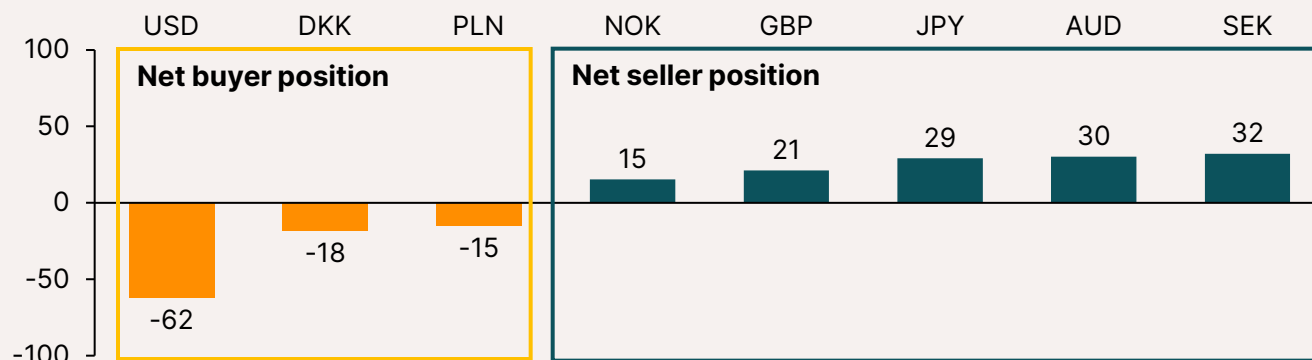
Net Debt to EBITDA increased due to the Q-on-Q rise in net debt in line with seasonality – focused measures continue

NET DEBT (EURm) AND NET DEBT / LTM EBITDA (EXCLUDING IAC)

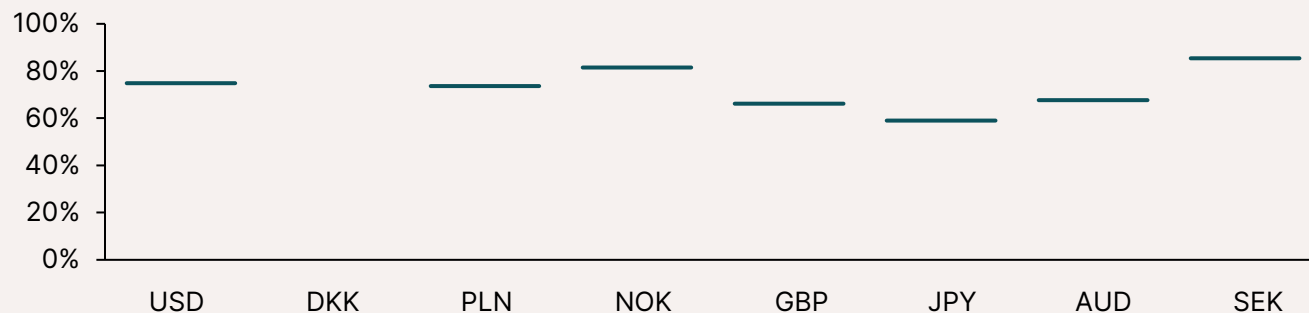


FX and commodities: USD is the main transactional currency with a net buying position, commodities actively hedged

Estimated annual net commercial cash flows in the most significant currencies (EURm)



Hedge levels, next 12-15 months (%)



FX transactions (cash and P&L):

- USD accounts for the majority of transactions, primarily driven by Asian sourcing
- The Group hedges its key FX transaction exposures, covering over half of total FX transaction exposure for the next twelve months

FX translations (Equity, P&L comps., non-cash):

- The weaker a currency is against the euro, the more negative the translation impact will be on reported comparisons

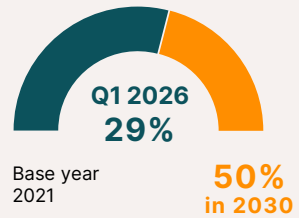
Commodities:

