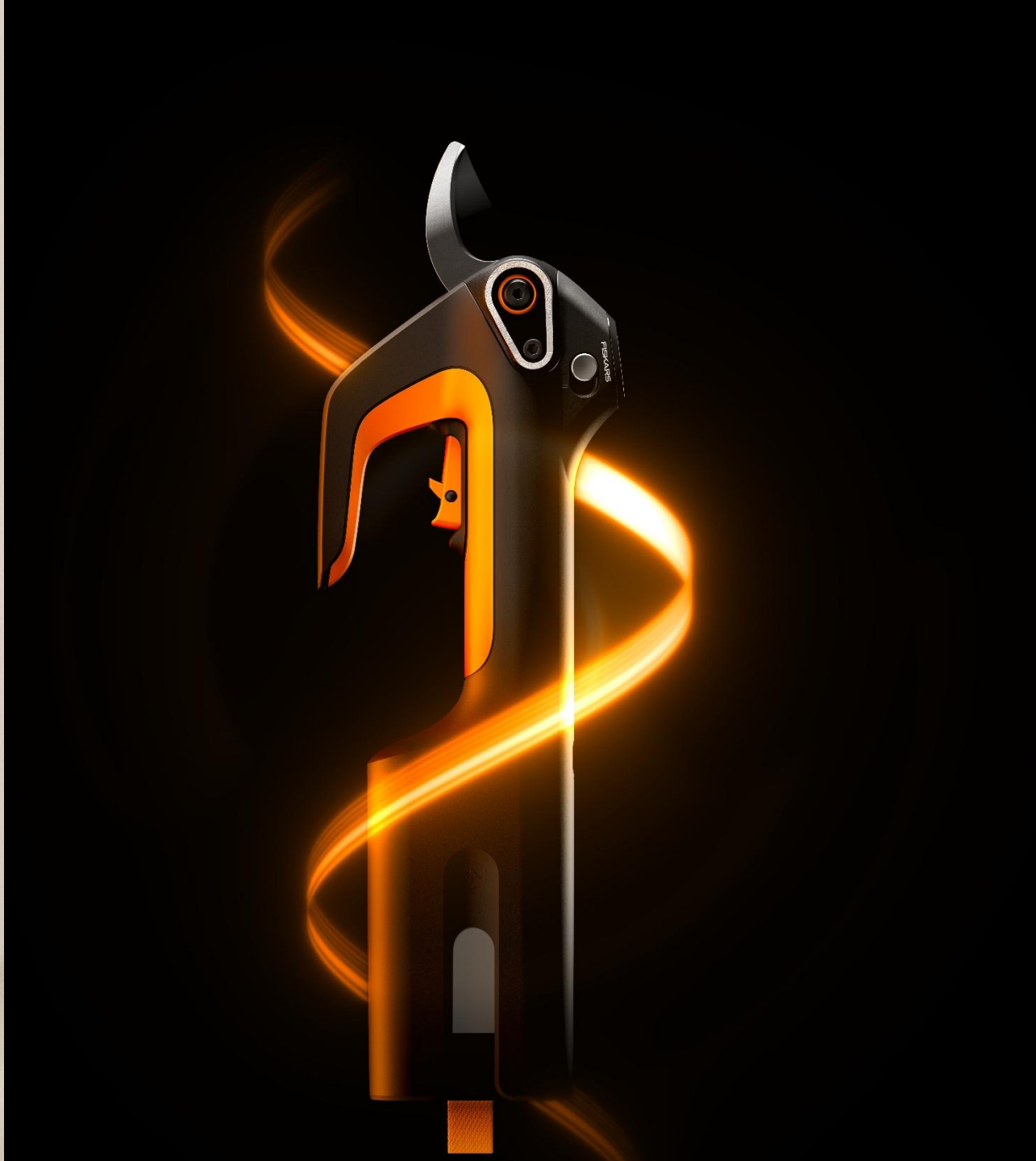
Fiskars Group's Investor presentation

Updated November 2026





Content



Fiskars Group in brief

Strategy

Financials

Q3 2026

Appendices

© FISKARS GROUP - INVESTOR PRESENTATION

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



FISKARS®



GEORG JENSEN



ROYAL COPENHAGEN
BY APPOINTMENT TO THE ROYAL DANISH COURT



WEDGWOOD



GERBER



MOOMIN
ARABIA
FINLAND



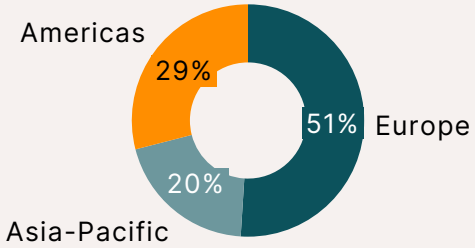
IITTALA



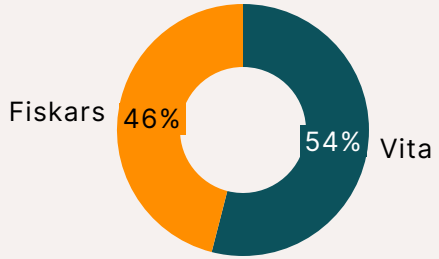
WATERFORD
IRELAND 1783

Our footprint is diversified – brands present in over 100 countries

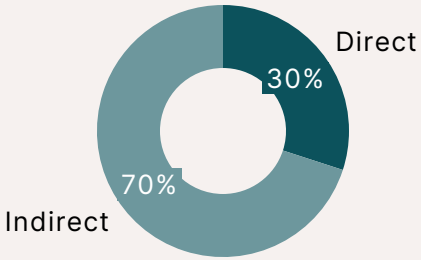
SALES SPLIT BY GEOGRAPHY



SALES SPLIT BY BUSINESS AREA



SALES SPLIT BY CHANNEL



© FISKARS GROUP - INVESTOR PRESENTATION

Figures FY 2025

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

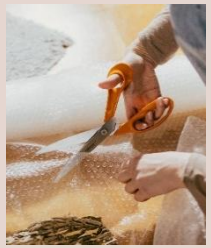
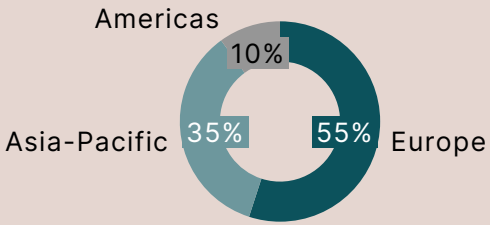
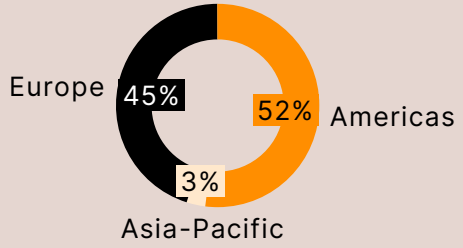
Free cash flow
EUR million
76.3

Personnel
Dec 31, 2025
6,594



© FISKARS GROUP - INVESTOR PRESENTATION

Our two Business Areas have differing business drivers

	VITA	FISKARS
	 **Net sales** EURm 612.6	 **Comp. gross margin** 54.1%	 **Comp. EBIT** EURm 27.7	 **Net sales** EURm 522.0	 **Comp. gross margin** 39.0%	 **Comp. EBIT** EURm 66.6
DNA	Global, iconic, desirable brands across high-end homeware and fine branded jewelry	Functional innovations in the gardening and outdoor, scissors and creating, and cooking categories
CHANNELS	Balanced between direct-to-consumer and wholesale	Wholesale as the primary channel
MANUFACTURING	60% manufacturing, 40% sourcing	40% manufacturing, 60% sourcing
GEOGRAPHICAL PRESENCE		

Figures FY 2025

The Business Areas balance each other in terms of seasonal volatility

BUSINESS AREA FISKARS H1 FOCUSED

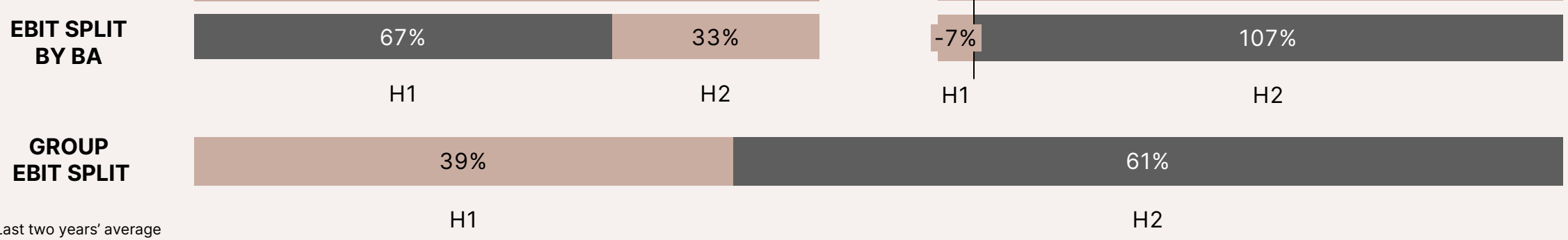
Gardening & back-to-school season



BUSINESS AREA VITA H2 FOCUSED

End-of-year gifting season





Last two years' average

© FISKARS GROUP - INVESTOR PRESENTATION

Business Areas Vita and Fiskars in brief





© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita in brief

- Business Area Vita builds global, iconic, desirable brands across high-end homeware and fine branded jewelry
- Vita's brands are rooted in heritage – and play in all key categories of high-end homeware
- Its well-known brands include Georg Jensen, Royal Copenhagen, Wedgwood, Moomin Arabia, littala and Waterford







Tableware	Drinkware	Interior	Jewelry
ROYAL COPENHAGEN	GEORG JENSEN		WEDGWOOD
MOOMIN ARABIA	IITTALA 1881		WATERFORD

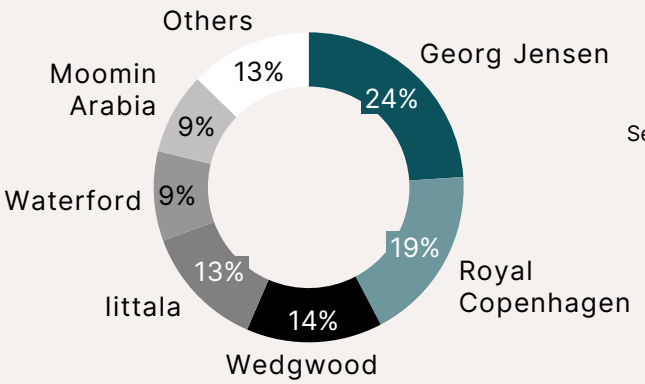
2025
Net sales
EUR million
612.6

2025
Comparable EBIT
EUR million
27.7

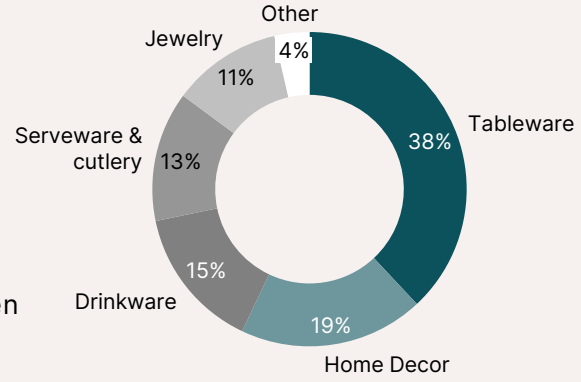
© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita – Net sales splits (2025)

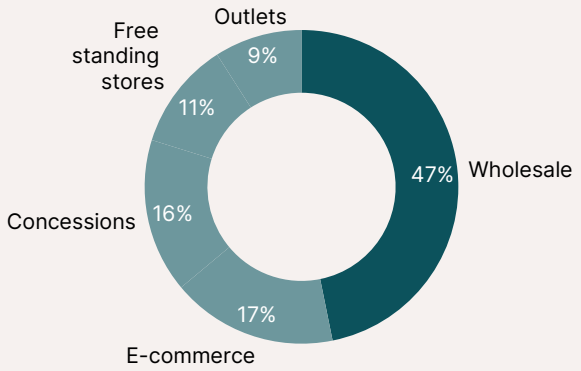
SALES SPLIT BY BRAND



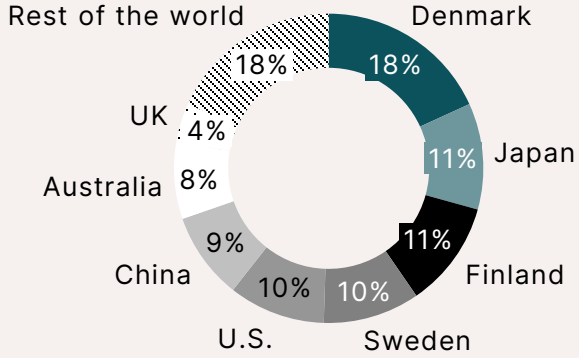
SALES SPLIT BY CATEGORY



SALES SPLIT BY CHANCEL



SALES SPLIT BY COUNTRY

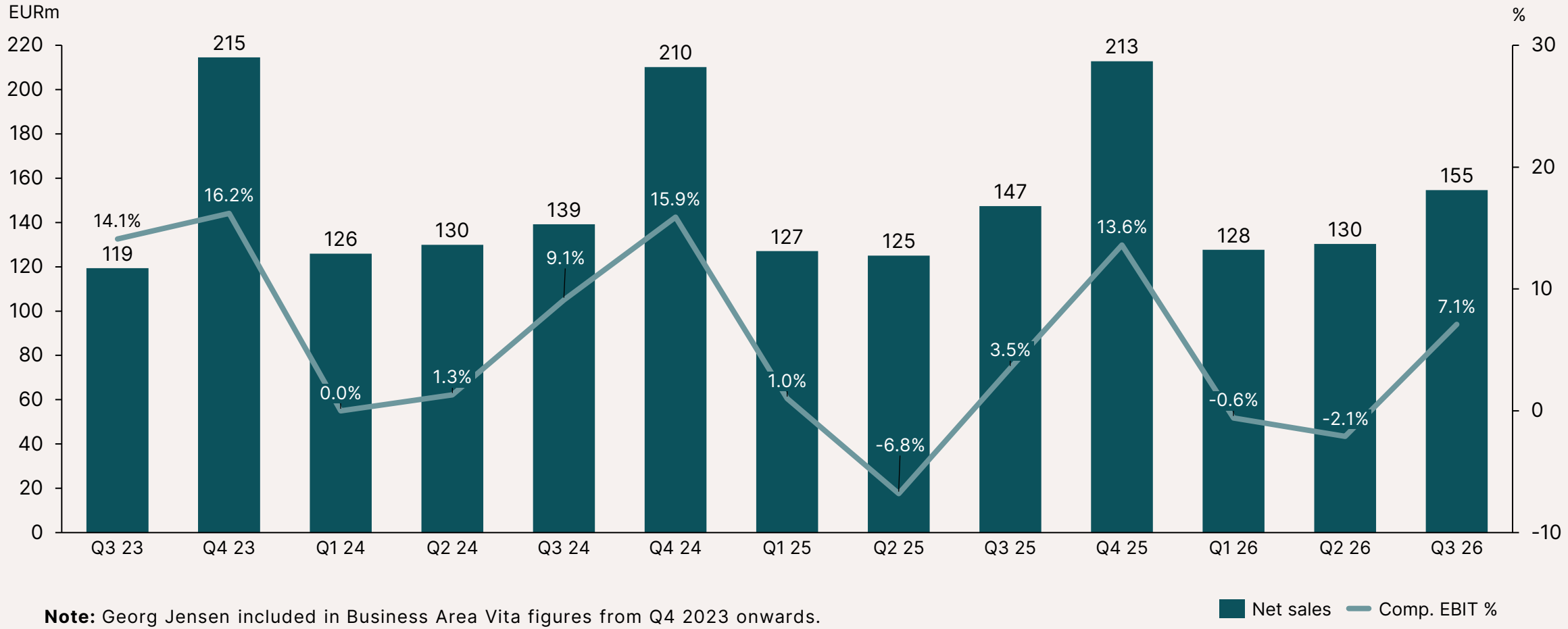


*Includes brands such as Rörstrand, Royal Albert, Royal Doulton and Arabia as well as private label

© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita quarterly figures

NET SALES AND COMPARABLE EBIT MARGIN



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

© FISKARS GROUP - INVESTOR PRESENTATION

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®

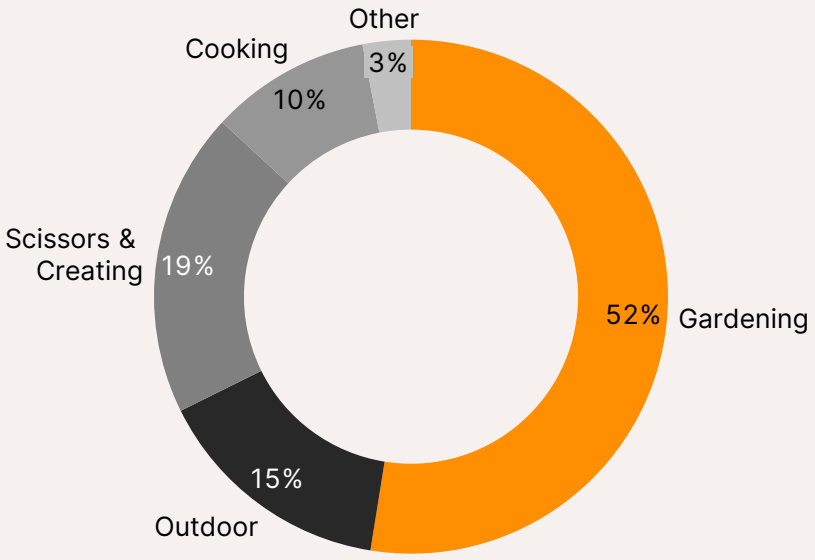
2025
Net sales
EUR million
522.0

2025
Comparable EBIT
EUR million
66.6

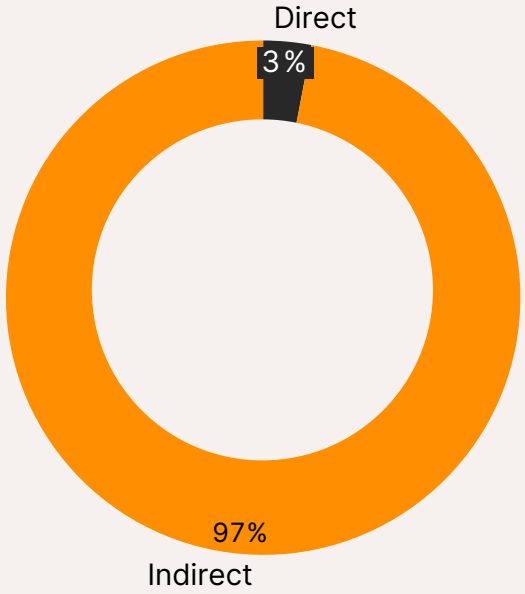
© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Fiskars – net sales splits (2025)

