3 November 2023

Commissioned research: Fiskars – CMD event offered refined steps towards mid-teens EBIT margins – cash flows to remains strong

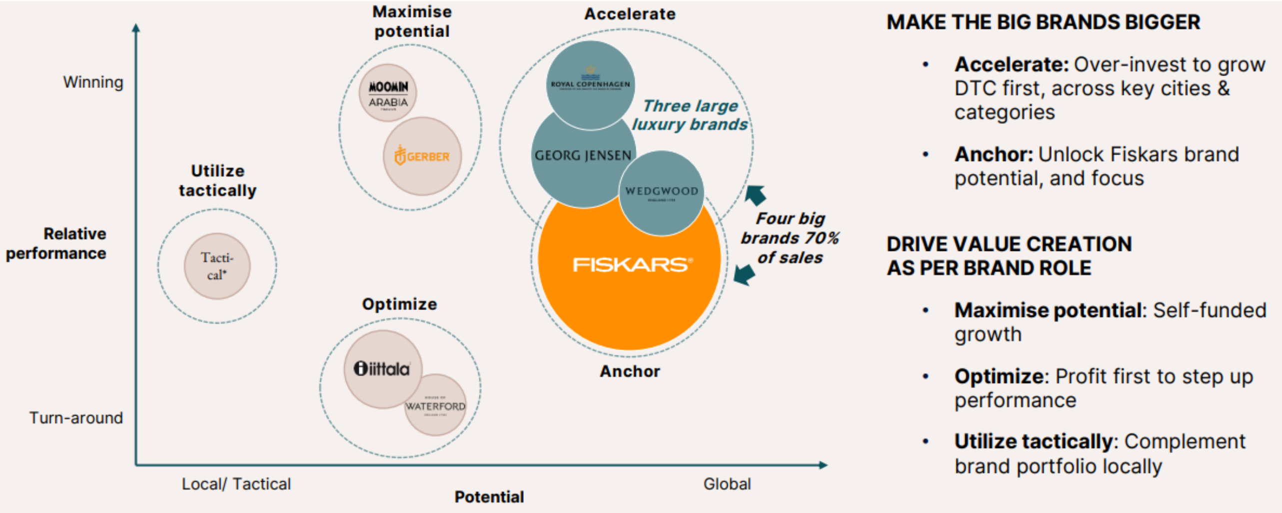
Marketing material commissioned by Fiskars

Fiskars arranged its CMD event yesterday where it offered insights to its strategy and to how reach unchanged financial targets by 2025. The company is taking steps to further sharpen its logic with active portfolio management and has simplified its ways to operate with full accountability across brands. The company continues to focus on winning brands, winning channels and winning countries. Key transformation levers are intact with three out of four delivering good progress. With sharpened focus, the company aims for faster growth, higher profitability and improved ROCE. Growth investments will be focused on “accelerate” (Georg Jensen, Royal Copenhagen and Wedgwood) and “anchor” (Fiskars) brands. We note that the company is clearly steering its exposure towards luxury offering where direct-to-consumer (DTC) plays crucial role. New operating structure with two business areas (Fiskars and Vita) aims for clear business ownership and P&L accountability, while the company has created scalable platforms to support growth and to drive efficiencies. The company reiterated its financial targets, while offered new P&L structure towards targeted mid-teens EBIT margins after Georg Jensen acquisition. Gross margin is expected to improve by some 200bp due to Georg Jensen acquisition (in addition to ~100bp support from US Watering divestment), while Marketing and SG&A costs are expected to increase following higher share of Vita sales. Given low sourcing and own production volumes through 2023, we expect strong cash flow generation. The company noted sufficient inventories until H1 2024. For 2024, the company expects flattish organic growth, while financial targets rely on pick-up in growth in 2025. We believe there could be slight downward pressure on Refinitiv consensus top line estimates (+13% on reported basis including Georg Jensen), while consensus’ conservative gross margin assumption for 2025E (48.2%) could maintain adjusted EBIT estimates largely intact, we believe.

Focus on brands is further increasing

Fiskars is actively managing its brands and portfolio. The company aims to make the big brands bigger and directs its growth investments towards “accelerate” and “anchor” brands. We believe the company is not aiming to divest any of its portfolio brands, while active portfolio management reflects more of usage of brands in different channels and with different price points. Fiskars has been developing its commercial excellence during the strategy period, where channel strategy has been prioritizing own channels and winning partners. Tactical brands could offer Fiskars a sustainable option to maintain wider partner network while concentrating its winning brands to selected channels and partners.