- Gold, silver and aluminum: over two-thirds of the next twelve months expected consumption hedged
- Energy: long-term fixed contracts



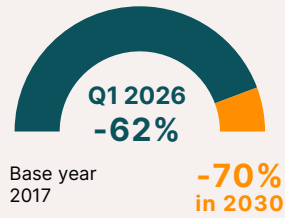
We raised our climate ambitions – new emissions reduction targets validated by SBTi

ENVIRONMENTAL



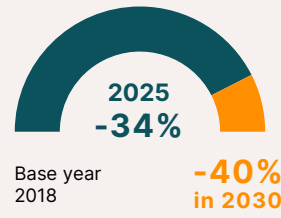
Net sales from circular products and services

Q1 2025: 27%



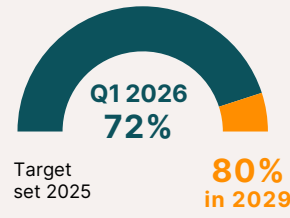
Emissions from own operations (Scope 1 & 2)

Q1 2025: -56%



Emissions from value chain (Scope 3)

2024: -33%



% of raw material, component, and finished goods suppliers, have set science-based targets

31.12.2025: 72%

SOCIAL



Zero harm with zero LTAF (Lost time accident frequency)

Q1 2025: 3.8



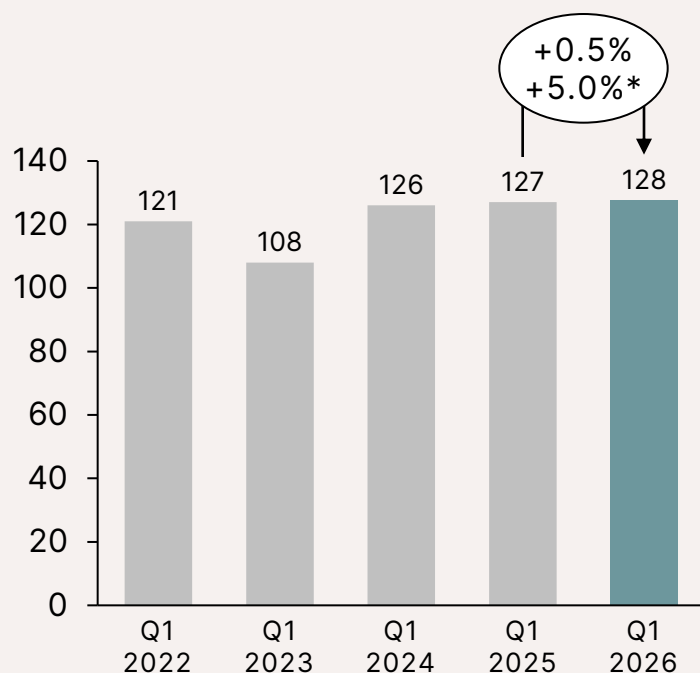
Inclusion Experience within the top 10% of global high-performing companies

May 2024: 77



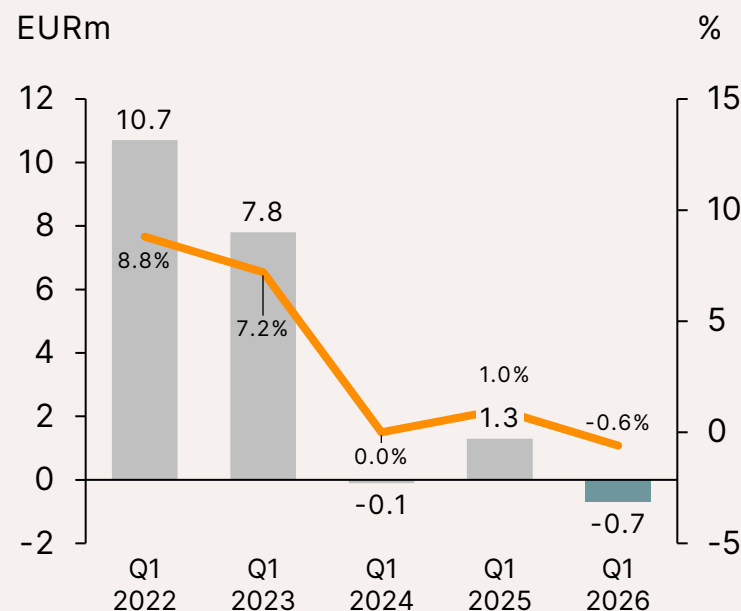
BA Vita Q1: Third consecutive growth quarter, comparable EBIT weighed by continued actions to reduce inventories