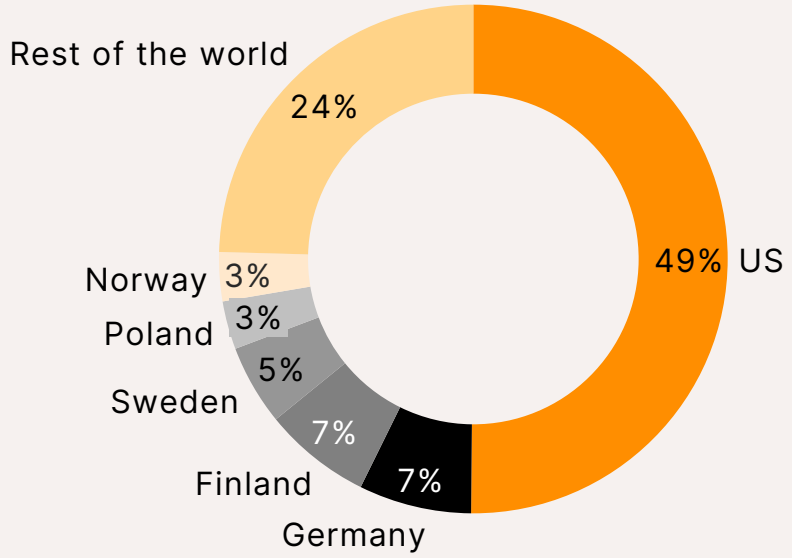
SALES SPLIT BY CATEGORY



SALES SPLIT BY CHANNEL



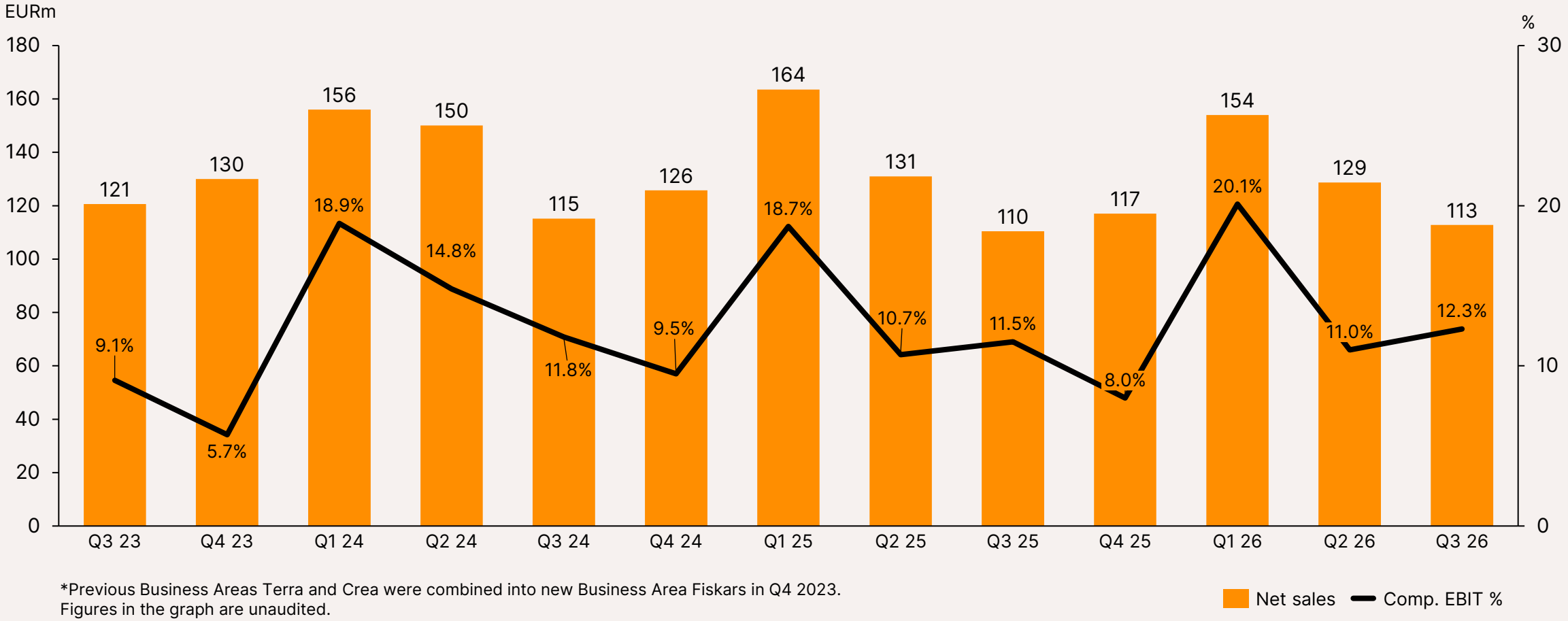
SALES SPLIT BY COUNTRY



© FISKARS GROUP - INVESTOR PRESENTATION

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.

© FISKARS GROUP - INVESTOR PRESENTATION

Content



Fiskars Group in brief

Strategy

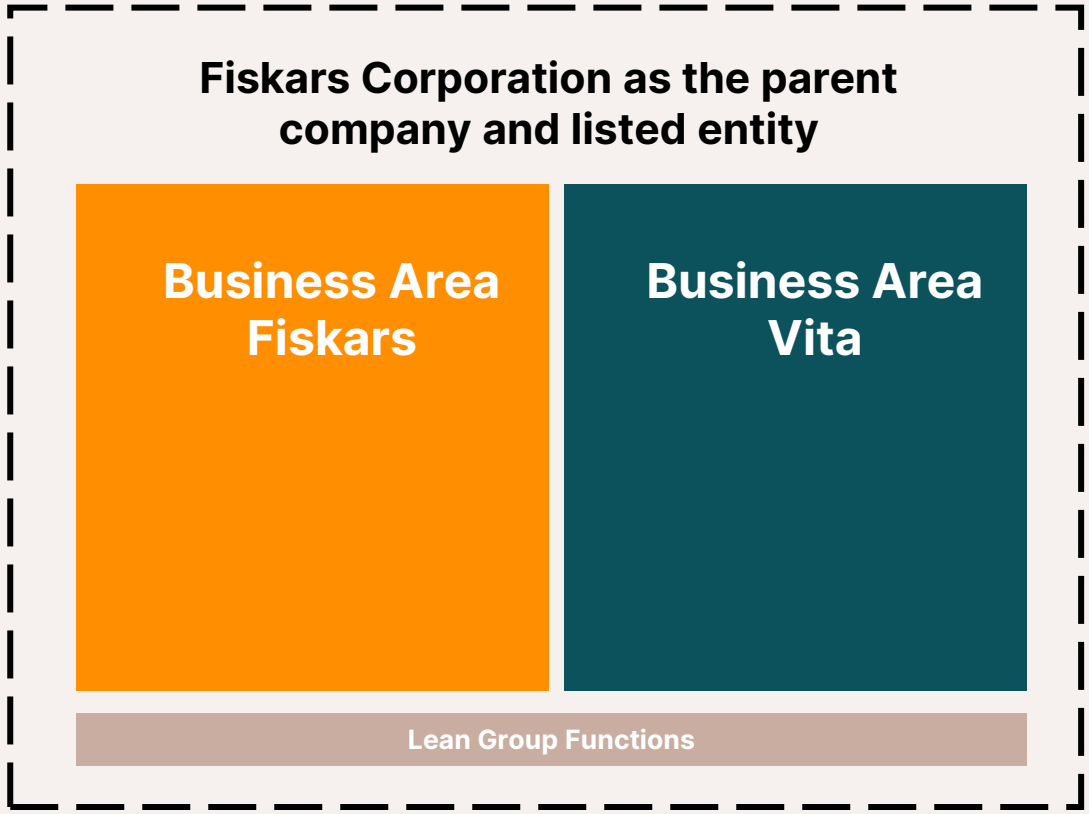
Financials

Q3 2026

Appendices

© FISKARS GROUP - INVESTOR PRESENTATION

Framework to drive improved performance: central oversight and empowered Business Areas



GROUP
Acts as an effective portfolio and capital steward, developing its businesses and setting financial targets

BUSINESS AREAS
Drive BA strategy, build brands, manage customer relationships and day-to-day operational performance

© FISKARS GROUP - INVESTOR PRESENTATION

Financial targets 2026-2030: Four core targets demonstrate our ambition

Organic net sales growth

BA-level

BA Vita 4–6%
BA Fiskars 3–5%

Annual, FX-neutral organic

Time horizon: 2026-2030

Comparable EBIT margin

BA + Group

BA Vita ≥12%
BA Fiskars ≥14%
Group ≥12%

Excl. items affecting comparability (IAC)

Time horizon: By 2030

Cash conversion

Group

FCF / LTM EBIT excl. IAC: ≥75%

Cash conversion based on unlevered FCF, LTM EBIT IFRS 16 adjusted

Time horizon: 2026-2030

Net debt / Comparable EBITDA

Group

≤ 2.5x at year-end

Reported basis incl. IFRS 16 lease liabilities

Time horizon: 2026-2030

© FISKARS GROUP - INVESTOR PRESENTATION

The Group's role in an empowered Business Area model

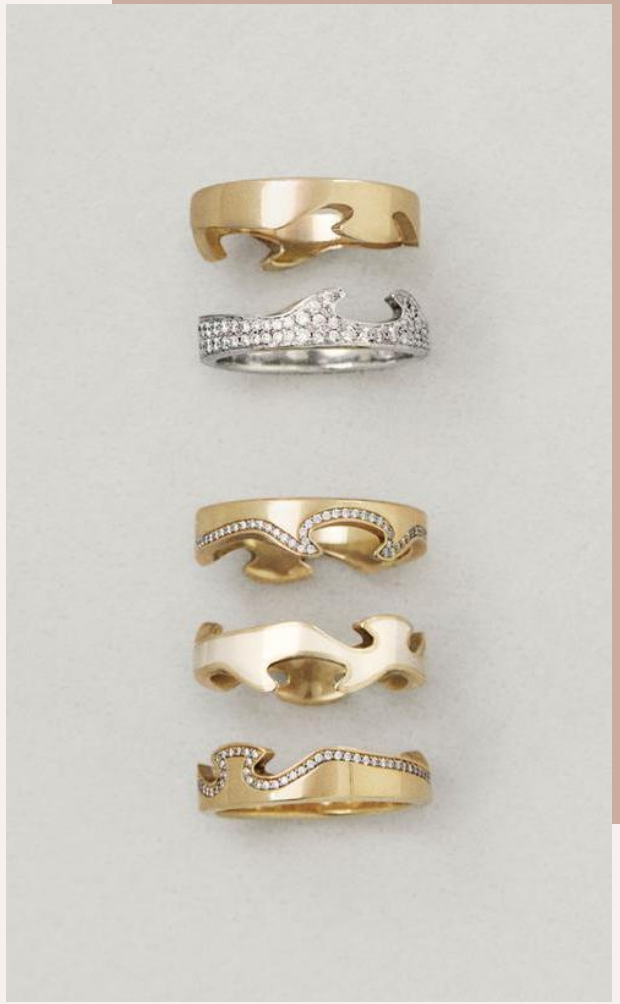




© FISKARS GROUP - INVESTOR PRESENTATION

Group's role as an effective portfolio and capital steward

Group manages	*Performance*	Establishes strategy and reporting framework. Sets the ambition level, pushes for improvements and challenges prioritization
	Portfolio	Allocates capital and shapes portfolio
	Liquidity & long-term funding	Enables funding at better terms than BAs would get independently, and provides access to publicly traded debt capital market
Group ensures	*Risk mitigation and compliance*	Implements enterprise risk management and complies with the requirements for a listed company



© FISKARS GROUP - INVESTOR PRESENTATION

Group's current priorities

Support BA Vita's turnaround

Support BA Fiskars' return to growth trajectory

Ensure Group functions' cost effectiveness

Drive cash flow and reduce leverage



© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita's strategic focus areas

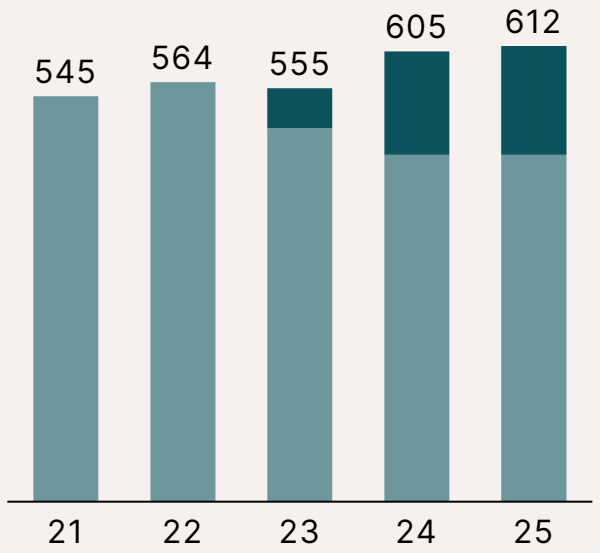


© FISKARS GROUP - INVESTOR PRESENTATION

Past performance underscores need for decisive action – early signs of sales recovery

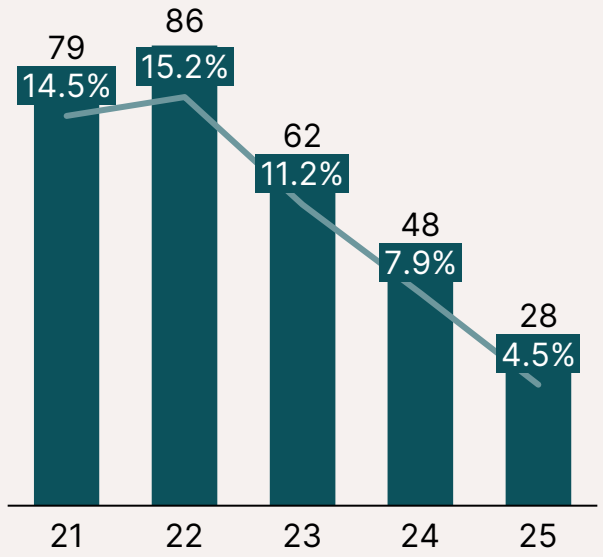
Comparable net sales (excl. Georg Jensen) have decreased in a tough market

(EURm)



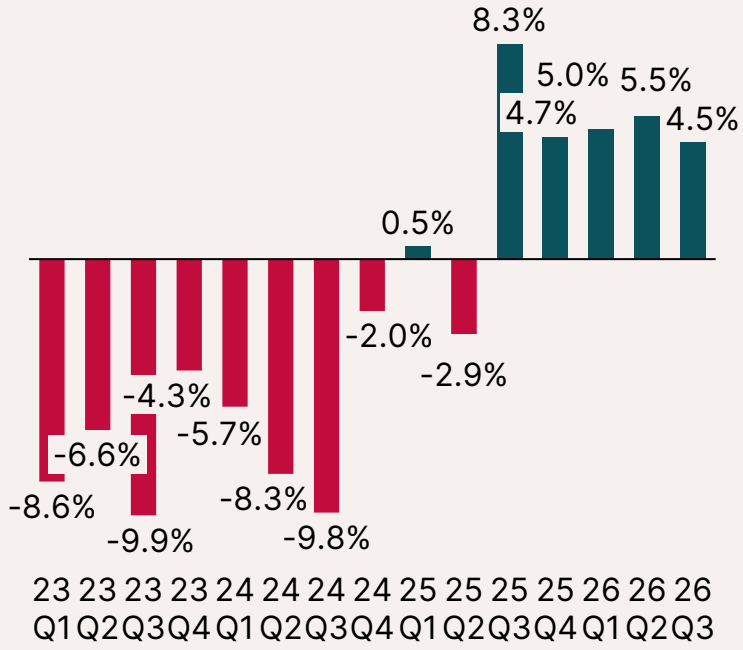
Comparable EBIT has been affected by low volumes and actions to reduce inventories

(EURm, %)



Comparable net sales growth shows signs of recovery in recent quarters

(%)



© FISKARS GROUP - INVESTOR PRESENTATION

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

Organization and operations fit for future profitable growth

Right-sizing the business

- On track with plans announced in 02/2026
  - New simplified and optimized organization structure already in effect
  - Right-sizing selected manufacturing and distribution sites

Brand-led organization

- Brands are responsible for strategy, product, image and customer experience
- Markets are in charge of in-market execution and performance