Brand portfolio and targets

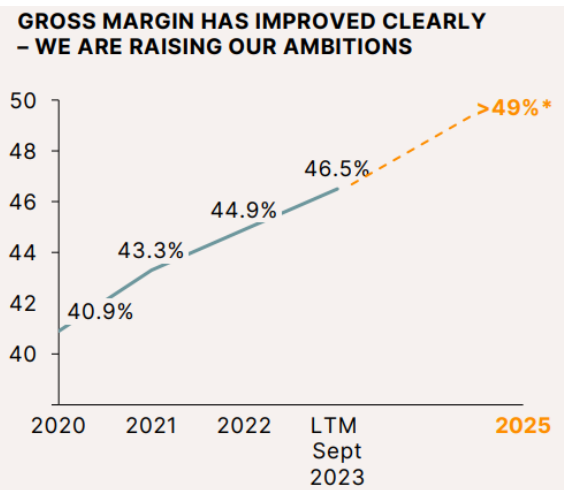


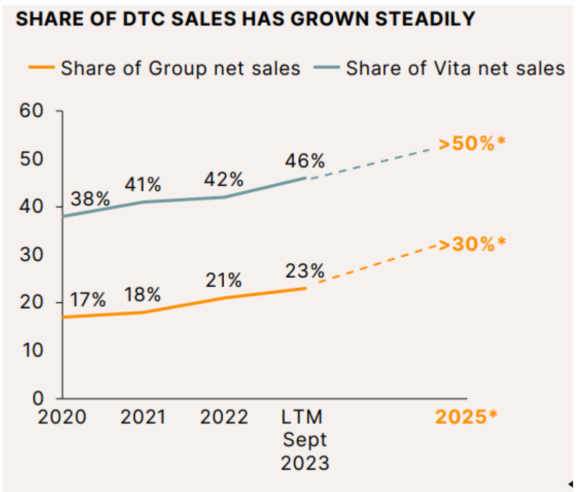
Note: The size of the bubble demonstrates the size of the brand in terms of net sales; * Tactical brands: Arabia, Rörstrand, Royal Doulton, Royal Albert

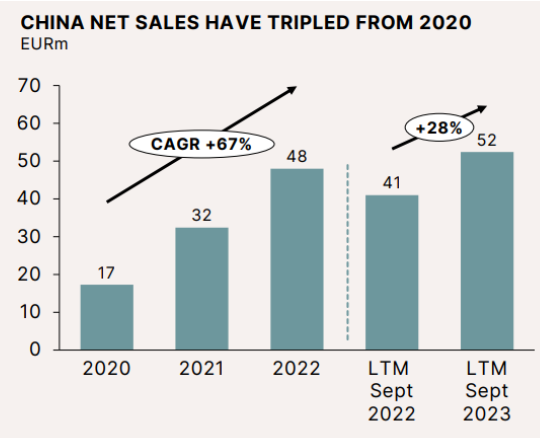
Source: Company data

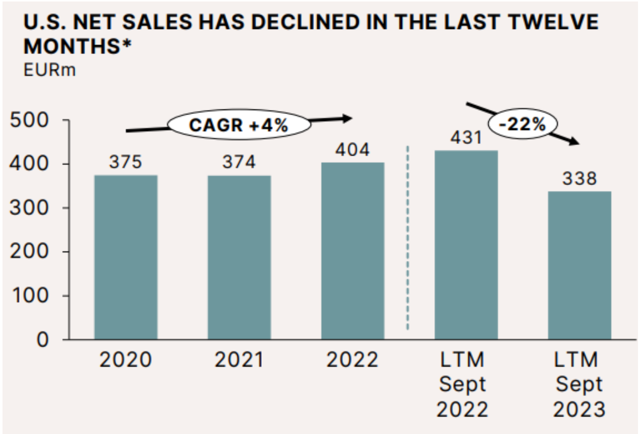
Three out of four key transformation levers have delivered good progress

Fiskars has four key transformation levers, of which three have delivered good progress during first two years of the strategy period. Commercial excellence has resulted in clearly improved gross margin from 43.3% in 2021 to 46.5% LTM (September 2023). DTC share of sales has improved from 18% in 2021 to 23% LTM. China sales have tripled from 2020 while LTM sales were up 28%. On the negative side, US development has been weak with 22% sales decline LTM. In US, the company is focusing on executing its simplified, US led structure with deeper relationships with key accounts.



