

A woman wearing a dark brown scarf and a grey sweater is holding a large stack of birch logs. The logs are stacked horizontally, showing their characteristic white bark and dark, charred ends. The woman's hands are visible, gripping the logs. The background is dark and out of focus, suggesting an outdoor setting.

# **Fiskars Group – Building a family of iconic lifestyle brands**

**FISKARS**

# 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.
- This presentation does not imply that Fiskars 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.

# Why invest in Fiskars

Global consumer goods company with a unique family of lifestyle brands

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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

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

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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®



iittala®



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%

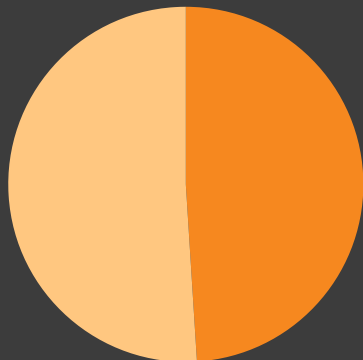
48%

13%

FISKARS

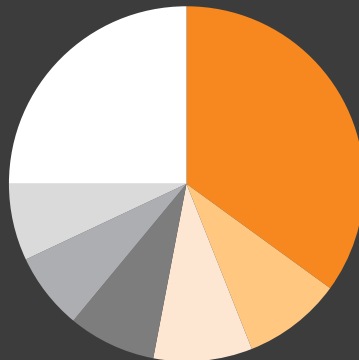
# Fiskars in 2017

NET SALES BY STRATEGIC BUSINESS UNIT



Living 49%  
Functional 51%

NET SALES BY BRAND



Fiskars  
Royal Copenhagen  
Wedgwood  
Others  
Waterford  
Iittala  
Gerber

KEY CATEGORIES

## Living



Dinnerware  
Drinking glasses  
Serveware  
Interior décor  
Gifting

## Functional



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

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# Building a family of iconic lifestyle brands...