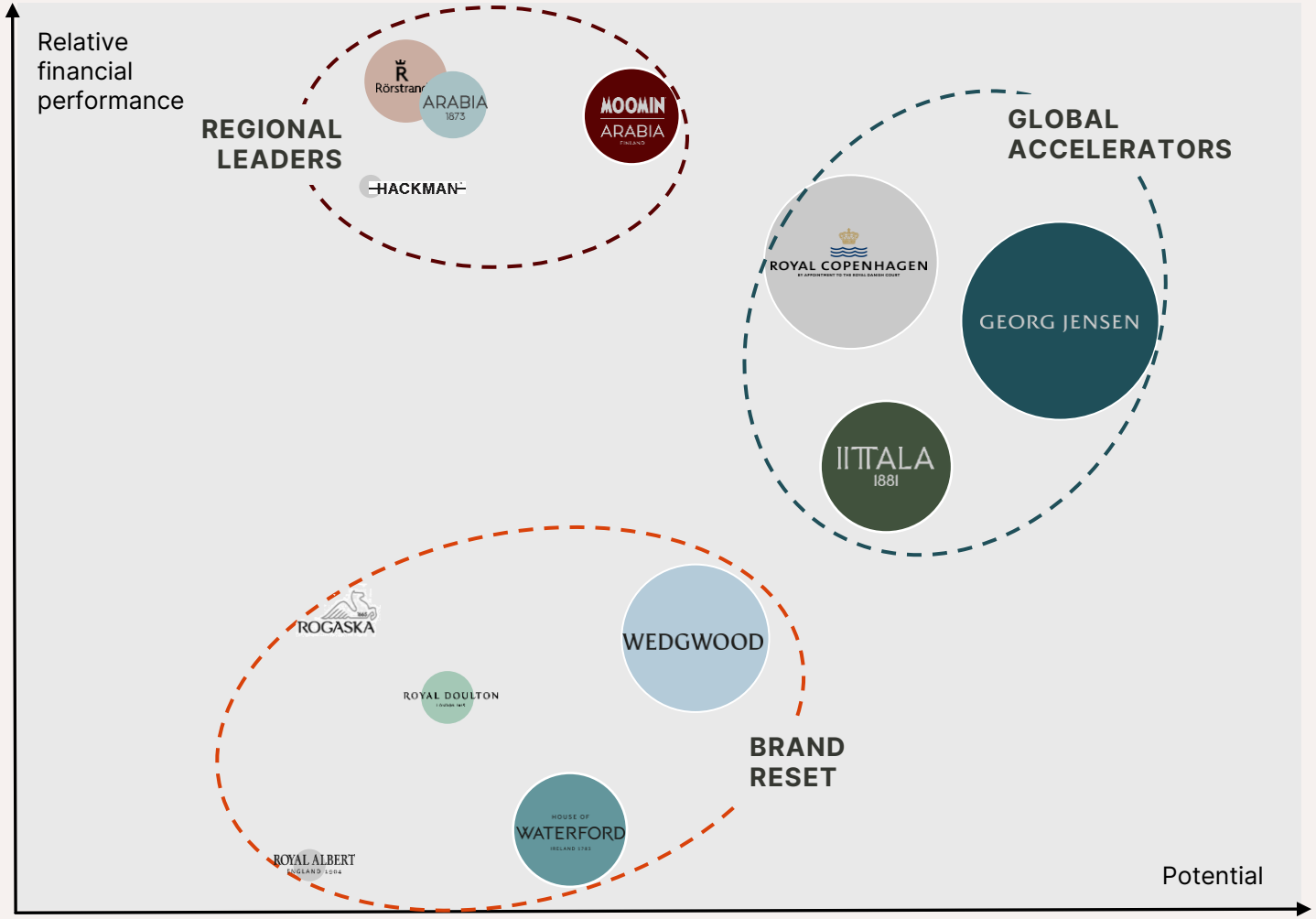
A simple empowered model focused on speed, agility and the biggest opportunities

Expected annual run rate savings of EUR~28m*

© FISKARS GROUP - INVESTOR PRESENTATION

*Close to one third of the total savings is expected to realize in the second half of 2026, and the majority of the rest of the savings in 2027.

Refined brand roles support turnaround – prioritizing profit first, then scalability



Global Accelerators
Investment focus to accelerate global growth

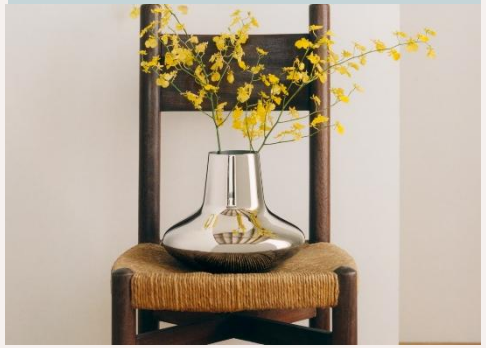
Regional Leaders
Disciplined local execution, lean structures

Brand Reset
Require brand revitalization and profit reset – matching production and cost base for current business

Four strategic priorities in place to drive profitable growth

Accelerating leadership in high-end homeware
while scaling a niche position in fine branded jewelry

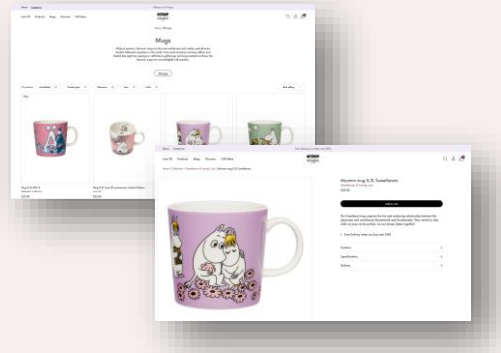
1 Enhance Brand Desirability



2 Build & Expand Distribution



3 Drive Profitable Channel Mix & Brandization



4 Unlock High-Value Revenue Streams



Enablers Performance Culture | Digital & Tech | Operational efficiency | Circularity

© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita's P&L choices enabling profitable growth

Source	SG&A	↘	Simplified and rightsized organization, tighter SG&A cost discipline
	Channel & product mix	↗	Shift toward higher-profit channels and categories
	Turnaround brands	↗	Restore profitability
Use	Brand desirability	↗	Build brand awareness and desirability
	Accelerate brands	↗	Scale global accelerator brands
	Selective market penetration & expansion	↗	Drive growth in priority markets and enter white space markets

BA VITA ORGANIC NET SALES GROWTH TARGET 2026-2030

4–6%

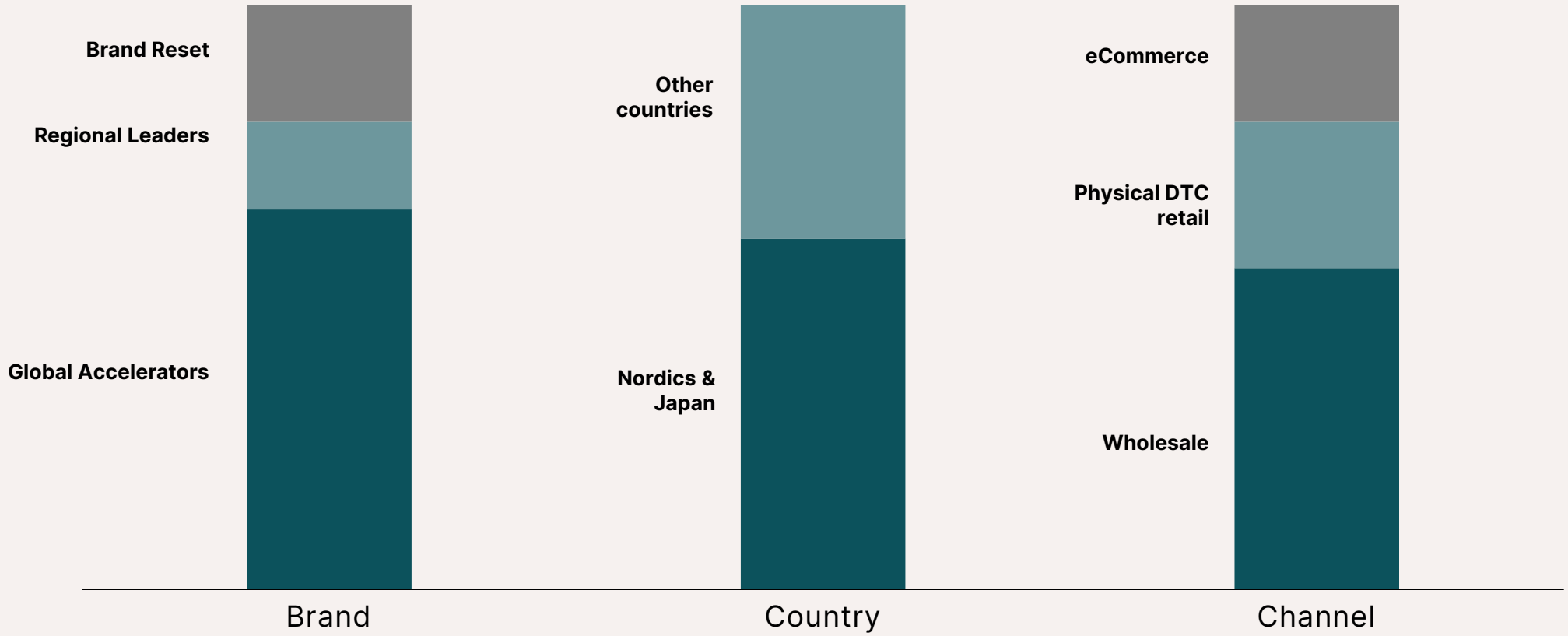
Annual, FX-neutral organic growth

BA VITA COMPARABLE EBIT MARGIN TARGET BY 2030

≥12%

© FISKARS GROUP - INVESTOR PRESENTATION

Net sales growth in 2026-2030 driven by global accelerator brands, Nordics & Japan and a balanced channel mix



NOTE: Illustrative

© FISKARS GROUP - INVESTOR PRESENTATION

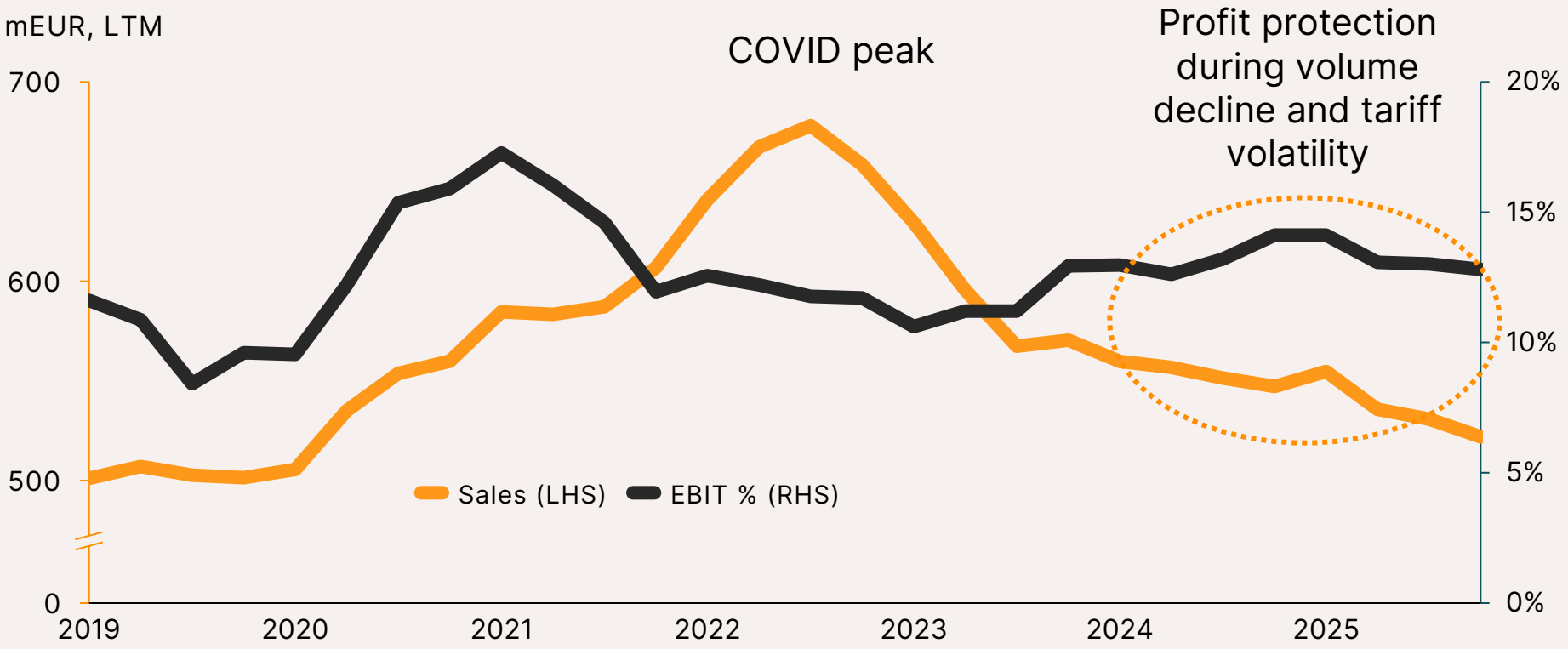
Business Area Fiskars' strategic focus areas



© FISKARS GROUP - INVESTOR PRESENTATION

BA Fiskars' profitability has been resilient even during challenging times – sales momentum needs to be rebuilt

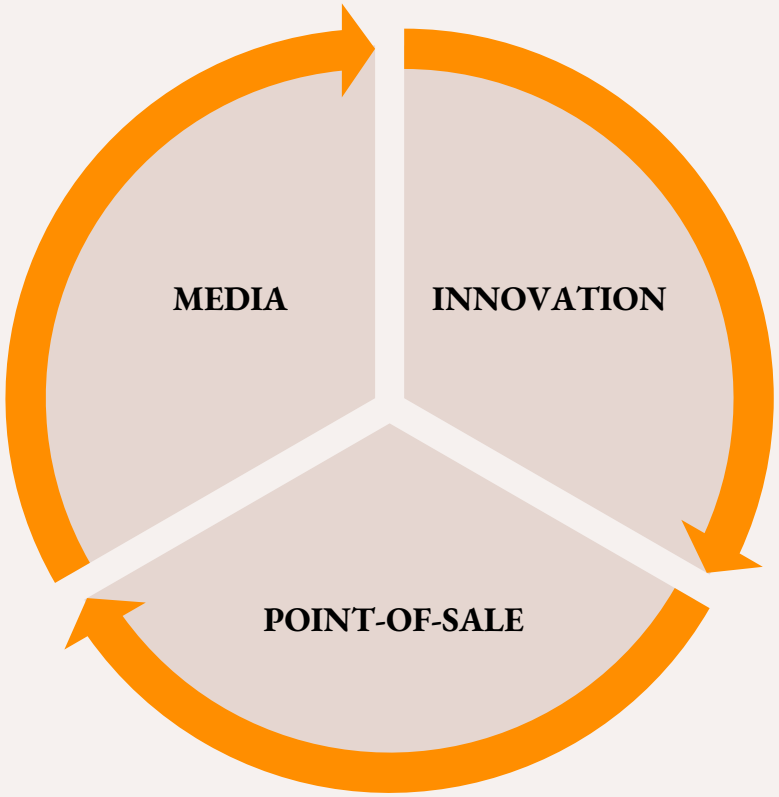
BA FISKARS COMPARABLE EBIT MARGIN AND NET SALES



© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Fiskars has a clear model in place based on increasing innovation, distribution and brand relevance

Increased brand interest



Great feedback on new launches

Customer classification upgrades

© FISKARS GROUP - INVESTOR PRESENTATION

Net sales growth will be driven by scaling core categories and expanding into new ones

BA FISKARS ORGANIC NET SALES GROWTH TARGET 2026-2030

3–5%

Annual, FX-neutral organic growth

EXPECTED CATEGORY CONTRIBUTION TO THE NET SALES GROWTH TARGET



NOTE: Illustrative graph

© FISKARS GROUP - INVESTOR PRESENTATION

Selective approach to new opportunities: category expansion as priority, focused country and channel choices

SOLVING UNSOLVED CONSUMER CHALLENGES



Expanding to **adjacent categories** that are:

- Large enough
- Financially attractive
- A fit with our brand equity



Continuous innovation in **existing categories:**

- Launch and leverage our market share
- Category value expansion

DISCIPLINED GO-TO-MARKET

Growing markets where we have **critical mass**

Broadening distribution footprint in existing markets

Leveraging customer capabilities to **grow together**

© FISKARS GROUP - INVESTOR PRESENTATION

Clear levers support profitable growth and margin progression

OUR P&L CHOICES

		LAST 3 YEARS		
Source	Gross margin	~40%	↗	Focus on gross margin accretive categories and products
	SG&A	~22%	→	Prudent cost management
Use	Marketing (incl. media)	~5%	↗	Doubling marketing *impact* with emphasis on media
	Innovation	~2% (R&D)	↗	Doubling in-market innovation *impact* from existing and new categories

BA FISKARS COMPARABLE EBIT MARGIN TARGET BY 2030

≥14%

© FISKARS GROUP - INVESTOR PRESENTATION

Find out more about Fiskars Group's strategic priorities in the *Capital Markets Day 2026* presentations