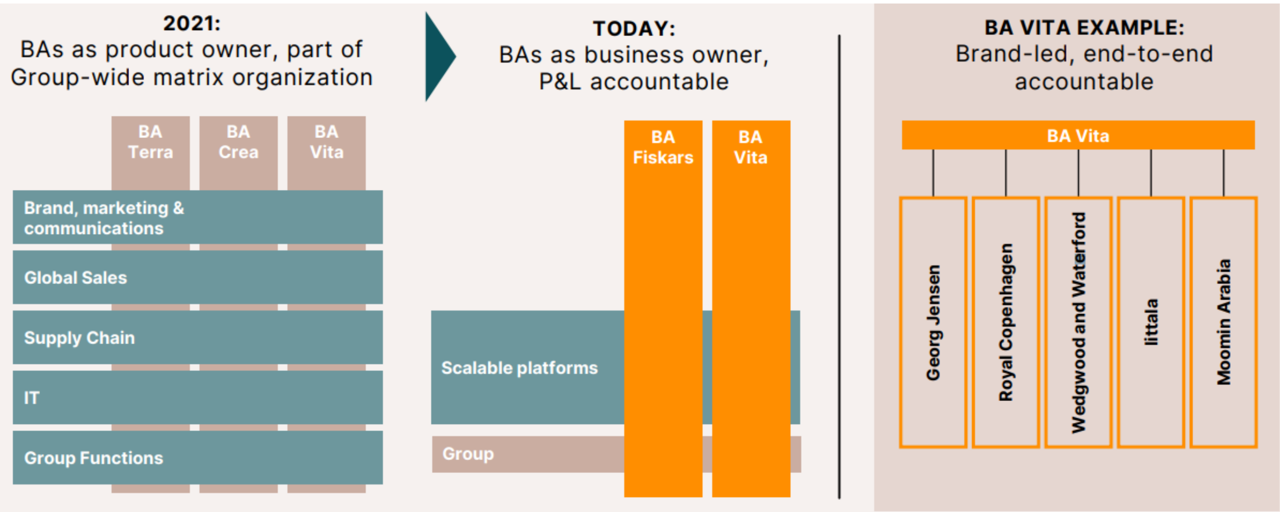






Source: Company data

Simplified operating structure with end-to-end accountability



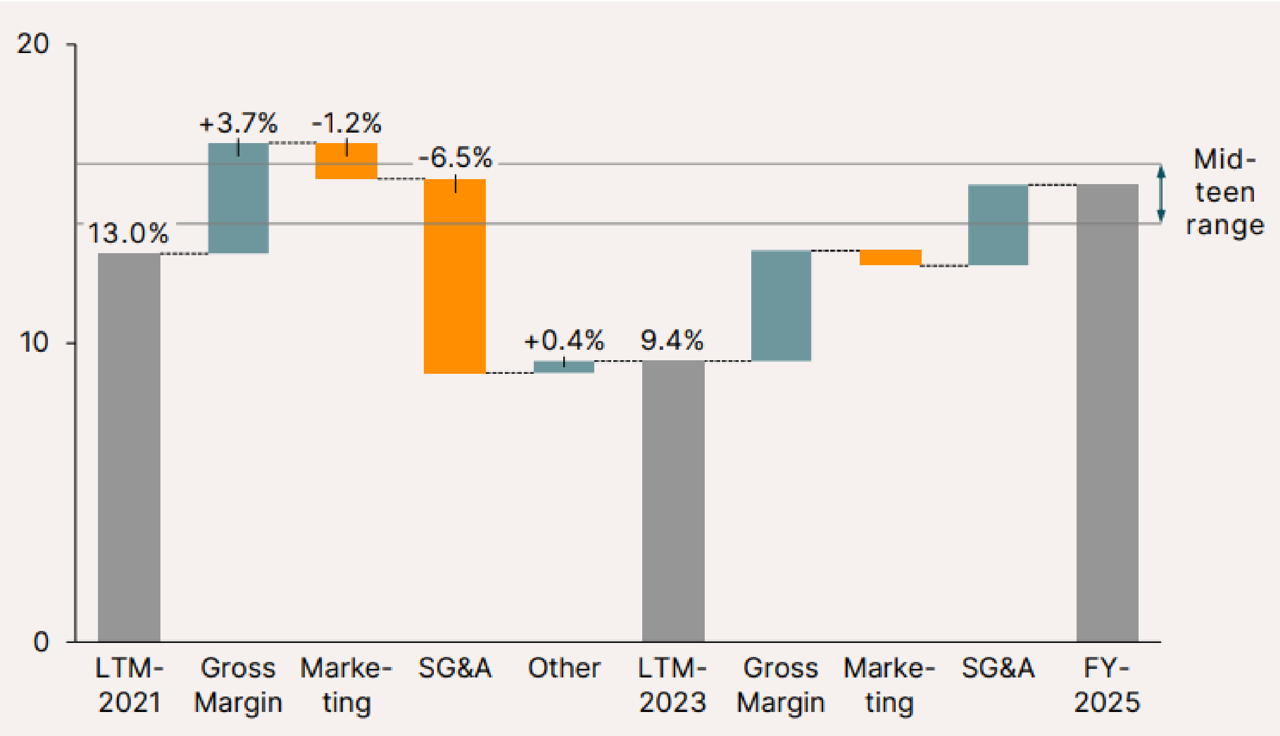
Source: Company data

Financial targets intact – refined steps towards mid-teens EBIT margins

Fiskars maintained its financial targets intact. The company targets mid-single-digit organic, FX neutral growth with mid-teen adjusted EBIT margins by 2025. In 2021, the company rationalized its mid-teen EBIT margin target with 46-47% gross margin, 4-5% marketing expenses and 27-28% SG&A costs. Sales growth has been achieved in DTC, while wholesale has been the weak point. Simultaneously DTC share has increase from 19% to 24% during past two years. The company has reached its previous gross margin target (partly supported by the divestment of US watering with ~100bp positive impact), while it noted positive development both in DTC and wholesale gross margins. Marketing expenses are within targeted range, while relative share of SG&A has increased due to weak top line development. EUR 30m (January 2023) and EUR 25m (September 2023) cost efficiency programs target to improve SG&A level.

Fiskars upped its gross margin target to above 49% by 2025, supported by 200bp expected uplift from Georg Jensen acquisition. Marketing expenses are now expected to be 5-6%, while SG&A costs are expected to be between 28-30%. We have modelled 35% marketing and SG&A cost level in 2025E. Given Vita's higher DTC share, operating expenses are high compared to wholesale driven Fiskars business area.

EBIT margin bridge, 2021-25E



Source: Company data

Cash flows to remain strong

Regarding cash flows, ROCE and leverage, the company appeared confident about positive development. We believe cash flows continue at a strong level, supported by low sourcing and own production volumes. Despite positive development in inventories, the company noted that sustainable levels could be below 2019 levels, i.e. more than EUR 60m lower. Regarding ROCE, we were left with impression that the company is targeting between 15-20% levels (9.1% in Q3). The company aims to continue with resilient and sustainably growing dividends.

Top line estimate could be revised down with muted adjusted EBIT revisions

Fiskars noted that it does not expect rapid reignition of organic growth in 2024. Financial targets rely on growth in 2025. We have modelled 7% LFL growth in 2024E, followed by 6% growth in 2025E. We are 2% ahead of consensus on top line for 2024E and 3% ahead for 2025E. We expect Georg Jensen acquisition to have 9% positive top line impact in 2024E. Hence, we there could be some downside risks on 2024E-25E top line estimates. However, we are clearly ahead of consensus on gross margins for 2024E-25E. Hence, we do not expect any material changes to consensus adjusted EBIT estimates for 2024E-25E.