FISKARS®



iittala®



WATERFORD

WEDGWOOD  
ENGLAND 1759

ARABIA  
1873

Gilmour

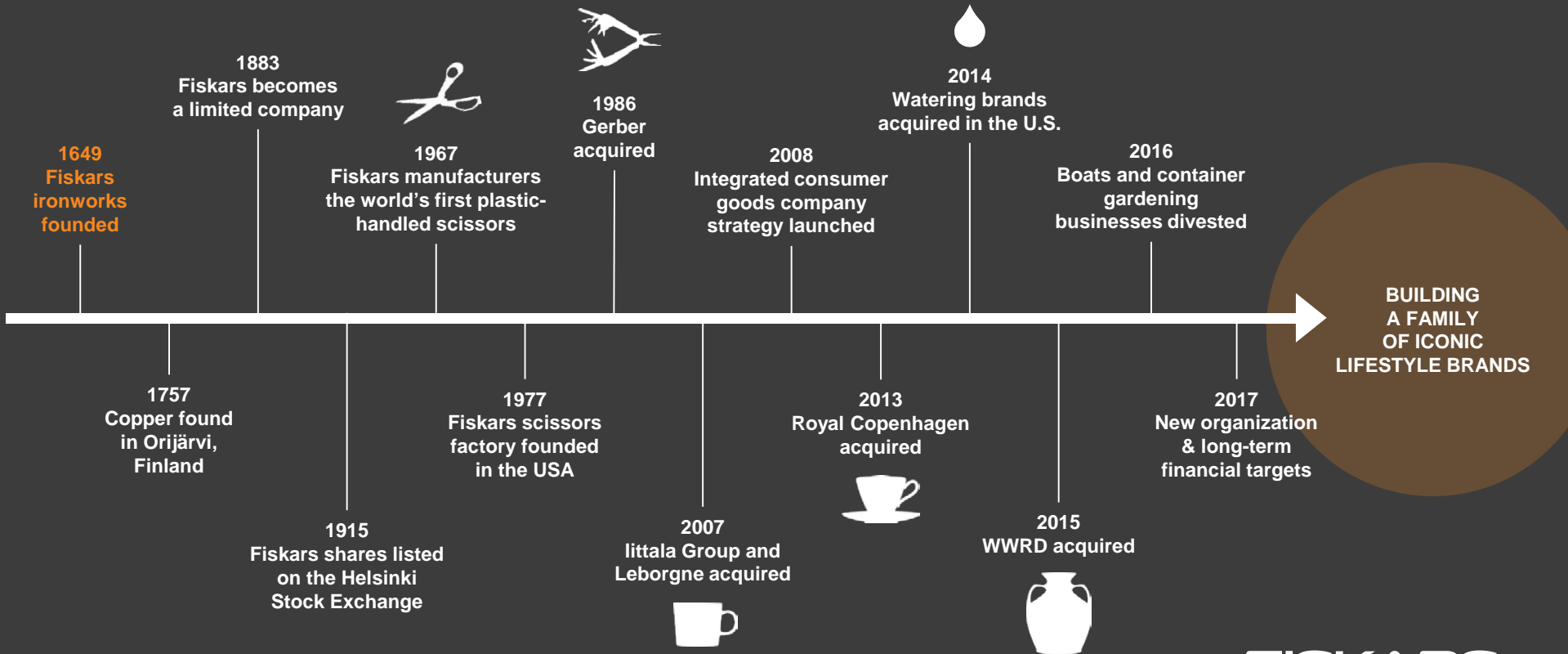
ROYAL ALBERT  
ENGLAND 1904

ROYAL DOULTON  
LONDON

Å  
Rörstrand

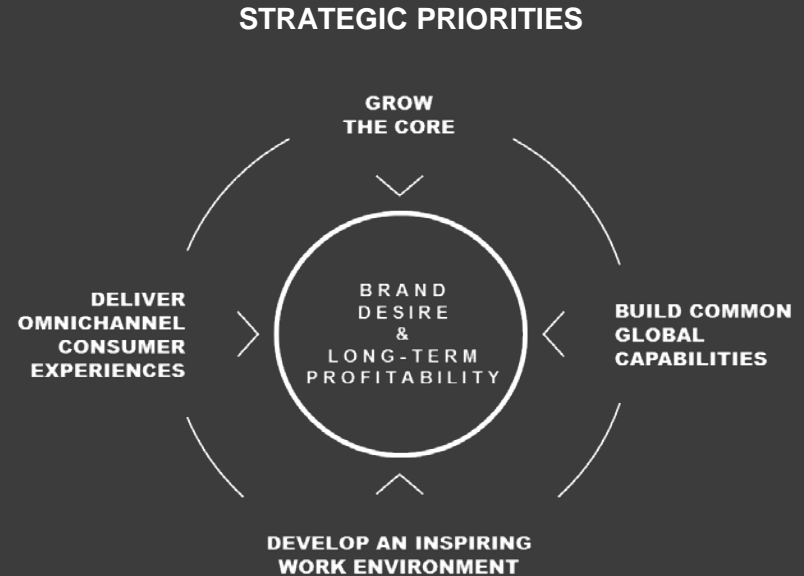
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# ...through consistent development measures...



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# ...in line with our strategic priorities