LINK TO MATERIALS: CAPITAL MARKETS DAYS - FISKARS GROUP

© FISKARS GROUP - INVESTOR PRESENTATION

Content



Fiskars Group in brief

Strategy

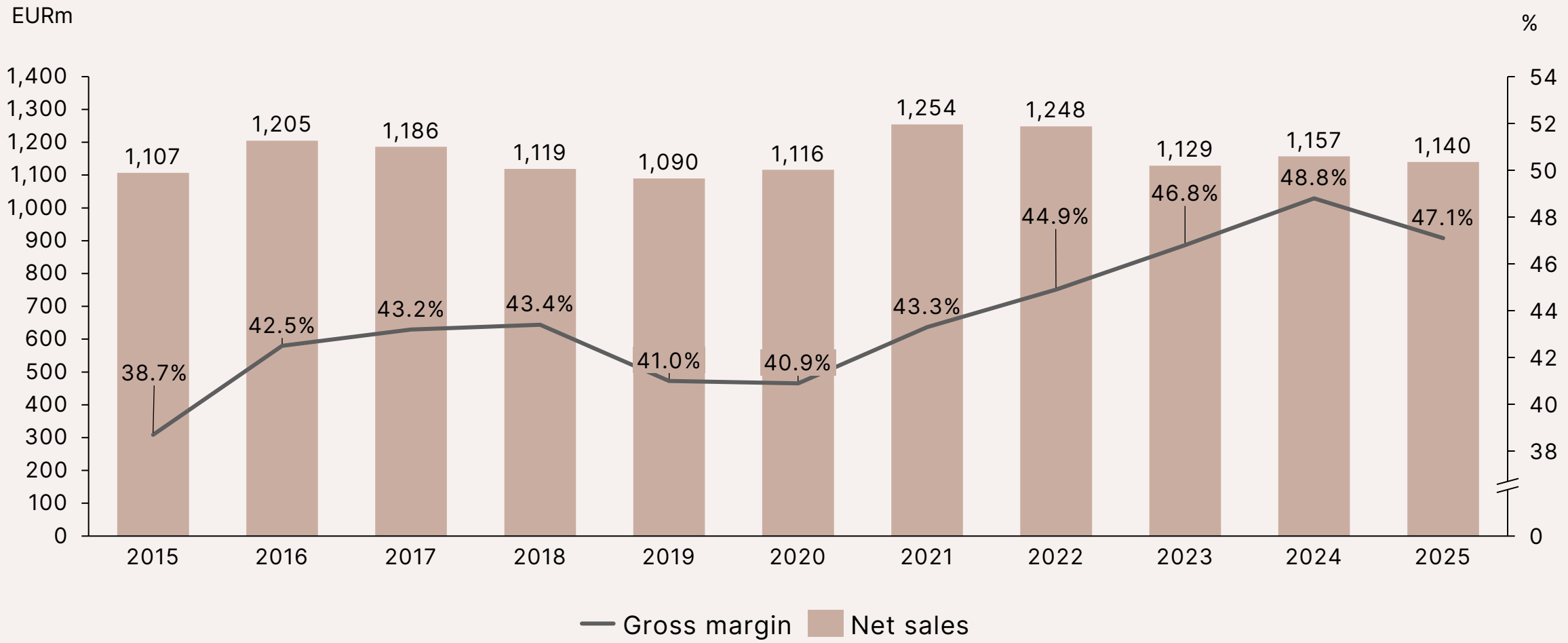
Financials

Q3 2026

Appendices

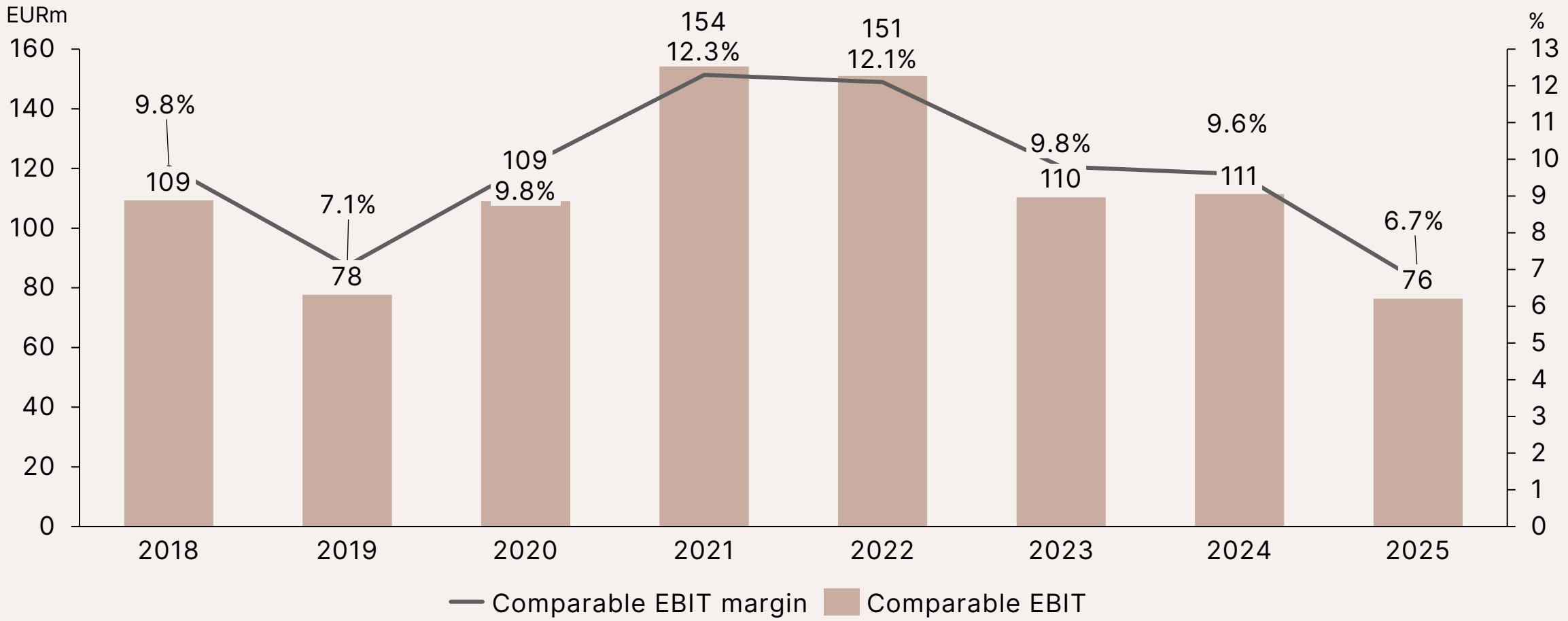
© FISKARS GROUP - INVESTOR PRESENTATION

Fiskars Group’s net sales and gross margin development



© FISKARS GROUP - INVESTOR PRESENTATION

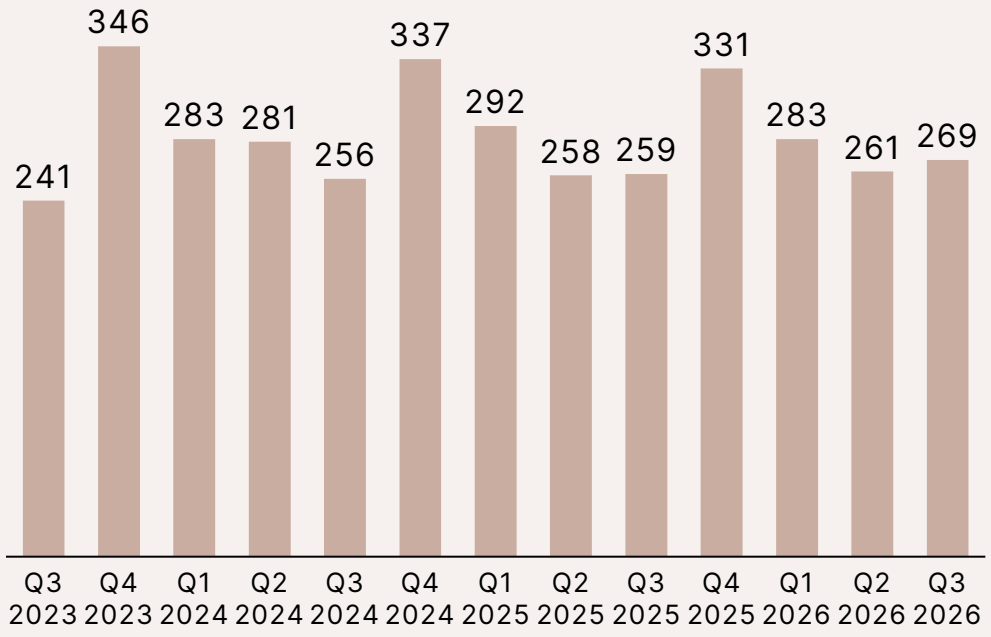
Fiskars Group’s profitability development



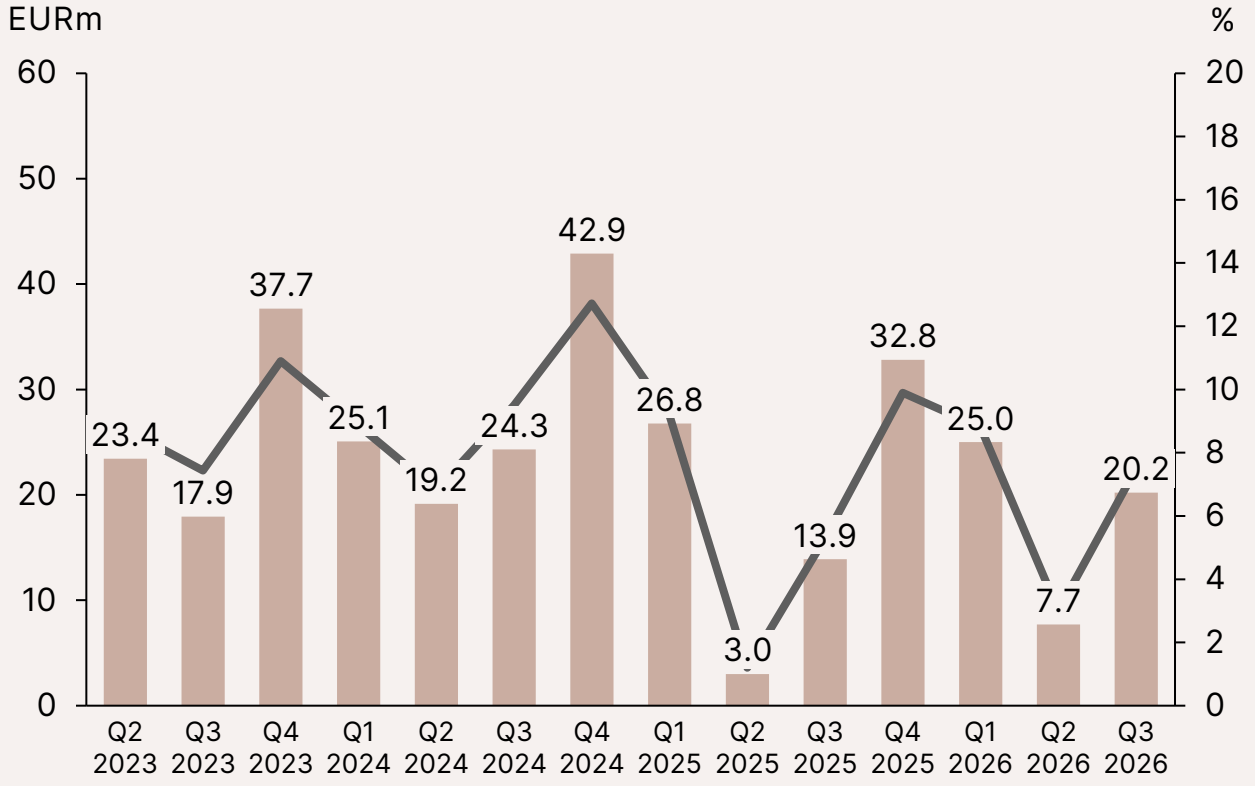
© FISKARS GROUP - INVESTOR PRESENTATION

Fiskars Group's quarterly development – last 3 years

NET SALES, EURm



COMPARABLE EBIT (EURm) AND EBIT MARGIN, %



© FISKARS GROUP - INVESTOR PRESENTATION

Financial targets 2026-2030: Four core targets; five regularly reported KPIs for further transparency

CORE FINANCIAL TARGETS – DEMONSTRATING OUR AMBITION

Organic net sales growth

BA-level

BA Vita 4–6%
BA Fiskars 3–5%

Annual, FX-neutral organic

Time horizon: 2026-2030

Comparable EBIT margin

BA + Group

BA Vita ≥12%
BA Fiskars ≥14%
Group ≥12%

Excl. items affecting comparability (IAC)

Time horizon: By 2030

Cash conversion

Group

FCF / LTM EBIT excl. IAC: ≥75%

Cash conversion based on unlevered FCF, LTM EBIT IFRS 16 adjusted

Time horizon: 2026-2030

Net debt / Comparable EBITDA

Group

≤ 2.5x at year-end

Reported basis incl. IFRS 16 lease liabilities

Time horizon: 2026-2030

REGULARLY REPORTED – FURTHER TRANSPARENCY

Comparable EBITDA	BAs + Group
Capital Employed & NWC	BAs only
ROCE	Group only
CAPEX (% of Net Sales)	BAs only
Adjusted EPS & CEPS	Group only

Dividend policy

"Stable dividend, increasing over time"

© FISKARS GROUP - INVESTOR PRESENTATION

From contraction to mid-single-digit growth: brand enhancement and channel reset at BA Vita, innovation and scale at BA Fiskars

MAIN DRIVERS

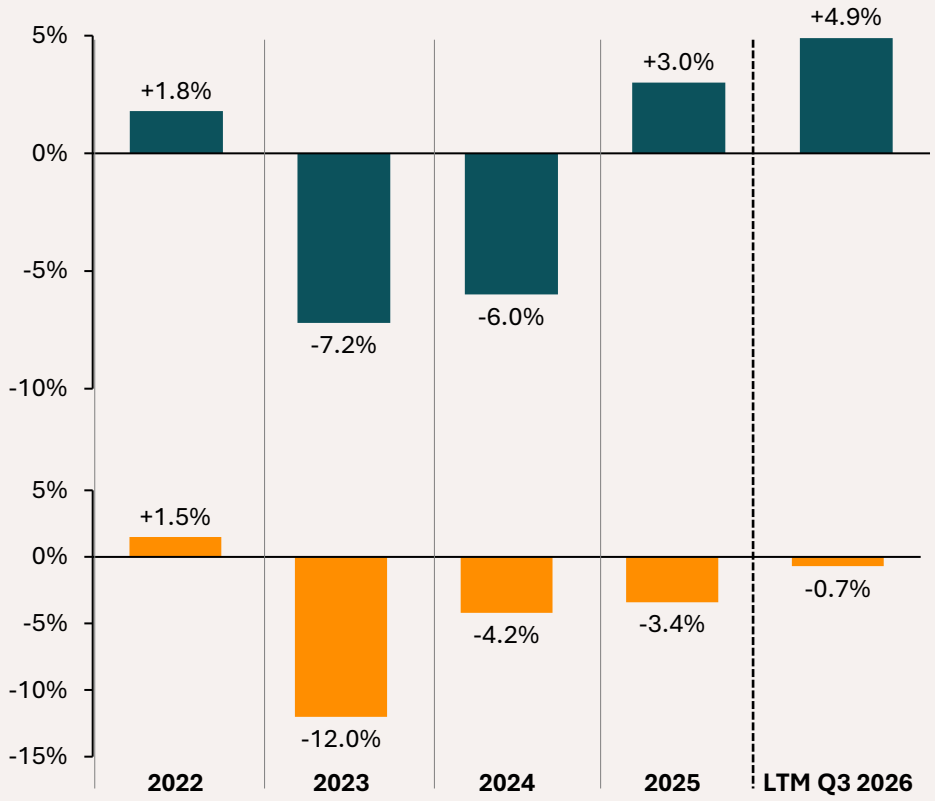
BA Vita

- Enhance brand desirability
- Expand distribution selectively
- Optimize channel mix

BA Fiskars

- Accelerate innovation pipeline
- Scale core categories
- Expand into adjacencies

ORGANIC, FX NEUTRAL NET SALES GROWTH DEVELOPMENT



TARGET LEVELS

BA VITA

4–6%

Annual, FX-neutral organic growth, 2026-2030

BA FISKARS

3–5%

Annual, FX-neutral organic growth, 2026-2030

© FISKARS GROUP - INVESTOR PRESENTATION

Margin to double-digit levels by 2030, powered by BA Vita's turnaround, BA Fiskars' resilience, and efficient Group functions

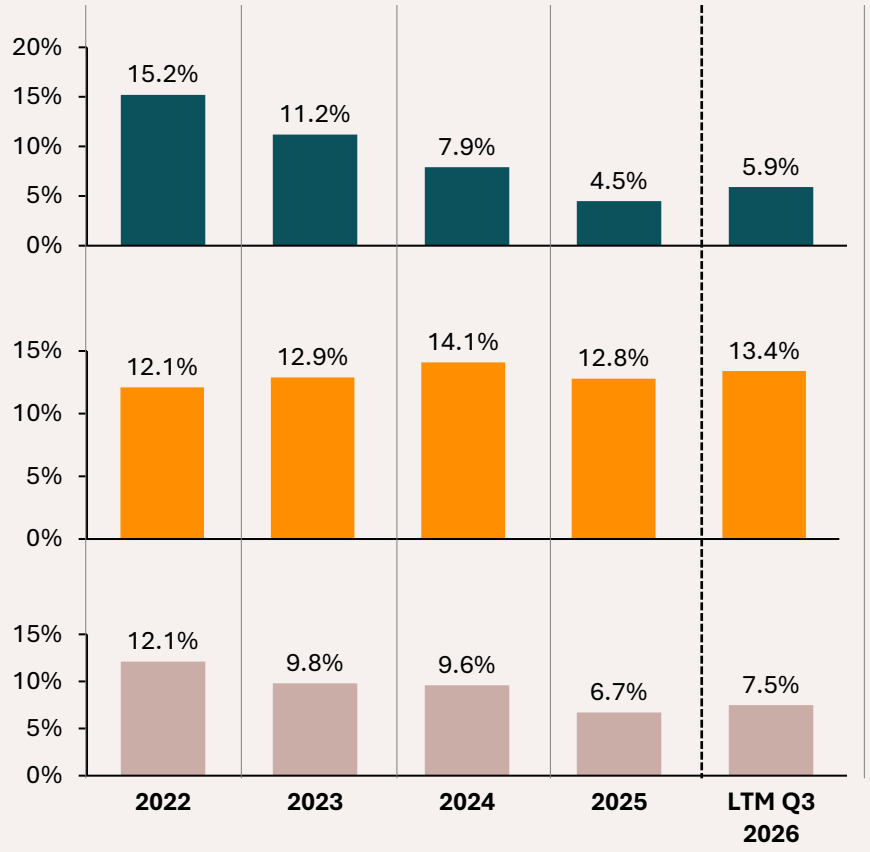
MAIN DRIVERS

BA Vita:
- Ongoing restructuring yielding approx. EUR 28m annual savings* on or ahead of plan
- Profitability gains from improved product and channel mix

BA Fiskars:
- Margin mix and SG&A discipline fund increased media and innovation spend

Group functions:
- Unallocated EBIT to approx. -1% of Net Sales

EBIT MARGIN DEVELOPMENT (%)



TARGET LEVELS BY 2030

BA VITA
≥12%

BA FISKARS
≥14%

FISKARS GROUP
≥12%

© FISKARS GROUP - INVESTOR PRESENTATION

*Close to one third of the total savings is expected to be realized in the second half of 2026, and the majority of the savings in 2027.