FISKARS: OUR ESTIMATES VS. CONSENSUS

	Actual	Nordea estimates				Consensus estimates				Difference %			
EURm	**2022**	**Q3 2023**	**2023E**	**2024E**	**2025E**	**Q3 2023**	**2023E**	**2024E**	**2025E**	**Q3 2023**	**2023E**	**2024E**	**2025E**
Sales	**1,248**	**241**	**1,128**	**1,308**	**1,388**	**250**	**1,130**	**1,281**	**1,345**	**-3%**	**0%**	**2%**	**3%**
Gross profit	556	114	527	637	689	116	517	608	648	-2%	2%	5%	6%
Gross margin	**44.5%**	**47.1%**	**46.8%**	**48.7%**	**49.7%**	**46.2%**	**45.7%**	**47.5%**	**48.2%**	**0.9pp**	**1.0pp**	**1.2pp**	**1.5pp**
EBITDA	194	30	160	228	246	37	167	218	238	-19%	-4%	5%	3%
EBITDA margin	15.6%	12.4%	14.2%	17.4%	17.7%	14.8%	14.8%	17.0%	17.7%	-2.5pp	-0.6pp	0.4pp	0.0pp
Adj. EBIT	**151**	**18**	**112**	**146**	**180**	**22**	**105**	**138**	**171**	**-17%**	**7%**	**6%**	**5%**
Adj. EBIT margin	12.1%	7.5%	10.0%	11.2%	13.0%	8.7%	9.3%	10.8%	12.7%	-1.2pp	0.6pp	0.4pp	0.2pp
EBIT	135	14	88	131	177	22	105	138	171	-37%	-16%	-5%	3%
EBIT margin	10.8%	5.7%	7.8%	10.0%	12.7%	8.7%	9.3%	10.8%	12.7%	-3.0pp	-1.5pp	-0.8pp	0.0pp
PTP	124	12	73	104	156	21	91	114	148	-43%	-20%	-9%	6%
EPS	1.20	0.11	0.69	1.02	1.54	0.13	0.71	1.03	1.42	-12%	-3%	-1%	8%
Adj. EPS	**1.40**	**0.16**	**0.98**	**1.20**	**1.57**	**0.13**	**0.93**	**1.15**	**1.52**	**30%**	**6%**	**4%**	**3%**
DPS	**0.80**		**0.80**	**0.84**	**0.88**		**0.76**	**0.80**	**0.88**		**5%**	**5%**	**0%**

Source: Company data, Refinitiv, and Nordea estimates

SUMMARY TABLE - KEY FIGURES

EURm	2020	2021	2022	2023E	2024E	2025E
Total revenue	1,116	1,254	1,248	1,128	1,308	1,388
EBITDA (adj)	185	216	210	184	243	249
EBIT (adj)	109	154	151	112	146	180
EBIT (adj) margin	9.8%	12.3%	12.1%	10.0%	11.2%	13.0%
EPS (adj, EUR)	0.96	1.20	1.40	0.98	1.20	1.57
EPS (adj) growth	13.9%	24.6%	16.8%	-29.8%	22.5%	30.7%
DPS (ord, EUR)	0.60	0.76	0.80	0.80	0.84	0.88
EV/Sales	1.2	1.6	1.3	1.4	1.2	1.1
EV/EBIT (adj)	12.6	13.2	10.5	14.1	10.3	8.3
P/E (adj)	15.6	19.2	11.0	14.9	12.1	9.3
P/BV	1.6	2.3	1.5	1.4	1.4	1.3
Dividend yield (ord)	4.0%	3.3%	5.2%	5.5%	5.7%	6.0%
FCF Yield bef A&D, lease adj	11.8%	3.4%	-10.6%	12.9%	11.4%	7.9%
Net debt	144	145	324	390	320	294
Net debt/EBITDA	0.8	0.7	1.7	2.4	1.4	1.2
ROIC after tax	8.6%	12.8%	11.0%	7.3%	9.5%	11.8%

Source: Company data and Nordea estimates

Completion date: 03/11/2023 07:13:58 CET

Nordea analyst: Joni Sandvall

Joni Sandvall
Analyst, Consumer Goods and Retail, Food and Beverages, Healthcare, Investment companies

Nordea | Investment Banking & Equities | Equity Research FI
Visit me: Aleksis Kiven katu 7, 00500 HELSINKI, Finland
Write to me: Fleminginkatu 27, 00020 Nordea, Finland
Tel: +358 9 5300 5484 | Mob: +358 445460855
E-mail: joni.sandvall@nordea.com
Web: nordeamarkets.com

Nordea Investment Banking & Equities is not and does not purport to be an adviser as to legal, taxation, accounting or regulatory matters in any jurisdiction. Relevant professional advice should always be obtained before making any investment or credit decision. This document may not be reproduced, distributed or published for any purpose without the prior written consent from Nordea Investment Banking & Equities.