**FISKARS**





Scandinavian Living

**iittala**

**ROYAL COPENHAGEN**  
FURNISHING THE HOME SINCE 1775

ARABIA  
1873

**Rörstrand**

English & Crystal Living

**WATERFORD**

**WEDGWOOD**  
ENGLAND 1759

**ROYAL ALBERT**  
ENGLAND 1904

**ROYAL DOULTON**  
LONDON

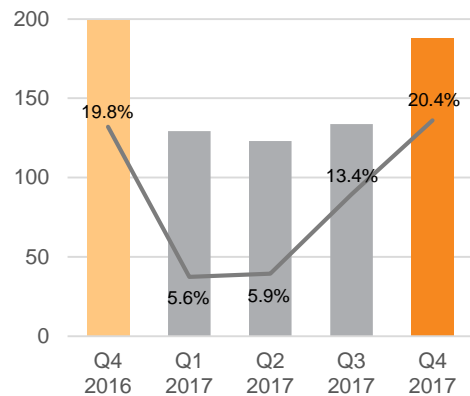
## SBU Living

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



### Net sales, EURm

— Comparable EBITA, %



# SBU Functional

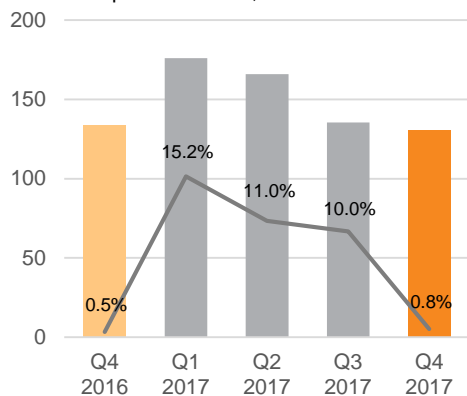
provides tools for use in and around the house as well as outdoors

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



## Net sales, EURm

— Comparable EBITA, %



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



# 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	<ul style="list-style-type: none"><li>• Have 50% of all materials used in products from renewable or recycled sources</li><li>• Innovate new solutions to replace substances of concern. The use of substances of concern reduced by 30%</li><li>• Have all wood used in our products FSC™ certified (whole Chain of Custody)</li></ul>	<ul style="list-style-type: none"><li>• Prolong the Fiskars career path of young talents by 25%</li><li>• Women and men are equally enabled and engaged, with women's enablement and engagement improved to the high-performing norm level (employee survey)</li><li>• 70% of senior leader positions are filled by promoting internal talent</li><li>• Zero Lost Time Incidents</li></ul>	<ul style="list-style-type: none"><li>• Recover or recycle 100% of waste generated within our manufacturing facilities - no waste to landfill</li><li>• Reduce group-wide energy consumption by 30%</li><li>• Reduce group-wide CO2 emissions of own production by 50%</li><li>• Reduce emissions (scope 3) by 30%</li><li>• Support our key suppliers in reducing their energy consumption by 30%</li></ul>