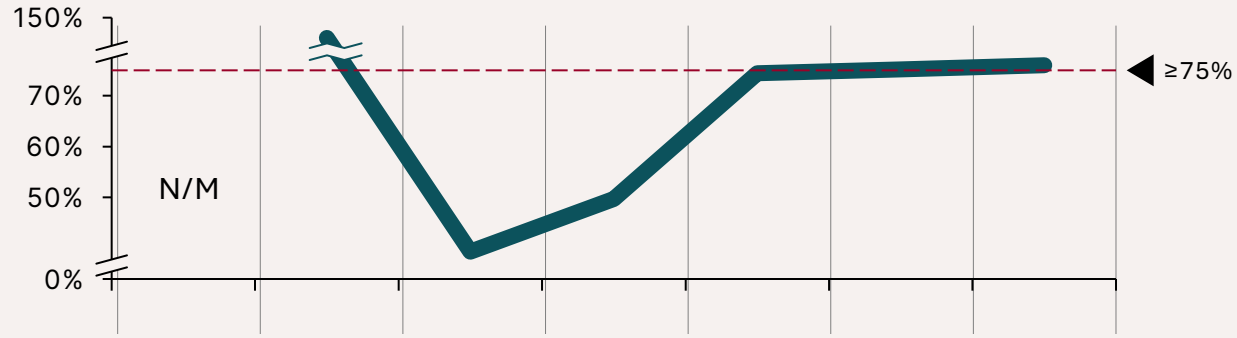
Free Cash Flow expected to improve significantly with stable FCF/EBIT ratio

MAIN DRIVERS

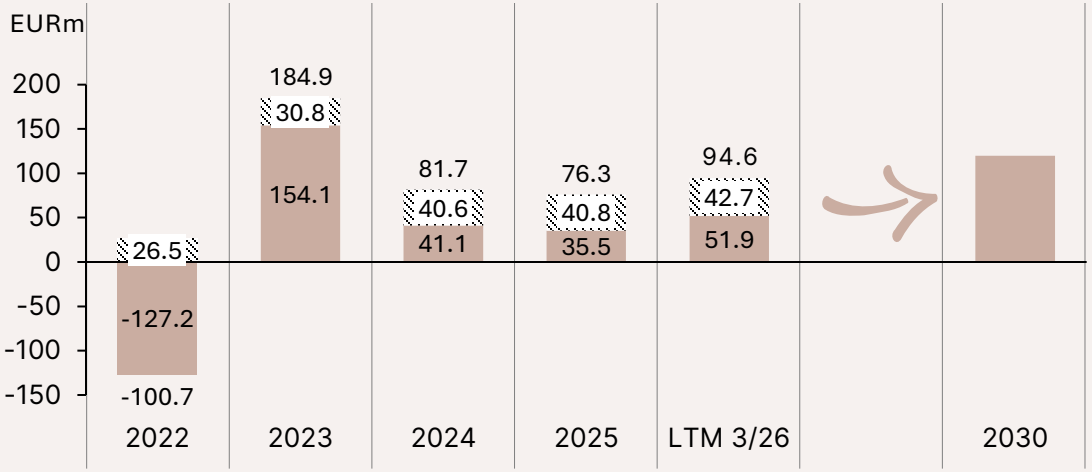
- EBITDA growth and improved trade working capital (TWC) efficiency are the principal drivers of free cash flow
- TWC upside is driven by inventory optimization at BA Vita and receivables management at BA Fiskars, with both Business Areas extending supplier payment terms
- CAPEX is expected to remain below 4% of net sales, with Group functions investment capped at EUR 4m per year
- At the targeted net sales growth and EBIT margin, the FCF/EBIT ratio implies that free cash flow will double by 2030

FCF / EBIT Definition (IFRS 16 adjusted):
Unlevered FCF = CFO ±ΔNWC – CAPEX – lease payments – cash taxes
EBIT = LTM EBIT excl. IAC – lease interest

FREE CASH FLOW / LTM EBIT excl. IAC



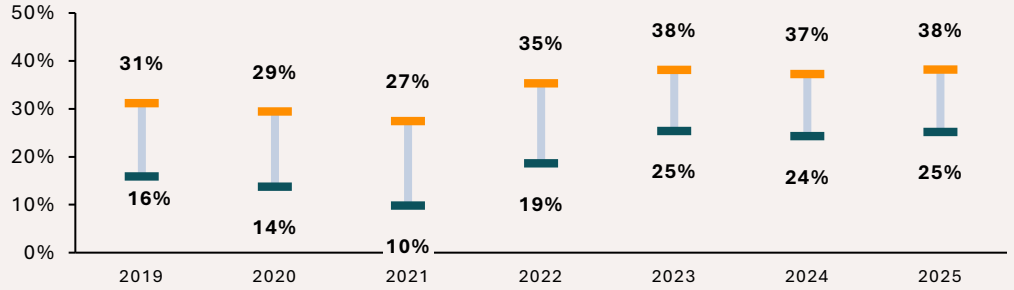
FREE CASH FLOW (NEW DEFINITION) EURm



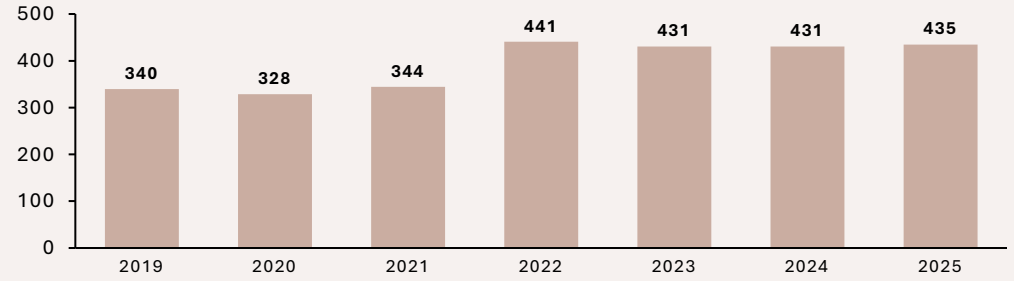
© FISKARS GROUP - INVESTOR PRESENTATION

TWC efficiency back to pre-COVID levels and disciplined CAPEX drive FCF uplift from 2027

TWC AND NWC, % OF NET SALES



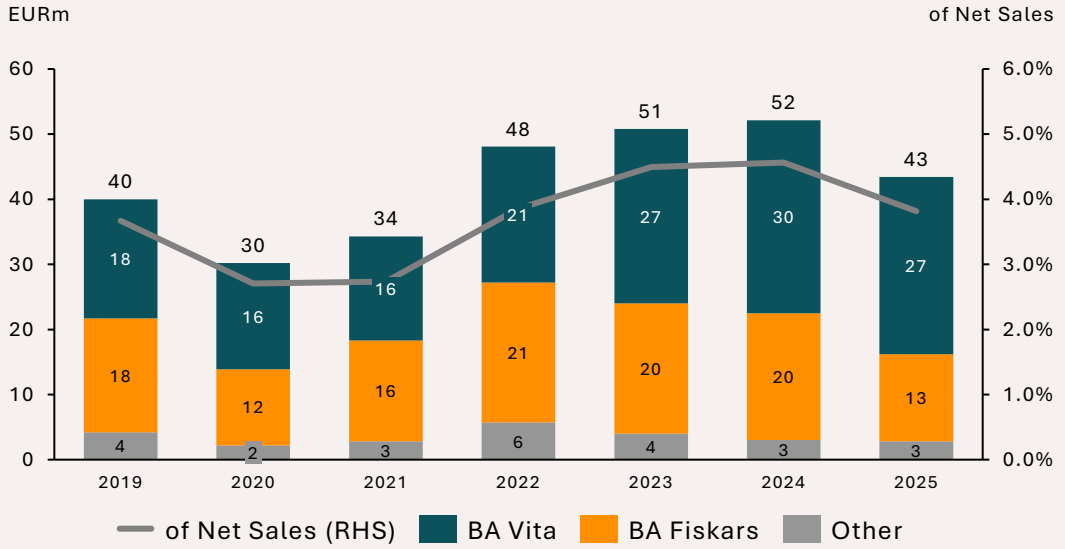
AVERAGE TRADE AND NET WORKING CAPITAL (EURM)



	2019	2020	2021	2022	2023	2024	2025
Inventories	235	220	252	342	336	341	339
Trade Receivables	180	191	207	212	175	184	183
Trade Payables	- 75	- 82	- 114	- 114	- 80	- 95	- 87
TWC	**340**	**328**	**344**	**441**	**431**	**431**	**435**
Other Int.Free, net	- 167	- 175	- 222	- 208	- 144	- 150	- 148
NWC	**173**	**153**	**123**	**232**	**286**	**281**	**287**

- TWC efficiency targeted back to pre-COVID levels, with focus on inventories
- No near-term improvement expected; meaningful progress from 2027
- Digital & IT driven CAPEX ramp-up during 2022-2024 → current level forms a stable baseline

CAPEX BY BA (EURM) AND % OF NET SALES

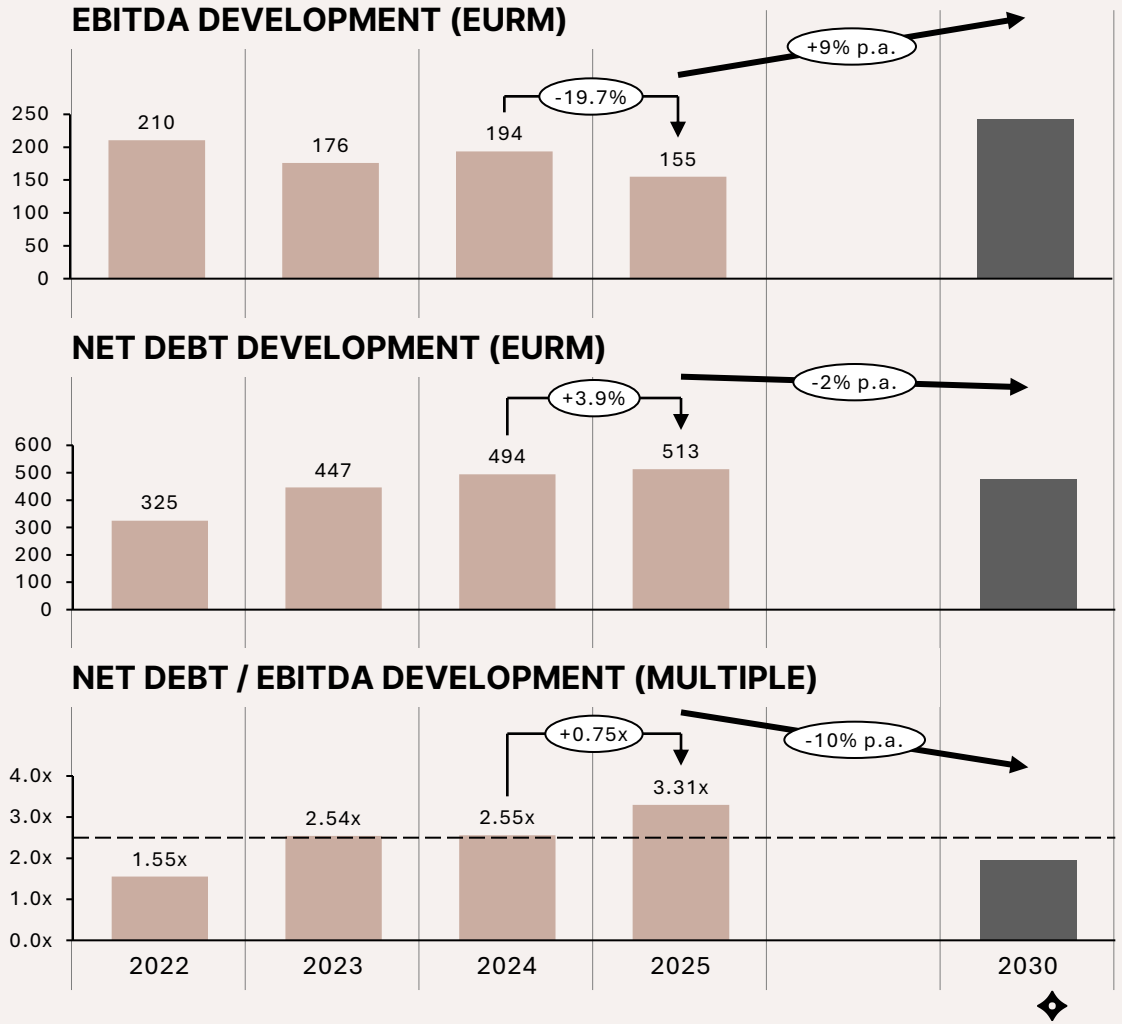


© FISKARS GROUP - INVESTOR PRESENTATION

Year-end Net Debt / EBITDA* target remains unchanged at ≤2.5x with main driver being EBITDA improvement

MAIN DRIVERS

- EBITDA decline in 2025 drove Net Debt / EBITDA to 3.31x; Net debt remained relatively stable
- Targeted net sales growth and EBIT margin expansion, and stable D&A are expected to deliver EBITDA growth of approximately 9% CAGR
- At the targeted net sales, EBIT, and cash conversion levels, net debt is expected to decline at approximately 2% CAGR
- Combined with the projected Net Debt trajectory, EBITDA growth is expected to bring Net Debt / EBITDA to the ≤ 2.5x target within two years
- Net Debt / EBITDA seasonality eliminated by changing the target to year-end Net Debt / EBITDA



© FISKARS GROUP - INVESTOR PRESENTATION

*Comparable EBITDA incl. IFRS 16

Capital allocation priorities in the new financial framework

Source	Net working capital efficiency improvement	Return working capital to pre-COVID levels, led by inventory reduction
	Cost efficiency / profit improvement	Structural cost-out and productivity initiatives to expand cash flow from operations
	Prudent capex	Following the 2022–2024 CAPEX ramp-up, current spending levels provide a stable baseline for the forecast period
Use	Organic growth	Growth enabled by R&D and media
	Selective M&A	Organic growth remains the primary focus, with selective M&A retained as a strategic lever to shape Group's portfolio and accelerate value creation
	Returns to equity and debt holders	Stable, over time increasing dividend Reduce indebtedness to support returning back to our leverage target of ≤2.5

© FISKARS GROUP - INVESTOR PRESENTATION

Dividend per share in relation to earnings and cash earnings

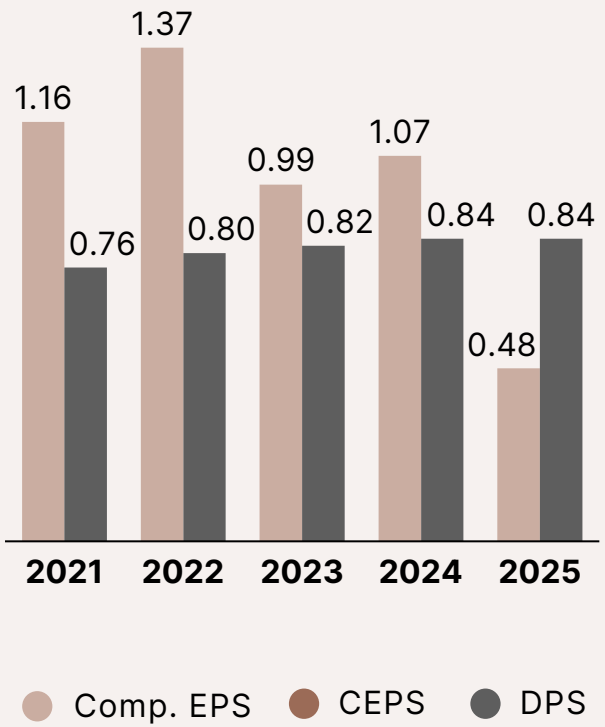
6.6%*
Dividend yield

175%
Payout Ratio on comp. EPS

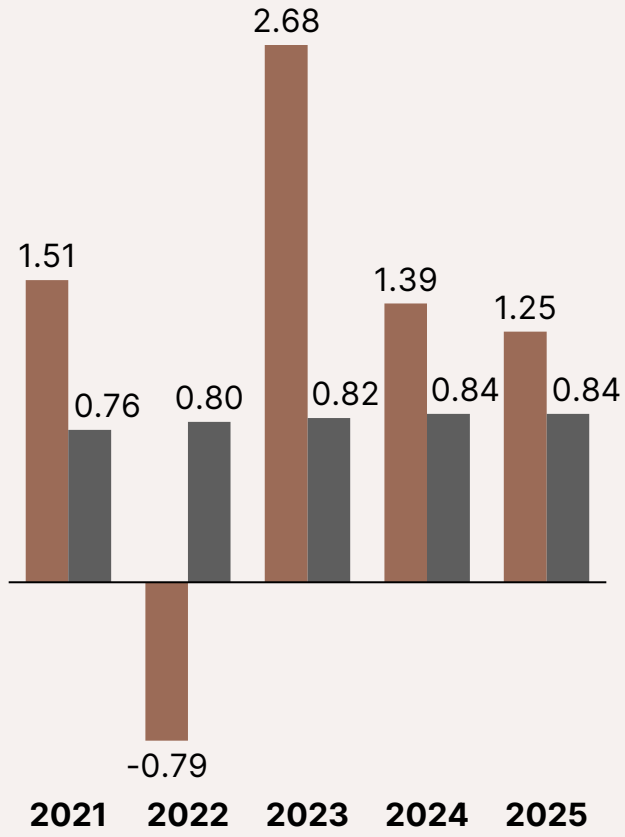
67%
Payout Ratio on CEPS

*Based on closing price on December 30, 2025

COMP. EPS AND DPS 2021-2025
EUR



CEPS AND DPS 2021-2025
EUR



© FISKARS GROUP - INVESTOR PRESENTATION

Content



Fiskars Group in brief

Strategy

Financials

Q3 2026

Appendices

© FISKARS GROUP - INVESTOR PRESENTATION

Q3 in brief

- 5th consecutive growth quarter: comparable net sales +3.0%, sales growth both in Business Area Vita and Fiskars
- Comparable EBIT increased to EUR 20.2 million, driven by higher volumes and gross margin expansion
  - BA Vita gross margin improvement from positive mix development
  - BA Fiskars gross margin benefited from some U.S. tariff refunds
- Free cash flow turned positive and amounted to EUR 14.4 million, driven by a more favorable development in trade working capital compared with the previous year

