Fiskars Group – Building a family of iconic lifestyle brands

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 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 include, but are not limited to: (i) 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.
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FISKARS

Why invest in Fiskars

Global consumer goods company with a unique family of lifestyle brands

Key competitive advantages include strong brands and innovation, consumer contact through own retail network, deep understanding of consumer trends, solid trade relationships, and common global platforms

Targeting to grow organically and through acquisitions, with the potential to further improve financial performance

Strong balance sheet and nine years of base dividend growth

FISKARS

Fiskars – a leader in branded consumer goods

TWO
STRATEGIC BUSINESS UNITS

SBU Living

SBU Functional

CONSUMER VALUE PROPOSITION

MAKING THE EVERYDAY EXTRAORDINARY

GLOBALLY
RECOGNIZED BRANDS

FISKARS®

GERBER

iittala

ROYAL COPENHAGEN

WATERFORD

WEDGWOOD
ENGLAND 1759

7,900 EMPLOYEES IN OVER **30** COUNTRIES

PRODUCTS IN MORE THAN **100** COUNTRIES

NET SALES IN 2017 **1,186** EUR MILLION

BY REGION

Americas	Europe	Asia-Pacific
39%	48%	13%

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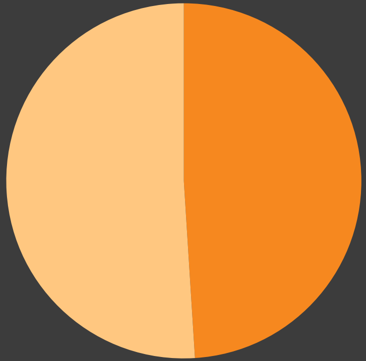
Fiskars in 2017

NET SALES BY STRATEGIC BUSINESS UNIT



- Living 49%
- Functional 51%

NET SALES BY BRAND

- Fiskars
- Waterford
- Royal Copenhagen
- Iittala
- Wedgwood
- Gerber
- Others

KEY CATEGORIES

Living

Dinnerware
Drinking glasses
Serveware
Interior décor
Gifting

Functional

Garden and yard care
School, office and craft
Kitchen
Watering
Outdoor

FISKARS

Building a family of iconic lifestyle brands…

FISKARS®

GERBER®

iittala®

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD

WEDGWOOD
ENGLAND 1759

ARABIA
1873

Gilmour.

