

A woman with dark hair, wearing a dark brown scarf and a grey textured sweater, is smiling and holding a large stack of birch logs. The logs are stacked horizontally, showing their white bark and light-colored wood. The background is dark and out of focus.

# **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.

# 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

**8,000** EMPLOYEES IN OVER  
**30** COUNTRIES



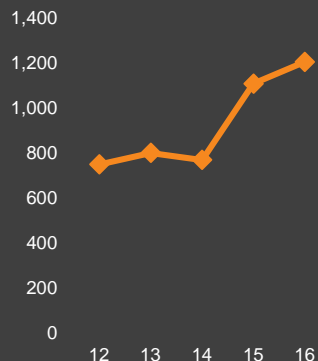
PRODUCTS IN MORE THAN **100** COUNTRIES

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# Fiskars in 2016

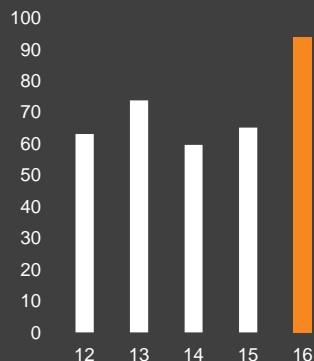
Net sales  
EUR million

**1,204.6**

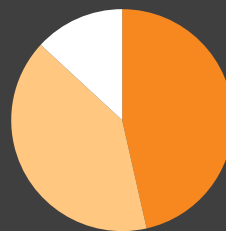


Comparable operating  
profit EUR million

**93.8**

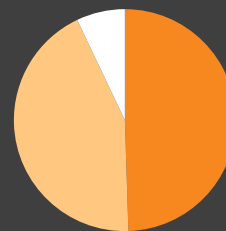


Net sales  
by region



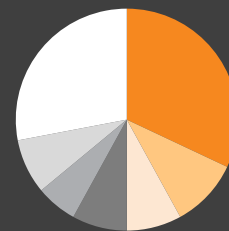
Europe 46%  
Americas 40%  
Asia-Pacific 13%

Net sales by  
business unit



Living 49%  
Functional 43%  
Outdoor 7%

Net sales  
by brand



Fiskars  
Wedgwood  
Gerber  
Waterford  
Iittala  
Royal Copenhagen  
Others

Cash flow from operating  
activities EUR million

**83.8**

Increase in  
comparable net sales

**1.6%**

Number of shareholders  
(Dec 31, 2016)

**18,643**

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# Building a family of iconic lifestyle brands...