Guidance for 2026 unchanged: comparable EBIT expected to improve

NET SALES, EURm

268.7

Q3 2025: 259.3

BA VITA

4.5%*

BA FISKARS

1.2%*

COMPARABLE EBIT, EURm

20.2

Q3 2025: 13.9

FREE CASH FLOW, EURm

14.4

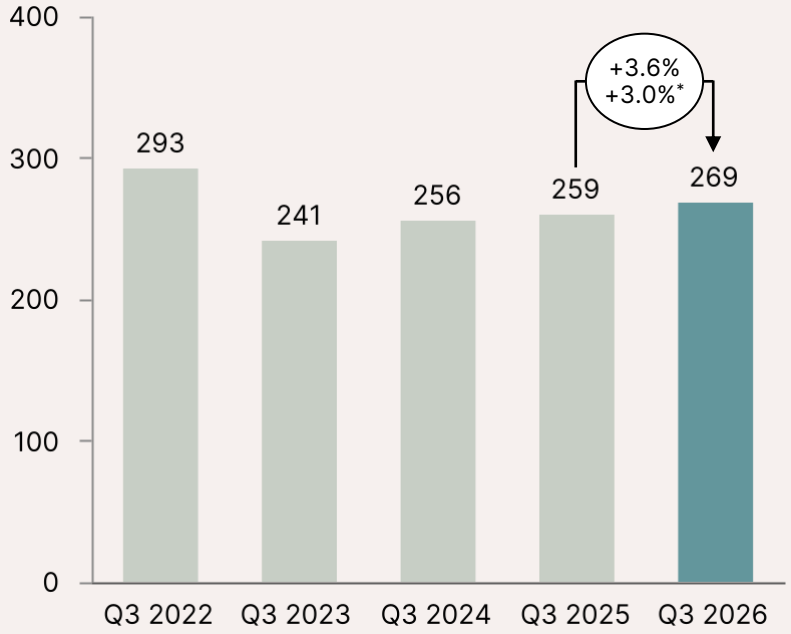
Q3 2025: -20.3

*Comparable change

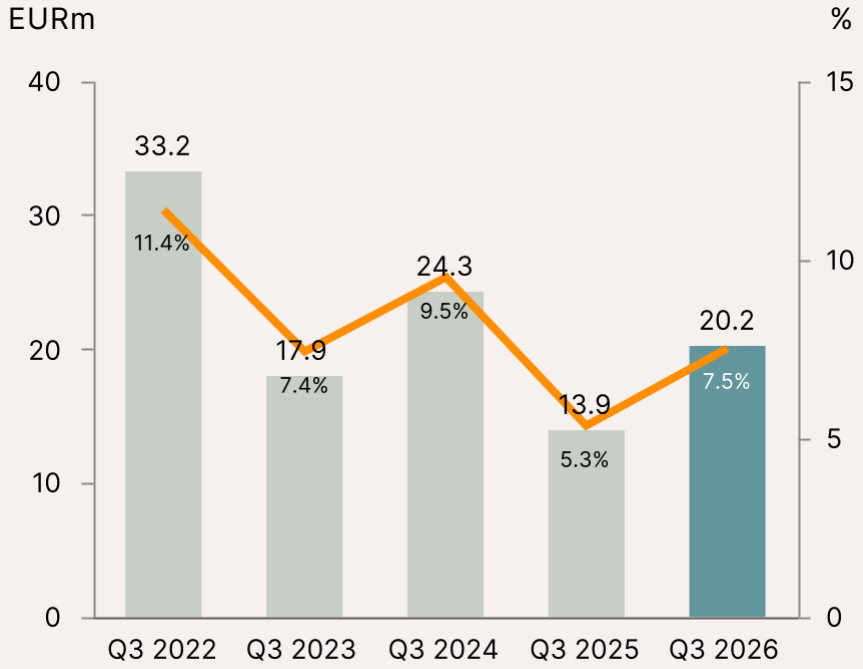
© FISKARS GROUP - INVESTOR PRESENTATION

Q3 2026 Group key figures – Both comparable net sales and comparable EBIT improved

NET SALES, EURm



COMPARABLE EBIT (EURm) AND MARGIN (%)



COMPARABLE EBIT, EURm

20.2

Q3 2025: 13.9

COMPARABLE EBITDA, EURm

38.6

Q3 2025: 32.5

COMPARABLE EPS, EUR

0.14

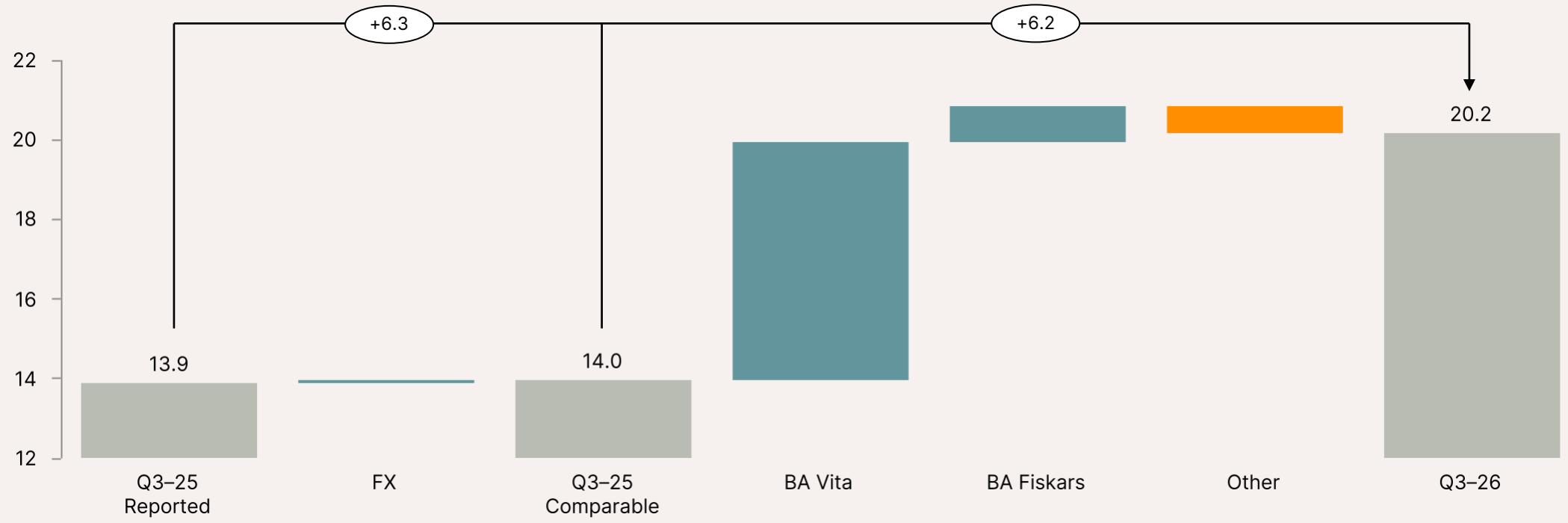
Q3 2025: 0.08

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

© FISKARS GROUP - INVESTOR PRESENTATION

The improvement in Group's comparable EBIT was driven by Business Area Vita

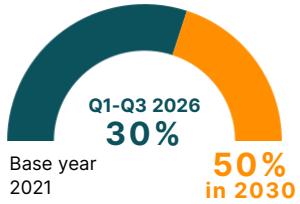
Q3 2026 COMPARABLE EBIT BRIDGE BY BA, EURm



© FISKARS GROUP - INVESTOR PRESENTATION

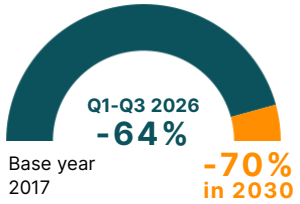
We remain committed to sustainability – steady progress towards our targets

ENVIRONMENTAL



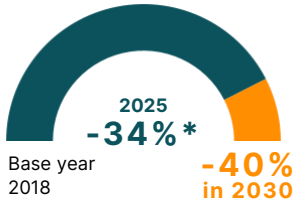
Net sales from circular products and services

Q1-Q3 2025: 27%



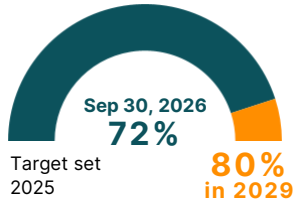
Emissions from own operations (Scope 1 & 2)

Q1-Q3 2025: -61%



Emissions from value chain (Scope 3)

2024: -33%



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

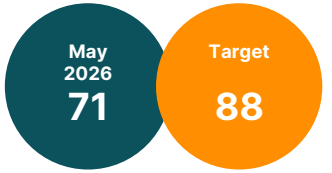
30.6.2026: 72%

SOCIAL



Zero harm with zero LTAF (Lost time accident frequency)

Q1-Q3 2025: 3.7



Inclusion Experience within the top 10% of companies across industries

Apr 2025: 77**

*Progress in this target is reported on an annual basis
**Due to changes in the index and methodology, the May 2026 result is not directly comparable to the previous April 2025 result

© FISKARS GROUP - INVESTOR PRESENTATION

Business Area performance





© FISKARS GROUP - INVESTOR PRESENTATION

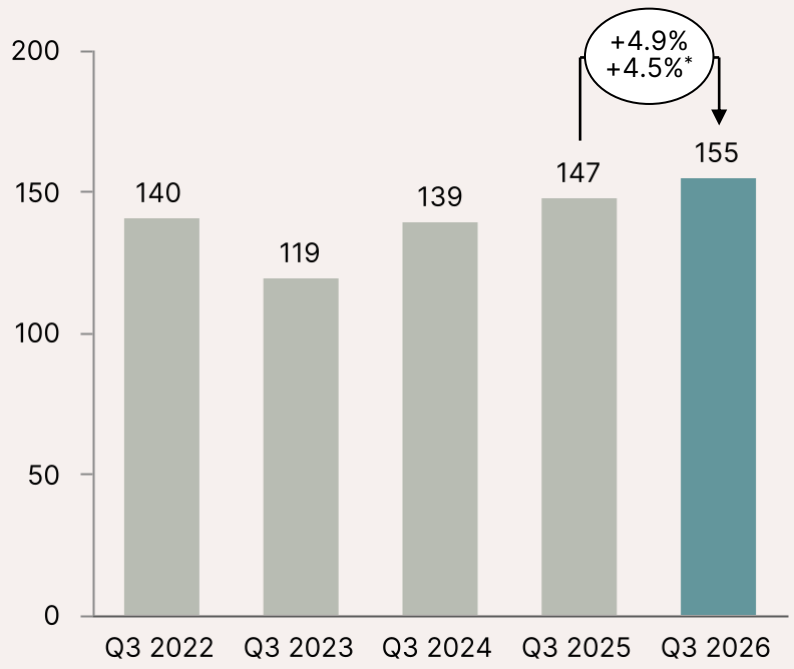
Business Area Vita

DANIEL LALONDE
CEO OF BUSINESS AREA VITA

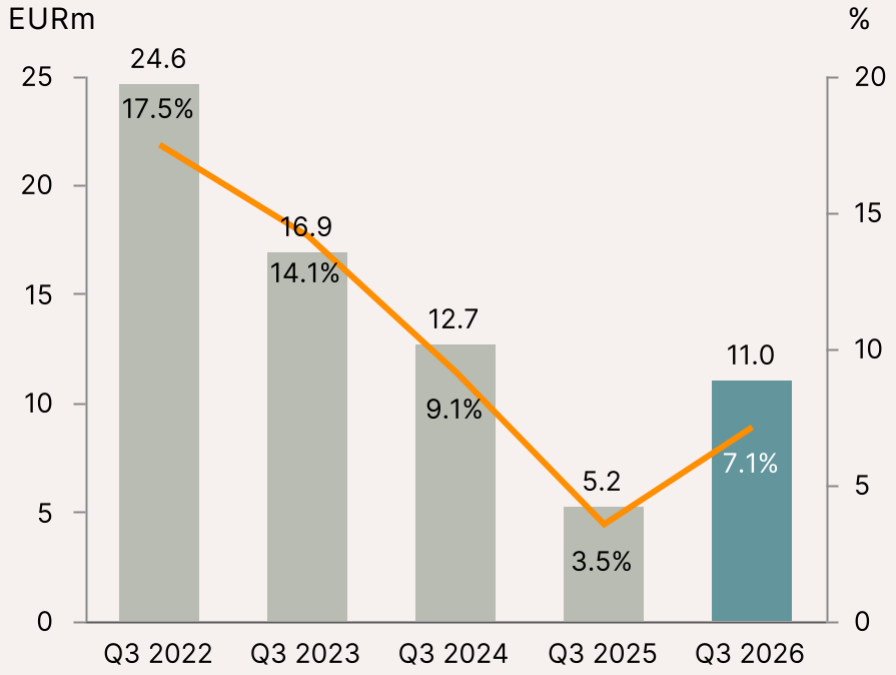


BA Vita Q3: Fifth consecutive growth quarter, comparable EBIT improved to EURm 11.0 from EURm 5.2

NET SALES, EURm



COMPARABLE EBIT (EURm) AND MARGIN (%)



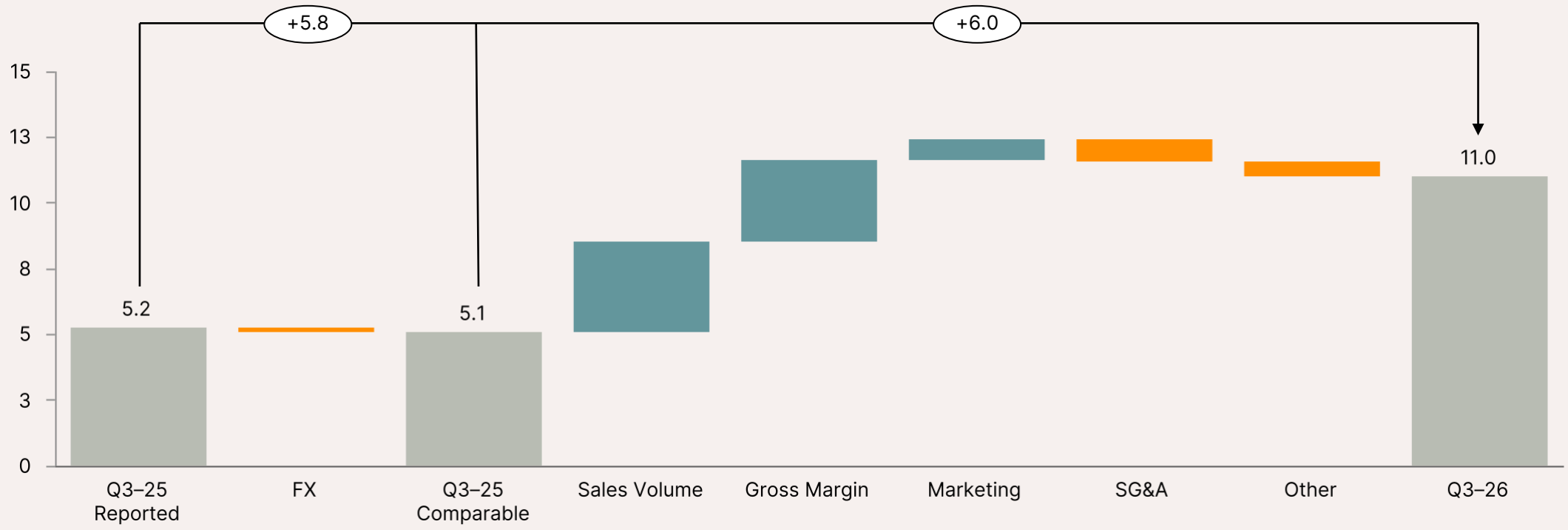
- Fifth consecutive growth quarter, comparable net sales up by 4.5%
  - Growth across DTC and wholesale
  - Driven by multiple brands, particularly by Georg Jensen, Moomin Arabia and Rörstrand
- Comparable EBIT more than doubled driven by higher volumes, improved gross margin and savings from turnaround actions
- Comparable gross margin increased by 190 bps to 53.9%
- Efforts to reduce elevated inventory levels and rationalize production continued

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

© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita's Q3 comparable EBIT bridge

BA VITA Q3 2026 COMPARABLE EBIT BRIDGE, EURm



© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Vita offering highlights



Georg Jensen launched Fold, a design intended to evolve into a broader platform over time



littala introduced Unda, a collection designed in collaboration with designer Sabine Marcelis



Moomin Arabia's Rebel Club features comic-style illustrations, offering a fresh interpretation of familiar characters



Waterford celebrated the 250th anniversary of the U.S. with a special exclusive collection