ROYAL ALBERT
ENGLAND 1904

ROYAL DOULTON
LONDON

R
Rörstrand

…through consistent development measures…

1649
Fiskars ironworks founded

1757
Copper found in Orijärvi, Finland

1883
Fiskars becomes a limited company

1915
Fiskars shares listed on the Helsinki Stock Exchange

1967
Fiskars manufacturers the world's first plastic-handled scissors

1977
Fiskars scissors factory founded in the USA

1986
Gerber acquired

2007
Iittala Group and Leborgne acquired

2008
Integrated consumer goods company strategy launched

2013
Royal Copenhagen acquired

2014
Watering brands acquired in the U.S.

2015
WWRD acquired

2016
Boats and container gardening businesses divested

2017
New organization & long-term financial targets

BUILDING A FAMILY OF ICONIC LIFESTYLE BRANDS

…in line with our strategic priorities

STRATEGIC PRIORITIES

FISKARS

Scandinavian Living

iittala

ROYAL COPENHAGEN

ARABIA 1873

Rörstrand

English & Crystal Living

WATERFORD

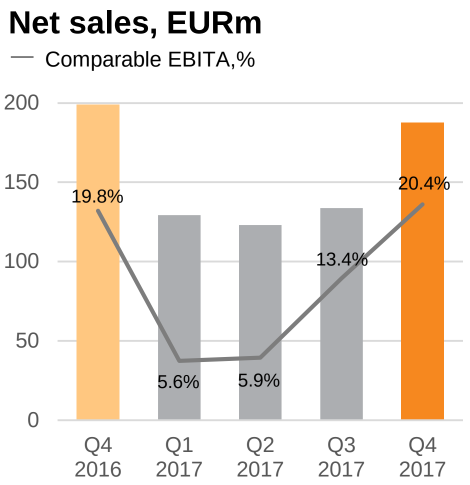
WEDGWOOD ENGLAND 1759

ROYAL ALBERT ENGLAND 1904

ROYAL DOULTON LONDON

SBU Living

offers premium and luxury products for tabletop, giftware and interior décor

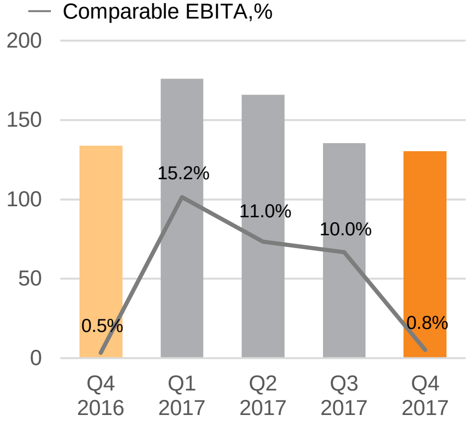


SBU Functional

provides tools for use in and around the house as well as outdoors

SBU Functional consists of brands such as Fiskars, Gerber and Gilmour

Net sales, EURm



FISKARS®

GERBER

Gilmour

Other

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

Since the beginning of 2018, Fiskars has adopted the IFRS 9 accounting standard. The shares in Wärtsilä are therefore no longer treated as financial assets at fair value through profit or loss in the Other segment, but included in other comprehensive income.

Main markets for the key international brands

Sales split in 2017

SBU Functional

SBU Living

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Key trends and growth drivers

Competitive advantages

Deep consumer understanding

Solid trade relationships

Strong brands with a heritage

Common global platforms

Growth avenues

Gain market share in current businesses and geographical areas

Expand into new markets (most recently the Asian market)

Invest in and enter new categories (e.g. watering products, fishing category)

Leverage omnichannel opportunities

Key trends

Urbanization

Increased focus on sustainability

Changing retail environment

Changing consumer trends

Time and experiences are the new luxury

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Sustainability focus areas

LASTING DESIGN

CARING FOR PEOPLE AND COMMUNITIES

PROTECTING THE ENVIRONMENT

FISKARS

Sustainability targets

OUR FOCUS AREAS	LASTING DESIGN	CARING FOR PEOPLE AND COMMUNITIES	PROTECTING THE ENVIRONMENT
2027 TARGETS	• Have 50% of all materials used in products from renewable or recycled sources • Innovate new solutions to replace substances of concern. The use of substances of concern reduced by 30% • Have all wood used in our products FSC™ certified (whole Chain of Custody)	• Prolong the Fiskars career path of young talents by 25% • Women and men are equally enabled and engaged, with women's enablement and engagement improved to the high-performing norm level (employee survey) • 70% of senior leader positions are filled by promoting internal talent • Zero Lost Time Incidents	• Recover or recycle 100% of waste generated within our manufacturing facilities - no waste to landfill • Reduce group-wide energy consumption by 30% • Reduce group-wide CO_2 emissions of own production by 50% • Reduce emissions (scope 3) by 30% • Support our key suppliers in reducing their energy consumption by 30%

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Long-term financial targets

Growth
The average annual net sales growth to exceed 5%, through a combination of organic growth and targeted acquisitions