FISKARS®



iittala®



WATERFORD

WEDGWOOD  
ENGLAND 1759

ARABIA  
1873

Gilmour

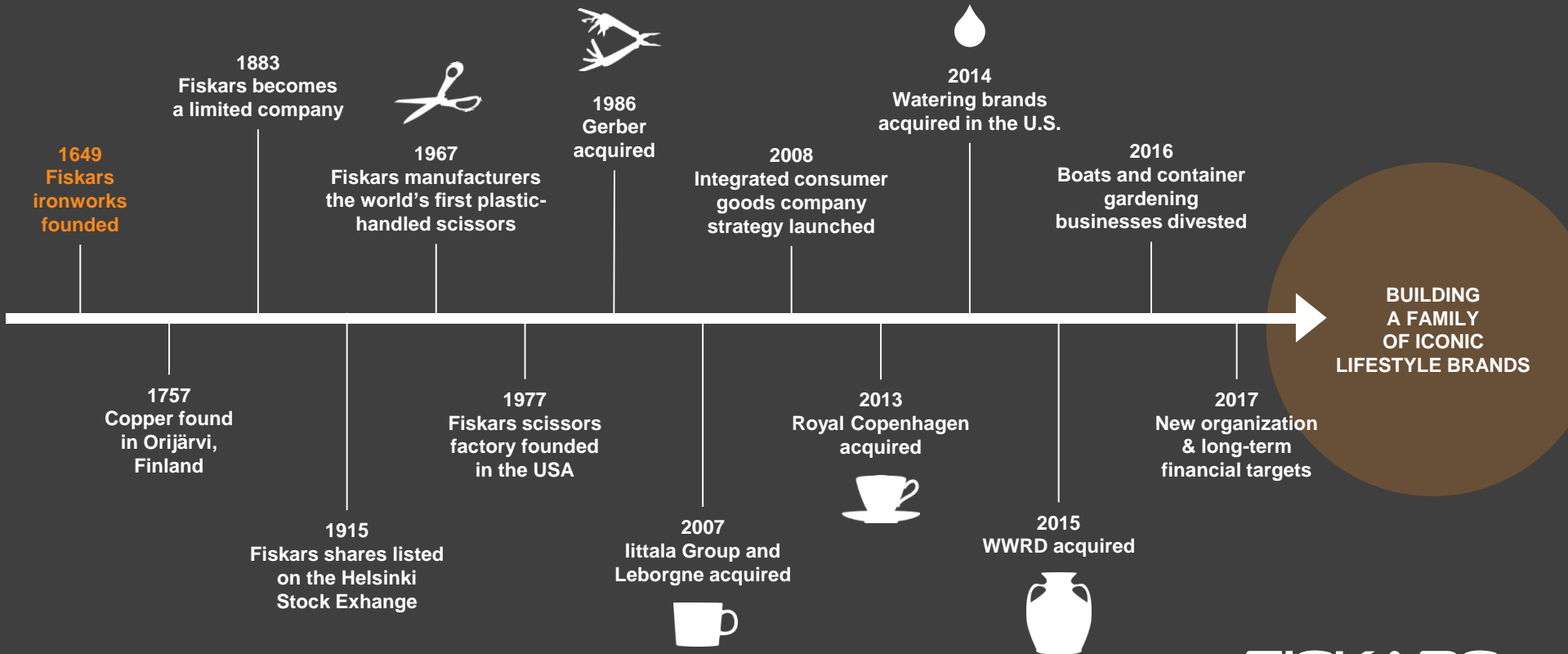
ROYAL ALBERT  
ENGLAND 1904

ROYAL DOULTON  
LONDON

Å  
Rörstrand

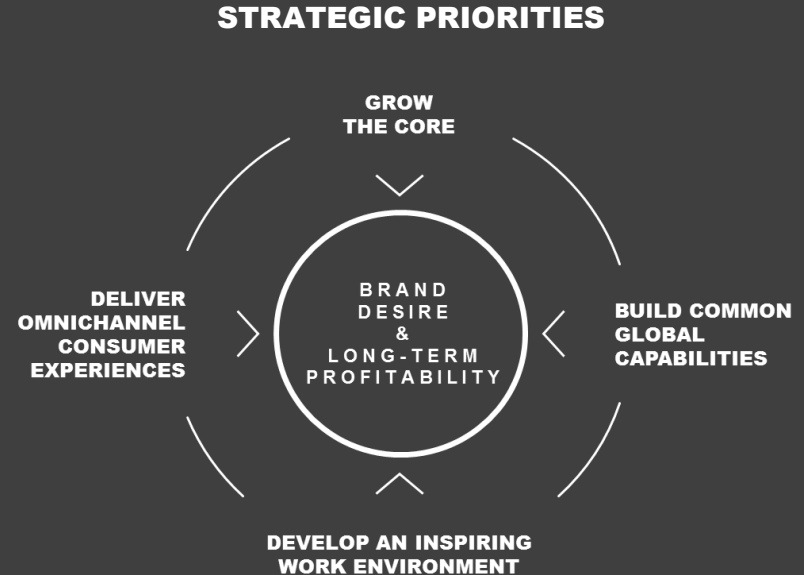
FISKARS

# ...through consistent development measures...



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# ...in line with our strategic priorities



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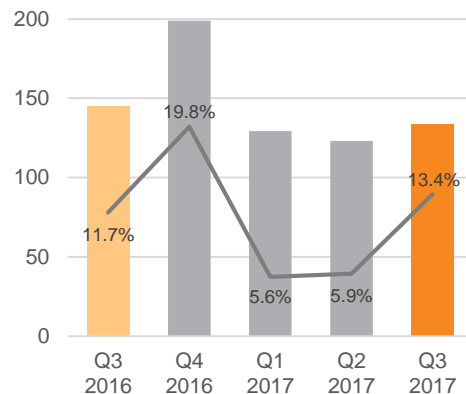
## SBU Living

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



### Net sales, EURm

— Comparable EBITA, %





# SBU Functional

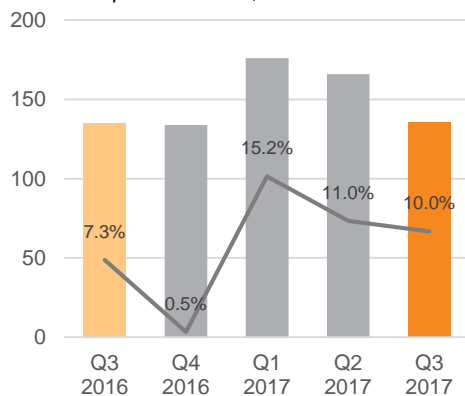
provides tools for use in and around the house as well as outdoors