© FISKARS GROUP - INVESTOR PRESENTATION

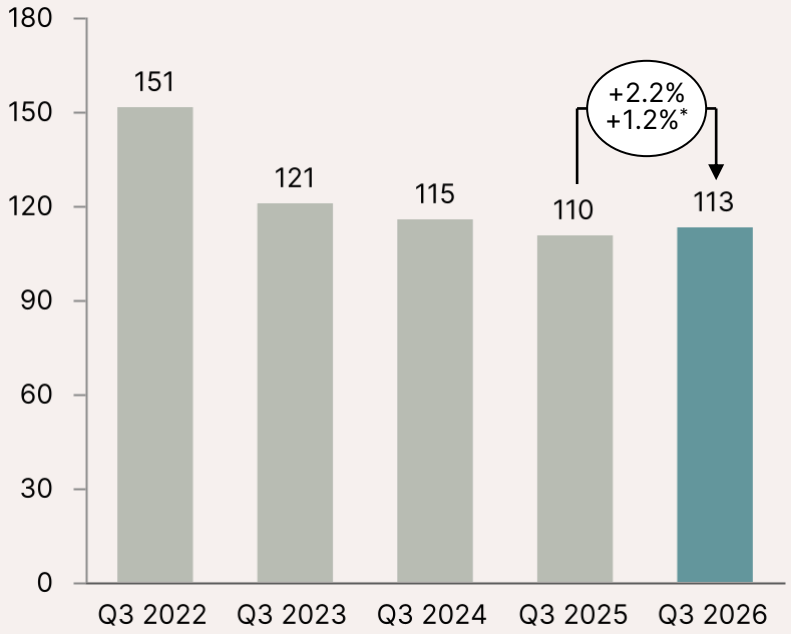
Business Area Fiskars

DR. STEFFEN HAHN
CEO OF BUSINESS AREA FISKARS

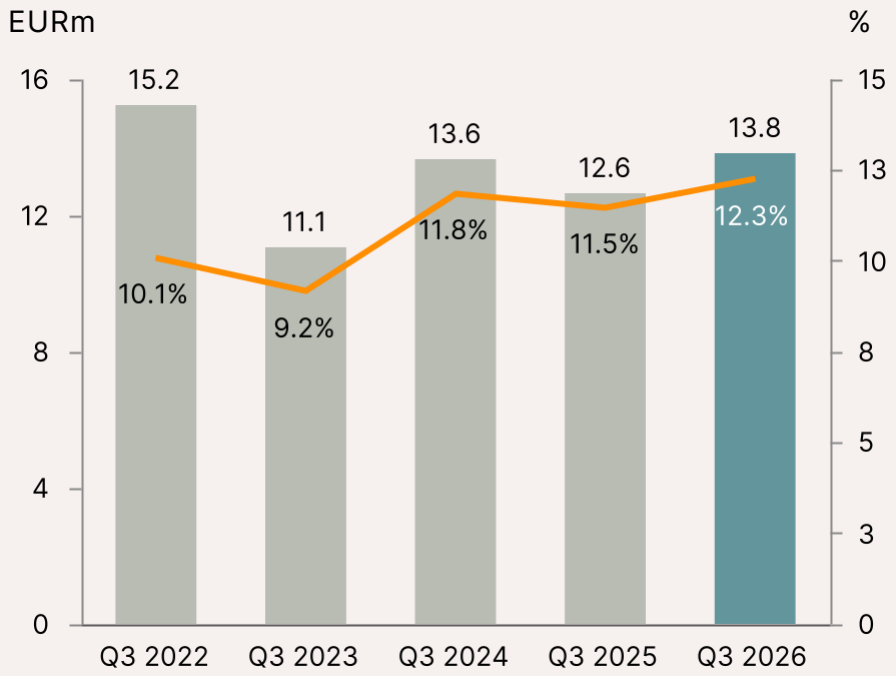


BA Fiskars Q3: Sales growth driven by Fiskars brand in the U.S., comparable EBIT supported by volumes and some tariff refunds

NET SALES, EURm



COMPARABLE EBIT (EURm) AND MARGIN (%)



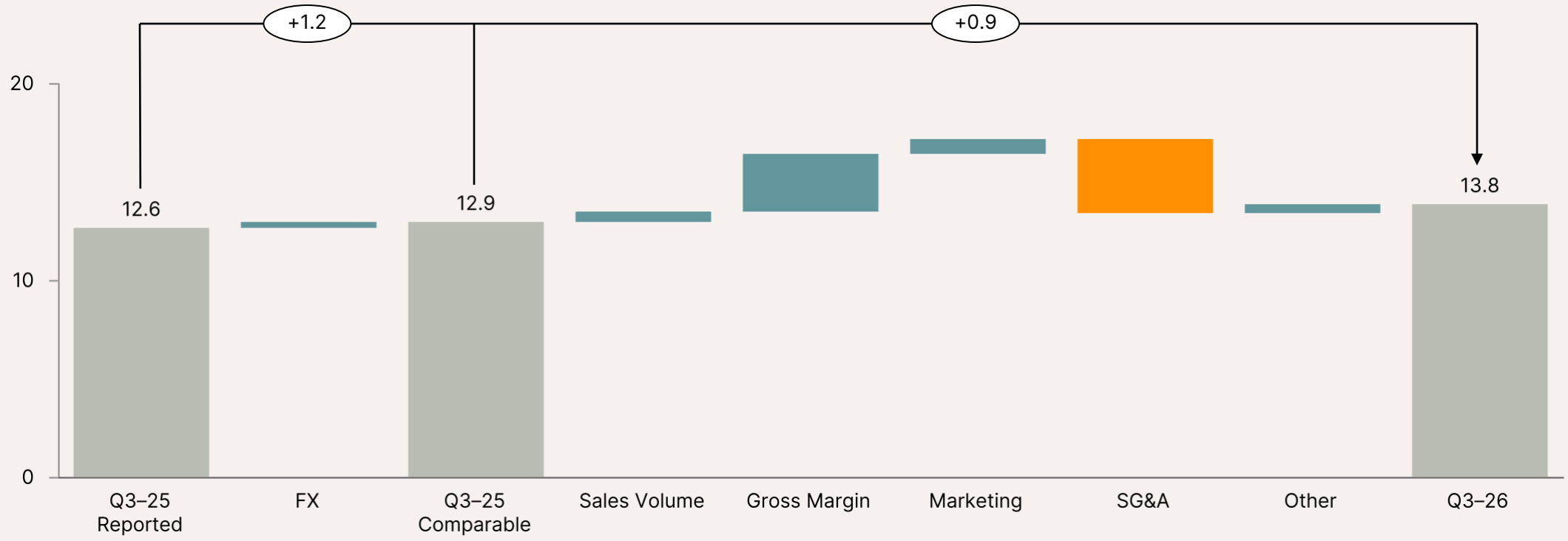
- Comparable net sales increased by 1.2%
  - Fiskars brand continued to grow in the U.S. driven by distribution gains and strong sell-out
  - In Europe, sales development stabilized driven by new product categories
- Comparable EBIT increased driven by higher volumes and improved gross margin, which benefited from some U.S. tariff refunds
- Comparable gross margin increased by 270 bps to 42.0%

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

© FISKARS GROUP - INVESTOR PRESENTATION

Business Area Fiskars' Q3 comparable EBIT bridge

BA FISKARS Q3 2026 COMPARABLE EBIT BRIDGE, EURm



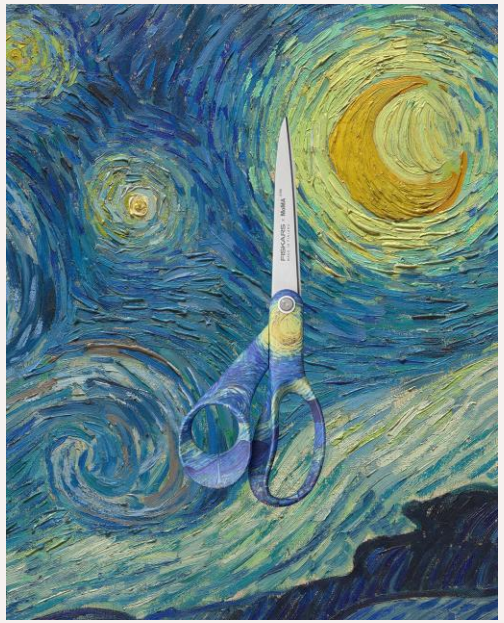
© FISKARS GROUP - INVESTOR PRESENTATION

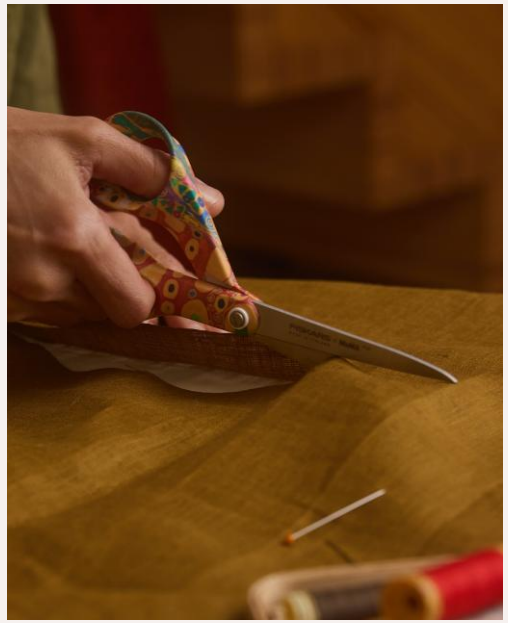
Business Area Fiskars offering highlights





Fiskars Power Tool launches eSnowShovel and Power Hedge trimmers – all based on the Fiskars' USB-C Powerbank platform





Scissor collection in collaboration with MoMA leverages a long-standing connection with designs inspired by artworks

© FISKARS GROUP - INVESTOR PRESENTATION

Selected key financials and guidance

NIKO HAAVISTO, CFO OF FISKARS GROUP

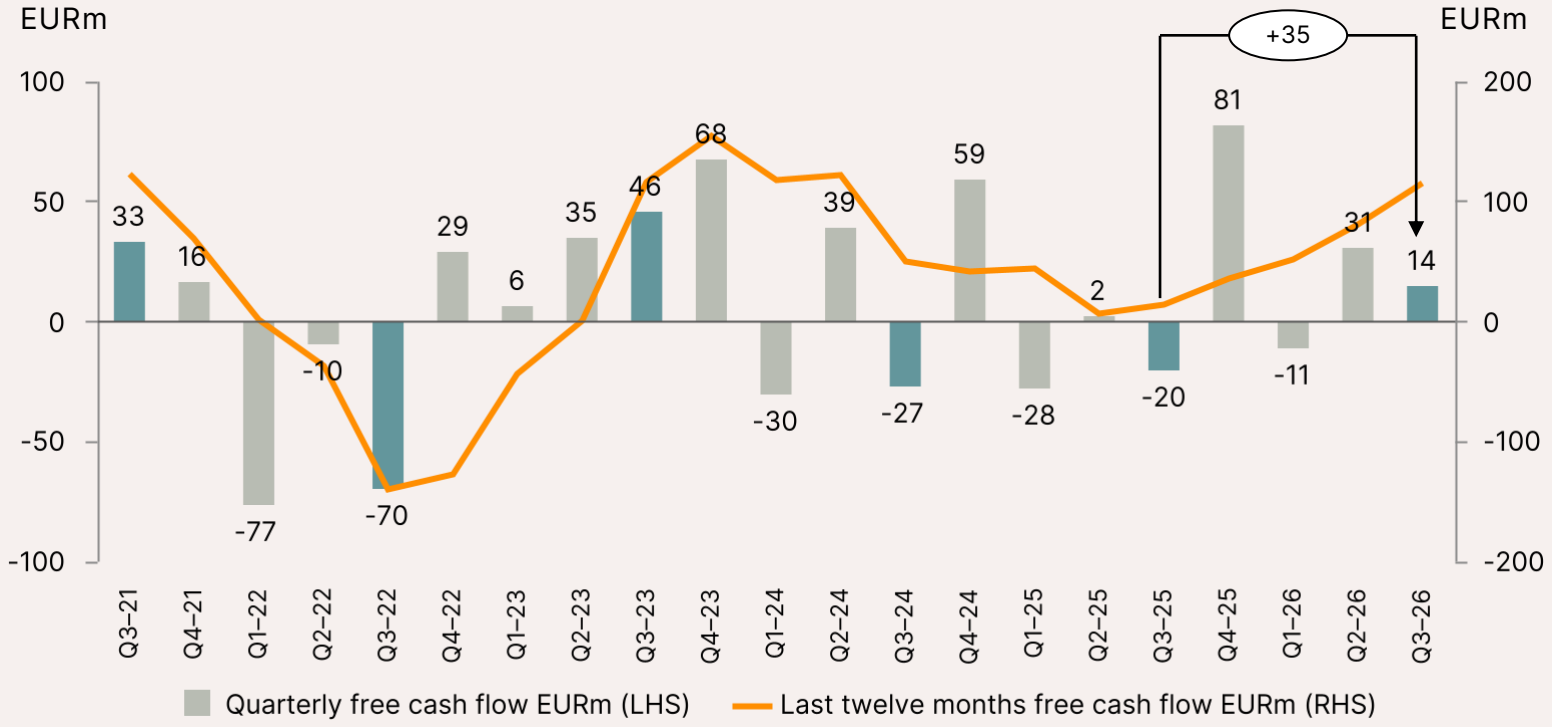
JYRI LUOMAKOSKI, PRESIDENT & CEO OF FISKARS GROUP



© FISKARS GROUP - INVESTOR PRESENTATION

Free cash flow improved year-on-year driven by trade working capital development

QUARTERLY FREE CASH FLOW* (UNLEVERED), EURm



*Calculation of free cash flow has been changed to include lease payments. Comparative periods have been restated accordingly.