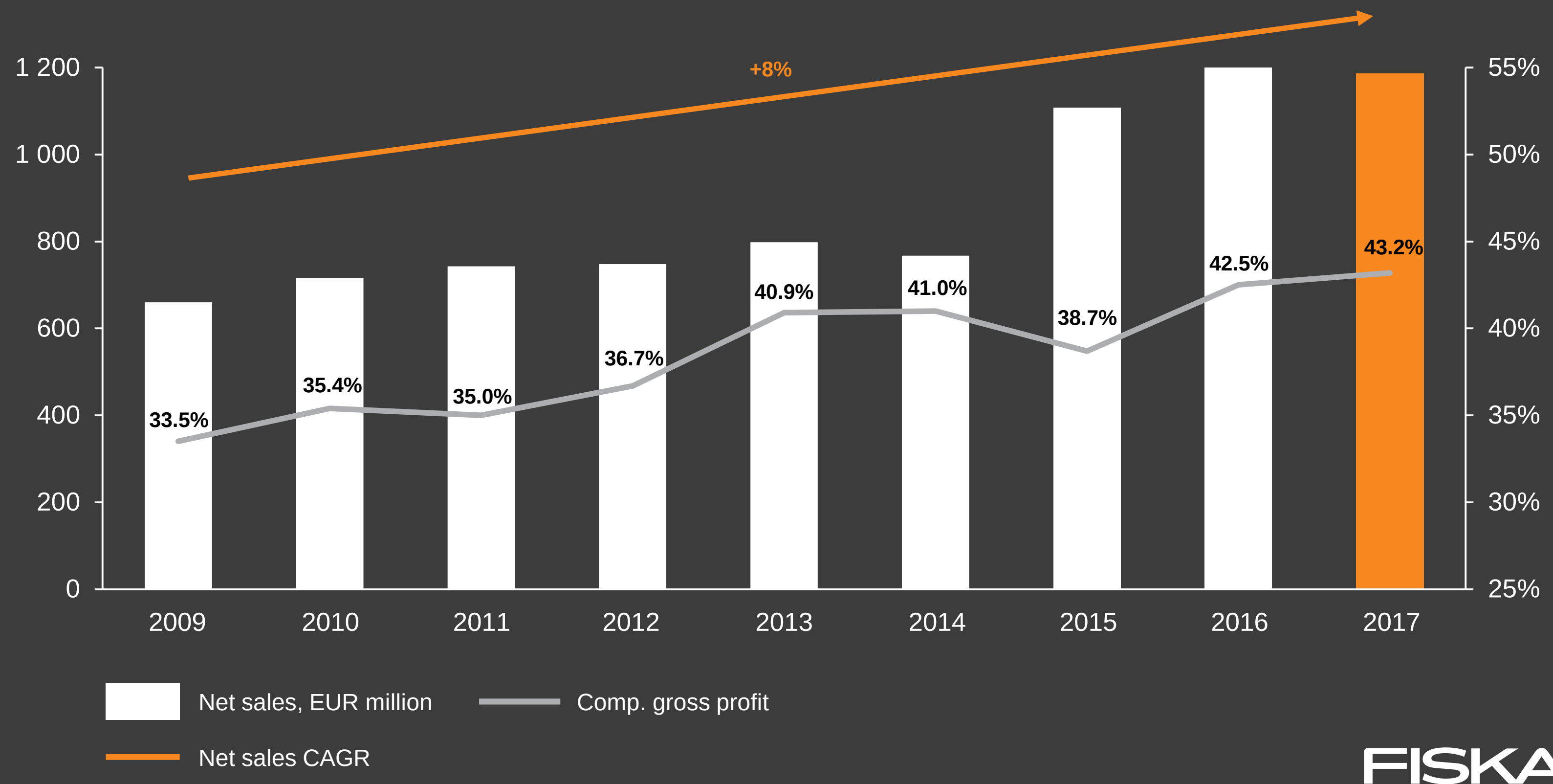
Profitability
EBITA margin to exceed 10%

Capital structure
Net gearing* below 100%

Dividend
Fiskars aims to distribute a stable, over time increasing dividend, to be paid biannually

* Net gearing ratio is the ratio of interest-bearing debt, less interest-bearing receivables and cash and bank equivalents, divided by total equity.