# 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%



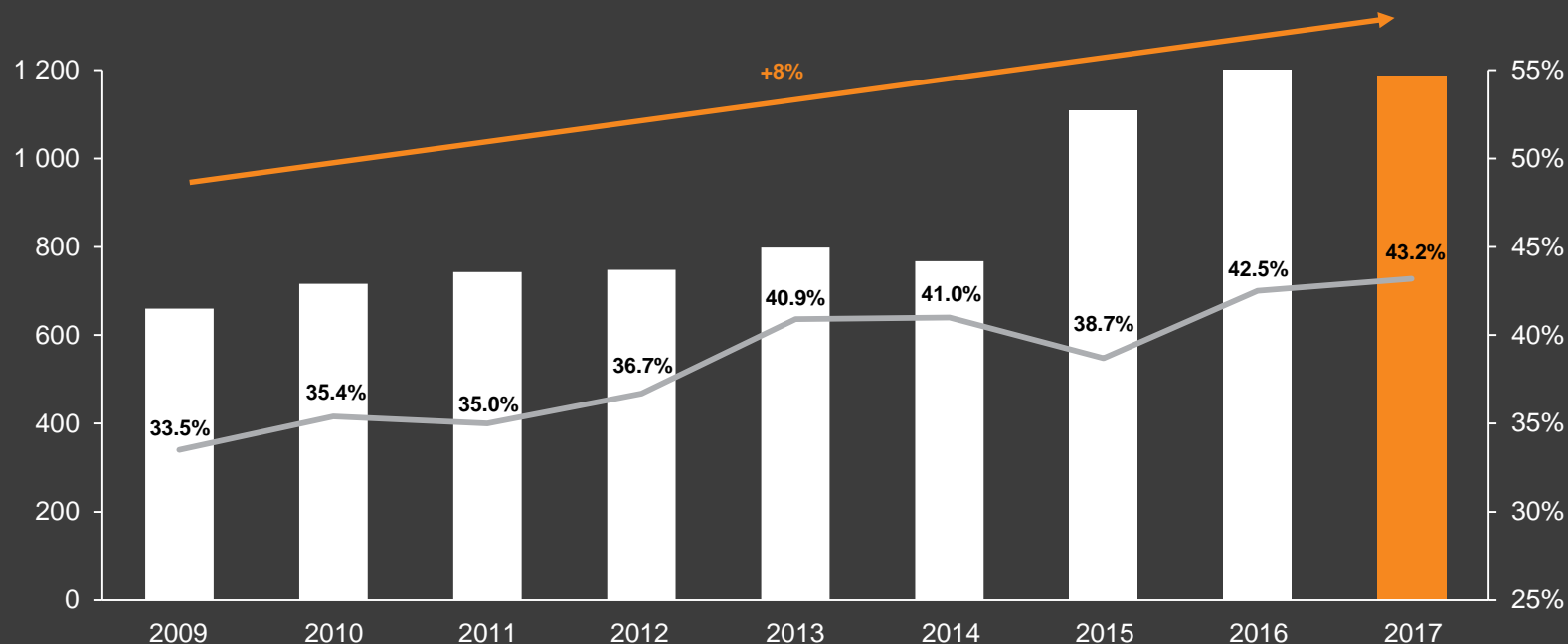
## **Dividend**