NET SALES, EURm



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

COMPARABLE EBIT (EURm) AND MARGIN, %



- Third consecutive growth quarter, comparable net sales increased by 5.0%
 - Continued strong performance of Georg Jensen and Royal Copenhagen
 - Rörstrand had a strong start to its 300th anniversary year
- The scale-down of production to reduce inventories weighed on comp. gross margin and comp. EBIT
 - Inventories improved year-on-year - efforts to reduce them continue
- Comparable gross margin decreased by 470 bps to 51.6%



Business Area Vita offering highlights



littala's iconic Aalto vase celebrates its 90th anniversary with special editions

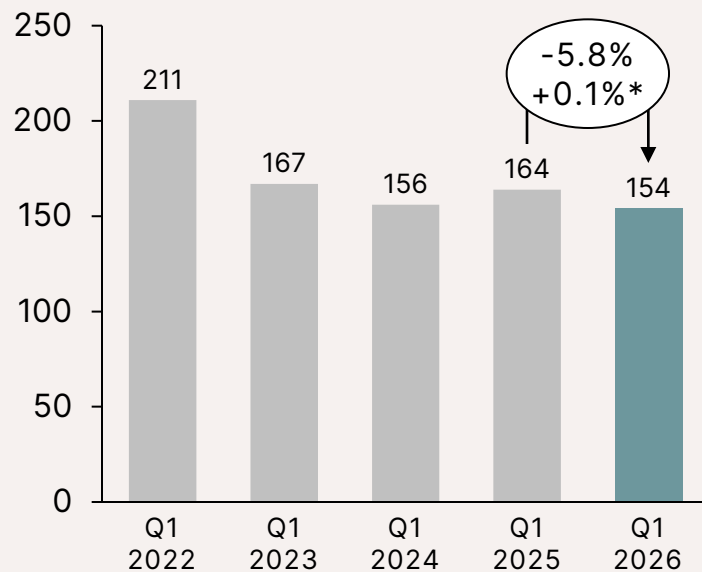


Royal Copenhagen launched a new pastel floral tableware collection called Iris



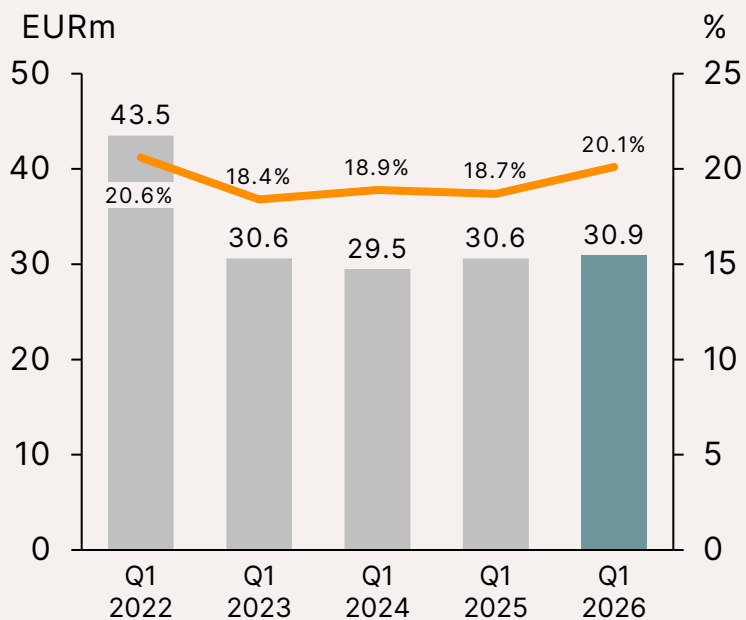
BA Fiskars Q1: Comparable net sales and EBIT stable, margins improved