Net sales and profitability development



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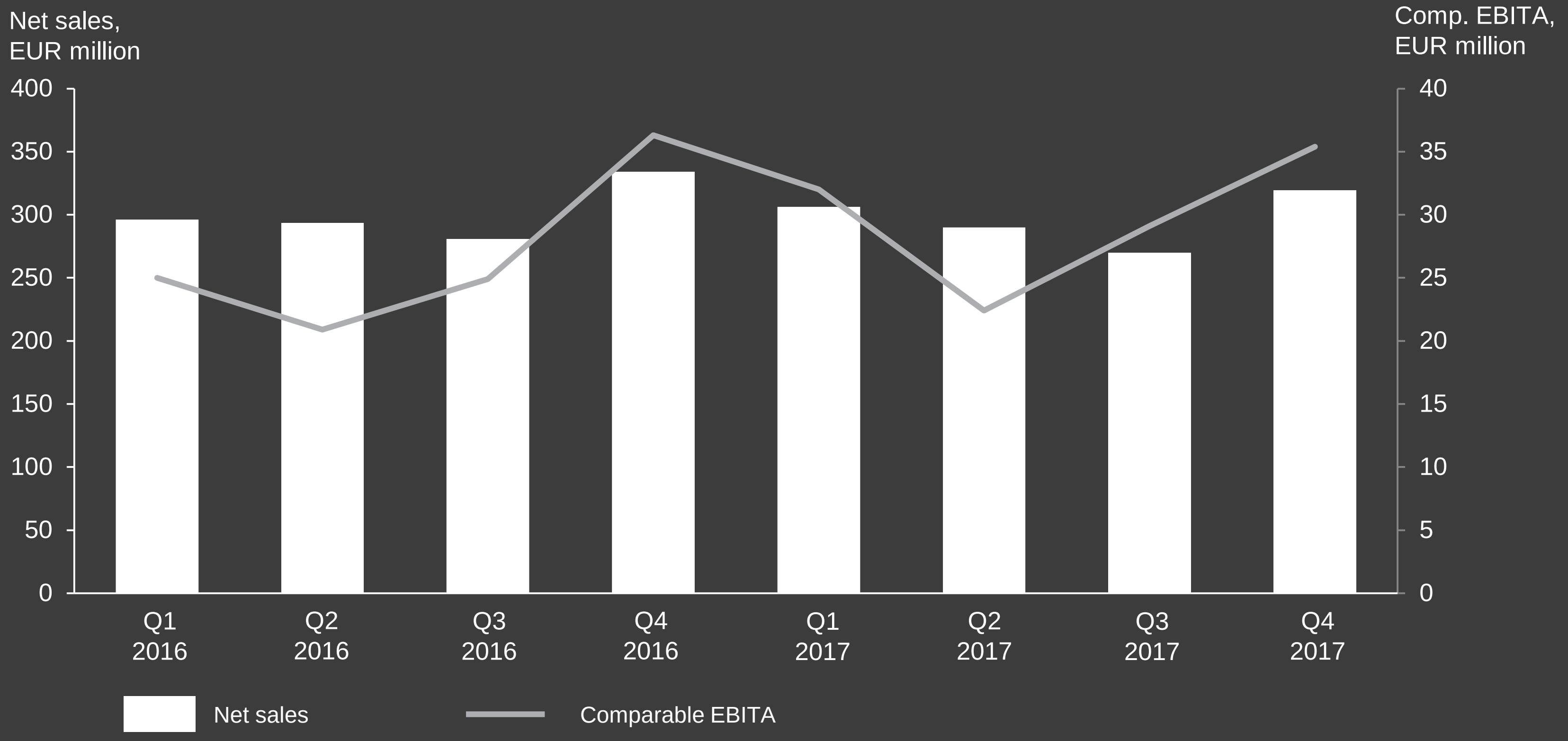
Quarterly figures



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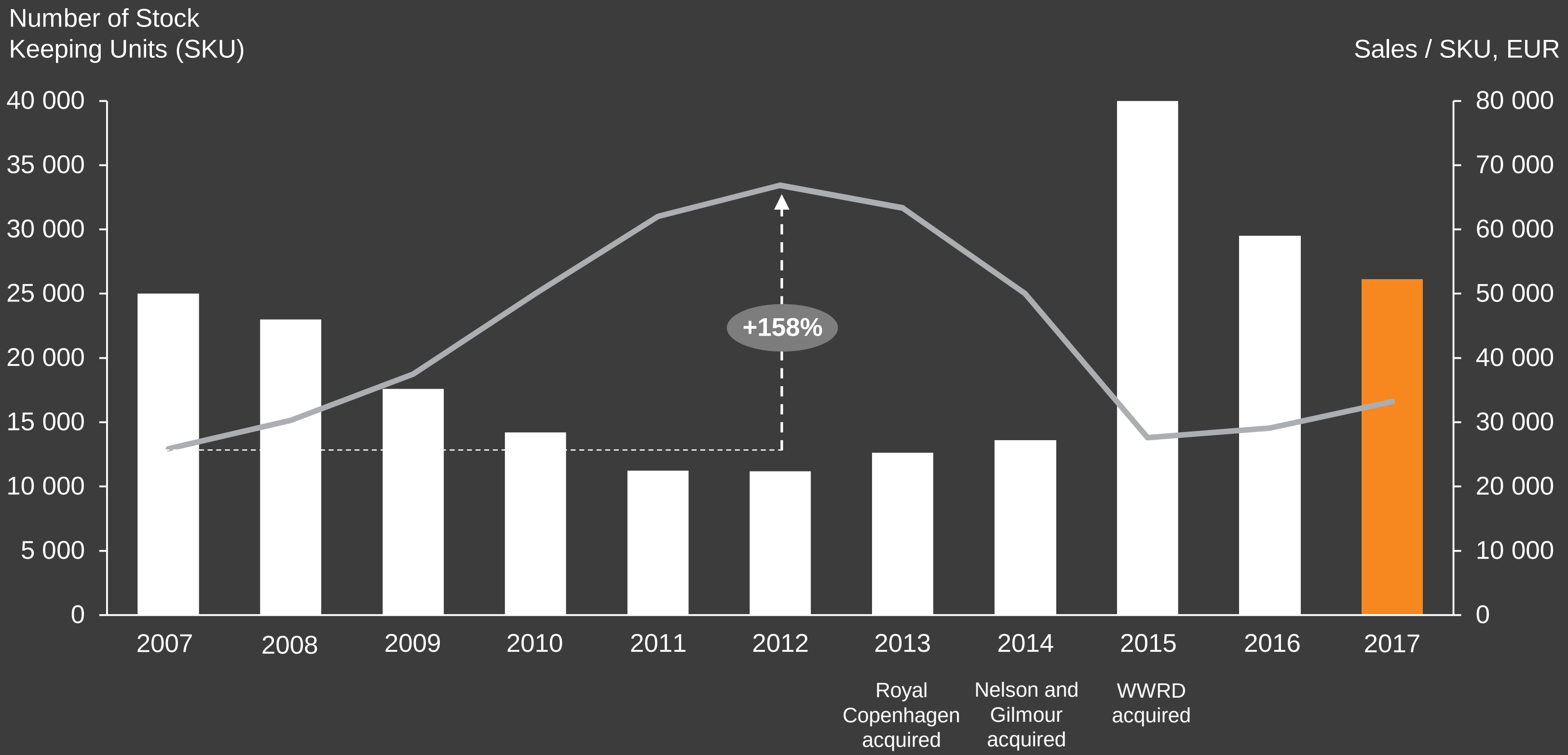
SKU development