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.



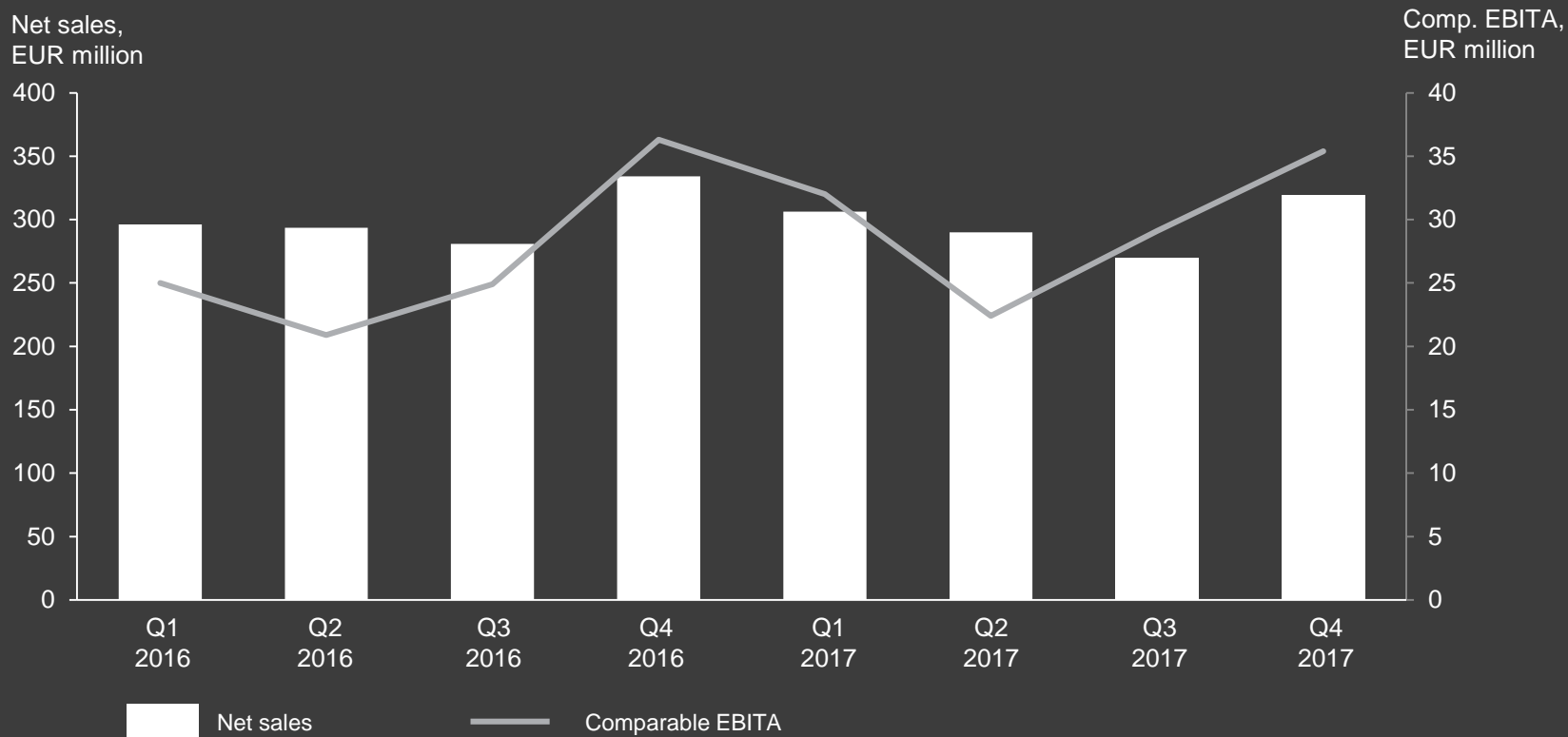
# Net sales and profitability development