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



## Net sales , EURm

— Comparable EBITA, %



FISKARS®



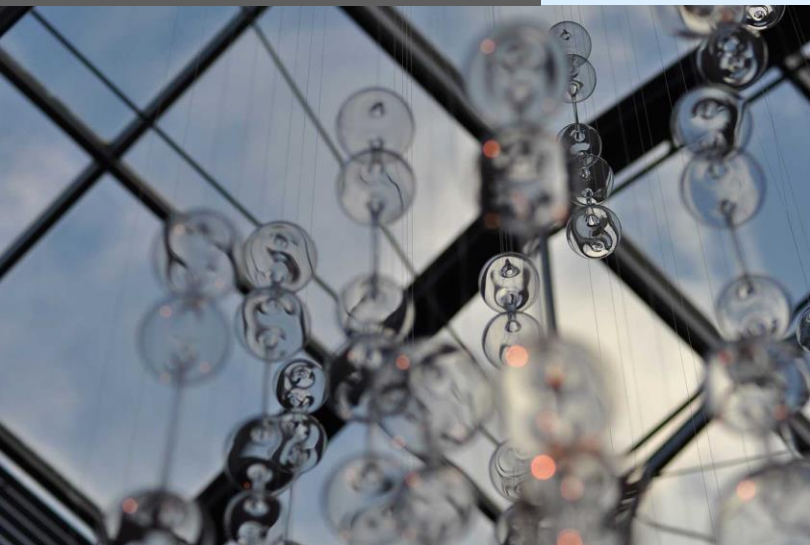
Gilmour

LEBORGNE

HACKMAN

## Other

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



Along with the rest of the Group's active investments, Fiskars treats its shares in Wärtsilä as financial assets at fair value through profit or loss in the Other segment.

This increases the volatility of Fiskars financial items in the profit and loss statement and thus the volatility of Fiskars net result.