Web: For disclosures and disclaimers, please click this link

Disclaimer and legal disclosures

Origin of the report
This publication or report originates from: Nordea Bank Abp, including its branches Nordea Danmark, Filial af Nordea Bank Abp, Finland, Nordea Bank Abp, filial i Norge and Nordea Bank Abp, filial i Sverige (together "Nordea") acting through their units Nordea Markets and Equity Sales & Research.

Nordea Bank Abp is supervised by the European Central Bank and the Finnish Financial Supervisory Authority and the branches are supervised by the European Central Bank and the Finnish Financial Supervisory Authority and the Financial Supervisory Authorities in their respective countries.

Content of report
This report has been prepared solely by Nordea Markets or Equity Sales & Research.

Opinions or suggestions from Nordea Markets credit and equity research may deviate from one another or from opinions presented by other departments in Nordea. This may typically be the result of differing time horizons, methodologies, contexts or other factors.

The information provided herein is not intended to constitute and does not constitute investment advice nor is the information intended as an offer or solicitation for the purchase or sale of any financial instrument. The information contained herein has no regard to the specific investment objectives, the financial situation or particular needs of any particular recipient. Relevant and specific professional advice should always be obtained before making any investment or credit decision

Opinions or ratings are based on one or more methods of valuation, for instance cash flow analysis, use of multiples, behavioural technical analyses of underlying market movements in combination with considerations of the market situation and the time horizon. Key assumptions of forecasts or ratings in research cited or reproduced appear in the research material from the named sources. The date of publication appears from the research material cited or reproduced. Opinions and estimates may be updated in subsequent versions of the report, provided that the relevant company/issuer is treated anew in such later versions of the report.

Validity of the report
All opinions and estimates in this report are, regardless of source, given in good faith, and may only be valid as of the stated date of this report and are subject to change without notice.

No individual investment or tax advice
The report is intended only to provide general and preliminary information to investors and shall not be construed as the basis for any investment decision. This report has been prepared by Nordea Markets or Equity Sales & Research as general information for private use of investors to whom the report has been distributed, but it is not intended as a personal recommendation of particular financial instruments or strategies and thus it does not provide individually tailored investment advice, and does not take into account the individual investor's particular financial situation, existing holdings or liabilities, investment knowledge and experience, investment objective and horizon or risk profile and preferences. The investor must particularly ensure the suitability of an investment as regards his/her financial and fiscal situation and investment objectives. The investor bears the risk of losses in connection with an investment.

Before acting on any information in this report, it is recommendable to consult (without being limited to) one's financial, legal, tax, accounting, or regulatory advisor in any relevant jurisdiction.

The information contained in this report does not constitute advice on the tax consequences of making any particular investment decision. Each investor shall make his/her own appraisal of the tax and other financial merits of his/her investment.

Sources
This report may be based on or contain information, such as opinions, estimates and valuations which emanate from: Nordea Markets' analysts or representatives, publicly available information, information from other units of Nordea, or other named sources.

To the extent this publication or report is based on or contain information emanating from other sources ("Other Sources") than Nordea Markets or Equity Sales & Research ("External Information"), Nordea Markets or Equity Sales & Research has deemed the Other Sources to be reliable but neither Nordea, others associated or affiliated with Nordea nor any other person, do guarantee the accuracy, adequacy or completeness of the External Information.

Limitation of liability
Nordea or other associated and affiliated companies assume no liability as regards to any investment, divestment or retention decision taken by the investor on the basis of this report. In no event will Nordea or other associated and affiliated companies be liable for direct, indirect or incidental, special or consequential damages (regardless of whether being considered as foreseeable or not) resulting from the information in this report.

Risk information
The risk of investing in certain financial instruments, including those mentioned in this report , is generally high, as their market value is exposed to a lot of different factors such as the operational and financial conditions of the relevant company, growth prospects, change in interest rates, the economic and political environment, foreign exchange rates, shifts in market sentiments etc. Where an investment or security is denominated in a different currency to the investor's currency of reference, changes in rates of exchange may have an adverse effect on the value, price or income of or from that investment to the investor. Past performance is not a guide to future performance. Estimates of future performance are based on assumptions that may not be realized. When investing in individual shares, the investor may lose all or part of the investments.