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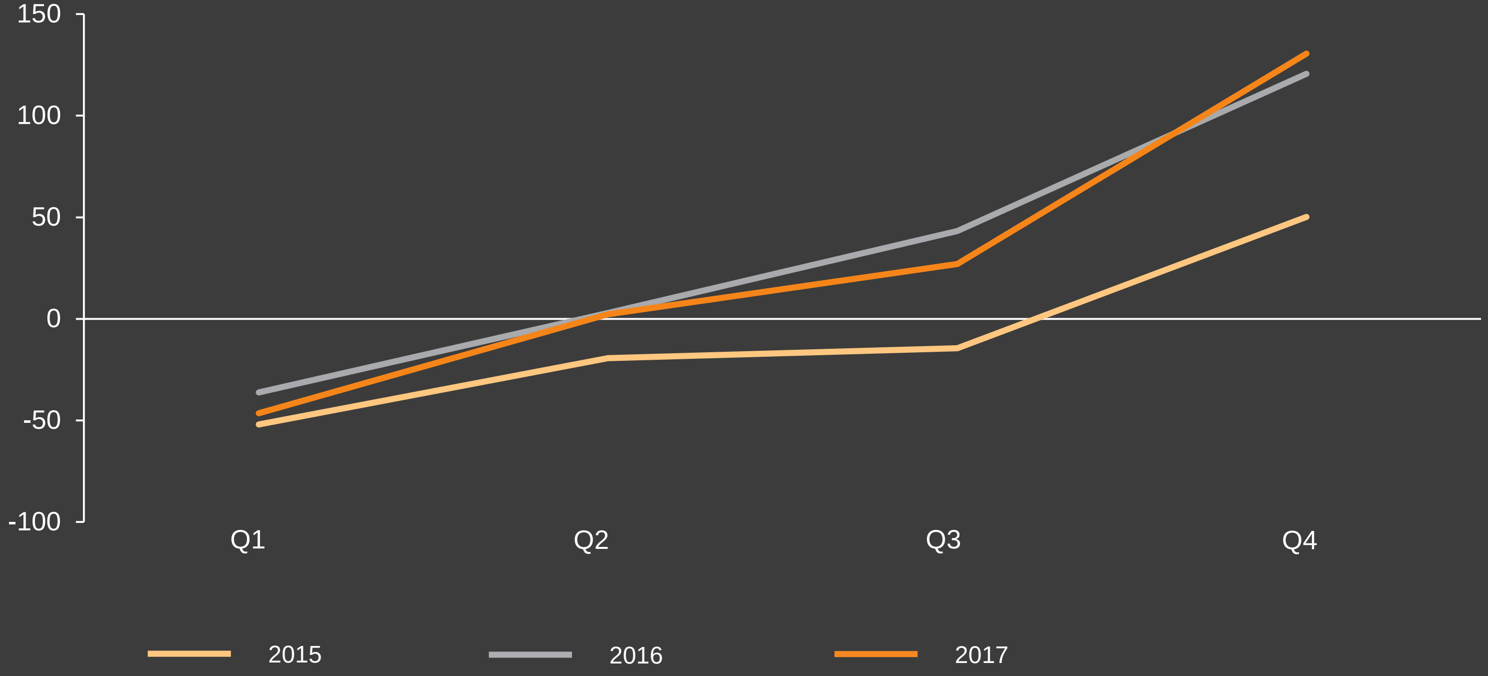
Cash flow seasonality