CASH FLOW FROM OPERATIONS, EURm

36.7

Q3 2025: 1.7

CHANGE IN NET WORKING CAPITAL, EURm

1.3

Q3 2025: -26.4

CAPEX, EURm

10.1

Q3 2025: 10.2

CASH EARNINGS PER SHARE, EUR

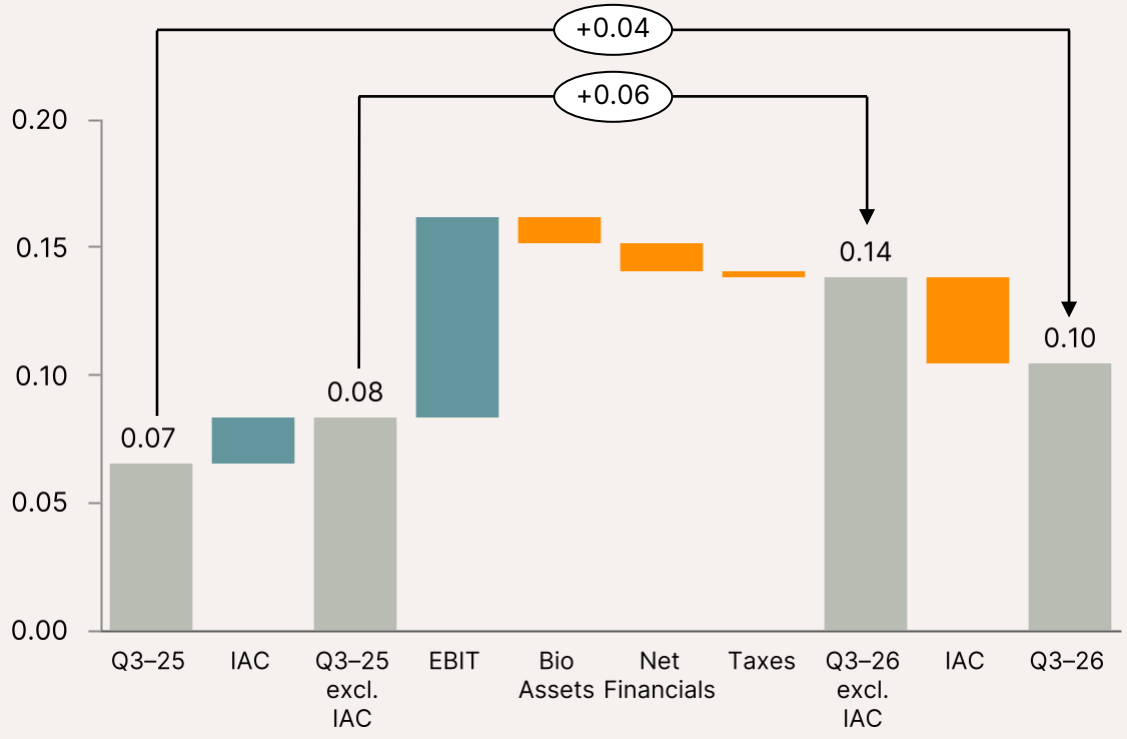
0.44

Q3 2025: 0.00

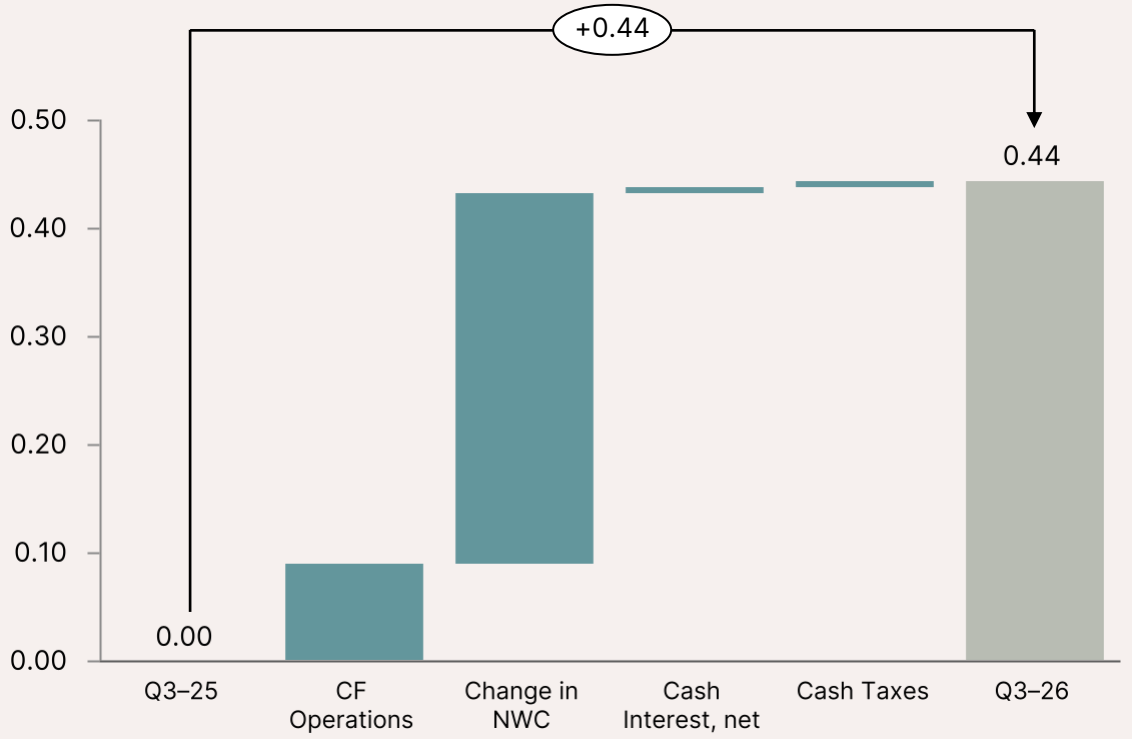
© FISKARS GROUP - INVESTOR PRESENTATION

Group's comparable EPS and CEPS increased notably

GROUP Q3 2026 EPS BRIDGE, EUR



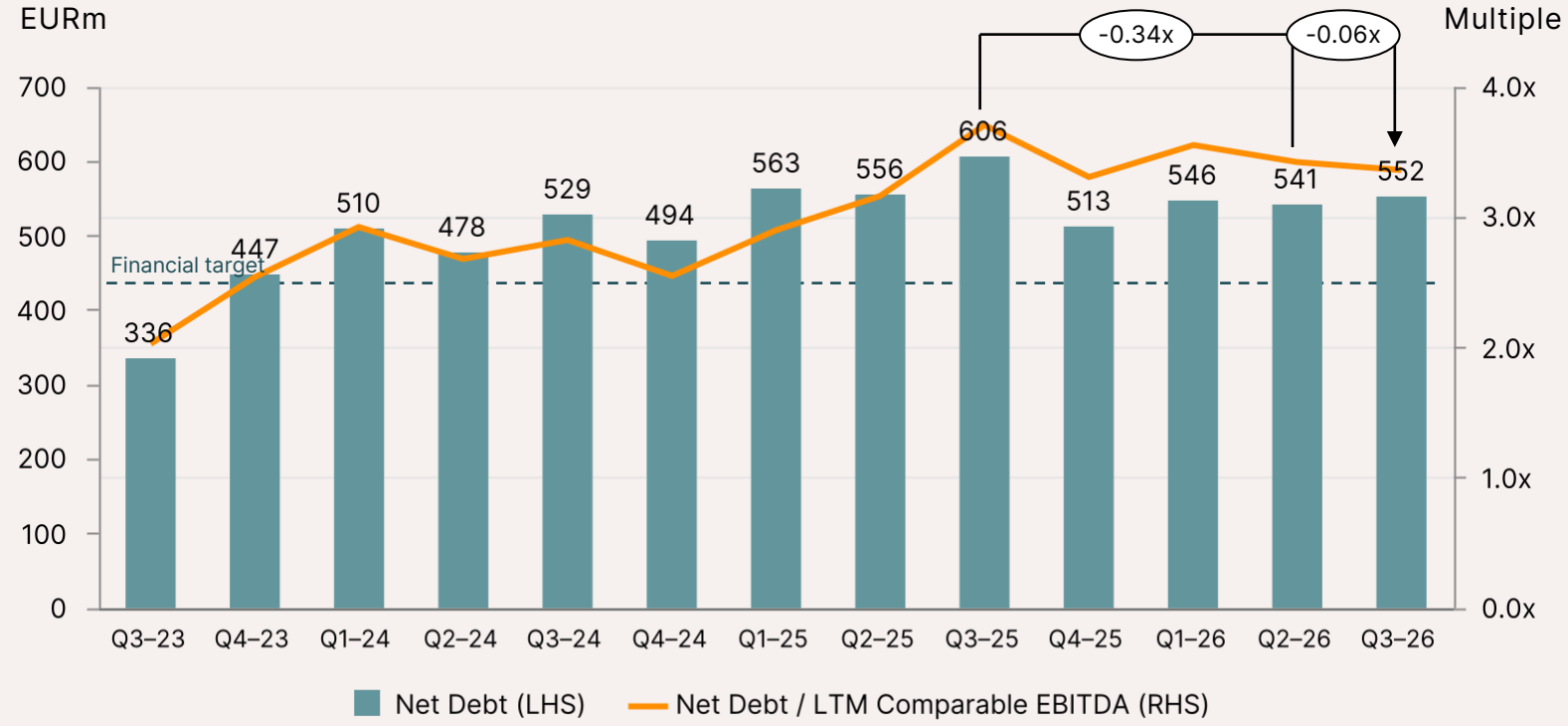
GROUP Q3 2026 CEPS BRIDGE, EUR



© FISKARS GROUP - INVESTOR PRESENTATION

Net Debt to EBITDA improved from the comparison period

NET DEBT (EURm) AND NET DEBT / LTM COMPARABLE EBITDA



NET DEBT, EURm

551.8

Sep 30, 2025: 605.6

NET DEBT / COMPARABLE LTM EBITDA

3.36x

Sep 30, 2025: 3.70x

© FISKARS GROUP - INVESTOR PRESENTATION

Guidance for 2026 (unchanged)

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

The fourth quarter is typically important for the Group's comparable EBIT generation, with improvement in the full-year comparable EBIT expected to be primarily driven by Business Area Vita

\+ Previously announced changes in BA Vita expected to support EBIT in Q4

\+ Year-end is seasonally less substantial for BA Fiskars, some further tariff refunds during Q4

\- BA Vita's actions to reduce elevated inventories will carry some negative impact

© FISKARS GROUP - INVESTOR PRESENTATION

Content



Fiskars Group in brief

Strategy

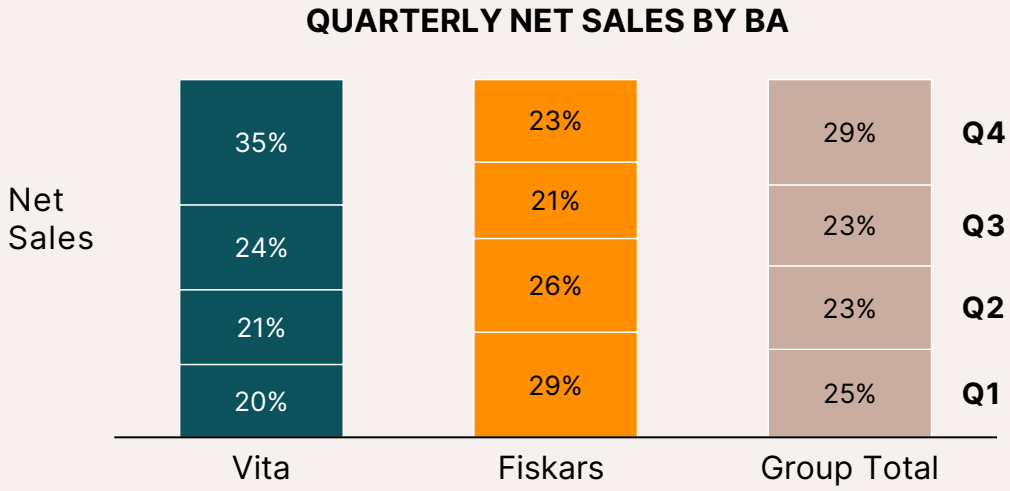
Financials

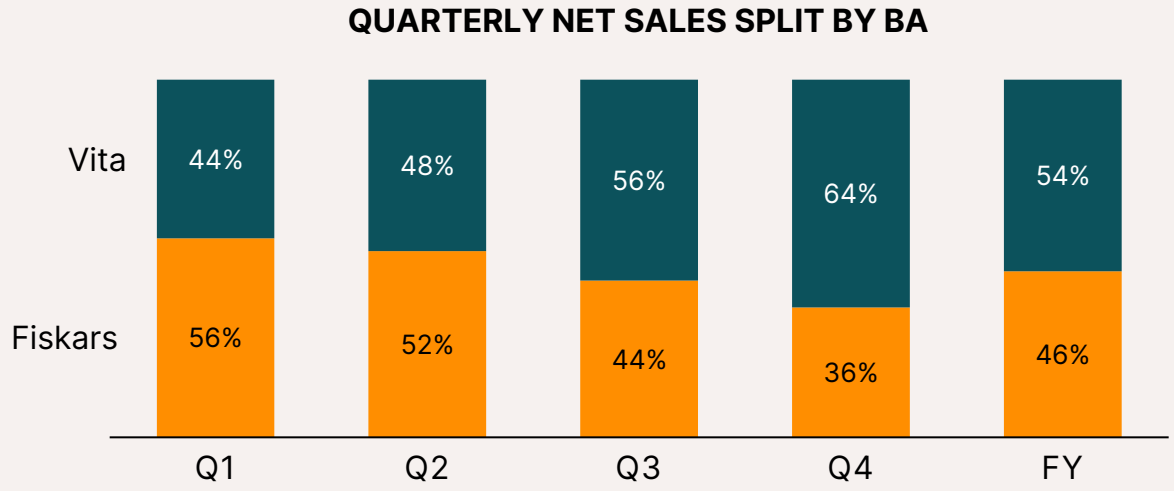
Q3 2026

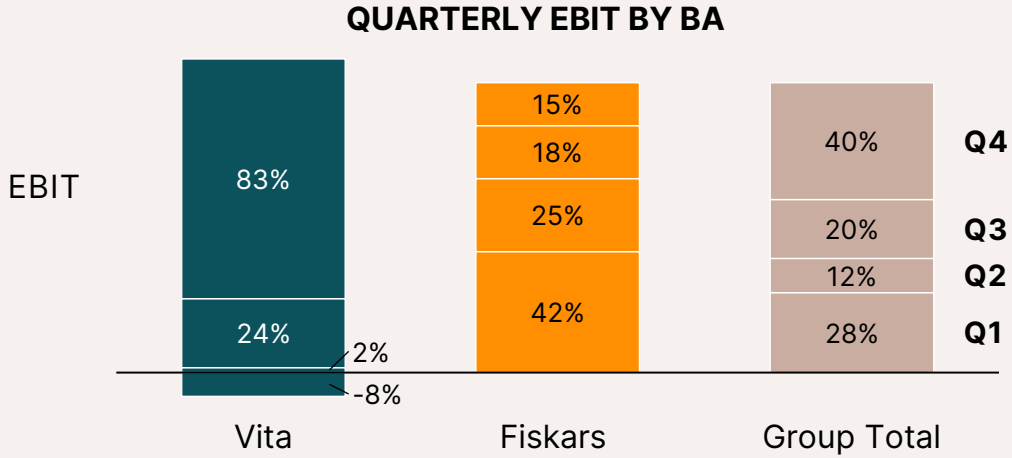
Appendices

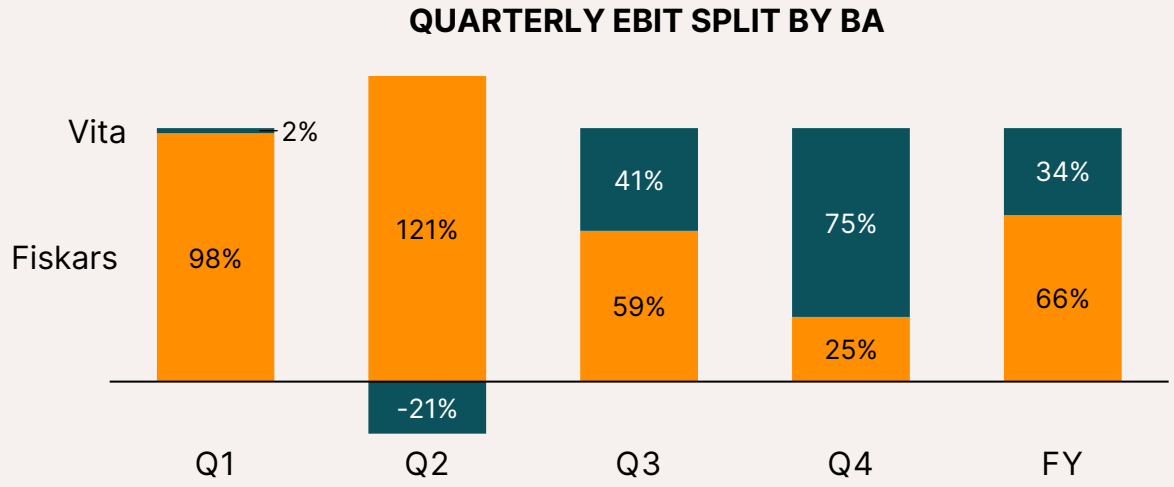
© FISKARS GROUP - INVESTOR PRESENTATION

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









© FISKARS GROUP - INVESTOR PRESENTATION

Note: two years' average

Largest shareholders as of Sept 30, 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	11,366,573	14.03%
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	2,014,000	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	1,099,130	1.36%
11	Nordea Funds	972,666	1.20%
12	Lazard Frères Gestion	920,000	1.14%
13	Albert Ehrnrooth	860,000	1.06%
14	Dimensional Fund Advisors	840,064	1.04%
15	Samfundet Folkhälsan	770,265	0.95%
	15 largest shareholders, total	53,371,440	66 %
	Other shareholders	27,628,560	34 %
	Total	**81,000,000**	**100.00**



DATA SUPPLIED BY MODULAR FINANCE

© FISKARS GROUP - INVESTOR PRESENTATION

Leadership Team



Jyri Luomakoski
Fiskars Group's President & CEO
Employed 2025



Niko Haavisto
CFO
Employed 2026



Daniel Lalonde
CEO of Vita
Employed 2025



Dr. Steffen Hahn
CEO of Fiskars
Employed 2024

© FISKARS GROUP - INVESTOR PRESENTATION

Members of the Board of Directors



Paul Ehrnrooth



Alexander Ehrnrooth



Susan Duinhoven



Louise Fromond



Rolf Ladau



Carl-Martin Lindahl



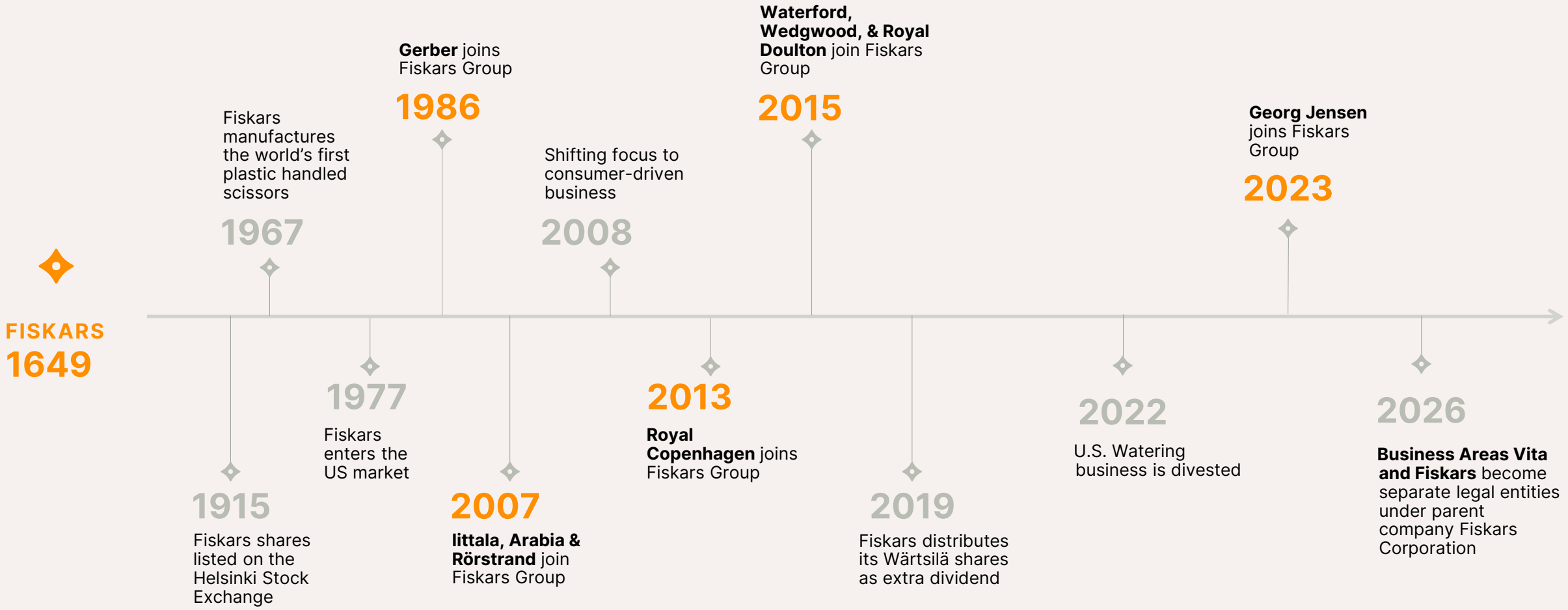
Susanne Skippari



Kaarina Ståhlberg

© FISKARS GROUP - INVESTOR PRESENTATION

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



© FISKARS GROUP - INVESTOR PRESENTATION

Calculation of key figures

FX-neutral net sales growth = Year-on-year net sales growth on a constant-currency basis. The comparison period's non-euro net sales are retranslated into euros at the reporting period's foreign exchange rates, thereby eliminating the impact of currency translation on reported growth.

Comparable EBIT = Operating profit (EBIT) ± items affecting comparability

Comparable EBIT margin = Operating profit (EBIT) ± items affecting comparability / Net Sales

Comparable EBITDA = Operating profit (EBIT) + depreciation + amortization ± items affecting comparability

Net debt = Interest-bearing debt (Loans from credit institutions + issued bonds + lease liabilities) - cash and cash equivalents

Year-end net debt / comparable EBITDA (LTM), ratio = Net debt / Comparable EBITDA

Free cash flow = EBITDA ± non-cash items ± change in NWC – CAPEX – cash taxes – lease payments

Free cash flow / comparable EBIT (LTM)%, IFSR 16 adjusted = Free cash flow / (comparable EBIT, LTM – lease interest)

Capital employed = Goodwill + Other intangible assets + Property, plant and equipment + Right-of-use assets + Biological assets + Net Working Capital ± Net tax liabilities

Return on capital employed, % = Comparable EBIT LTM / Average Capital employed

© FISKARS GROUP - INVESTOR PRESENTATION

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.

© FISKARS GROUP - INVESTOR PRESENTATION

Thank you!