Conflicts of interest
Readers of this document should note that Nordea Markets or Equity Sales & Research has received remuneration from the company mentioned in this document for the production of the report. The remuneration is not dependent on the content of the report.

Nordea, affiliates or staff in Nordea, may perform services for, solicit business from, hold long or short positions in, or otherwise be interested in the investments (including derivatives) of any company mentioned in the report.

To limit possible conflicts of interest and counter the abuse of inside knowledge, the analysts of Nordea Markets are subject to internal rules on sound ethical conduct, the management of inside information, handling of unpublished research material, contact with other units of Nordea and personal account dealing. The internal rules have been prepared in accordance with applicable legislation and relevant industry standards. The object of the internal rules is for example to ensure that no analyst will abuse or cause others to abuse confidential information. It is the policy of Nordea that no link exists between revenues from capital markets activities and individual analyst remuneration. Nordea and the branches are members of national stockbrokers' associations in each of the countries in which Nordea has head offices. Internal rules have been developed in accordance with recommendations issued by the stockbrokers associations. This material has been prepared following the Nordea Conflict of Interest Policy, which may be viewed at www.nordea.com/mifid.

Please find a list of all recommendations disseminated by Nordea Equities during the preceding 12-month period here: https://research.nordea.com/compliance

Distribution restrictions
The securities referred to in this report may not be eligible for sale in some jurisdictions. This report is not intended for, and must not be distributed to private customers in the UK or the US or to customers in any other jurisdiction where restrictions may apply.

This publication or report may be distributed in the UK to institutional investors by Nordea Bank Abp London Branch of 6th Floor, 5 Aldermanbury Square, London, EC2V 7AZ, which is under supervision of the European Central Bank, Finanssivalvonta (Financial Supervisory Authority) in Finland and subject to limited regulation by the Financial Conduct Authority and Prudential Regulation Authority in the United Kingdom. Details about the extent of our regulation by the Financial Conduct Authority and Prudential Regulation Authority are available from us on request.

Nordea Bank Abp (“Nordea”) research is not “globally branded” research. Nordea research reports are intended for distribution in the United States solely to “major U.S. institutional investors,” as defined in Rule 15a-6 under the Securities Exchange Act of 1934. Any transactions in securities discussed within the research reports will be chaperoned by Nordea Securities LLC (“Nordea Securities”), an affiliate of Nordea and a SEC registered broker dealer and member of FINRA. Nordea Securities does not employ research analysts and has no contractual relationship with Nordea that is reasonably likely to inform the content of Nordea research reports. Nordea makes all research content determinations without any input from Nordea Securities.

The research analyst(s) named on this report are not registered/qualified as research analysts with FINRA. Such research analyst(s) are also not registered with Nordea Securities and therefore may not be subject to FINRA Rule 2241 or FINRA Rule 2242 restrictions on communications with a subject company, public appearances and trading securities held by a research analyst account.

Analyst Shareholding

Nordea Markets analysts do not hold shares in the companies that they cover. No holdings or other affiliations by analysts or associates.

Fair value and sensitivity

We calculate our fair values by weighting DCF, DDM, SOTP, asset-based and other standard valuation methods. Our fair values are sensitive to changes in valuation assumptions, of which growth, margins, tax rates, working capital ratios, investment-to-sales ratios and cost of capital are typically the most sensitive.
It should be noted that our fair values would change by a disproportionate factor if changes are made to any or all valuation assumptions, owing to the non-linear nature of the standard valuation models applied (mentioned above). As a consequence of the standard valuation models we apply, changes of 1-2 percentage points in any single valuation assumption can change the derived fair value by as much as 30% or more. All research is produced on an ad hoc basis and will be updated when the circumstances require it.

Marketing material

This research report should be considered marketing material, as it has been commissioned and paid for by the subject company, and has not been prepared in accordance with the regulations designed to promote the independence of investment research and it is not subject to any legal prohibition on dealing ahead of the dissemination of the report. However, Nordea Markets analysts are according to internal policies not allowed to hold shares in the companies/sectors that they cover.

Issuer Review

This report has not been reviewed by the Issuer prior to publication.

Market-making obligations and other significant financial interest

Nordea has no market-making obligations in Fiskars.

Investment banking transactions

In view of Nordea’s position in its markets readers should assume that the bank may currently or may in the coming three months and beyond be providing or seeking to provide confidential investment banking services to the company/companies