Cumulative cash flow from operating activities before financial items and taxes
EUR million



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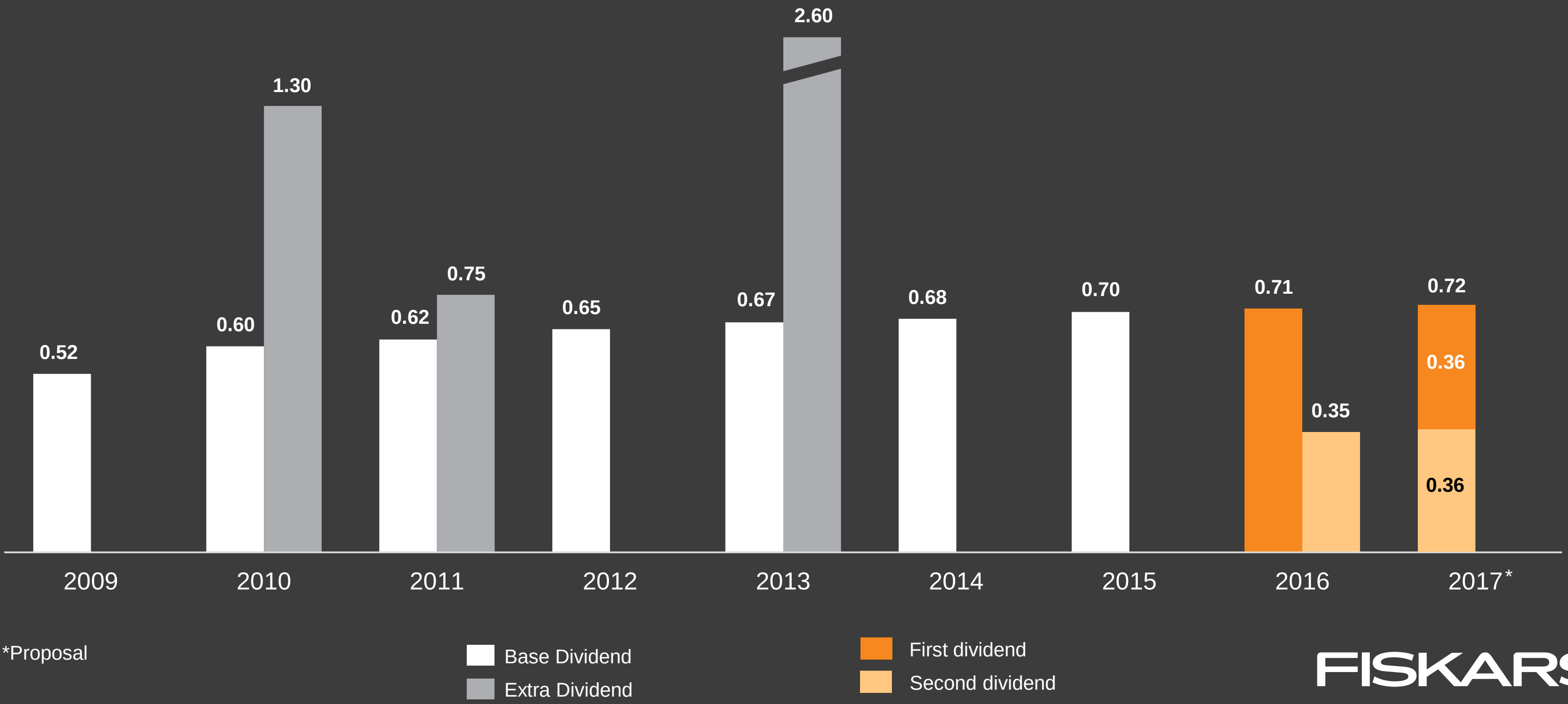
Nine years of base dividend growth

Dividend per share (DPS) history 2009-2017
EUR



*Proposal

FISKARS


Making the everyday
extraordinary
FISKARS