NET SALES, EURm



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

COMPARABLE EBIT (EURm) AND MARGIN, %



- Comparable net sales remained stable
 - Growth by the Fiskars brand in the U.S. was offset by mixed performance in other geographies
- Improved EBIT margin through prudent cost management, despite increased tariffs against the comparison period
- Comparable gross margin increased by 220 bps to 42.9%



Business Area Fiskars offering highlights



Fiskars X-Series DualAction cutting tools: With two modes in one tool, DualAction technology allows switching seamlessly between power and speed settings to deliver optimal cutting for various branch sizes.



Guidance for 2026

Fiskars Corporation expects comparable EBIT to improve from the 2025 level (2025: EUR 76.4 million)

Assumptions behind the guidance

Uncertainties in the global economy persist, limited visibility

- + Planned changes in BA Vita expected to support EBIT from H2 onwards
- BA Vita's actions to reduce elevated inventories will carry some negative impact
- + Steady performance by BA Fiskars, following the typical seasonality of its business



Content



Fiskars Group in brief

Strategy

Financials

Q1 2026

Appendices



Largest shareholders as of Mar 31, 2026

#	SHAREHOLDER NAME	NUMBER OF SHARES	% OF SHARES AND VOTES
1	Virala Oy Ab	12,805,000	15.81 %
2	Turret Oy Ab	11,430,961	14.11 %
3	Holdix Oy Ab	10,165,537	12.55 %
4	Bergsrådinnan Sophie von Julins Stiftelse	2,556,000	3.16 %
5	Oy Julius Tallberg Ab	2,554,350	3.15 %
6	Varma Mutual Pension Insurance Company	2,042,483	2.52 %
7	Margareta Lindsay Gripenberg Dödsbo	2,013,000	2.49 %
8	Ilmarinen Mutual Pension Insurance Company	1,579,948	1.95 %
9	The Estate of Greta von Julin	1,560,000	1.93 %
10	Elo Mutual Pension Insurance Company	1,192,288	1.47 %
11	Lazard Frères Gestion	999,000	1.23 %
12	Nordea Funds	968,838	1.20 %
13	Albert Ehrnrooth	855,372	1.06 %
14	Dimensional Fund Advisors	813,451	1.00 %
15	Samfundet Folkhälsan	770,265	0.95 %
	15 largest shareholders, total	52,306,493	64.58 %
	Other shareholders	28,693,507	35.42 %
	Total	81,000,000	100.00