Net sales, EUR million    Comp. gross profit  
Net sales CAGR

FISKARS

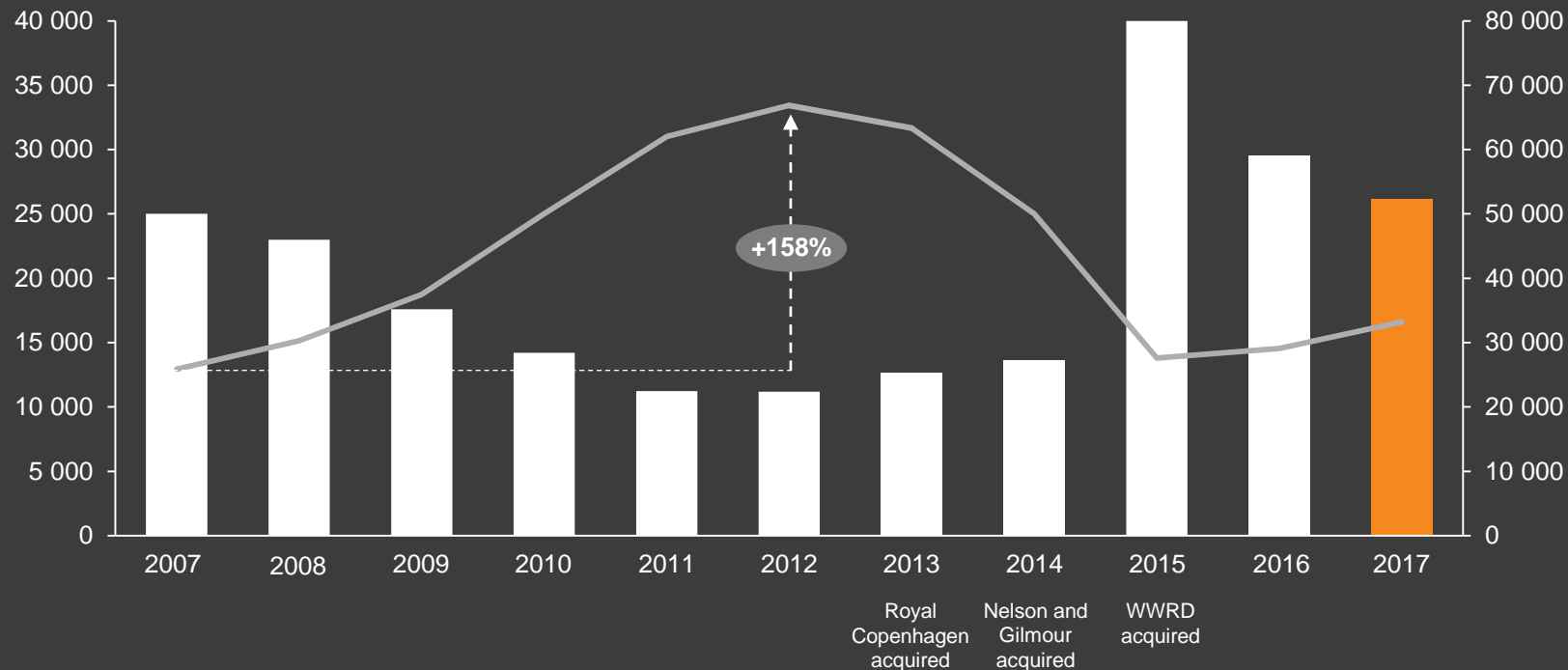
# Quarterly figures



# SKU development

Number of Stock  
Keeping Units (SKU)