# 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%

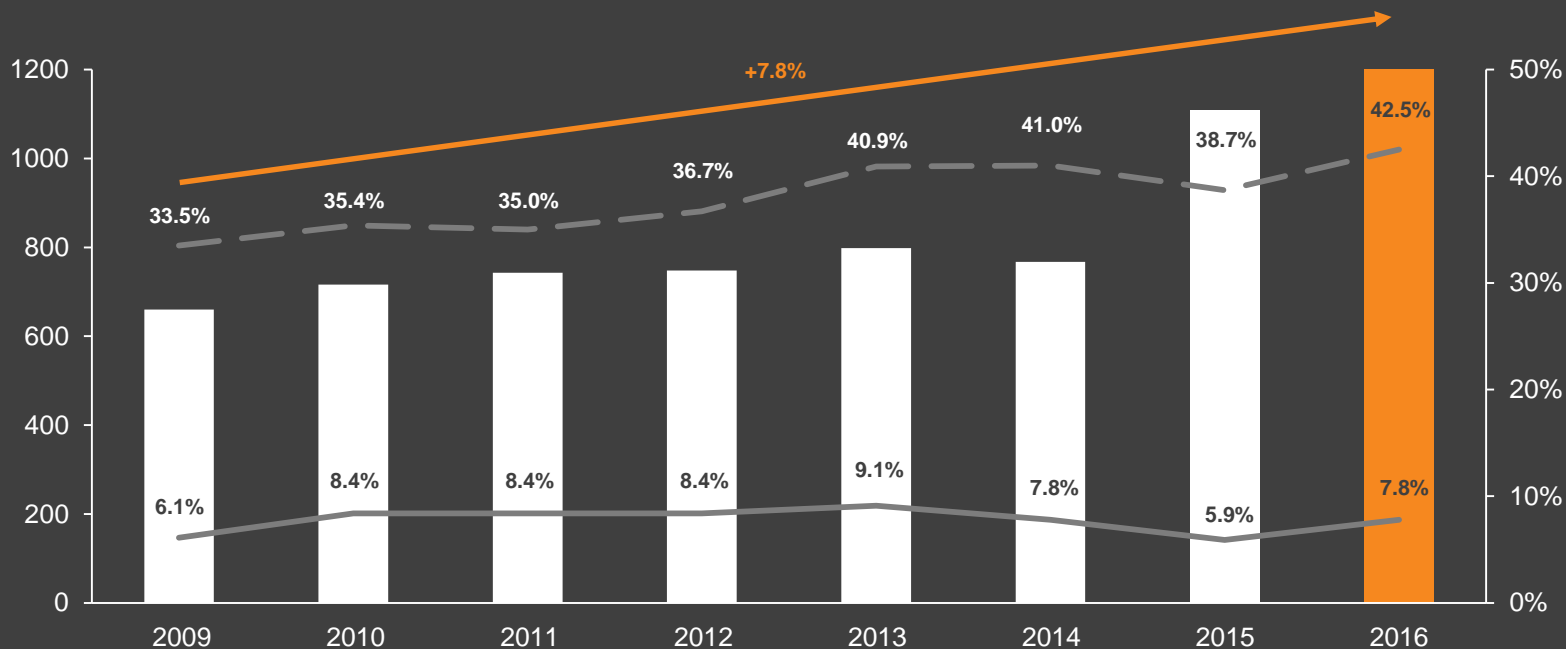


## **Dividend**

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



Comp. gross profit



Net sales CAGR



Comp. operating profit \*

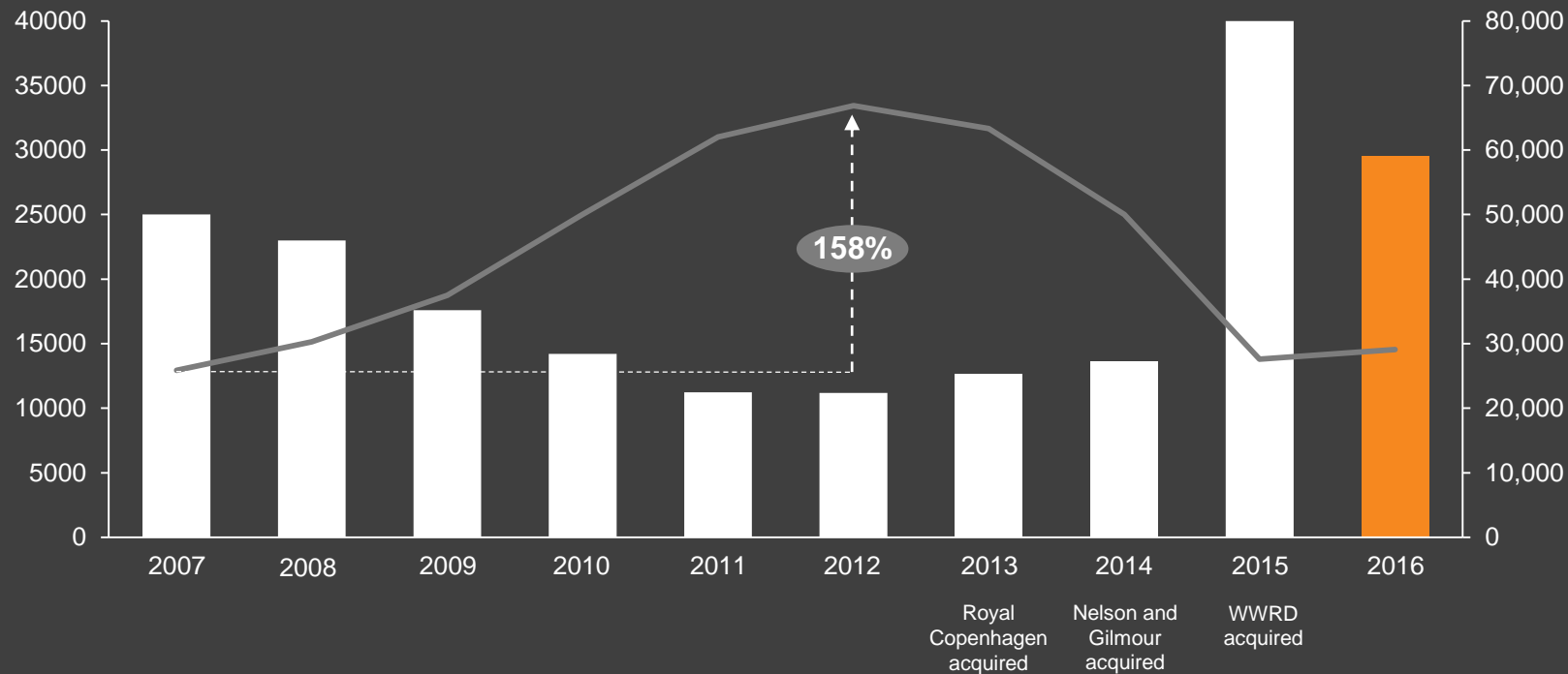
\* Items affecting comparability include items such as restructuring costs, impairment or provisions charges and releases, integration related costs, and gain and loss from the sale of businesses