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Leadership Team



Jyri Luomakoski
Fiskars Group's President
& CEO
Employed 2025



Jussi Siitonen
CFO
Employed 2021



Daniel Lalonde
CEO of Vita
Employed 2025



Dr. Steffen Hahn
CEO of Fiskars
Employed 2024



Members of the Board of Directors



Paul Ehrnrooth



Alexander Ehrnrooth



Susan Duinhoven



Louise Fromond



Rolf Ladau



Carl-Martin Lindahl



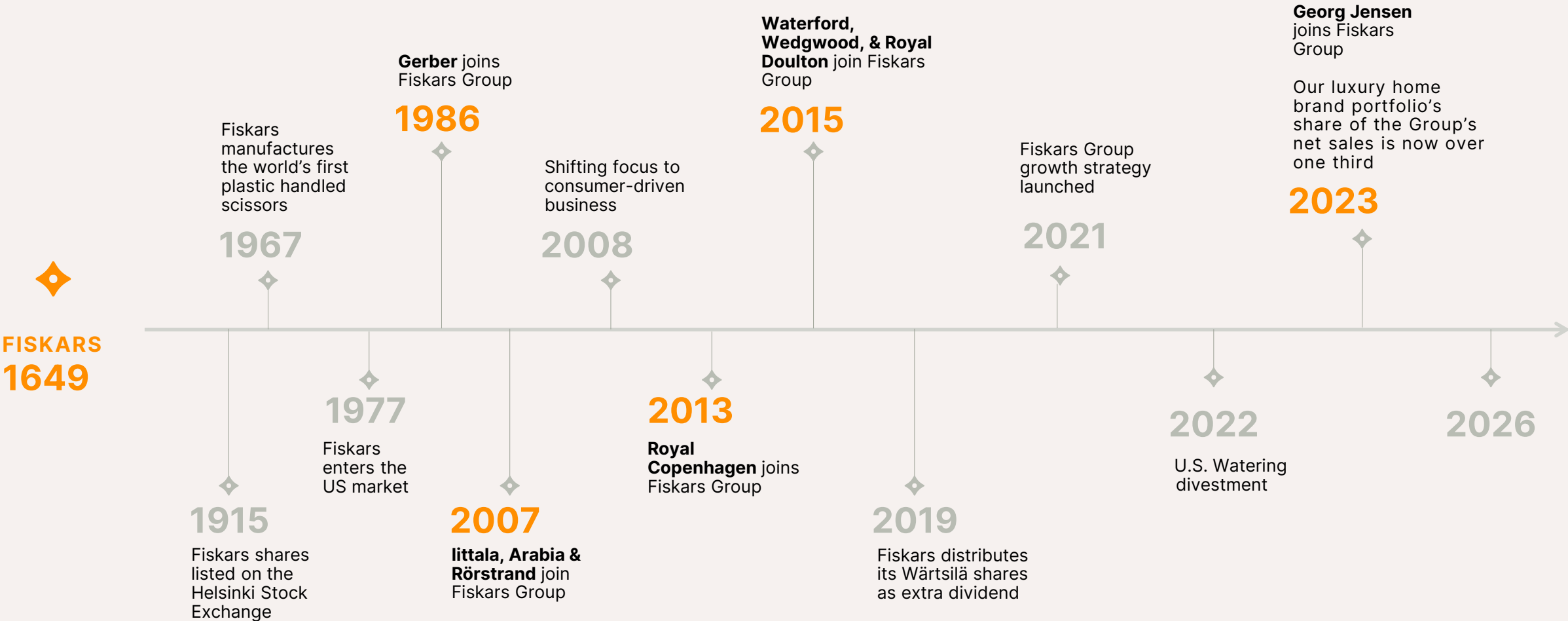
Susanne Skippari



Kaarina Ståhlberg



Fiskars was founded in 1649, Fiskars Group was formed through strategic acquisitions



Calculation of financial indicators

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



Disclaimer

This presentation contains forward-looking statements that reflect management's current views with respect to certain future events and potential financial performance. Although Fiskars Group believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to have been correct. Accordingly, results could differ materially from those set out in the forward-looking statements as a result of various factors.

Important factors that may cause such a difference for Fiskars Group include, but are not limited to: (u) the macroeconomic development and consumer confidence in the key markets, (ii) change in the competitive climate, (iii) change in the regulatory environment and other government actions, (iv) change in interest rate and foreign exchange rate levels, and (v) internal operating factors.

This presentation does not imply that Fiskars Group has undertaken to revise these forward-looking statements, beyond what is required by applicable law or applicable stock exchange regulations if and when circumstances arise that will lead to changes compared to the date when these statements were provided.



*Thank
you!*