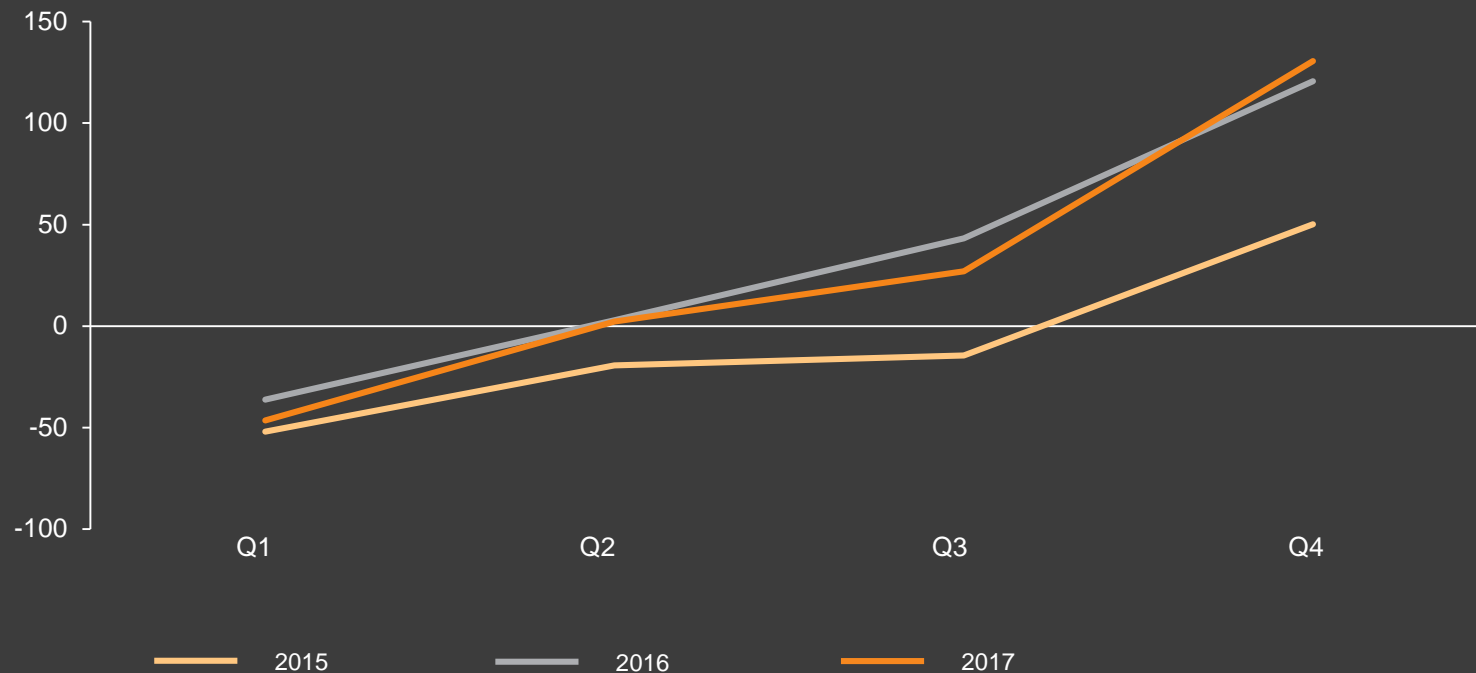
Sales / SKU, EUR



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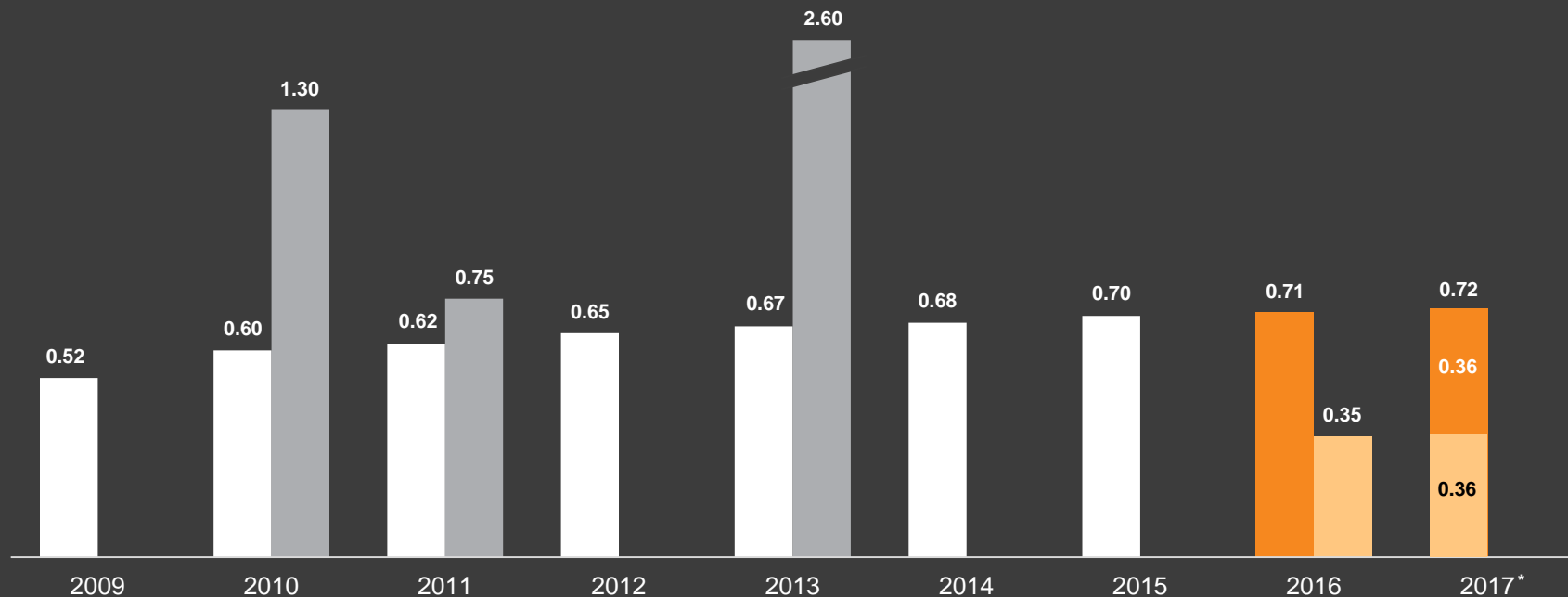
# Cash flow seasonality

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



# Nine years of base dividend growth

Dividend per share (DPS) history 2009-2017  
EUR



\*Proposal

Base Dividend  
Extra Dividend

First dividend  
Second dividend

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Making the everyday  
extraordinary

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