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# SKU development

Number of Stock  
Keeping Units (SKU)\*

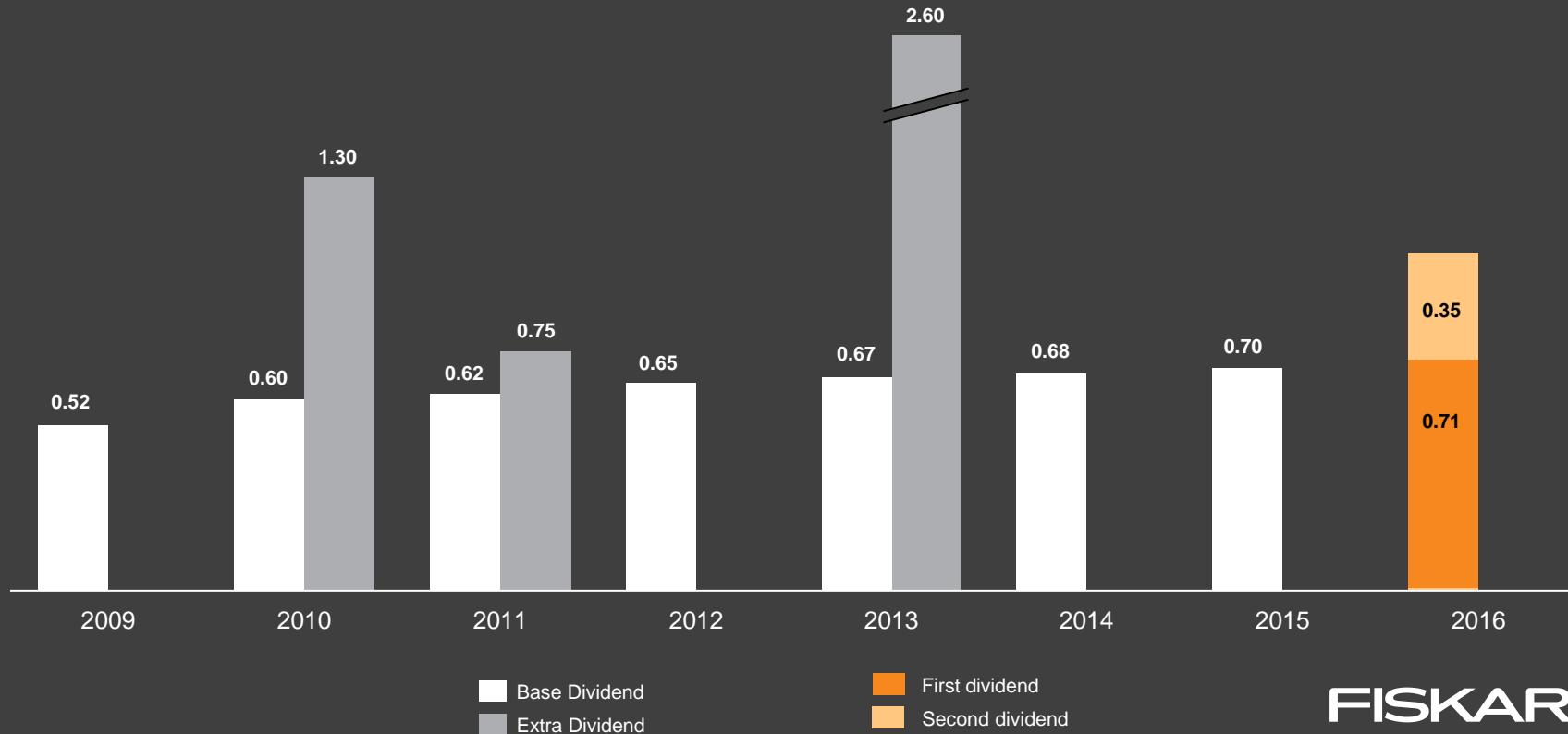
Sales / SKU, EUR



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# Eight years of base dividend growth

Dividend per share (DPS) history 2009-2016  
EUR



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# Sustainability focus areas



LASTING  
DESIGN



CARING FOR  
PEOPLE AND  
COMMUNITIES

PROTECTING THE  
ENVIRONMENT

FISKARS

## TARGETS 2027 or earlier where possible

Group-wide CO2 emissions  
from our own production  
reduced by

**50%**

**0** LTI

Zero Lost Time Incidents

A lost-time incident is defined as an  
occurrence that resulted in time lost from work  
of one day or more

**50%**

of all materials used in  
products are from renewable  
or recycled sources



CO2 emissions from our value  
chain (scope 3) reduced by

**30%**

Our key suppliers' energy  
consumption reduced by

**30%**

Group-wide energy consumption  
of own production reduced by

**30%**

**100%** of waste generated in manufacturing is  
recovered or recycled – no waste to landfill

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